



Capacity Building of Cambodia's Local Organizations Program
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USAID Cambodia CBCLO Program

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LIST OF ACRONYMS

AO:	Agreement Officer
AOR:	Agreement Officer Representative
APS:	Annual Program Statements
CBCLO	Capacity Building of Cambodia's Local Organization
CCC:	Cooperation Committee for Cambodia
COP	Chief of Party
CSOs	Local Civil Society Organization
CSSC	Civil Society Support Contract
CSSP	Civil Society Strengthening Program
FOGs:	fixed obligation grants
GM	Grants Manager
HO:	Home Office
IESC	International Executive Service Corps
M&E	Monitoring & Evaluation
NGO:	non-governmental organization
NUPAS	non-US based pre-award assessment
OFM	Office of Financial Management
PC	Program Coordinator
TA	Technical Assistant
TOT:	Training of Trainer
USAID:	United States Agency for International Development
USG:	United States Government
VC:	Volunteer Coordinator
VEGA	Volunteers for Economic Growth Alliance

EXECUTIVE SUMMARY

Project Overview

The International Executive Services Corps (IESC) is the lead implementer of the Capacity Building of Cambodia's Local Organizations (CBCLO) Program under the Volunteers for Economic Growth Alliance (VEGA), Leader with Associate Cooperative Agreement AID-442-LA-14-00001, in partnership with Kanava International. CBCLO supports USAID/Cambodia's Office of Finance Management (OFM) development objective to strengthen the institutional capacity of local organizations, with an emphasis on financial, administrative, procurement, and organizational management. A total of \$2,180,851 USD is allocated for this activity, including \$216,171 USD in cost share. The period of performance is February 07, 2014 through February 06, 2019. The program's ultimate objective is to improve the ability of local organizations to effectively implement USAID-funded activities. This objective is achieved through the project's two components:

1. Targeted capacity building to Cambodia's local organizations and
2. Support to USAID/Cambodia's Annual Program Statement (APS) mechanism through outreach, evaluation, oversight, and monitoring and evaluation (M&E) of awards.

Technical training and support for improved monitoring and evaluation is a cross-cutting activity within both of these components.

Highlights

This is the first semi-annual report for the CBCLO Program and covers reporting period February 7, 2014 to September 30, 2014. The CBCLO Program is on target to achieve project goals. Major achievements in this reporting period include the following:

- The program underwent start-up operations that included the hiring of the local Grants Manager, M&E Manager and Grants Specialist, attending the post award conference, identifying an office location, procuring official equipment, meeting with a local law firm to determine registration procedures and establishing the Program's operations and personnel manual, and beginning the work planning process.
- Initial drafts of CBCLO's Work Plan and M&E Plan were submitted on May 7, 2014, as required by the cooperative agreement. Final versions were accepted by USAID on June 20, 2014.
- Training curriculums for USAID Standard Provisions for Non-US Based Organizations and basic M&E concepts were developed in collaboration with the field staff and IESC HQ for use in two training sessions and two outreach events.
- On July 24, 2014 CBCLO organized an event to formally introduce the program and to provide greater clarity on the standard provisions of USAID. IESC Volunteer Expert, Ms. Pamela Stevens-Hayden presented the "Why and How of U.S. Foreign Aid" along with an overview of the USAID Standard Provisions for Non-US Based Organizations.
- On July 31, 2014 an outreach event was hosted at the CBCLO's office in Phnom Penh for 15 participants (60% of whom were female) from 9 USAID partners and sub-partners. During the event IESC Volunteer Expert, Ms. Pamela Stevens-Hayden provided a half-day training on USAID Rules and Regulations with particular emphasis on tips for identifying if an organization's current policies fully addressed all the necessary USAID regulations.
- Ms. Angela Wasson, M&E Director at IESC HQ conducted a one-week trip to the CBCLO field office to provide M&E capacity building to CBCLO's M&E Manager, Ms. Leakhena Ith. Ms. Wasson facilitated a

focus group discussion to gather baseline data on the current usage of M&E systems in local organizations and conducted a full-day M&E training session for 46 people from 33 local organizations.

- CBCLO held meetings with USAID implementing partners Winrock, Fintrac and WorldFish to determine the training needs of each organization's local Cambodian sub-partners. Each implementing partner has been provided with a Needs Assessment Form to be distributed amongst their local partners. This form lists the potential training curriculums offered by the CBCLO program and it gives an opportunity for interested organizations to self-identify areas where they feel they need additional improvement.
- Training sessions were attended by a total of 46 NGOs, with 100% of the 70 participants reporting that they increased their knowledge of relevant training topics.
- In June 2014, Kanava International traveled to Cambodia to implement the ISD™ Training of Trainers Program. The training involves four sessions and a practical application exercise with one of the local organizations. In addition to the ISD™ training program, Kanava met with USAID and other local stakeholders to answer questions about the system and explore options for local partnerships.
- The CBCLO field team and Kanava conducted a three-day field visit to ARV Users Association (AUA) from September 9-12, 2014 to complete the initial field test for the ISD™ assessment. Based on feedback from USAID, CBCLO will no longer be promoting ISD™ as a certification process. However, the tool will be used to create Capacity Development Plans (CDPs) and/or complement existing and new plans developed through other USAID programs.
- The project team conducted 10 Pre-Award Assessments for nine NGOs applying for USAID funding assistance. Based on our experience to date, the finalization of NUPAS reports can be a lengthy process if the initial assessment team does not address the right questions during field visits. In order to meet USAID's need for quicker turnaround, the project has taken steps to provide additional resources to this activity.
- The CBCLO field team developed a strategy and recruitment plan for a local volunteer support program with graduate students. A Memorandum of Understanding was signed with Norton University to begin recruiting interested Masters students. CBCLO also received permission from the Royal University of Phnom Penh to begin recruiting local volunteers from among their interested faculty departments.
- IESC was asked to recruit an international volunteer to provide assistance in the CSSP APS selection process. However, the request was delayed and ultimately canceled by USAID in July 2014. USAID also asked IESC to recruit and deploy an international volunteer expert to assist RACHA to improve their internal control systems. IESC interviewed a series of candidates in July 2014. Ms. Susan Gurley was selected and agreed to a field assignment from October – November 2014.

Implementation Challenges

Notable challenges faced during this period included delays in the registration process, a shortage of needed expertise in the field office, ambiguity regarding the desired activities of the CBCLO Program and a learning curve regarding the adoption of the USAID Non-US Pre-Award Assessment Survey (NUPAS). To address these challenges, the CBCLO team is working closely with USAID to identify proper NUPAS report preparation procedures and to continue improving the technique and quality of the NUPAS review. CBCLO also instituted a practice whereby all materials are reviewed by a native English speaker before final submission to the client (Program Coordinator or HQ) and made HQ staff time available for review, as needed. CBCLO is also in the process of developing a survey to be provided to local NGOs to identify specific concerns with the NUPAS process and request suggestions for possible improvements.

PROGRAM BACKGROUND

The Capacity Building of Cambodia’s Local Organizations (CBCLO) Program is funded by the United States Agency for International Development (USAID) through a Leader with Associate Cooperative Agreement No. EEM-A-00-04-00002-00 awarded to the Volunteers for Economic Growth Alliance (VEGA) under Associate Award No. AID-442-LA-14-00001. The period of performance is February 07, 2014 through February 06, 2019. A total of \$2,180,851 USD is allocated for this activity, including \$216,171 USD in cost share.

The International Executive Service Corps (IESC) is the lead implementer of the CBCLO Program, joined by Kanava International, LLC. CBCLO supports the USAID Cambodia’s Office of Finance Management (OFM) development objective to strengthen the institutional capacity of local organizations, with an emphasis on financial, administrative, procurement, and organizational management. CBCLO activities primarily focuses on USAID partners currently receiving USAID funds, but will, resources permitting, extend to organizations interested in obtaining USAID funds. The program’s ultimate objective is to improve the ability of local organizations to effectively implement USAID-funded activities.

	Component 1	Component 2
	Capacity Building	Support Award Process
IMPACTS	<ul style="list-style-type: none"> Effectiveness of local orgs. to achieve dev. Impacts improved Local orgs. make evidence-based decision to allocate resources for dev. activities Local orgs. able to compete for and effectively manage USAID resources 	<ul style="list-style-type: none"> Partnership between local orgs. & USAID increased Amount of USAID funds implemented through local orgs. increased Risk of noncompliance by local orgs. decreased
OUTCOMES	<ul style="list-style-type: none"> Local orgs. able to meet USG stds. & ISD™ req. Local orgs. risk move from high to med. or low risk level in USAID fin. and org. review matrix Local orgs. have systems to collect data & monitor results 	<ul style="list-style-type: none"> Knowledge of USAID procurement process & stds. by local orgs. increased Better APS applications as a result of TA and outreach Understanding of local org. capacity & dev. needs improved
OUTPUTS	<ul style="list-style-type: none"> Gap analysis w/ priority areas (OCA/ISD™) Identification of priority M&E and TA interventions Local orgs. trained on financial, administrative, procurement, mgt. and M&E principles 	<ul style="list-style-type: none"> Review of APS applications, pre-award surveys & assmts. Site visits to local orgs. Local orgs trained & mentored on USAID stds. and procedures
ACTIVITIES	<ul style="list-style-type: none"> Creation and/or support to develop Capacity Development Plans (OCA/ISD™) Targeted TA, training, & mentorship to strengthen capacity & inst. sustainability 	<ul style="list-style-type: none"> Support to APS app. Review Outreach on USAID award process & procedures Oversight & monitoring of awards Targeted TA, training, & mentorship to monitor results

CBCLO’s two programmatic components were designed to support this objective through (1) targeted capacity building to Cambodia’s local organizations and (2) support to USAID/Cambodia’s Annual Program Statement (APS) mechanism through outreach, evaluation, oversight, and monitoring and evaluation (M&E) of awards. Technical training and support for improved monitoring and evaluation is a cross-cutting activity within both of these components.

PROGRAM ACTIVITIES

This is the first semi-annual report for the CBCLO Program and covers reporting period February 7, 2014 to September 30, 2014. As outlined under the USAID approved CBCLO Year 1 Work Plan, the following activities were planned and executed during this reporting period.

PROGRAM START-UP

Mobilization. IESC mobilized a start-up team to begin program implementation in February 2014. In March, Ms. Jeanah Lacey, Program Manager, and Ms. Danielle Wilkins, Program Coordinator, traveled to Cambodia to attend the post award conference, hire local staff, identify an office location, procure official equipment, meeting with a local law firm to determine registration procedures and establishing the Program’s operations

and personnel manual, and begin the work planning process. Ms. Wilkins will remain in Cambodia for the first year and 2 months of the program.

Recruitment. The CBCLO Chief of Party, Ms. Raty Ouk, was identified during the proposal stage and participated in all of the program start-up activities. All local staff members were interviewed and the Grants Manger (key personnel) was approved by the Agreement Officer (AO) in March 2014. The Grant Manager, Mr. Polin Ly, joined the CBCLO team in May 2014. Other recruited staff include the M&E Manager, Ms. Leakhena Ith, and the Volunteer Coordinator, Mr. Reaksmey Thy, began working during the month of April 2014. To better meet the staffing needs of the Program, in June 2014 the Volunteer Coordinator position was eliminated and recruitment began for a Grants Specialist to assist the Chief of Party and Grants Manager in conducting pre-award assessments. This position was filled on September 2014 by Ms. Samnieng Sek.



Outreach to USAID Implementing Partners. As part of the start-up process, CBCLO reached out to USAID partners implementing local projects, including Winrock International, WorldFish and Fintrac, to identify specific activities, training topics and technical assistance that may be required by the local partners of these organizations. CBCLO conducted outreach to identify local Cambodian organizations that are providing similar organizational capacity building activities. The Cooperation Committee for Cambodia (CCC) was recognized as an important local capacity building organization and discussions were held regarding the best possible means of collaboration and coordination between CCC and CBCLO. In the Year 2 Work Plan and

budget submitted by VEGA/IESC on October 3, 2014, CBCLO proposed an allocation of funding to CCC to support a more formalized partnership. VEGA/IESC is awaiting USAID's approval on the collaboration.

Registration. To facilitate the registration process for IESC as an international NGO working within Cambodia, the CBCLO Chief of Party, Program Manager and Program Coordinator have held several meetings with the local law firm, Sciaroni & Associates to ascertain the proper procedures for registration with the Ministry of Foreign Affairs. The Program was informed that a Memorandum of Understanding would be required from a supporting ministry in order to process IESC's registration with the Ministry of Foreign Affairs. The Program staff met with representatives from the Ministry of Education and were informed that an MOU with a university would be required before the Ministry of Education would be able to issue an MOU. The Program received an MOU with Norton University, but was subsequently informed by the Ministry of Education that the Ministry would require an MOU with a public university. CBCLO is currently in discussions with several public universities, including the Royal University of Phnom Penh and the National University of Management, to discuss a possible MOU.

Program Launch. An official launch event for that coincided with the printing of the Program's first official brochure materials and social media activity was held at the Frangipani Living Arts Hotel & Spa in Phnom Penh and was attended by 19 representatives from 13 organizations. The event included an overview of CBCLO's activities and program offerings, as well as a session on USAID Rules and Regulations led by CBCLO Volunteer Expert, Ms. Pamela Stevens.

Approval of Work Plan and M&E Plan. Initial drafts of CBCLO's Work Plan and M&E Plan were submitted on May, 2014, as required by our agreement. Final versions were accepted by USAID on June 20, 2014.

COMPONENT 1: CAPACITY BUILDING OF LOCAL ORGANIZATIONS

ACTIVITY 1. ISD™ CERTIFICATION TRAINING

The CBCLO Program utilized a train-the-trainer approach to introduce best practices from the ISD™ methodology. To this end, Kanava International worked with project staff to learn the key elements of the tool so that they will be conversant and can provide assistance to local organizations to implement in the methodology. This training laid the important foundation so that CBCLO staff can conduct trainings, assessments, and monitor progress over the life of the program. The training afforded the CBCLO field team the opportunity familiarize themselves with the ISD™ tool and certification program as well as allow Kanava to begin customizing the tool for the Cambodian context.

In June 2014, Kanava International travel to Cambodia to implement the ISD™ Training of Trainers Program. Kanava's Capacity Building Expert, Ms. Carol Yee, made her first trip to Cambodia from June 1-14 2014 to conduct the training. The training involves four sessions and a practical application exercise with one of the local organizations.

At the completion of the four-session course, staff were able to:

- Define the ISD™ standards and components and note where USAID specific requirements exist
- Assess an organization's capacity using the ISD™ certification assessment tool
- Train a potential assessor to use the ISD™ assessment tool
- Conduct a gap analysis to identify an organization's improvement needs
- Develop a management capacity building plan for an organization
- Verify that an organization has met the requirements

In addition to the ISD™ training program, Ms. Yee also met with USAID and other local stakeholders to answer questions about the certification system and explore options for local partnerships. IESC Program Manager, Ms. Jeanah Lacey, travel to Cambodia the second week of Kanava's visit to facilitate discussions and have further in-depth conversations on USAID's expectations and possible use of the ISD™ tool.

As a follow-on to the initial training received in June 2014, the CBCLO field team and Kanava conducted a three-day field visit to ARV Users Association (AUA) from September 9-12, 2014 to complete the initial field test for the ISD™ assessment. AUA received an overall score of 0.68 and would like to work to achieve the needed 16% improvement for a score of 0.81 to reach ISD™ gold certification level. The CBCLO field team continues to work with AUA to develop a customized capacity development plan that will allow them to achieve the needed organizational improvements. Based on feedback from USAID, CBCLO will no longer be promoting ISD™ as a certification process. However, the tool



CBCLO and Kanava conduct a three day field visit to AUA Association

will be used to create Capacity Development Plans (CDPs) and/or complement existing and new plans developed through other USAID programs. IESC will track progress of local organizations in the implementation of these plans.

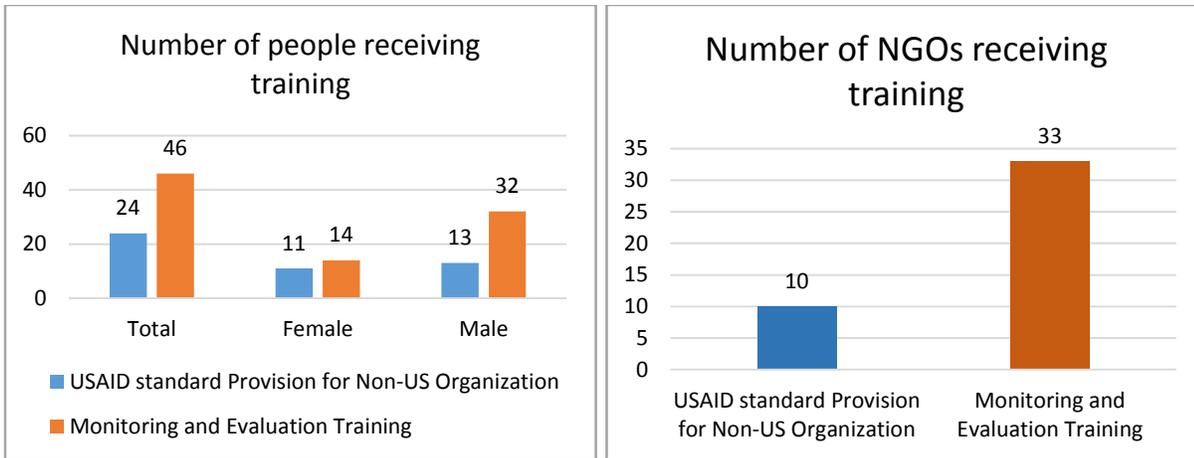
ACTIVITY 2: TECHNICAL ASSISTANCE, TRAINING, & MENTORING OF LOCAL ORGANIZATIONS

ToT on Monitoring and Evaluation. Ms. Angela Wasson, M&E Director at IESC HQ conducted a one-week trip to the CBCLO field office to provide M&E capacity building to CBCLO’s M&E Manager, Ms. Leakhena Ith. In this short period, Ms. Wasson worked one-on-one with Ms. Ith to improve her understanding on a number of M&E techniques and training materials, facilitated a focus group discussion to gather baseline data on the current usage of M&E systems in local organizations, and conducted a full-day M&E training session for 46 people from 33 local organizations.

Training to NGOs both USAID partners and Non-USAID partners. The CBCLO team organized a one-day training course on USAID’s Standard Provisions for Non-US Organizations for the local sub-partners of Winrock-SFB. Each of the sub-partners that attended the course specializes in working on environment related activities. The course was held in at the Winrock-SFB offices in Phnom Penh, on July 17, 2014 and was attended by 24 participants. Eleven (46%) of the participants were females and 100% of all attendees (24 people) reported increased knowledge of USAID Standard Provision for Non-US Organization after attending the course.

The CBCLO team organized a one-day Monitoring and Evaluation training, led by IESC’s M&E Director, Ms. Angela Wasson, at the Eden Park Restaurant in Phnom Penh on August 25, 2014. A total of 46 participants, 14 (30%) of which were females, attended the event. 30 (65%) of 46 the attendees were based in Phnom Penh while the remainder traveled from Battambang, Kampong Cham, Kampong Speu, Kratie, Mondulkiri, Pursat, Siem Reap, and Svay Rieng to attend the training. The 46 participants represented 33 different NGOs working in a number of diverse areas such as Health, Agriculture, Environment, Human Rights, and Livelihood & Rural Development. According to a comparison of pre- and post-tests that were conducted before and after the training, 100% of participants demonstrated increased knowledge of Basic M& E Concepts, Indicators, Data Collection and Data Quality. Feedback from attendees was generally positive with 93% of respondents indicating that they found Ms. Wasson to be an “effective” to “very effective” trainer. Constructive feedback indicated that for future events the CBCLO program may want to invest in improved simultaneous translation capabilities, as the quality of the hired service prevented some participants from fully comprehending the entire session.





Training Curriculum

Over the course of this reporting period two training curriculums were fully developed in collaboration with the field staff and IESC HQ. The collaboration is important to ensure that the training curriculums reflect in-depth knowledge of rules and regulations and M&E principles so that there is no misinterpretation or misrepresentation of these topics to local partners.

- USAID Rules and Regulations developed in English (with assistance from IESC Compliance Expert Pamela Stevens)
- Basic M&E Concepts covering three sub-topics were developed in English and Khmer (with assistance from IESC M&E Director Angela Wasson):
 - Basic Monitoring and Evaluation Concepts
 - Indicator, Data Collection
 - Data Quality

COMPONENT 2: SUPPORT USAID APS GRANT MECHANISMS

ACTIVITY 1. EVALUATION OF APS AWARDS (REMOVED FROM THE SCOPE OF WORK)

Per the approved CBCLO Year 1 Work Plan, it was originally envisioned that CBCLO would assist USAID in the evaluation of award applications for fixed obligation grants (FOGs) to local civil society organizations (CSOs) and other APS grantees as directed by USAID.

In May 2014, USAID requested that IESC identify an international volunteer to provide technical input at the concept note phase for the Civil Society Strengthening Program APS and draft the final technical evaluation report for USAID. IESC presented two international volunteers with expertise to support USAID’s Democracy and Governance Office. However, the request was delayed and ultimately canceled in July 2014. Per feedback and revisions by USAID to the CBCLO program description, this activity is no longer in the CBCLO scope of work.

ACTIVITY 2. CONDUCT ASSESSMENT SURVEYS OF PROPOSED GRANT RECIPIENTS

Under the direction of USAID/Cambodia’s Office of Financial Management, CBCLO conducts pre-award surveys for the APS grant recipients and performs risk assessments and financial reviews of current partners to identify potential weaknesses and areas of improvement. This process involves site visits to the local organizations, with a final report submitted to USAID on CBCLO’s findings.

Since the inception of the program, CBCLO has conducted ten pre-award assessments, including five desk reviews and five full scope Non-US Based Pre-Award Assessments (NUPAS). Based on our experience to date, this process requires at least three CBCLO staff over the course of 2-3 day period, depending on the size of the organization.

The finalization of NUPAS reports can be a lengthy process if the right questions are not addressed in CBCLO’s reporting to USAID. In order to meet USAID’s need for quicker turnaround, the project has taken a number of steps to provide additional resources to this activity, including:

- Eliminated the Volunteer Coordinator position and hired a Grants Specialists to provide additional support for NUPAS activity
- Instituted practice whereby all materials are reviewed by a native English speaker before final submission to the client
- Made HQ staff time available for NUPAS review, as needed; and
- Provided feedback to USAID on ambiguities in NUPAS questions and tracked requirements for each section so that CBCLO staff have better clarity on each section.

Pre-award assessment	No of Assessment
Desk Review	5
ADHOC	1
CCHR	1
CLEC	1
RISC	1
CHADA	1
Full Scope Review	5
AUA	1
IPHIA	1
LICADHO	1
RISC	1
WaterSHED	1
Total	10

ACTIVITY 3. MONITORING AND EVALUATION OF THE AWARDS (REMOVED FROM THE SCOPE OF WORK)

Per the approved CBCLO Year 1 Work Plan, it was originally envisioned that CBCLO would serve as a third-party resource to oversee the recipient’s ability to achieve programmatic results and progress on FOG deliverables. Since this activity was directly tied to grantees under the yet to be awarded Civil Society Strengthening Program APS, we have no activities to report this period. Per feedback and revisions by USAID to the CBCLO program description, this activity is no longer in the CBCLO scope of work.

ACTIVITY 4. TARGETED TECHNICAL ASSISTANCE, TRAINING & MENTORING (REMOVED FROM THE SCOPE OF WORK)

Per the approved CBCLO Year 1 Work Plan, it was originally envisioned that CBCLO would provide capacity building support based on the results of the site visits and field monitoring from Activity 1 and 3. Since this activity was directly tied to grantees under the yet to be awarded Civil Society Strengthening Program APS and anticipated participants in the ISD™ certification process, we have no activities to report this period. Per feedback and revisions by USAID to the CBCLO program description, this activity is no longer in the CBCLO scope of work.

ACTIVITY 5. OUTREACH TO LOCAL ORGANIZATIONS

Over the course of this reporting period, CBCLO conducted two outreach events:

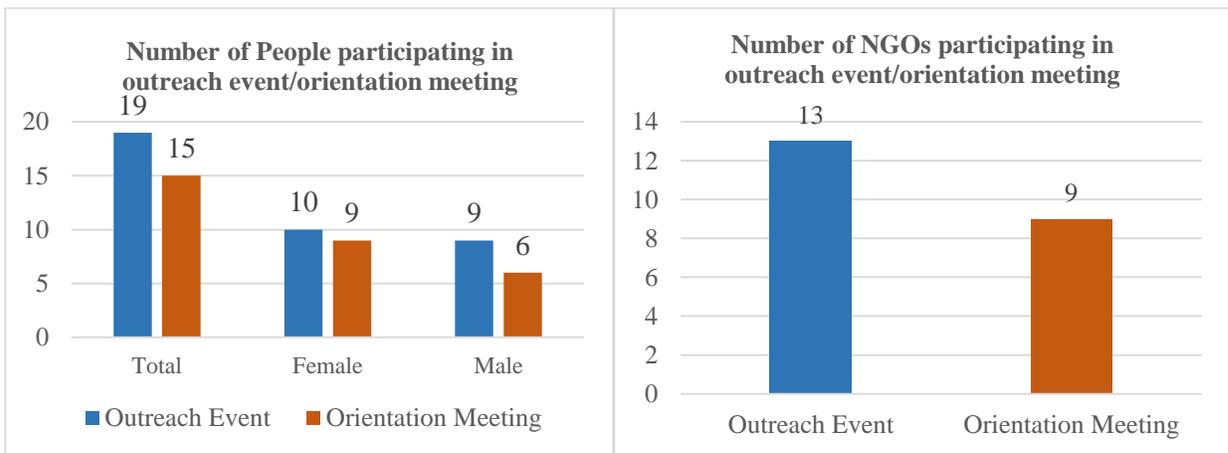
USAID Rules and Regulations Training. On July 24, 2014 VEGA/IESC Cambodia team organized an event to formally introduce the CBCLO program, and to provide greater clarity on the standard provisions of USAID. IESC Volunteer Expert, Ms. Pamela Stevens-Hayden presented the “Why and How of U.S. Foreign Aid” along with an overview of the USAID Standard Provisions for Non-US Based Organizations. The



CBCLO team organizes a half day event to 13 Local NGOs

half-day event was held at the Frangipani Living Arts Hotel in Phnom Penh. A total of 19 participants attended the event, 10 (53%) of whom were female. Thirteen local NGOs were represented.

Orientation Meeting. On July 31, 2014 an outreach event was hosted at the CBCLO’s office in Phnom Penh for 15 participants (9 or 60% of whom were female) from 9 USAID partners and sub-partners. During the event IESC Volunteer Expert, Ms. Pamela Stevens-Hayden provided a half-day training on USAID Rules and Regulations with particular emphasis on tips for identifying if an organization’s current policies fully addressed all the necessary USAID regulations. The CBCLO team received positive feedback regarding the highly interactive nature of the event and participants were pleased with the high degree of knowledge and subject matter expertise provided by Ms. Stevens-Hayden.



Based on feedback that the project has received from USAID, CBCLO has begun translating all training and outreach materials into the Khmer language. The team also ensures that USAID and HQ support staff have time to review the materials before the presentation to assure quality and clarity of message.

USE OF VOLUNTEERS

Local Volunteers. Over the last six months, the CBCLO team developed a strategy and recruitment plan for a local volunteer support program with graduate students. This involved identifying appropriate local universities as partners to ensure a consistent, high quality pipeline of local volunteers. To this end, a Memorandum of Understanding (MOU) has been signed with Norton University to begin recruiting interested Masters students to intern with the CBCLO program for 3 to 6 months. Per discussions with the Norton University administration, recruiting efforts will begin in November 2014. CBCLO has also received permission from the Royal University of Phnom Penh to begin recruiting local volunteers from among their interested faculty departments. Volunteer opportunity information has been distributed and applications will be evaluated in October 2014. As of the end of the reporting period, CBCLO was reviewing applications and working to identify candidates with the necessary qualifications and capable of making an adequate time commitments to the program. The local volunteer program is a priority and we are working to have volunteers on board as soon as possible.

International Volunteers. This reporting period, IESC fielded one Compliance Expert, Ms. Pamela Stevens-Hayden, to volunteer for the CBCLO Program. From July 20 – August 2, 2014 USAID Rules and Regulations expert, Ms. Stevens-Hayden visited the CBCLO Program as a Volunteer Expert. During this time, Ms. Stevens-Hayden was able to develop two training presentations that she presented during two outreach events held for current USAID partners and sub-partners and organizations interested in working with USAID. She engaged directly with the local organizations attending both of the outreach events and made herself available to answer a number of individual and specific questions posed by the organizations. Ms. Stevens-Hayden has also been providing remote assistance to the CBCLO team to answer specific questions on USAID compliance standards. She also reviewed each of the USAID Rules and Regulations trainings to ensure proper messaging when conducting the trainings.

As noted above, USAID requested that IESC recruit and place one international volunteer to provide assistance in the CSSP APS selection process. However, the request was delayed and ultimately canceled in July 2014. USAID also asked IESC to recruit and deploy an international volunteer expert to assist the local Cambodian organization, RACHA, to improve their internal control systems. IESC interviewed a series of candidates in July 2014. Ms. Susan Gurley was selected and agreed to a field assignment from October – November 2014.

COORDINATION WITH IMPLEMENTING PARTNERS

The CBCLO Chief of Party and Program Coordinator have held meetings with USAID implementing partners Winrock, Fintrac, and WorldFish to determine the training needs of each organization’s local Cambodian sub-partners. Each implementing partner has been provided with a Needs Assessment Form to be distributed to and completed by their local partners. This form lists the potential training curriculums offered by the CBCLO program and it gives an opportunity for interested organizations to self-identify areas they feel they need additional improvement. Additionally, the CBCLO team is also working with the staff of the prime-implementing partners to ensure appropriate training and technical assistance is provided by reviewing previously conducted sub-partner assessments and reviews.

The Cooperation Committee for Cambodia (CCC) is a respected local organization that specializes in the capacity development and certification of local organizations. To best leverage the existing activities of CCC with the activities and objectives of CBCLO, CBCLO’s Chief of Party and Program Coordinator met with the Executive Director and management team of CCC to discuss possible areas for collaboration. CCC expressed some serious concerns regarding the planned ISD™ Certification program. They felt an additional certification program would cause confusion among local organization and would undermine the brand recognition CCC had invested many years and resources to develop. After meetings with representatives from CBCLO, Kanava, CCC, and USAID it was eventually determined that the ISD™ certification activity would be de-scoped from the program. Discussions are on-going to develop collaborative training curriculums between CBCLO and CCC. In the Year 2 Work Plan submitted by VEGA/IESC on October 3, 2014, CBCLO proposed an allocation of funding to CCC to support more formalized partnership. VEGA/IESC is awaiting USAID’s approval on the collaboration.

PROGRESS TOWARD RESULTS

OBJECTIVE A: STRENGTHEN INSTITUTIONAL CAPACITY OF LOCAL ORGANIZATIONS

This component includes training and mentoring for improving the financial, administrative, procurement, and management structures of local organizations. The capacity building incorporates training on Monitoring and

Evaluation (M&E) concepts and practices to improve their ability to use M&E data to make evidence-based decisions. The indicators per the M&E Plan are to the right.

Over the reporting period, activities focused on developing training curriculum and tools that will be used over the life of the program. We also conducted a training on USAID Rules and Regulations and a training on M&E concepts. Results achieved include the following:

- A total of 41 organizations received USG supported training in procurement and M&E concepts
 - 10 NGOs received training in the areas of financial, administrative, procurement and organizational management during a general discussion regarding USAID Standard Provisions for Non-US Based Organizations.
 - 33 NGOs received training in basic M&E and performance management concepts.
 - 2 NGOs (MEDIA One and CANDO) attended both training sessions.
- A total of 70 people received USG supported training:
 - 24 people (Male: 13, Female: 11) received training in the areas of financial, administrative, procurement and organizational management
 - 46 people (Male: 32, Female: 14) have received training basic M&E and performance management concepts.
- 70 people have reported increased knowledge after attending two CBCLO training sessions
 - 24 people reported increased knowledge of financial, administrative, procurement and organizational management concepts
 - 46 people reported increased knowledge of basic M&E and performance management concepts.

1.1) % of assisted organizations that move up at least ISD certification level
1.2) % of assisted organizations that move from high to medium or low risk in their final financial and organizational review matrix assessment
1.3) # of organizations receiving technical assistance (training and mentoring) in financial, administrative, procurement, M&E and organizational management concepts
1.4) # of people receiving USG sponsored training in financial, administrative, procurement, M&E and organizational management concepts
1.5) # of people with increased knowledge of financial, administrative, procurement, organizational management and basic M&E concepts
1.6) The extent to which people with increased knowledge of financial, administrative, procurement, organizational management and M&E concepts use organizational data to make

Component 1: Capacity Building Indicators

USG Supported Training	NGOs	Participants			Increased Knowledge	
		Total	Male	Female	N° People	%
Financial, Administrative, Procurement and Organizational Management of USAID standard Provision for Non-US Organization	10	24	13	11	24	100%
Basic M&E and performance management concepts	33	46	32	14	46	100%
Total	43¹	70	45	25	70	100%

¹ Two NGOs (MEDIA One and CANDO) attended both training sessions

In addition to the above, a focus group discussion was conducted to gather baseline data on the current usage of M&E systems in local organizations. This group contained seven participants from four assisted local NGOs (AUA, CSSD, SCC, and Srer Khmer). This information will be used to develop further capacity building training and materials that is responsive to their needs.

OBJECTIVE B: SUPPORT USAID GRANT MECHANISMS

This component involves outreach to local organizations to make them aware of the APS mechanism and prepared to submit applications, CBCLO support to USAID’s technical evaluation committee, site visits of APS awardees, and oversight and monitoring of awardees. Support includes M&E support to the USAID Mission to capture results from APS award recipients’ work. The indicators per the M&E Plan are to the right.

Objective B results achieved during this reporting period have included:

- 10 pre-award assessments have been conducted
 - 5 NUPAS
 - 5 Desk Reviews
- 2 outreach events/orientation meetings were conducted to improve general understanding of USAID policies and procedures and they were attended by representatives from 22 local organizations
 - 5 Current USAID partners
 - 17 Non-USAID partners
- One ISD™ site visit was conducted to ascertain the certification level of the organization.

- 2.1) # of pre-award assessments conducted
- 2.2) # of outreach events and trainings conducted to improve understanding of USAID policies, procedures and standards
- 2.3) # of local organizations that received USG support through outreach events and trainings to improve understanding of USAID policies, procedures and standards
- 2.4) % of local organizations receiving USG supported outreach trainings that were successful in their grant application
- 2.5) # of site visits to grantees to monitor progress disaggregated by the purpose of the visit
- 2.6) Number of APS recipients that received capacity assistance (disaggregated by former and new recipients)
- 2.7) Percentage of FOG recipients receiving follow on award in other types of mechanism

Component 2: USAID grant support Indicators

As noted in the program activities section, a number of Objective B deliverables were contingent on support to the Civil Society Strengthening Program APS and anticipated participants in the ISD™ certification process. Per feedback and revisions by USAID to the CBCLO program description, all but one of these activities (NUPAS review) will be removed from the CBCLO scope of work.

SUMMARY OF PERFORMANCE INDICATORS

The table below presents the summary progress of CBCLO performance indicator, for which the following colors were used.

Green	Completed- Implemented according to plan
Blue	Acceptable- On track and/or not wholly within the manageable interests of the program
Yellow	On-going-Long Term Result and due only in next year
Red	Delayed- target date passed or started later than planned

Indicator		Type	Baseline	Y1		Status
				Target	Actual	
Project Goal: Institutional capacity of local organizations in financial, administrative, procurement, and organizational management strengthened to effectively implement USAID-funded activities						
A	Percentage of direct USAID awards effectively managed by assisted organizations (disaggregated by former and new recipients)	Outcome	0	N/A	0	
B	Number of awards made directly to local organizations* (F-indicator# CBLD-1; disaggregated by former and new recipients)	Outcome ²	N/A	N/A	N/A	
Objective A: Strengthen the Institutional Capacity of Local Organizations						
Component 1: Capacity Building of Local Organizations						
1.1	Percentage of assisted organizations that move up at least one ISD™ certification level from their baseline level	Outcome	0	TBD	0	
1.2	Percentage of assisted organizations that move from high to medium or low risk in their financial and organizational review matrix assessment	Outcome	0	TBD	0	
1.3	Number of assisted organizations receiving USG supported training in the areas of financial, administrative, procurement, organizational management, M&E, and performance management concepts. (disaggregated by the type of training).	Output	0	37	41 ³	
a	<i>Financial management</i>	<i>Output</i>	0		10	
b	<i>Administrative management</i>	<i>Output</i>	0		10	
c	<i>Procurement management</i>	<i>Output</i>	0		10	
d	<i>Organizational management</i>	<i>Output</i>	0		10	
e	<i>Basic M&E and performance management concepts</i>	<i>Output</i>	0		33	
1.4	Number of assisted organizations receiving technical assistance (coaching and mentoring) in the areas of financial, administrative, procurement, organizational management, basic M&E, and performance management concepts. (disaggregated by type of TA)	Output	0	37	0	
1.5	Number of people receiving USG supported training (disaggregated by area of technical assistance provided and sex of participant)	Output	0	111	70	
a	<i>Financial management</i>	<i>Output</i>	0		24	
a1	Male	Output	0		13	
a2	Female	Output	0		11	
b	<i>Administrative management</i>	<i>Output</i>	0		24	
b1	Male	Output	0		13	
b2	Female	Output	0		11	

² This indicator is not wholly within the manageable interests of the CBCLO program

³ 2 NGOs (MEDIA One and CANDO) were only counted once despite attending two training sessions

Indicator		Type	Baseline	Y1		Status
				Target	Actual	
c	<i>Procurement management</i>	<i>Output</i>	0		24	
c1	Male	Output	0		13	
c2	Female	Output	0		11	
d	<i>Organizational management</i>	<i>Output</i>	0		24	
d1	Male	Output	0		13	
d2	Female	Output	0		11	
e	<i>Basic M&E and performance management concepts</i>	<i>Output</i>	0		46	
e1	Male	Output	0		32	
e2	Female	Output	0		14	
1.6	Number of people with increased knowledge of financial, administrative, procurement, organizational management, M&E, and performance management concepts (disaggregated by area of knowledge increased)	Outcome	0	100	70	
a	<i>Financial management</i>	<i>Outcome</i>	0		24	
b	<i>Administrative management</i>	<i>Outcome</i>	0		24	
c	<i>Procurement management</i>	<i>Outcome</i>	0		24	
d	<i>Organizational management</i>	<i>Outcome</i>	0		24	
e	<i>Basic M&E and performance management concepts</i>	<i>Outcome</i>	0		46	
1.7	The extent to which people with increased knowledge of financial, administrative, procurement, organizational management, and M&E concepts use organizational systems, policies, and data to make decisions	Qualitative	N/A	N/A	N/A	
Objective B: Support USAID APS grant mechanisms						
Component 2: Outreach, Evaluation, Oversight & Monitoring of Awards						
2.1	Number of APS applications reviewed	Output	0	TBD	0	
2.2	Number of pre-award assessments conducted	Output	0	15	10	
2.3	Number of outreach events/orientation meetings conducted to improve understanding of USAID award process, policies, procedures, and stds.	Output	0	1	2	
2.4	Number of local organizations that received USG support through outreach events/orientation meetings to improve understanding of USAID award process, policies, procedures, and standards (disaggregated by current and non-partner organizations)	Output	0	10	22	
a	<i>Current USAID partners' organizations</i>	<i>Output</i>	0		5	
b	<i>Non-USAID partners' organizations</i>	<i>Output</i>	0		17	

	Indicator	Type	Baseline	Y1		Status
				Target	Actual	
2.5	Percentage of local organizations receiving USG supported outreach trainings that were successful in their grant application ⁴	Outcome	0	N/A	0	
2.6	Number of site visits to grantees disaggregated by purpose of the site visits (agreed upon milestones, CB plan implementation, and Certification level)	Output	0	TBD	1	
<i>a</i>	<i>Agreed upon milestones</i>	<i>Output</i>	0	TBD	0	
<i>b</i>	<i>CB plan implementation</i>	<i>Output</i>	0	TBD	1	
<i>c</i>	<i>ISD Certification level</i>	<i>Output</i>	0	TBD	1	
2.7	Percentage of FOG recipients receiving follow on award in other types of mechanisms	Output	0	TBD	0	Y2

¹ This indicator is not wholly within the manageable interests of the CBCLO program.

IMPLEMENTATION CHALLENGES AND PROPOSED SOLUTIONS

No	Implementation Challenge	Proposed/Action Solution
1	Initial review and comments on submitted NUPAS assessments were delayed, resulting in a lack of understanding of proper report preparation procedures.	<ul style="list-style-type: none"> The CBCLO team will work closely with USAID to identify proper NUPAS report preparation procedures and to continue improving the technique and quality of the NUPAS review. CBCLO instituted practice whereby all materials are reviewed by a native English speaker before final submission to the client (Program Coordinator or HQ) Made HQ staff time available for review, as needed
2	Local NGOs undergoing NUPAS pre-award assessments have complained about the perceived excessive detail of the assessments, noting that often times the reviews appear to be more detailed than outside audits that have been conducted.	CBCLO is in the process of developing a survey to be provided to local NGOs to identify specific concerns with the NUPAS process and request suggestions for possible improvements.
3	Translation has been provided during public trainings conducted in English. Feedback from participants has indicated that poor quality of some translations made it difficult for them to properly comprehend what was being said.	The CBCLO team will work to identify quality translation services for future events, as well as making efforts. Whenever possible our local staff will be presenting at the trainings and qualified Khmer-speaking experts will only be utilized in the case where a non-Khmer speaking expert is required.

MANAGEMENT AND ADMINISTRATIVE CHALLENGES

No	Management and Administrative Challenges	Proposed Action/Solution
1	In the absence of an organizational registration for IESC in Cambodia the Program is functioning without a legal identity in the country. Without a legal identity IESC has not been able to enter into any binding agreements (i.e., sign an office lease), pay local staff taxes, or open a bank account. While the Program has been able to operate through specially approved personal advances to the Chief of Party to cover operating expenses, and through the Chief of Party's signing for the Program's office lease, a lack of registration has required the Chief of Party to accept a certain amount of what should be organizational risk on behalf of the Program.	The registration process is currently being worked on by the Program staff. A local law firm, Sciaroni & Associates has been engaged to assist in processing the registration, and an independent trip has been made to the Ministry of Foreign Affairs to clarify some questions regarding required documentation. A successful inquiry has been made to the Ministry of Education for a letter of support that is necessary to complete IESC's full registration with the Ministry of Foreign Affairs. The Program staff will continue to pursue the necessary letters of support.

PLANNED ACTIVITIES FOR FY2015

Conduct Pre-Award Surveys of Proposed Grant Recipients. It is expected that the CBCLO program will conduct four Pre-Award Surveys, using either the NUPAS or Desk Review. However, the determination of eligibility for the pre-award assessment is at the sole discretion of the USAID/Cambodia Mission. As such, the ultimate number of NUPAS conducted will necessarily depend on the needs of the USAID/Cambodia Mission. **Follow up reviews on the pre-award assessment will be conducted** to eight organizations (AUA, IPHIA, WaterSHED, RISC, LICADHO, ADHOC, CCHR and CLEC).

Assessment of Local Cambodian Organizations. Customized ISD™ Gap Analyses and Capacity Development Plans will be developed in partnership with beneficiary organizations to identify the needs of each organization and themes of assistance provided by CBCLO program. In this manner, the CBCLO team will tailor technical assistance and general training needs required by participating organizations to achieve USAID standards and procedures. A survey provided to organizations to detail their experiences with the entire process will identify possible areas for improvement as well as any specific challenges faced by local organizations.

Provide Technical Assistance to Local Partner NGOs. Technical assistance will equip organizations with the necessary skills to improve their management and M&E systems, reduce risk of noncompliance, and demonstrate that they have achieved a sufficient level of operational capability to effectively implement USAID activities.

Develop Training Curriculums. Specific training curriculums will be developed in both English and Khmer to address the training needs of the program's beneficiaries. Topics will be determined according to the Needs Assessment Surveys conducted by beneficiaries, but will coincide with the programs targeted training topics including, financial management, administrative management, organizational management, procurement, M&E and performance management concepts.

Provide Training to Local Partner NGOs. The CBCLO program will provide 12 trainings for a total of at least 180 local NGO staff members to ensure that they have a proper understanding of relevant management concepts to implement needed changes within their organizations. Trainings will be conducted on developed curriculums as requested and required by beneficiary organizations.

Volunteer Program. It is expected that the targeted use of volunteers will provide the necessary technical skills and/or human resources required by the CBCLO program, while at the same time contributing to the program's stated cost-share goals. The local volunteer program will contribute to the long-term sustainability of the program's work by ensuring that there is a qualified pool of trained Cambodia professionals familiar with the rules and regulations of USAID and the best practices adopted by USAID's partner organizations; available as a resource for local Cambodian organizations. The CBCLO program will recruit four local volunteers and four international volunteers over the course of Year 2.

Monthly Networking Event. By facilitating a forum for discussion and networking, CBCLO seeks to improve the program's understanding of the challenges facing local organizations, and to identify and help disseminate the solutions that organizations have developed to face these challenges. Furthermore, it is expected that through regular, informal meetings focusing on capacity building topics NGO staff will remain better engaged with the capacity building process; as well as come to recognize the CBCLO program as a true partner in the improvement of their respective organizations.

FINANCIAL INFORMATION

Program spending is in line with budget targets per the award agreement. Per the below spending to date and burn rate, the CBCLO Program anticipates reaching 75% of its obligated amount in November 2014.

the Program's activities is posted on the CBCLO Facebook page, and in the coming months the Program will seek to expand its online engagement with both Twitter and Linked In accounts.

PROJECT SUSTAINABILITY

CBCLO's sustainability and exit strategy is centered on the goal of establishing working capacity building mechanisms that will continue to function without the direct support of the CBCLO program. We want the completion of the CBCLO program to have a minimal impact on our beneficiaries and thus to ensure the sustainability of our work we have three specific targets:

1. Ensure organizations will not regress, that the improvements that have been made will remain.
2. Ensure that organizations we have helped have the ability to conduct meaningful self-assessments and implement needed reforms.
3. Ensure that new organizations seeking to work with USAID have access to the necessary resources to allow them to build their own capacity.

The achievement of these targets is based on a multifaceted approach. The training and technical assistance provided to organizations will deliver assistance to not only addressing their immediate capacity building needs and establishing lasting organizational change so that new capacities are fully integrated within the organization, but to also demonstrate the process of conducting an open and productive capacity needs-assessment. CBCLO will seek to engage our partner organizations in a dialogue about how senior management can best solicit and interpret feedback from staff, beneficiaries, partners and donors to improve the overall functionality of their organization.

Finally, to ensure that necessary resources will always be available to assist CBCLO's existing partner organizations, as well as any future local Cambodian NGOs seeking to work with USAID, CBCLO will engage with local capacity building organizations, such as the Cooperation Committee for Cambodia (CCC) to train these local organizations on the specific rules, regulations and best practices of working with USAID. Through CBCLO's local volunteer program, CBCLO will also work to train promising Cambodian graduate students in the specific capacity development process of the program. Our ultimate goal is to create a pool of qualified local professionals who will be able to assist local NGOs to develop their internal management capacity and better engage with USAID.

APPENDIX

TABLE 1: TRAINING REPORT ON USAID STANDARD PROVISIONS

Start Date: 17 July 2014

End Date: 17 July 2014

Venue: WINROCK International

Training Provided By: CBCLO Team

1. Purpose of Training:

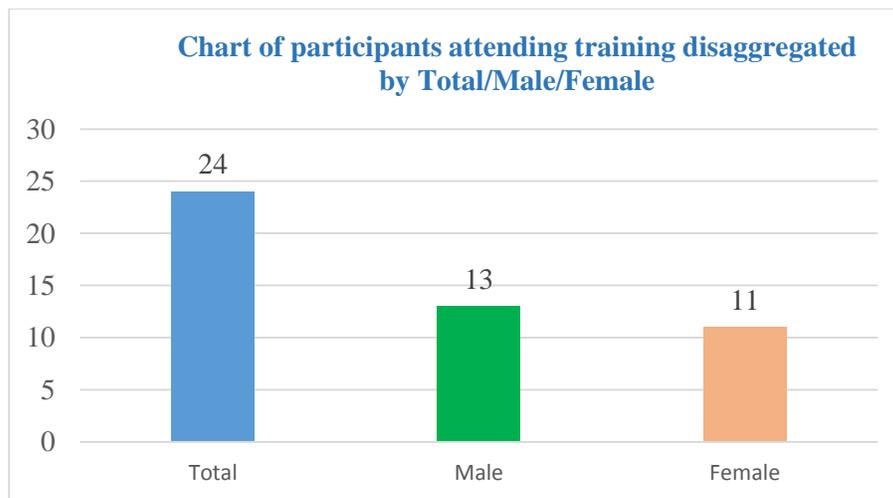
1.1: To conduct training on USAID Standard Provision

1.2: To conduct training on SAM Registration

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training: 24 Persons (Male: 13/ Female: 11)



- 54% or 13 out of 24 attendees represented the youth (below 35 years old). The age spectrum of attendees ranged from as young as 22 to as old as 56.
- 37% or 09 of 24 attendees were based in Phnom Penh while the rest came from Kampong Thom, Kratie, Mondul Kiri, Preah Vihea, and Stung Treng.

- 10 Assisted NGOs attended training in the areas of financial, administrative, procurement and organizational management of USAID standard Provision for Non-US. These NGOs are Sub-Partner of Winrock-SFB working in the sectors of Environment under the program of Supporting Forestry and Biodiversity

Organizational Name	NGOs	Attendees		
		Female	Male	Total
Cambodian NTFP Development Organization (CANDO)	1	1	1	2
Community Economic Development (CED)	1	1	1	2
Education and Development in Action (MEDIA One)	1		1	1
Forests and Livelihood Organization (FLO)	1	1	1	2
Mlup Baitong	1	1	1	2
Nomad Recherche et Soutien International (Nomad RSI)	1	1	1	2
Ponlok Khmer	1	1	1	2
Prom Vihear Thor (PVT)	1		2	2
The Elephant Livelihood Initiative Environment (ELEI)	1	1	1	2
Winrock-SFB	1	4	3	7
Total	10	11	13	24

2.2 Summary of Pre-Test and Post-Test Scoring

- 67% or 16 of 24 attendees moved from a failing score of less than 5 at the pre-test evaluation to a passing score of at least 5 during the post-test.
- 100% of 24 attendees passed the post-test evaluation, which means they achieved a score of at least 5 out of 10. 38% or 9 of the 24 achieved a perfect score (10 out of 10) and another 12 received a high score of 8 or 9 out of 10. Note that no one received a perfect score during the pre-test evaluation and 8 of 8 attendees who “passed” during the pre-test had low average scores of 5 or 6.

	Pre-Test			Post-Test		
	# of Attendees receiving score			# of Attendees receiving score		
	Female	Male	Total	Female	Male	Total
Passing Score (4-8)	5	3	8	11	13	24
10	-	-	-	3	6	9
9	1	-	1	3	3	6
8	-	-	-	4	2	6
7	1	1	2	-	2	2
6	2	2	4	-	-	-
5	1	-	1	1	-	1
Failing Score (1-3)	6	10	16			
4	2	7	9	-	-	-
3	2	1	3	-	-	-
2	1	2	3	-	-	-
1	1	-	1	-	-	-
0	-	-	-	-	-	-

2.3 Summary of Participants with increased knowledge

- 100% of all attendees or 24 People (female: 11/ Male: 13) increased knowledge in the areas of financial, administrative, procurement and organizational management of USAID standard Provision for Non-US provided.
- Of the 2 that had an increase of 1, one attendee and another had a high pre-test score of 9 and of 7 respectively.
- One attendee that had an increase of 2 already had a high pre-test score of 7.

Increasing Score	# of Attendees with increased knowledge		
	Female	Male	Total
1	1	1	2
2	1	-	1
3	2	1	3
4	3	4	7
5	1	2	3
6	3	3	6
7	-	1	1
8	-	1	1
Total	11	13	24

3. Conclusion:

Overall feedback from all attendees have indicated that the participants were very pleased with the training was provided and are looking forward to additional training sessions.

TABLE 2: TRAINING REPORT ON MONITORING AND EVALUATION

Start Date: 25 August 2014

End Date: 25 August 2014

Venue: Eden Park

Training Provided By: CBCLO Team

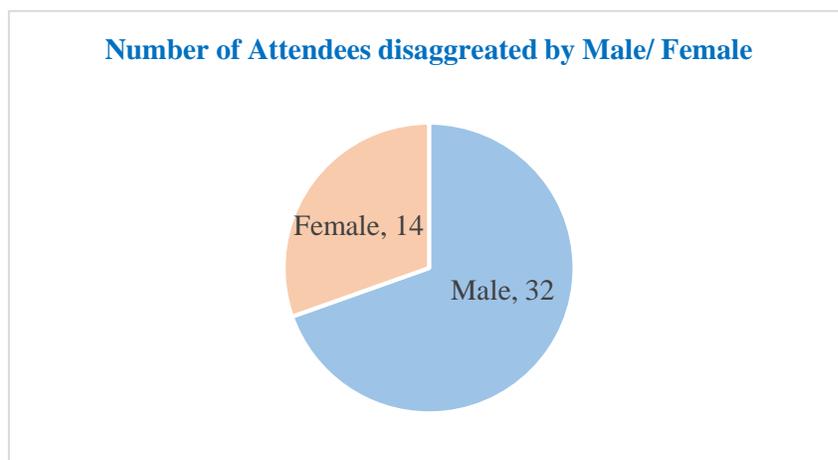
1. Purpose of Training:

1.1: To conduct training on Monitoring and Evaluation on three topics (Basic M&E Concepts, Indicator, and Data Collection & Data Quality).

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the M& E Training : **46** Persons (Female: 14/Male: 32)



- 63% or 29 out of 46 attendees represented the youth (below 35 years old). The age spectrum of attendees ranged from as young as 21 to as old as 62.
- 65% or 30 of 46 attendees were based in Phnom Penh while the rest came from Battambang, Kampong Cham, Kampong Speu, Kratie, Monduliri, Pursat, Siem Reap, and Svay Rieng
- 33 Assisted NGOs attended the M& E Training. These NGOs are working in the sectors of Health, Agriculture, Environment, Human Right, and Livelihood & Rural Development.

Organizational Name	# of Assisted NGOs	# of Attendees		
		Female	Male	Total
Agriculture Technology Services Association (ATSA)	1		1	1
Akphivath Neary Khmer Organization (ANKO)	1		1	1
Aphivat Strey (AS)	1		1	1
ARV Users Association (AUA)	1		3	3
Battambang Women's Aids Project (BWAP)	1	1		1
Cambodia Fintrac/ HARVEST	1	1	1	2
Cambodian Center for Human Rights (CCHR)	1	1		1
Cambodian NTFP Development Organization (CANDO)	1		1	1
Cambodian Rural Development Team (CRDT)	1	1	1	2
Community for Transformation (CFT)	1		1	1
Community Legal Education Center	1		3	3
Community Resource Improvement for Development (CRID)	1		1	1
Cooperation for Social Services and Development (CSSD)	1		1	1
Development Innovations Project-implemented by DAI	1	1		1
Environmental Protection and Development Organization (EPDO)	1		1	1
Human Resource and Rural Economic Development Organization (HURREDO)	1		1	1
Indigenous People Health Improvement Association(IPHIA)	1		1	1
Khmer Development of Freedom Organization (KDFO)	1	1		1
KMR	1	2		2
KWCD	1	1		1
LICADHO	1		2	2
MEDIA One	1	2		2
Open Institute	1		1	1
Organization: Operation ASHA (Cambodia)	1	2		2
Partnership for Development in Kampuchea (PADEK)	1		1	1
Ponleu Kumar	1		1	1
Reproductive and Child Health Alliance (RACHA)	1		2	2
Rural Economic Development Association (REDA)	1		1	1
Salvation Centre Cambodia	1		2	2
Srer Khmer	1		1	1
Transcultural Psychosocial Organization Cambodia (TPO)	1	1	1	2
Village Support Group (VSG)	1		1	1

Organizational Name	# of Assisted NGOs	# of Attendees		
		Female	Male	Total
WaterSHED	1		1	1
Total	33	14	32	46

2.2 Summary of Pre-Test and Post-Test Scoring

- 37% or 17 of 46 attendees moved from a failing score of less than 4 at the pre-test evaluation to a passing score of at least 4 during the post-test.
- 43 of 46 attendees passed the post-test evaluation, which means they achieved a score of at least 4 out of 8. 18 of the 43 achieved a perfect score (8 out of 8) and another 20 received a high score of 6 or 7 out of 8. Note that no one received a perfect score during the pre-test evaluation and 19 of 26 attendees who “passed” during the pre-test had low average scores of 4 or 5.

	Pre-Test			Post-Test		
	# of Attendees receiving score			# of Attendees receiving score		
	Female	Male	Total	Female	Male	Total
Passing Score (4-8)	9	17	26	12	31	43
8			-	7	11	18
7		1	1		10	10
6	4	2	6	4	6	10
5	3	8	11	1	3	4
4	2	6	8		1	1
Failing Score (1-3)	5	15	20	2	1	3
3	2	7	9	1	1	2
2		5	5	1		1
1	2	2	4			-
0	1	1	2			-

2.3 Summary of Participants with increased knowledge

- 100% of all attendees or 46 People (female: 14/ Male: 32) increased knowledge of Basic M& E concepts, Indicator, Data Collection and Data Quality provided.
- Of the 9 that had an increase of 1, one attendee and 6 attendees had a high pre-test score of 7 and of 5 or 6 respectively.
- Of the 12 that had an increase of 2, 6 attendee already had a high pre-test score of 5 or 6.

Increasing Score	# of Attendees with increased knowledge		
	Female	Male	Total
1	2	7	9
2	7	5	12
3	3	7	10
4		5	5
5	2	6	8
6		2	2
Total	14	32	46

3. Conclusion:

92% of 50 people who registered actually attended the M&E training, which is a very high turnout rate for a free (no consequence) event. All attendees provided their comments on a feedback form at the end of the day.

Overall feedback from all attendees have indicated that the participants were very pleased with the trainer (93% rated her as “very effective to effective”) and the information they were provided and are looking forward to additional training sessions.

When asked about the relevance of the training content to their current position, 85% of attendees said “very relevant to relevant”.

96% acquired “very useful to useful” information that is new to them and 93% would recommend this training to others.

If we offered trainings on other M&E topics such as “gender in M&E”, “results frameworks, causal models, and logframes”, and “in-depth primary data collection methods”, 100% said they would attend.

Additionally, they have suggested the following:

- Training Time should be longer, approximately 2-3 days.
- Training Venue should be larger.
- Training is very useful and it would be great if IESC are able to continue M&E training about intermediate M&E program, Log frame specific to USAID, advance M&E training, participatory approach.

TABLE 3: OUTREACH EVENT REPORT ON JULY 24, 2014

Start Date: 24 July 2014

End Date: 24 July 2014

Venue: Frangipany Villa Hotel (#15, Street 123, Toul Toumpong 1, Phnom Penh)

Outreach Event Conducted By: CBCLO Team

1. Purpose of Outreach Event:

1.1: Introduction on CBCLO program

1.2: Presentation on The why and how of US foreign Aid

1.3: Presentation on USAID Standard Provision

2. Result of Outreach Event:

2.1 Summary Table of Assisted NGOs and Participants:

- Total number of participants attending the Outreach Event: 19 Persons (Female: 10/Male: 9)
 - Total number of Assisted NGOs attending the Outreach Event: 13 NGOs. Khmer Women's Cooperation for Development has just received FOG from USAID.
- *Two NGOs (CSSD & MEDIA One) are going to submit the proposal for APS on 01 August 2014.

Name of Assisted NGO	# of Assisted NGOs	Total # of Participant	# of Female	# of Male
Agriculture Technology Services Association (ATSA)	1	2	1	1
Analyzing Development Issues Center (ADIC)	1	1	1	
Cambodian Center for the Protection of Children's Rights (CCPCR)	1	2	1	1
Community for Transformation	1	2		2
Cooperation for Social Services and Development (CSSD)*	1	1		1
CRID	1	1		1
Education and Development in Action (MEDIA One)*	1	2	1	1
Environmental Protection and Development Organization (EPDO)	1	2	1	1
HURREDO	1	2	2	
Khmer Akhpiwat Khmer Organization	1	1	1	
Khmer Women's Cooperation for Development	1	1		1
Komar Rikreay Association Center	1	1	1	
SEADO	1	1	1	
Grand Total	13	19	10	9

2.2 Transcript of Questions and Answers

Question 1: For how long will the CBCLO program provide support to local Cambodian NGOs?

Answer 1 : 5 years.

Question 2: How is the CBCLO program funded?

Answer 2 : The CBCLO program is fully funded by USAID.

Question 3: Who does the CBCLO program support?

Answer 3 : The CBCLO program's priority is to provide training and support to NGOs currently receiving funds from USAID. However, should our resources allow, we will consider assisting other NGOs interested in receiving funds directly from USAID. Our goal is to help improve the systems of as many organizations as possible.

Question 4: For how long is the ISD certification valid?

Answer 4 : ISD certification is valid for 3 years at each level of certification (ISD , Silver , Gold , and Platinum).

Question 5: The CBCLO program has just begun, however this assistance seems to have come a bit late as we have plans to submit our proposals to USAID on August 1, 2014. We are concerned as our NGOs are small and are not able to meet all of USAID's criteria, particularly as relates to financial audits.

Answer 5 : We understand that some local NGOs are small and often do not have a budget to finance a financial audit. However, please remember that in cases such as this, where an organization does not have the funds to commission an independent third party financial audit, a donor audits can be substituted to demonstrate to USAID that the organization's records have been reviewed. USAID's first priority is to assess your technical approach. Second thing, please make sure you have internal control and policies in place.

Question 6: Does the CBCLO program charge fees for capacity building?

Answer 6 : No, the CBCLO program provides its services free of charge.

Question 7: How can our NGO receive Volunteer assistance?

Answer 7 : The program must first receive an email expressing the needs of the organization and their interest in working with the CBCLO program. At this point the CBCLO staff can then begin to assess your NGO. Assistance will depend on the available resources of the program, and USAID priorities.

Question 8: We have had problems with giving per-diem to Government officials who attend our events. Could you provide any guidance on this issue?

Answer 8 : USAID has recently revised the per-diem rate policy of Government officials. You should check with your prime recipient and get supporting document from other NGOs that have recently received information from USAID.

Question 9: Could you clarify Allowable and Unallowable Cost and how these issues would be handled (**Cost of membership with CCC and Own Vehicle Usage**)

Answer 9 : **Cost of membership with CCC:** For cases like this it is best to consult with your AOR. But, keep in mind that any costs associated with clubs, such as exercise clubs, are not allowable.

Own Vehicle Cost: Please refer to this website for the USG published rates for personal vehicle usage reimbursements <http://www.gsa.gov/portal/content/100715>

3. Conclusion:

34% of 57 registers targets attended the Outreach Event. The CBCLO M&E Manager followed up with a number of registered participants were not present at the event. The primary reasons registered participants gave for their absence included the need to attend urgent meetings, necessary travel and failure to check their email.

Overall the event was very well received and informal discussions have indicated that the participants were pleased with the information they were provided and are looking forward to additional training sessions.

TABLE 4: OUTREACH EVENT REPORT ON JULY 31, 2014

Start Date: 31 July 2014

End Date: 31 July 2014

Venue: CBCLO Office

Outreach Event Provided By: IESC Volunteer Expert, Ms. Pamela Stevens-Hayden

1. Purpose of Outreach Event:

1.1: Introduction on Helpful Tips for USAID Rule and Regulation

2. Result of Outreach Event:

2.1 Summary Table of Assisted NGOs and Participants:

- Total number of participants attending the Outreach Event: 15 Persons (Female: 9/Male: 6)
- Total number of Assisted NGOs attending the Outreach Event: 09 NGOs

Name of Assisted NGO	# of Assisted NGOs	Total # of Participant	# of Female	# of Male
Akphivath Neary Khmer Organization (ANKO)	1	1	1	
ARV Users Association (AUA)	1	2	1	1
Cambodian Center for Human Rights (CCHR)	1	2	2	
Development Innovations (DI) Project-implemented by DAI	1	2	1	1
Open Institute	1	1	1	
Winrock-SFB	1	2		2
Cooperation Committee for Cambodia (CCC)	1	2		2
Fintrac/ HARVEST	1	2	2	
Community Health and Development Action (CHADA)	1	1	1	
Grand Total	9	15	9	6

3. Conclusion:

Overall the event was very well received and informal discussions have indicated that the participants were pleased participants were pleased with the high degree of knowledge and subject matter expertise provided by Ms. Stevens-Hayden.

TABLE 5: M&E FOCUS GROUP ANALYSIS

Moderator: Angela

Note taker/Translator: Leakhena

7 participants on August 21, 2014

Overall Observations and Analysis:

- Phone-call is very useful and fast to get informal information. Also cite- Staff Meeting, Net-working, Email, and internally information through M&E Manager, Report, Facebook, Face to face, Smart-phone, Online, Website, Newsletter.
- Information is typically shared through meeting, however those information will be shared according to the staff level (management level and staff). Also cited– phone call, skype call, email, drop-boxes and at web site Facebook, and mail-boxes for sharing.
- Participants stated strongly that they were very happy to share informal information, but they still need to get the improvement for formal information such as facebook posted to attract fund raising and presentation skills to donor. Also cite- Copy some people even the email topic is not relevant.
- Generally, having clear structure of organization is important to get easily information.
- Informal information from network is very fast within few minutes and formal information is taken one day if those data exist. Some information get from the team is based on whether the data is already existing or not, and timeline of the provided data and also download from website
- Participants state that they usually find what they need and if information that they received is not needed, they would confirm to get again and those people could refer to the other providers.
- Making decision is depended on the policy of threshold approval and the available of budget plan/resource. The team members can propose idea, but the management makes decision. Sometimes, the government board help with higher level decision.
- The participant indicate that they reviewed workplan and strategy for changing, conduct program management meeting to discuss solution and raise problem to the leader, change strategy based on the stakeholders' feedback, and consider about human resource's capacity needed to be strengthened. Also cite- Mostly successfully, only some indicators are not successful and under achieving indicators will be given information "some reasons are not related to the project".
- The participant state that they would admit making a mistake, take a mistake as lesson learnt and do personally reflection. Also cite- Staff's punishment depended on big/small mistakes and the polity, staff's blame if they make any mistakes, and some mistakes would be discussed in the team.
- The participants suggested additional training on writing proposal and report, presentation skill, and data analysis.

No.	Question	Response
1	How do you typically get information or updates (e.g., data, news) at work?	<p>SUMMARY</p> <ul style="list-style-type: none"> • Participants state that Phone-call is very useful and fast to get informal information. • Also cited – Staff Meeting, Net-working, Email, and internally information through M&E Manager, Report, Facebook, Face to face, Smart-phone , Online, Website, Newsletter <p>Detailed notes</p> <ul style="list-style-type: none"> • Staff Meeting: We regularly conduct weekly staff meeting to get information and to discuss any information. • Net-working: we will get information from the relevant stakeholder we are working for including (Service Provider, NCHADS, KHANA, ...) • Get information internally through M&E Manager who is responsible for getting information from community and externally through community meeting. • Report: Actually we prepare report regularly and through this report we compare our progress against what we have planed. • Facebook: it is very common use for us to share information among the team and other stakeholders and all of staff our staff can access to the Facebook to update any information and activities of the organization. • Email: It is formally used to get and share information. But it is not fast to get information and not easy to get information from the remote area. • Phone-call: it is very useful and fast to get informal information. When we want to get information, we just call. • Face to face: it is very important to have informal communication • Smart-phone: to get and update information • Online, Listen to radio • Website: it is common use to get information about NGOs • Newsletter: they subscribe and receive relevant news
2	How do you typically share information (updates) at work?	<p>SUMMARY</p> <ul style="list-style-type: none"> • Participants state that the information typically share the meeting, however they will be shared according to the staff level (management level and staff) • Also cited– phone call, skype call, email, drop-boxes and at web site Facebook, and mail-boxes for sharing. <p>Detailed notes</p> <ul style="list-style-type: none"> • Meeting: the information typically share at the meeting, however the information will be shared according to the staff level (management level and staff).

No.	Question	Response
		<ul style="list-style-type: none"> Besides the meeting, we also share information through phone call, skype call, email, drop-boxes and at web site Facebook, and mail-boxes for sharing. Facebook will be everyday updated by all of the staff
3	What do you think about how your team shares information with each other?	<p>SUMMARY</p> <ul style="list-style-type: none"> Participants state that they very happy to share informal information, but they still need to get the improvement for formal information such as Facebook posted to attract fund raising and presentation skills to donor. Also cite- Copy some people even the email topic is not relevant to them. <p>Detailed notes</p> <ul style="list-style-type: none"> We are very happy to share informal information, but it is still improvement for formal information. We need to improve Facebook posted to attract fund raising and more comments. We also want to improve presentation skills to donors. We copy some people even the email topic is not relevant to them.
4	Do you know where to go (or whom to approach) at work to get the information you need?	<p>SUMMARY</p> <ul style="list-style-type: none"> Participants state that having clear structure of organization is important to get easily information. <p>Detailed notes</p> <ul style="list-style-type: none"> It is depended on the information we need. Having clear structure of organization is a good direction to indicate we get information easily. For instance, we will go directly to the department which is responsible for updating information.
5	How long does it usually take to get updates you need from your team members?	<p>SUMMARY</p> <ul style="list-style-type: none"> Participants state that informal information from network is very fast within few minutes and formal information is taken one day if those data exist. Some information get from the team based on whether the data is already existing or not, and based on the timeline of the provided data (financial request within one day) Also cite- downloading from website <p>Detailed notes</p> <ul style="list-style-type: none"> We can get very fast informal information through network within few minutes. Some data from the government took one year. With the government, we need to follow up with them many times. If the information exists, we submit request for information in the morning, and we get it back in the afternoon. We easily get updated information though downloading from website. However, some information is based on whether the data is already existing or not, and timeline

No.	Question	Response
		of the provided data (financial request within one day). Also, it is depended on the urgent information.
6	Do you usually find what you need?	<p>SUMMARY</p> <ul style="list-style-type: none"> Participants state that they usually find what they need and if information that they received is not needed, they would confirm to get that data again and those people could refer to the other providers. <p>Detailed notes</p> <ul style="list-style-type: none"> Yes. If information that we received is not what we need, we will confirm them again, and they can refer to the other providers.
7	<p>What is your role in making decisions about resources in your organization?</p> <p>Follow-up: Who gets a say about resources and who makes the ultimate decision?</p>	<p>SUMMARY</p> <ul style="list-style-type: none"> The decision is depended on the policy of threshold approval and the available of budget plan and resource. The team members can propose the idea, but the management make decision. The government board sometimes help with higher level decision. <p>Detailed notes</p> <ul style="list-style-type: none"> The decision is depended on the policy of threshold approval. For example: 7000\$ for Executive Director, The team can propose the idea, but it is depended the available of budget plan and resource. The team members can propose, but the management make decision. The government board sometimes help with higher level decision.
8	What happens when an activity or event sponsored by your organization is not considered a success?	<p>SUMMARY</p> <ul style="list-style-type: none"> The participant indicate that they would review workplan and strategy for changing, conduct program management meeting to discuss solution and raise problem to the leader, change strategy based on the stakeholders' feedback, and consider about human resource's capacity needed to be strengthened. Also cite- Mostly successfully, only some indicators are not successful and under achieving indicators will be given information "some reasons are not related to the project". <p>Detailed notes</p> <ul style="list-style-type: none"> The management and staff will review workplan and strategy for changing. We organize the program management meeting with all staff to discuss solution. We raise problem to the leader, and we change strategy based on the stakeholders' feedback. Mostly successfully, only some indicators are not successful. We give information for under achieving indicators " some reasons are not related to the project". We will consider about human resource whether they will need to build capacity.

No.	Question	Response
9	What happens if you make a mistake at work?	<p data-bbox="695 188 1946 212">SUMMARY</p> <ul data-bbox="747 224 1946 358" style="list-style-type: none"> <li data-bbox="747 224 1946 285">• The participants state that they would admit making a mistake, take mistake as lesson learnt and do personally reflection. <li data-bbox="747 293 1946 358">• Also cite- Staff's punishment depended on big/small mistakes and the polity, staff's blame if they make any mistakes, and some mistakes will be discussed in the team. <p data-bbox="695 370 873 394">Detailed notes</p> <ul data-bbox="747 406 1675 621" style="list-style-type: none"> <li data-bbox="747 406 1493 430">• We will take our mistake as our lesson learnt for next time. <li data-bbox="747 438 1178 462">• We will do personally reflection. <li data-bbox="747 470 1675 495">• Punishment is depended on big or small mistakes and depended on polity. <li data-bbox="747 503 1388 527">• We will blame our staff if they make any mistakes. <li data-bbox="747 535 1283 560">• We will discuss the mistakes in the team. <li data-bbox="747 568 1276 621">• We admit when doing something wrong.
10	Anything else you would like to share?	<p data-bbox="695 630 1946 654">SUMMARY</p> <ul data-bbox="747 665 1923 727" style="list-style-type: none"> <li data-bbox="747 665 1923 727">• The participant suggested additional training on writing proposal and report, presentation skill, and data analysis. <p data-bbox="695 738 873 763">Detailed notes</p> <ul data-bbox="747 774 1940 805" style="list-style-type: none"> <li data-bbox="747 774 1940 805">• We need additional training on writing proposal and report, presentation skill, and data analysis.

TABLE 6: LIST OF NON US-BASED PRE-AWARD ASSESSMENTS (NUPAS) CONDUCTED

No	Start Date	End Date	# of Days	Type of Assessment Review	Name of NGO	Sector	Location
1	21-Mar-14			Desk Review	CHADA	Public Health	Phnom Penh
2	22-Apr-14	23-Apr-14	2 Days	Full Scope Review	AUA	Public Health	Phnom Penh
3	7-May-14	9-May-14	2.5 Days	Full Scope Review	IPHIA	Public Health	Mondul Kiri
4	19-May-14	20-May-14	2 Days	Full Scope Review	WaterSHED	Public Health	Phnom Penh
6	30-Jun-14			Desk Review	ADHOC	DG	Phnom Penh
5	30-Jun-14			Desk Review	CCHR	DG	Phnom Penh
7	23-Jul-14			Desk Review	RISC	DG	Phnom Penh
8	31-Jul-14			Desk Review	CLEC	DG	Phnom Penh
9	11-Aug-14	13-Aug-14	3 Days	Full Scope Review	RISC	DG	Phnom Penh
10	20-Aug-14	22-Aug-14	3 Days	Full Scope Review	LICADHO	DG	Phnom Penh

TABLE 7: CBCLO WORK PLAN – YEAR 1 (FEBRUARY – SEPTEMBER 2014)

N°	Activity Description	Fiscal Year 1 (February - September 2014)								Target Y1	Deliverables	Comments	Responsibilities	Progress Monitor			
		F	M	A	M	J	J	A	S					Status	To Date	Balance	
1	Key Start-Up Activities																
1.1	Home office start-up team fielded										Program Manager and Program Coordinator arrived Cambodia 1st of March	Completed. Continued in-country home office assistance provided during 2nd quarter in accounting, M&E, management, administration.	PM and PC	done			
1.2	Key personnel & local team in place										All key personnel and local staff hired and in place	COP, PC, GM, M&E, and Grand Specialist are in place.	COP, PM and PC. Key Personnel (GM) need AO's approval	done			
1.3	Procurement of computers, software, and other office equipment										Initial procurement of computers completed in February, continuing as office equipment establish	Initial completed. Ongoing as needed.	IT-HO, COP, PC	done			
1.4	Main office set-up & installation										Office leased and occupied	Initial completed. Ongoing as needed.	COP	done			
1.4	Office 24/7 Internet connections in place										Internet connections quotation received	Ongoing customization as required.	COP	done			
2	Communications																
2.1	Official Program Launch											VEGA/IESC launched meeting in DC, USA	IESC/VEGA HO team	done			
2.2	Branding and marking plan implemented										USAID branding and marking plan implemented (including appropriate signage)	Branding & Marking Plan submitted to USAID with proposal; ongoing branding/marketing activities	IESC/VEGA HO team	done			
2.3	Meet with USAID and other USG implementing partners to establish working relationships.											On going to meet more USG implementing partners	COP/PC	=			
2.4	Inform counterparts of CBCLO objectives and activities, disseminate opportunities											Local Universities, NGO forum, CCC	COP/PC	=			
2.5	Identify areas of cooperation with Ministry of Education, Youth, and Sports										Supporting letter received	This requirement for INGO registration	COP/PC	=			
3	Component I Activities: Strengthening the Institutional Capacity of Local Organizations																
3.1	TOT training to VEGA/IESC Cambodia CBCLO team																
3.1.1	ToT provided to the VEGA/IESC Cambodia team on certification program and assessment tool used as example with at least one organization					1				1	ToT training held	Conducted by Carol Yee, Kanava: 2 week trip to train staff and use the tool		done	1	0	
3.1.2	Follow up on ToT program and expansion and reinforcement of certification program concepts								1	1	ToT training held	Conducted by Carol Yee, Kanava: 2 week trip to follow-up with staff and reinforce aspects of the tool		done	1	0	
3.2	Conduct assessment surveys of proposed grant recipients																
3.2.1	Conduct pre-award surveys of proposed grant recipients			3	1	2	2	2		10		The estimation of the proposed grant recipients	USAID's AOR, CBCLO team	=			
3.2.2.1	<i>Simplified pre-award assessment</i>			1						1		CHADA	CBCLO team	done	1	0	
3.2.2.2	<i>Full pre-award assessment</i>			2	1	2	2	2		9		AUA, IPHIA, WaterSHED, RISC and LICADO	CBCLO team	=	5	4	
3.2.2	Assist and participate in the OCA process			1						1		Participated in OCA to KHANA		done	1		

3.3	Capacity building to local organizations																	
3.3.1	Identify areas of weakness and improvement need of the awarded recipients								TBD	Priority intervention of AUA identified	CBCLO team has facilitated AUA on CDP of the information garnered from the ISD certification assessment.	CBCLO team & KANAVA	=					
3.3.2	Provide technical assistance to partner local NGOs to improve financial accountability, management systems, M&E, etc.				7	7	11	12	37	TA provided	Not yet provided TA during this period. Day-to-day TA will be provided to RACHA in oct-14 by international volunteer.	CBCLO team	X					
3.3.3	Provide training to partner local NGOs to improve financial accountability, administrative, procurement, management systems, M&E etc.				21	21	33	36	111	# of participants (male&female)	70 attendees from 43 NGOs receiving two sessions trainings	CBCLO team & IESC HQ M&E Director	=	70	41			
3.3.4	Conduct grantees' offices site visit								TBD	AUA information generated from ISD assessment Tools	AUA is the first local NGOs conducted ISD certification assesment	COP, PC, GM & M&E Manager	=					
3.3.5	Use of Volunteers (announcement, screening, interview, recruitment...)											Volunteer coordinator, PC						
3.3.5.1	<i>Local volunteers</i>						6		6	# Local volunteers	Pending for MoU with Government University	Volunteer coordinator, PC	X					
3.3.5.2	<i>International volunteers</i>						1		1	# International volunteers	an international volunteer, provide introduction on General USAID Compliance for local NGOs	HO team, and VE	done	1	0			
4	Component II Activities: Support USAID APS grant mechanisms																	
4.1	Conduct outreach events for non partner organizations					1			1	# Outreach Event/Orientation Meeting conducted.	Two events provided to 34 people who were from 22 NGOs, either current or non-partner organizations to improve understanding of USAID award process, policies, procedures, and standards.	CBCLO team & Internation Volunteer (Palm)	done	2	-1			
4.2	Review and analyze applications for CSSP APS								TBD	# application reviewed	Reviewed by USAID Cambodia	USAID Cambodia	Removed from SOW					
4.3	Conduct simplified pre award assessment				2	3			5		ADHOC, CCHR, CLEC, and RISC	CBCLO team	=	4	1			
4.4	Conduct orietantion and ongoing coordination meeting						2	3	5	# Orientation conducted		USAID's AOR, CSSC and IESC team	Removed from SOW					
4.5	Identify target CSOs through solicitation processes.								TBD				Removed from SOW					
4.6	Conduct site monitoring of APS grantees								TBD	Priority intervention identified		COP, PC & M&E Manager	Removed from SOW					

