Capacity Building of Cambodia's Local Organizations Program

Leader with Associate Cooperate Agreement EEM-A-00-04-00002-00

Associate Cooperative Agreement No. AID-442-LA-14-00001

Semi-Annual Progress Report

October 01, 2014 to March 31, 2015

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Submitted by:

Volunteers for Economic Growth Alliance (VEGA)
1726 M Street NW, Suite 800
Washington, DC 20036

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USAID Cambodia CBCLO Program

VEGA Contact:

Malina Dumas
Program Manager
Volunteers for Economic Growth Alliance (VEGA)
1726 M Street NW, Suite 800
Washington DC 20036
Tel: (202) 223 7012
Email: mdumas@vegaalliance.org

IESC Contact:

Jeanah Lacey
Program Manager
International Executive Service Corps (IESC)
1900 M Street, NW Suite 500
Washington, DC 20036
Tel: (202) 589 2600
Email: jlacey@iesc.org

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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
SAM	System for Award Management
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 Capacity Building of Cambodia's Local Organizations (CBCLO) Program is a five-year initiative that supports USAID/Cambodia's development objective to strengthen the institutional capacity of local organizations, with an emphasis on financial, administrative, procurement, M&E, and organizational management. 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 is achieved through targeted technical assistance, mentoring, and training to ensure that local organizations have the systems and capacity to implement sustainable programs.

The International Executive Service Corps (IESC) and sub-partner Kanava International began implementation in February 2014 under the Volunteers for Economic Growth Alliance (VEGA), Leader with Associate (LWA) Cooperative Agreement AID-442-LA-14-00001. The total program value of this activity is $2,332,427, including $367,746 in cost share.

Highlights

This is the second semi-annual report for the CBCLO Program and covers reporting period October 1, 2014 to March 31, 2015. The CBCLO Program is on target to achieve project goals. Major achievements in this reporting period include the following:

- Completed four pre-award assessments on behalf of the USAID/Cambodia Office of Financial Management for organizations, CCHR, ADHOC, CLEC, and VIC.
- Conducted three ISD™ organizational assessments in coordination with the management teams from local partners Wathnakpheap (WP), Salvation Center Cambodia (SCC), and the Agricultural Technology Services Association (ATSA).
- Initiated development of an online version of the ISD tool to streamline ability of the CBCLO field team to assist a greater number of local organizations, in coordination with Kanava International and an IESC GeekCorps volunteer.
- Provided approximately 500 hours of direct technical assistance to local partner organizations, including technical support from CBCLO staff and international volunteers. Support ranged from in-depth assistance to develop a financial manual, personnel policies, a procurement policy, and a fixed asset management policy to guidance on M&E reporting format and feedback.
- Developed nine training curricula to provide organizations with comprehensive knowledge in the area of financial management, administrative systems, procurement management, monitoring and evaluation, USAID rules and regulations, and organizational governance. Based on feedback from participants in earlier CBCLO hosted training sessions, these curricula were developed in English and then translated into Khmer.
- Conducted 11 training sessions attended by representatives from 88 different local Cambodian organizations on the following topics: Allowable & Unallowable Costs, QuickBooks, General Monitoring & Evaluation Principles, Concept Note Development, Financial Management, Monitoring & Evaluation – All about Indicators, and Human Resource Management.
- Recruited three Junior Local Volunteers to assist in program administration and technical activities and three Senior Local Volunteers to assist in training and networking activities. Two Senior Local Volunteers, Mr. Kenneth KK. Hiong and Mr. Chheang Davuth were instrumental in presenting a comprehensive training session on Human Resource Management while another Senior Local

Volunteer, Mr. Oeur Il facilitated a discussion for CBCLO's local partner M&E staff on participatory research methods.

- Engaged one International Volunteer, Ms. Susan Gurley, for two assignments to Cambodia for six and four weeks respectively, to assist the senior management team of the local organization RACHA, to revise some of the NGO's operating policies and procedures, as well as to provide guidance and recommendations on best practices related to organizational sustainability.
- Organized two networking events for staff from CBCLO's partner organizations. Topics of discussion included thoughts on how to optimize the NUPAS process from the award recipient's perspective and methods to improve M&E data collection using Participatory Action Research (PAR) methods.
- Held seven focus group discussions, three in Phnom Penh, two in Battambang, and two in Pursat. During these discussions CBCLO's M&E Manager collected baseline information on the current M&E, administrative, and financial systems of participating organizations.

Implementation Challenges

Implementation challenges have diminished significantly since the last reporting period. However, the program does continue to face a challenge in employing reliable translation services. To ensure the quality of the translation of program materials from English to Khmer, program staff have undertaken these activities directly. While necessary, these activities occupy a significant amount of staff time.

Registration of IESC as an international NGO with the Ministry of Foreign Affairs also continues to pose a challenge to the program. The Ministry of Foreign Affairs requires a letter of support from a relevant government ministry for all registering organizations. Repeated efforts to secure line ministry support from the Ministry of Education have been unsuccessful. As a result the program's COP has begun to reach out to additional ministries, including the Ministry of Labour and Vocational Training to request support for IESC's application to the Ministry of Foreign Affairs.

Planned Activities

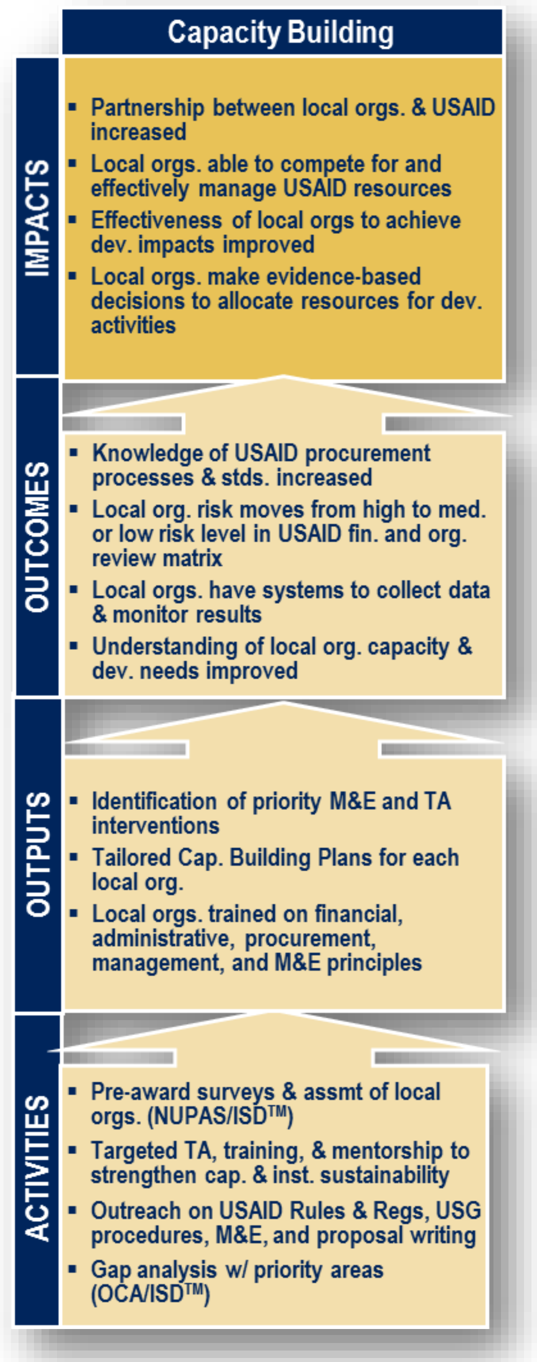
- CBCLO will continue to work with the three local organizations that have already undergone an ISD™ assessment. Over the next six months, the program will also conduct five additional ISD™ organizational assessments. Currently Aphivat Strey (AS), Community Health and Development Action (CHADA), and Media One have expressed interest in the assessment process.
- The CBCLO team anticipates providing additional technical assistance to organizations having completed the ISD™ assessment process, notably PSK, WP, ATSA, SCC, and AS. The support 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 capability to effectively implement USAID activities
- Four additional curricula will be developed over the next six months in the areas of Effective Internal Controls, Branding and Marking, Fixed Asset Management, and How to engage NGOs with the private sector. CBCLO will offer training in these and other ongoing topics.
- The CBCLO program has recruited Mr. Sohaib Ahmed, a finance expert with more than 12 years of experience working in accounting, auditing and USAID programs. Mr. Ahmed will work with the local organization, RACHA, to update the organization's internal controls and financial system to ensure the organization complies with all USAID rules and regulations.
- An additional six networking events will be held over the next six months. Upcoming events will feature guest speakers discussing ways in which the local NGOs can better engage private enterprise and how to create lasting change within an organization.

Program Background

The Capacity Building of Cambodia's Local Organizations (CBCLO) Program is a five-year initiative that supports USAID/Cambodia's development objective to strengthen the institutional capacity of local organizations, with an emphasis on financial, administrative, procurement, M&E, and organizational management. The period of performance is February 07, 2014 through February 06, 2019. The total program value of this activity is $2,332,427, including $367,746 in cost share.

The International Executive Service Corps (IESC) and sub-partner Kanava International began implementation in February 2014 under the Volunteers for Economic Growth Alliance (VEGA), Leader with Associates (LWA) mechanism. CBCLO activities primarily focus on partners currently receiving USAID funding, 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.

CBCLO's programmatic activities are designed to support Cambodia's local organizations through targeted technical assistance, mentoring, and training to they have the systems and capacity to implement sustainable programs.



Program Activities

This is the second semi-annual report for the CBCLO Program and covers the period of performance from October 1, 2014 to March 31, 2015. As outlined under the USAID approved Year 2 Work Plan, the following activities were planned and executed during this reporting period.

Capacity Building of Local Organizations

Activity 1. Conduct Pre-Award Surveys of Proposed Grant Recipients

Under the direction of the Office of Financial Management (OFM), CBCLO conducts pre-award surveys for proposed award recipients of the USAID/Cambodia mission to identify potential weaknesses and areas of improvement. This process involves several days of site visits to the local organizations, after which a final report is submitted to USAID detailing CBCLO's findings.

Over the course of this reporting period, the CBCLO conducted and finalized four, full-scope Non-US Based Pre-Award Assessments (NUPAS). Efforts to optimize the CBCLO team's proficiency in the NUPAS process have continued as an on-going activity. In September 2014, CBCLO hired a Grants Specialist that can provide additional support to this and other CBCLO activities. As a result, CBCLO's Chief of Party and Grants Manager have been able to delegate some of the assessment activities and reduce the overall amount of staff time required to complete each assessment. On average, the CBCLO team is able to complete the on-site assessment in two business days, with an additional three business days devoted to complete the final assessment and findings report.

Table 1: NUPAS Assessments

Start Date	End Date	Pre-award assessment	# of Assessment
2-Oct-14	3-Oct-14	CCHR	1
7-Oct-14	8-Oct-14	ADHOC	1
9-Oct-14	10-Oct-14	CLEC	1
25-Feb-15	27-Feb-15	VIC	1
Total			**4**

Verbal discussions with OFM Office representatives have indicated that an increase in OFM staff may reduce the need for the CBCLO program to assist with pre-award survey activities. Should this be the case, CBCLO will instead devote more attention to technical assistance, mentoring, and training of local organizations.

ACTIVITY 2: ASSESSMENT OF LOCAL CAMBODIAN ORGANIZATIONS

Following the testing of Kanava International's ISD™ assessment tool in September of 2014, the CBCLO team worked to make necessary changes to ensure the relevance of the tool to the Cambodian context. In February 2015, the team began to make use of the revised tool and conducted organizational assessments for three local NGOs: Wathnakpheap (WP), Salvation Center Cambodia (SCC), and Agricultural Technology Services Association (ATSA).

Each organization underwent a two-day self-assessment facilitated by CBCLO's COP. The results of the assessment were compiled into a gap analysis that was presented to each of the organizations. From these gap analyses, each organization's management team was then asked to identify ten areas for priority assistance. At the time of this writing, the CBCLO team is awaiting a response from the organizations. After receiving each organization's priority areas, the CBCLO team will then work with the management team from each organization to develop a feasible capacity development plan that meets the specific needs of each organization.

Table 2: ISD™ Assessments

Start Date	End Date	Pre-award assessments	# of Assessments
19-Feb-15	20-Feb-15	WP	1
5-Mar-15	6-Mar-15	SCC	1
9-Mar-15	10-Mar-15	ATSA	1
Total			**3**

To facilitate the assessment of local organizations, the CBCLO team is working with Kanava International, as well as a volunteer IT Systems Developer from IESC Geek Corps, to create an online, rapid assessment version of the ISD™ tool. The ISD™ Rapid Assessment tool will allow local organizations to self-assess through a questionnaire and then generate an automated gap analysis and capacity development plan that can be used as a checklist of key interventions. This abbreviated version of the ISD™ questions incorporates all of USAID's NUPAS questions. Users will be able to update their answers to the questions as needed. The tool will be open sourced, so that it can be improved over time. It is envisioned that this enhanced tool will streamline the process through which local organizations are able to access the program's organizational assessment surveys and allow the CBCLO to improve data collection on participating organizations and their responses to assessment questions. It will also allow USAID to track the progress of each organization over time.

ACTIVITY 3: PROVIDE TECHNICAL ASSISTANCE TO LOCAL PARTNER NGOS

CBCLO has provided approximately 500 hours of direct technical assistance to nine local Cambodian organizations over the course of this reporting period (including technical support from CBCLO staff and international volunteers). Organizations that have benefitted from CBCLO technical assistance include: the Returnee Integration Support Center (RISC), ARV Users Association (AUA), Indigenous Health Improvement Association (IPHIA), Cambodian Human Rights and Development Association (ADHOC), Community Legal Education Center (CLEC), Media One, Environmental Protection and Development Association (EPDO), Komar Rikreay Association Center (KMR), and Reproductive and Child Health Alliance (RACHA).

The following chart summarizes the technical assistance performed for each of the organizations listed above.

Table 3: Direct Technical Assistance to Local Organizations

Organization	Activity	# of hours
ADHOC	Provided a timesheet template, assistance with the procedure of submitting VAT reports to USAID, information about withholding rates for tax on services and equipment rentals, and guidance on allowable costs included in the approved project budget	1
AUA	Assisted in the development of procurement and petty cash policies, as well as procedures for developing a petty cash book, balance sheet and profit and loss statement. Additional assistance was provided on the development of a staff travel policy, an appropriate timesheet template as well training on the QuickBooks software	12.3
CLEC	Assisted with the completion of an SF-1034 Form, as well as with the development of a staff travel policy and the appropriate method for calculating salary tax.	5.3
EPDO	Evaluated M&E reporting format and provided feedback	0.2
IPHIA	Provided additional explanations regarding NUPAS report findings as well as assisting in the development of an appropriate cost-share policy and timesheet template	7
KMR	Provided recommendation on the new indicator tracking form	2
Media One	Assisted with the System for Award Management (SAM) registration procedure as well as how to appropriately complete forms SF-424, SF-424A, SF-424B, and SF-424B1.	4
RISC	Developed financial manual, personnel policy, writing test for new hires, procurement policy, fixed asset management policy, revised by-laws and assisted in the development of an organizational chart.	99.4
RACHA	Over the course of Ms. Susan Gurley's first assignment, she worked on revisions of internal policy documents on hiring practices and good governance principles. She also provided guidance on cost share and input on RACHA's bylaws, organization chart, salary scale, human resources manual, including how to improve alignment with job descriptions. She edited the job description for the project COP and made recommendations on recruitment and procurement policies. She also gave recommendations on the website to increase transparency of information. During her second assignment, Ms. Gurley worked on various revisions of the organization's standard operating procedures (SOPs), fixed assets, consulting, volunteer and intern policies and procedures, and travel policies. She completed a business development/SWOT strategy and outlined the process to obtain 501(c)3 status in the US.	368
TOTAL		**499.2**

ACTIVITY 4: DEVELOP TRAINING CURRICULUMS

Over the course of this reporting period, the CBCLO team developed nine training curricula to provide organizations with comprehensive knowledge in the area of financial management, administrative systems, procurement management, monitoring and evaluation, USAID rules and regulations, and organizational governance. Based on feedback from participants in earlier CBCLO hosted training sessions, these curricula were developed in English and then translated into Khmer. The exception to this was the Concept Note Development training. For the latter, the decision was made to provide only English language materials for this course since most donors require that proposals be submitted in English. As such, this course was targeted to staff of local organizations with proficiency in English.

> **Capacity Building Training Curriculum**
>
> 1. QuickBooks for NGOs
> 2. USAID Cost Principles
> 3. Basic Financial Management
> 4. Financial Planning and Budgeting
> 5. Financial Reports and Analysis
> 6. Procurement Policies and Procedures
> 7. M&E Plan
> 8. Concept Note Development
> 9. Human Resource Management

QuickBooks for NGOs. The QuickBooks training course was developed by CBCLO Grants Manager, Mr. Polin Ly. It is designed to introduce participants to the QuickBooks functions that are needed to develop financial records for a small to medium sized NGOs. The course responds to a direct need observed by both USAID and the CBCLO staff that a number of small local Cambodian organizations do not possess a working knowledge of a computerized accounting system. Many organizations continue to track organizational expenses in basic Excel spreadsheets. This accounting method often presents challenges and requires significant staff time to compile necessary financial reporting documents. The use of a computerized accounting system, such as QuickBooks, will allow these organizations to efficiently track and compile reports, reducing errors and freeing up valuable staff time for additional activities.

Financial Management Training Series. The finance staffs of many local NGOs lack a proper understanding of how to develop a financial plan and budget for the future activities of the organization. To address this problem, a Financial Management training series was developed by CBCLO's Grants Manager. These courses are designed to reach a larger number of participants in a classroom/lecture setting and covers topics such as basic financial management, financial planning and budgeting, and financial reporting and analysis. Course information provides finance staff with the skills to not only develop necessary financial information, but also walks participants through the process of internal control management so that financial information can be used to improve the organization's operations and decision-making.

USAID Cost Principles. A training course on USAID's Cost Principles as detailed in OMB Circular A-122 was developed by CBCLO's Grants Manager. The curriculum for this course details USAID allowable and unallowable cost for non-profit organizations. It is designed to provide participants with a practical and straightforward explanation of what expenses an organization may and may not incur when receiving funds from USAID.

Procurement Policies and Procedures. A procurement training curriculum was developed by CBCLO's Grants Manager, in response to requests from many partner organizations for assistance in adopting best procurement practices. The curriculum details USAID procurement rules and regulations, including restrictions on where items and services may be procured from and what items may be procured. The course also details how to ensure that items are competitively procured. It also outlines the appropriate documentation that an organization should maintain to ensure the procurement process is effectively managed.

M&E Plan Development. The M&E Plan Development curriculum was developed by IESC's M&E Director, Ms. Angela Wasson and was edited to the Cambodian context by CBCLO's M&E Manager, Ms. Leakhena It. This course was developed in response to a demonstrated need by the majority of CBCLO partner organizations for additional assistance in developing an effective M&E plan. The curriculum details each step in the development of a project M&E Plan, explaining the elements of an M&E plan, the components of a USAID-PIRS, how to select an indicator to fill out the PIRS form, how indicators are developed, and how indicators should be used by programs to track and improve program performance.

Concept Note Development. The issue of financial sustainability is of great concern to many local Cambodian NGOs. A number of partner organizations expressed concern at their limited ability to apply for additional funding from international donors. In conversations with the CBCLO program, USAID also noted organizational sustainability as an important aspect of long-term development impact. To assist organizations in improving their ability to apply for additional funding, CBCLO's Program Manager, Ms. Jeanah Lacey, with assistance from the CBCLO Program Coordinator, Ms. Danielle Wilkins, created a Concept Note Development training curriculum. This training outlines each component of a typical concept note, explaining the purpose behind the component and how it is likely to be interpreted by the individual reviewing the document. The course is designed for a classroom setting and relies heavily on the use of a hypothetical situation and group exercises, highlighting the challenges and methodology that organizations should employ in order to draft a well thought out project concept.

Interactive group exercises are an important component of CBCLO's training curriculum

Human Resource Management. The final curriculum developed during this reporting period was a Human Resource Management course. The curriculum was developed by CBCLO COP, Ms. Raty Ouk and was designed as an interactive two-day classroom style experience covering topics ranging from the importance of job descriptions and the recruitment process through staff performance reviews, staff development and general HR management including personnel policy, timesheet tracking and salary structures.

Activity 5: Provide Training to Local Partner NGOs

Over the course of this reporting period, the CBCLO program provided 11 trainings to 171 NGOs and 223 individuals (M:109; F:114). Eighty-eight NGOs and 53 individuals participated in multiple trainings. Specific training sessions included the following topics: Allowable and Unallowable Costs, Standard Provisions, QuickBooks, Monitoring & Evaluation, Concept Note Development, Financial Management including Budgeting, Reporting and Analysis and Human Resource Management.

Table 4: CBCLO Training Courses

Course	Date	# of NGO	Participants			# of people attended two-days training	Increased knowledge	
			Female	Male	Total		# of people	%
Allowable & Unallowable Cost	20 Nov 14	5	11	3	14		13	93%
Allowable & Unallowable and Standard Provision	18 Dec 14	10	9	14	23		22	96%
QuickBooks	8-9 Jan 15	4	3	3	6	6	6	100%
Allowable and Unallowable cost	28 Jan 15	9	5	11	16		16	100%
QuickBooks	11-12 Feb 15	8	13	1	14	14	14	100%
Monitoring & Evaluation	19-20 Feb 15	20	8	15	23	21	21	100%
Concept Note Development	27 Feb 15	32	6	29	35	N/A	N/A	N/A
Basic Financial Management, Financial Planning & Budgeting, and Financial Report & Analysis	5-6 Mar 15	24	20	8	28	24	22	92%
QuickBooks	12-13 Mar 15	18	18	3	21	20	20	100%
Monitoring &Evaluation	19 Mar 15	14	2	14	16		15	94%
Human Resource Management	24-25 Mar 15	27	19	8	27	26	25	96%
Total		**171**	**114**	**109**	**223**		**174**	**97%**

- **Allowable & Unallowable Costs - November 20, 2014**. The training was presented by CBCLO's Grants Manager, Mr. Polin Ly for Winrock-SFB's partners and was hosted by Winrock-SFB's Phnom Penh office. Five NGOs attended the event, consisting of 11 females and three males, for a total of 14 participants. Based on pre-and post-test scores, 93 percent of participants (13/14) increased their knowledge of program-related expenditures that are allowable and unallowable under USAID funding requirements. The event was presented in Khmer, with materials available in English and Khmer.

- **Allowable & Unallowable Costs (including USAID Standard Provisions) - December 18, 2014**. The training was presented by CBCLO's Grants Manager and Chief of Party for a general audience of local NGOs at the Diakonia Center. Ten NGOs attended, consisting of nine females 14 males for a total of 23 participants. Based on pre-and post-test scores, 96 percent of participants (22/23) demonstrated increased knowledge of program expenses that are allowable and unallowable under USAID funding requirements. The event was presented in Khmer, with materials available in English and Khmer.

- **QuickBooks - January 8-9, 2015.** The training was presented by CBCLO's Grants Manager at CBCLO's offices. Four NGOs attended the event, consisting of three females and three males, for a total of six participants. Based on pre-and post-test scores, 100 percent of participants (6/6) demonstrated increased knowledge in the use of computerized accounting system, QuickBooks, which allows them to efficiently track, compile, and reduce errors in financial reports. The event was presented in Khmer, with materials available in English and Khmer.

- **Allowable and Unallowable Costs - January 28, 2015**. The training was presented by CBCLO's Grants Manager and Chief of Party and hosted at the Winrock-SFB office in Phnom Penh for the benefit of Winrock-SFB's sub-partners. Nine NGOs attended, consisting of five women and 11 men, for a total of 16 participants. Based on pre-and post-test scores, 100 percent of attendees (16/16) demonstrated increased knowledge of program expenses that are allowable and unallowable under USAID funding requirements. The training presented in Khmer, with materials available in both English and Khmer.

- **QuickBooks - February 11-12, 2015**. The training was presented by CBCLO's Grants Manager in Battambang Province. Eight NGOs attended, consisting of 13 women and one man, for a total of 14 participants. Based on pre-and post-test scores, 100 percent of participants demonstrated increased knowledge in the functions of QuickBooks and how to adequately develop the financial record for a small to medium sized NGO. The training was held in Khmer, with materials available in English and Khmer.

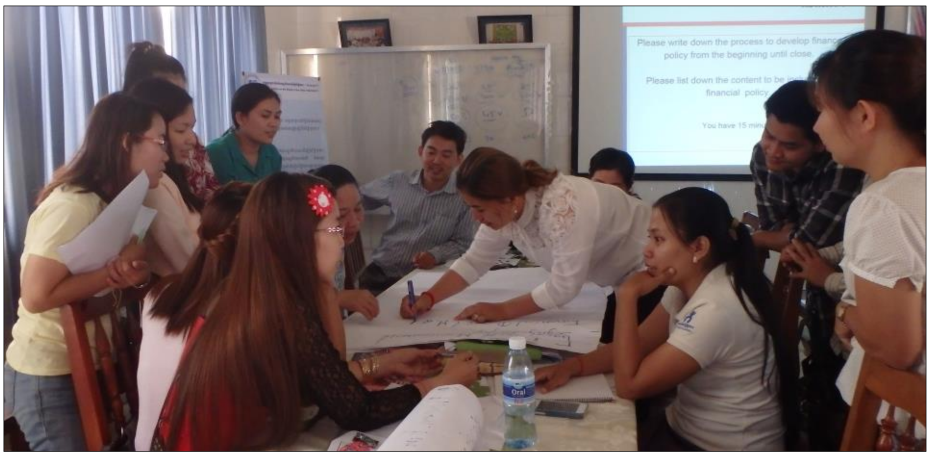
Participants taking a hands-on learning approach during CBCLO's March 12-13 QuickBooks Training

- **Monitoring and Evaluation - February 19-20**. This two-day training session was presented by CBCLO's M&E Manager and hosted by NGOCRC at their offices in Phnom Penh. The training covered basic M&E principles as well as a more detailed discussion of indicators and how to develop and M&E plan. Twenty NGOs attended the event, consisting of eight female and 15 males, for a total of 23 participants. Based on pre-and post-test scores, 100 percent of participants demonstrated increased knowledge in M&E concepts (21/21). The event was held in Khmer, with materials available English and Khmer.

- **Concept Note Development - February 27, 2015.** This half-day training was presented by CBCLO Program Manager, Ms. Jeanah Lacey. Ms. Lacey was particularly qualified to provide this training based on her current new business role at IESC and previous experience in APS review while she was employed by the USAID Mission in Ethiopia. The session was attended by 32 NGOs, consisting of six women and 29 men, for a total of 35 participants. No pre- or post-test was administered, although anecdotal evidence indicated that all participants did learn more about the concept note process. The event was held at the Quality Career Institute of Cambodia and was presented in English with English materials. Khmer speaking staff were available at the training to answer any questions where clarification was required.

- **Financial Management - March 5-6, 2015.** This two-day training was presented by CBCLO's Grants Manager and covered specific topics such as financial planning and budgeting as well as how to effectively develop financial reports and how to conduct an analysis of those reports. The training was for NGOCRC partners and was hosted at the NGOCRC's office. A total of 24 NGOs attended, consisting of 20 women and eight men, for a total of 28 participants. Based on pre-and post-test scores, 92 percent of participants demonstrated increased knowledge at the end of the training (22/24). The training was conducted in Khmer, with materials available in English and Khmer.

- **QuickBooks - March 12-13, 2015.** The full two-day training was provided by CBCLO's Grants Manager for the local partners of NGOCRC and was hosted at their Phnom Penh office. The training was attended by 18 NGOs, consisting of 18 women and three men, for a total of 21 participants. Based on pre- and post-test scores, 100 percent of the participants demonstrated increased knowledge in the functions of QuickBooks and how to adequately develop the financial record for a small to medium sized NGO (20/20). The training was conducted in Khmer, with materials available in English and Khmer.



Participants brainstorming ideas for a group exercise during the March 5-6 Financial Management Training

- **Monitoring and Evaluation: All about Indicators - March 19, 2015.** This training was presented by CBCLO's M&E Manager, Ms. Leakhena Ith and was developed from materials created by IESC's M&E Director, Ms. Angela Wasson. The focus of the training was to provide an in-depth overview of monitoring and evaluation indicators, how they are developed, and how they are utilized by a program to improve operations. Fourteen NGOs attended, consisting of two women and 14 men, for a total of 16 participants. Based on pre- and post-test scores, 94 percent of the participants demonstrated an increase in knowledge (15/16). The event was held at the Cambodian- Japanese Cooperation Center on the campus (CJCC) of the Royal University of Phnom Penh. The training was conducted in Khmer, with materials available in English and Khmer.

- **Human Resource Management - March 24-25, 2015.** The two day course covered a variety of topics and was presented by CBCLO's Chief of Party, Ms. Raty Ouk, along with two volunteers. Co-presenter Dr. Kenneth KK Hiong is Dean of Build Bright University and Mr. Chheang Davuth is a Recruitment Manager with Huawei company. Mr. Hiong presented information on the importance of well-prepared job descriptions and strategies to improve staff retention and staff performance. Mr. Chheang focused on recruitment best practices and techniques. Ms. Ouk provided an overview of best human resources practices and organizational management, including HR policies, salary structures, and timesheet management. This event was attended by 27 NGOs, consisting of 19 women and eight men, for a total of 27 participants. Based on pre- and post-test scores, 96 percent of the participants demonstrated an increase in knowledge (25/26). Training was primarily conducted in Khmer, however as Mr. Hiong is not a Khmer speaker, the CBCLO team provided direct translation to ensure the quality of translation.

Senior Local Volunteer Mr. Chheang Davuth presenting during CBCLO's March 24-25 Human Resources Training

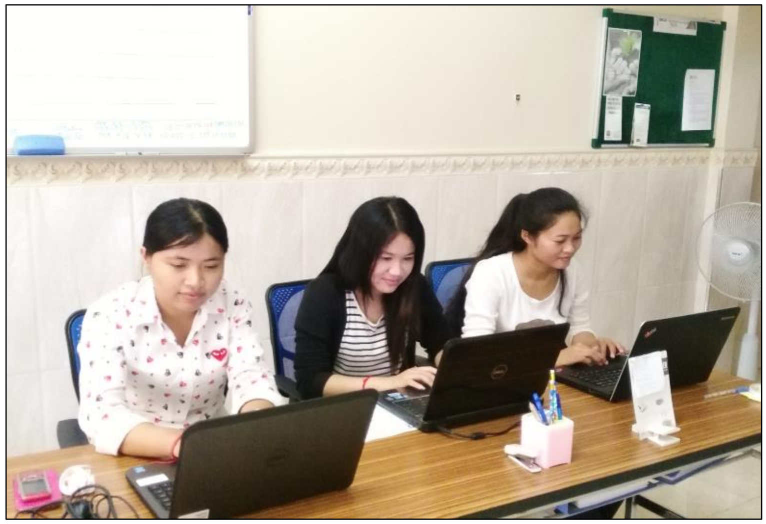
Activity 6: Volunteer Program

Local Volunteers. To clearly define the local volunteer program the CBCLO team has introduced a distinction between junior and senior local volunteers into the program's policies and operating procedures. According to these new definitions, Junior Local Volunteers are deemed to be individuals pursuing or having recently completed a university degree with less than one year of relevant work experience. While CBCLO's preference is to recruit Master level students, we recognize the prevalence of part-time Master's programs and the wide-spread practice of student's pursuing their Master's degrees while fully employed. As a result, CBCLO will also consider well qualified students in the final years of their Bachelor degree program. Senior Local Volunteers are individuals with more than five years of relevant work experience in a technical field of interest to CBCLO program partners.

> *"As a Volunteer with CBCLO program, I have learned a lot about the organizational and project management. I have attended many training courses such as E-payment, human resource management, financial management including QuickBooks system, and especially M&E. I have also involved in data entries, focus group discussions, and training development translation. I am confident that the knowledge that I have gained from CBCLO will enable me to find a good job in the future."*
>
> \- **Ms. Chanthy On, CBCLO Junior Local Volunteer**

The CBCLO program is currently hosting three Junior Local Volunteers: Ms. Chanthy On, Ms. Navy Meng and Ms. Chanmonita Soeung. Our Junior Local Volunteers work closely with the CBCLO program staff to assist in translating program training materials from English to Khmer, facilitating training courses, reviewing training participants pre- and post- test responses, assisting in M&E data collection and assisting program staff in the updating of QuickBooks transactions.
During this reporting period, the CBCLO program has benefited from the services of three Senior Local Volunteers. Mr. Kenneth KK Hiong is a professor at Build Bright University and Mr. Chheang Davuth is a Manager

with Huawei, Cambodia's HR department. Both were prominent lecturers during the program's very successful Human Resource Management training hosted on March 24-25, 2015. Mr. Oeur Il, Executive Director of ADIC facilitated a discussion on the benefits of the Participatory Research Approach to improve M&E data collection during a networking event held on February 17, 2015.



Junior Local Volunteers: (from left) Ms. Navy Meng, Ms. Chanmonita Soeung and Ms. Chanthy On

International Volunteers. The CBCLO program recruited an international volunteer to assist the local organization the Reproductive and Child Health Alliance (RACHA) to comply with the special award conditions associated with the organization's new award from USAID. RACHA was granted their award on October 1, 2014 and on October 6, 2014, Ms. Susan Gurley began a six-week assignment to work with RACHA's senior management team to address the special award conditions required by USAID. A second four-week follow-on assignment began on February 16, 2015.

Over the course of the assignments, Ms. Gurley worked with RACHA to revise their by-laws, increase their cost-share collection, and improve their human resources policies and procedures. The latter involved an exhaustive revision of the human resource manual and personnel policies. Specific updates were made to their offer letter templates, job descriptions, salary levels, recruiting policies, and organizational chart. Additional revisions were made to RACHA's procurement policies, specifically its internal controls and code of ethics, including RACHA's threshold levels and a sole source policy. Ms. Gurley also updated RACHA's standard operating procedures (SOPs) consist of their policies related to fixed asset management, consultant recruitment, fee determination, and volunteer/intern recruitment. Finally, Ms. Gurley provided further recommendations regarding RACHA's internal and external communications, staff development program, and sustainability plan.

ACTIVITY 7: NETWORKING EVENTS

Since October 2014, the CBCLO program hosted two networking events and five focus group discussions. The purpose of these events is to offer participants the opportunity to discuss challenges, solutions, and generate best practices so that organizations can work together to improve their capacity and community.

Networking Events. The program's first networking event was held on January 22, 2015 and featured a discussion between USAID-funded recipients on their experiences with USAID's Non-US Organization Pre-Award Survey and, from their perspective, how USAID and CBCLO could improve the process. A total of 10 participants, five women and five men, were present at the event.

Participants sharing ideas during CBCLO's M&E training for NGOCRC partner organizations on Feb. 19-

A second networking event was held on February 17, 2015 and featured a discussion on participatory research. The event was attended by 12 participants, two women, and 10 men. The discussion was led by Mr. Oeur Il, the Executive Director of the Analyzing Development Issues Centre, and focused on strategies for engaging local communities to improve data collection on development project outcomes.

Both networking events were hosted at the CBCLO offices.

Focus Group Sessions. In addition to networking events, the program hosted five targeted focus group discussions. These discussions provided a baseline to collect qualitative data on the progress of the program. All discussions were facilitated by CBCLO's M&E Manager and featured participants who had previously attended relevant CBCLO training sessions.

The first of these discussions was held on November 17, 2014 at the CBCLO offices and featured a discussion with nine participants, including three women and six men, about Monitoring and Evaluation and their use of the principles of Monitoring and Evaluation that were discussed during the training event they attended.

Two more discussions were held on December 3, 2014, again at the CBCLO offices. The first discussion covered the topic of administration and procurement management; it was attended by 10 participants, including six women and three men. A second discussion was held later in the day, focusing on financial management practices. This event was attended by another 10 participants, comprised of five women and five men.

Focus group discussion on December 03, 2014 at the CBCLO office

Two events were held for organizations in Battambang province on December 23, 2014. The first was a discussion on financial, administrative and procurement management. It was attended by 11 participants, including eight women and three men. The second event was a discussion about organizational, M&E, and performance management. It was attended by eight participants, including two women and six men.

On December 24, 2014, a discussion of local organization's financial, administrative and procurement management was held in Pursat province for three participants, including two women and one man.

An additional discussion was held in Pursat province on December 25, 2014 regarding local NGO's organizational, M&E, and performance management. The discussion was attended by six participants, including three women and three men.

PROGRAM ADMINISTRATION

Recruitment. CBCLO's current Program Coordinator, Ms. Danielle Wilkins, will be leaving the program at the end of June 2015. The program conducted a free and open competitive recruitment to identify a qualified Cambodian replacement for the position. From a pool of 46 candidates, one candidate was selected and, with the concurrence of USAID, will begin duties in May 2015.

After the departure of the program's Grants Specialist on April 6, 2015, CBCLO identified a replacement candidate. Ms. Chakriya Chhun will begin work on June 1, 2015. Additionally, to reduce the administrative burden on the program's key technical staff, Ms. Thida Pon has been recruited as an Administration and Finance Officer; Ms. Pon will perform specific activities related to program administration, as well as assist with the logistics of program training and technical assistance activities.

Coordination with Implementing Partners. The program continues to maintain good relationships with the organizations implementing USAID's local projects. CBCLO completed a final training session for the sub-partners of Winrock-SFB International and met with Save the Children to discuss any training or technical assistance needs that may be required for Save the Children's new NOURISH program. Discussions have also been held with KHANA Flagship's COP Mr. Choub Sokchamroeun regarding possible collaboration with CBCLO providing training and/or technical assistance to Flagship's implementing partners. CBCLO has met with Population Services Khmer (PSK) to discuss ways in which the program can provide assistance in optimizing PSK's HR policies and mentoring management staff. CBCLO continues to have ongoing discussions with the Cooperation Committee of Cambodia (CCC). The program has met with CCC's management team to propose joint training sessions and continues to invite CCC to participate in CBCLO networking and training events, however, engagement by CCC remains limited.

Registration. The program has recently expanded its attempts to receive support for its registration efforts. As stated in previous reports, a supporting letter from a government ministry is a pre-requisite to submitting an application for registration with the Ministry of Foreign Affairs. Repeated efforts to obtain a support letter from the Ministry of Interior and Ministry of Education have been unsuccessful. CBCLO's Chief of Party has begun to reach out to the Ministry of Labour and Vocational Training to inquire about receiving their assistance in obtaining a support letter to present to the Ministry of Foreign Affairs.

Approval of Work Plan and M&E Plan. The final version of CBCLO's Year 2 Work Plan was submitted on December 8, 2014 and approved by USAID on December 9, 2014. A final revised M&E Plan was submitted on March 5, 2015 and was approved by USAID on March 6, 2015.

PROGRESS TOWARD RESULTS

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	Base line	Y1		Y2 as of Mar 15		Cumulative (Y1&Y2)		Status
			Target	Actual	Target	Actual	Target	Actual as of Mar-15	
	Project Goal: Institutional capacity of local organizations in financial, administrative, procurement, M&E system and organizational management strengthened to effectively implement USAID-funded activities								
	Strengthen the Institutional Capacity of Local Organizations								
A	Percentage of direct USAID awards effectively managed by assisted organizations (disaggregated by former and new recipients)	0	N/A	0	70%	-	70%	-	
1.1	Number of pre-award assessments conducted	0	15	10	5	4	20	14	
1.2	Percentage of assisted organizations that move from high to medium or low risk in their financial and organizational review matrix assessment	0	TBD	0	50%	-	50%	-	
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).	0	37	41	60	88[1]	97	92[2]	
A	*Financial management*	0		10		63		73	
B	*Administrative management*	0		10		51		61	
C	*Procurement management*	0		10		24		34	
D	*Organizational management*	0		10		56		66	
E	*Basic M&E and performance management concepts*	0		33		33		66	
1.4	Number of assisted organizations receiving technical assistance (coaching and mentoring) in the areas of financial, administrative, procurement, organizational management, basic M&E, performance management concepts, and proposal writing.(disaggregated by type of TA)	0	37	0	9	9	46	9	
1.5	Number of people receiving USG supported training (disaggregated by area of training provided and sex	0	111	70	240[3]	223	351	293	

[1] There is not an overlap when counting the organizations participating in the areas of all training events in this reporting period. However, from A to G there was an overlap because some NGOs attend financial training and also attend M&E, and human resources management trainings.

[2] There is not an overlap when counting the organizations participating in the areas of all training events in Y1 and Y2 (as of March 31, 2015).

[3] Average of 20 participants representing 10 NGOs will participate in 12 training session per year

	Indicator	Base line	Y1		Y2 as of Mar 15		Cumulative (Y1&Y2)		Status
			Target	Actual	Target	Actual	Target	Actual as of Mar-15	
	Project Goal: Institutional capacity of local organizations in financial, administrative, procurement, M&E system and organizational management strengthened to effectively implement USAID-funded activities								
	Strengthen the Institutional Capacity of Local Organizations								
	of participant)								
A	Financial management	0		24		122		146	
a1	Male	0		13		43		56	
a2	Female	0		11		79		90	
B	Administrative management	0		24		80		104	
b1	Male	0		13		36		49	
b2	Female	0		11		44		55	
C	Procurement management	0		24		53		77	
c1	Male	0		13		28		41	
c2	Female	0		11		25		36	
D	Organizational management	0		24		88		112	
d1	Male	0		13		57		70	
d2	Female	0		11		31		42	
E	Basic M&E and performance management concepts	0		46		39		85	
e1	Male	0		32		29		61	
e2	Female	0		14		10		24	
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)	0	100	70	216	174	316	244	
A	Financial management	0		24		113		137	
B	Administrative management	0		24		76		100	
C	Human Resource Management					51		75	
D	Procurement management	0		24		51		75	
E	Organizational management	0		24		113		137	
F	Basic M&E and performance management concepts	0		46		36		82	
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	N/A	N/A	N/A	N/A	N/A[4]	N/A	N/A	

[4] CBCLO conducted seven focus group discussions, participated by 15 NGOs (57 participants).

SUCCESS STORY: ENVIRONMENTAL PROTECTION AND DEVELOPMENT ORGANIZATION (EPDO)

Better Data. Bigger Impact.

In the digital era, the old saying "knowledge is power" might better be rendered as "information is power." But as local NGOs in Cambodia are learning, even that is only partly correct. Accurate information is a first step to driving change. Data collection and data analysis, through effective monitoring and evaluation (M&E), are vital management tools for assessing organizational effectiveness and improving decision-making. For Cambodian NGOs, greater effectiveness and better decision-making lead to smart development interventions that yield greater impact.

CBCLO M&E Manager, Ms. Leakhena Ith, providing an M&E training. CBCLO provides training on financial, administrative, human resources procurement and M&E management to local organizations operating in Cambodia.

USAID's Capacity Building of Cambodia's Local Organizations (CBCLO) Program is helping local organizations unlock the power of data through a series of M&E training courses designed to teach organizations how to set up M&E systems and utilize the information to improve their operations. The program has trained 54 local organizations on M&E topics to help them refine their data collection and analysis techniques.

Cambodia organizations are unlocking the power of data through better data collection and analysis.

Mr. Seang Set is responsible for the monthly collection and compilation of information from field staff at the Environmental Protection and Development Organization (EPDO). He observed that "most of the field staff do not know what is useful information and how to record information. They spend a lot of time writing narrative reports and I spend hours going through one report to find the needed data."

> ***"[I am now able to quickly get the exact information that I need… [allowing me] to work with the field staff on new strategies to improve implementing the activities."***
>
> ***Mr. Seang Set, Environmental Protection and Development Organization (EPDO)***

Over the course of the training series, Mr. Set learned about general M&E principles, effective indicators, and how to generate an M&E plan. After the training, CBCLO provided direct assistance to Mr. Set's organization to help them design an M&E data collection system that is tailored to their specific needs. "EPDO's new reporting template is a good method of data collection. The field staff was trained on the new template and how to fill out the form. I can now spend less time on this task and am now able to quickly get the exact information I need," Mr. Set said. "It also allows me to work with the field staff on new strategies to improve implementing the activities."

Empowered by improved M&E practices, EPDO now has better reports with more relevant data and information from the field. Mr. Set can now spend his time on data quality checks, increasing the accuracy and effectiveness of the process. And EPDO – and many other local organizations– can utilize better M&E processes to streamline and enhance their M&E activities and design creative solutions to meet Cambodia's needs.

SUCCESS STORY: RETURNEE INTEGRATION SUPPORT CENTER (RISC)

Building stronger local organizations

For Cambodians returning to their native country, starting over is an extraordinary challenge. Few of those returning have much, if any, knowledge of the local language and customs; even fewer have the necessary resources. The Returnee Integration Support Center (RISC) was established in 2009 as a locally owned and led organization dedicated to helping returnees become independent, productive members of Cambodian society and ensuring their long-term integration into the community.

Villa Kim (left), co-director of RISC, participates in a management training from the CBCLO Program. After working closely with CBCLO, RISC has established quality management policies and practices, freeing staff to focus on the organization's mission.

RISC is staffed by a small, dedicated team of four people. In 2014, RISC was targeted to receive direct support from USAID/Cambodia; however, with no written policies, procedures, or electronic accounting system, RISC was not eligible to receive funding. At USAID's recommendation, the organization began working with the Capacity Building of Cambodia's Local Organizations (CBCLO) Program to improve RISC's financial, administrative, procurement, M&E, and organizational management systems.

Better management policies are helping a local NGO serve Cambodia's returnee population.

Since then, RISC staff have attended four CBCLO trainings, including courses on USAID allowable and unallowable costs, QuickBooks for NGOs, concept note development, and M&E indicators. In addition, CBCLO staff provided nearly 80 hours of direct mentorship and support to RISC to develop finance and procurement policies. As a result of the training and support, RISC adopted QuickBooks accounting software to accurately track expenses.

"For six months now RISC has been operating smoothly. Thanks to USAID for the support and the continued efforts of the CBCLO team to assist RISC. The CBCLO team is always willing to help with any problems or questions."

- Mr. Villa Kem, Co-Director, RISC

The results were immediate and significant. RISC is now able to generate financial reports that allow them to better understand their financial needs and resources.

"[Implementer] IESC helped RISC develop items that RISC never had before: an internal policy, financial and procurement policies and guidance to create forms for financial use," said Villa Kem, RISC's co-director.

As a result of this support, RISC is a stronger organization that can be sustained into the future. What is more, RISC can capitalize on these improvements to scale its activities for Cambodian returnees.

Implementation Challenges and Proposed Solutions

No	Implementation Challenge	Action Taken/Proposed Solution
1	Initial review and comments on submitted NUPAS assessments were delayed, resulting in a lack of understanding of proper reporting procedures.	As noted above, the CBCLO team has exerted significant efforts to optimize the CBCLO team's proficiency in the NUPAS process. To this end, CBCLO hired a Grants Specialist to provide additional support to this and other CBCLO activities. As a result, CBCLO's Chief of Party and Grants Manager have been able to delegate some of the assessment activities and reduce the overall amount of staff time required to complete each assessment. On average, the CBCLO team is able to complete the on-site assessment in three business days, with an additional three business days to complete the final assessment and findings report.
2	Local NGOs undergoing the NUPAS pre-award assessment have commented on the detail level of the processes, noting that the reviews are more rigorous than outside audits that they have undergone.	One benefit of the focus group and networking events is to better prepare local organizations for the process and to allow them the opportunity to provide feedback. In December 2014, CBCLO prepared a survey to capture this feedback and will share the results with USAID for their consideration.
3	After reviewing a number of translation services, the poor quality of work these services offer has resulted in the CBCLO team undertaking all translation effort itself. While this practice has guaranteed the quality of the translation, significant amounts staff time must be devoted to this effort.	To address this issue CBCLO has begun assigning junior volunteers the task of doing a draft translation of materials. The draft is then reviewed by CBCLO staff for accuracy.

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. After repeated unsuccessful inquiries with 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's COP is currently inquiring about a letter of support from other ministries, most notably the Ministry of Labour and Vocational Training.

PLANNED ACTIVITIES FOR FY2015

Assessment of Local Cambodian Organizations. The CBCLO program will continue to work with the three local organizations (Wathnakpheap, Salvation Center Cambodia and Agricultural Technology Services Association) that have already undergone an ISD™ assessment and have been provided a gap analysis, to develop a comprehensive capacity development plans that will provide the organization with a concise roadmap to improve operations. Over the next six months, the program will conduct five additional ISD™ organizational assessments. Currently Aphivat Strey (AS), Community Health and Development Action (CHADA), and Media One have expressed interest in the assessment process.

Provide Technical Assistance to Local Partner NGOs. Technical assistance will be provided as requested by local partner organizations. 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. The CBCLO field team has discussed the technical assistance needs of local partner, PSK. Pending USAID approval, the CBCLO field team will provide requested technical assistance in areas related to effective management techniques as well as a review of the organization's human resource policies. The CBCLO team anticipates providing additional technical assistance to organizations having completed the ISD assessment process, notably WP, ATSA, SCC, and AS.

Develop Training Curriculums. It is expected that four additional curricula will be developed over the next six months. Based on needs assessment feedback from local partner organizations and the USAID/Cambodia mission the CBCLO program will develop curricula for courses on Effective Internal Controls, Branding and Marking, Fixed Asset Management, and How to engage NGOs with the Private Sector.

Provide Training to Local Partner NGOs. The CBCLO program intends to provide the following training courses over the next six months: Effective Internal Controls, refresher training on USAID Standard Provisions & Cost Principles to the local partners of Save the Children's NOURISH project, How to Develop a Global Chart of Accounting, Procurement, Branding and Marking, Gender in M&E, and how to engage NGOs with private sector as a part of their business strategy for sustainability.

Volunteer Program. The CBCLO program has recruited Mr. Sohaib Ahmed, a finance expert with more than 12 years of experience working in accounting, auditing and USAID programs. Mr. Ahmed will work with RACHA to update the organization's internal controls and financial system to ensure the organization complies with all USAID rules and regulations. It is planned that Mr. Sohaib Ahmed will begin his work with RACHA on April 6, 2015 and will remain with the organization until May 27, 2015. The program will also continue to recruit for both junior and senior local volunteers.

Monthly Networking Events. An additional six networking events will be held. CBCLO seeks to ensure that these events present participants with new ideas and perspectives to consider in their own professional activities. Upcoming events will feature guest speakers discussing ways in which the local NGOs can better engage private enterprise and how to create lasting change within an organization.

BRANDING, MARKING & COMMUNICATIONS

The CBCLO Program seeks to develop its image as a leading resource partner in the development of internal financial, management, procurement and M&E systems for organizations seeking to receive USAID funds, and those already working with the Agency.

To promote this image the CBCLO Program has developed a brochure for distribution among local Cambodian organizations, relevant USAID implementing partners and other stakeholders. The current moratorium on USAID program websites has presented a challenge in establishing both credibility and a web presence. The first action of many individuals when trying to ascertain the legitimacy of an organization or a program is to gather more information through an internet search. Valuable first impressions are then made through the organization/program's website. Without a program website, information on the CBCLO Program is not as readily found and the program is unable to immediately engage potentially interested parties.

To try to address this challenge, CBCLO has sought to post program related information on both the IESC and VEGA organizational websites, as well as increase its presence through social media. Information regarding 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 to include a YouTube channel that will publish videos of the Program's training events. We are also looking to make our training materials more widely available via dissemination of ToT materials, power points, worksheets, etc. We will also use this platform to make our training materials available to a wider audience. It should be noted that the CBCLO Facebook page has generated a significant level of traffic, with 1,074 likes as of the writing of this report.

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 CBCLO has 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 delivers assistance to address their immediate capacity building needs and to establish lasting organizational change so that new capacities are fully integrated within the organization. Further, this change management process creates the lasting demonstration effect that the needs assessment process ultimately improves their operational and financial viability and is an ongoing effort of continuous improvement. To this end, CBCLO will continue 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.

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 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.

ANNEXES

ANNEX 1: TRAINING REPORT ON USAID ALLOWABLE AND UNALLOWABLE COSTS

Start Date: November 20, 2014

End Date: November 20, 2014

Venue: Winrock-SFB International

Training Provided By: CBCLO Grant Manager, Polin Ly

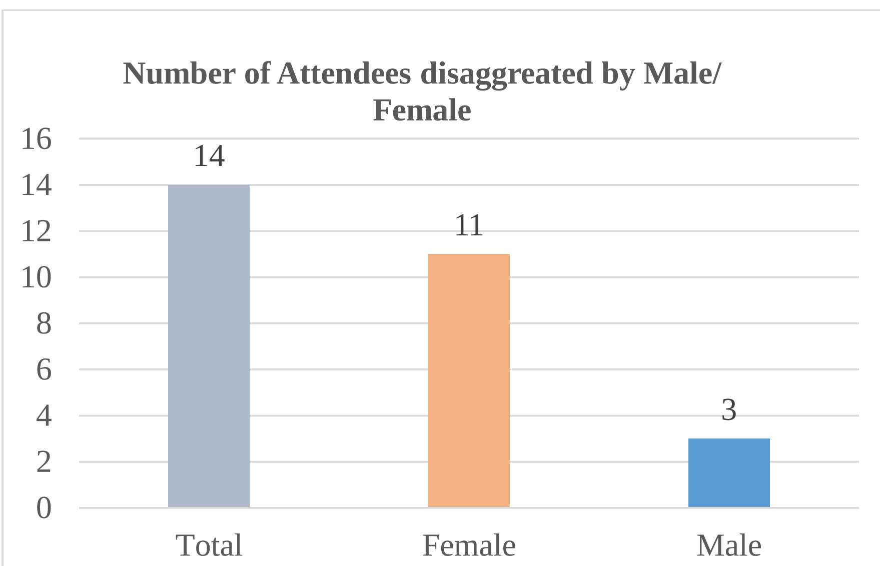
1. Purpose of Training:

1.1: To conduct training on the topic of USAID allowable and unallowable costs

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training : **14** Attendees (Female: **11**/Male: **3**)



- 86% or 12 out of 14 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 25 to as old as 46.

- 71% or 10 of 14 attendees were based in Phnom Penh while the rest came from Kratie, Mondulkiri, Preah Vihear.

- 5 assisted NGOs attended the USAID Allowable and Unallowable cost training. These NGOs are working in Agriculture, Environmental Conservation, Biodiversity, and Forestry.

Organizational Name	Prime Partner	# of Assisted NGOs	# of Attendees		
			Female	Male	Total
CRDT	Winrock-SFB	1		1	1
RECOFIC	Winrock-SFB	1	3		3
WCS	Winrock-SFB	1	3	1	4
Winrock-SFB	N/A	1	3	1	4
WWF	Winrock-SFB	1	2		2
Total		**5**	**11**	**3**	**14**

2.2 Summary of Pre-Test and Post-Test Scoring

- 7% or 1 of 14 attendees moved from a failing score of 3 at the pre-test evaluation to a passing score of 8 during the post-test.
- 100% of 14 attendees passed the post-test evaluation, which means they achieved a score of at least 8 out of 11.
- 3 of the 14 achieved a perfect score (11 out of 11) and another 10 received a high score of 9 or 10 out of 11 during post-test.
- Note that 1 attendee received a perfect score during the pre-test.

	Pre-Test			Post-Test		
	# of Attendees receiving score			# of Attendees receiving score		
	Female	Male	Total	Female	Male	Total
Passing Score (5.5-11)	**11**	**2**	**13**	**11**	**3**	**14**
11	1		1	2	1	3
10				4	1	5
9.5	1		1			
9				4	1	5
8.75	1		1			
8	3	1	4	1		1
7.5	2	1	3			
7	1		1			
6.75	1		1			
5.5	1		1			
Failing Score (1-5)	**0**	**1**	**1**			
3		1	1			

2.3 Summary of Participants with increased knowledge

- 93% or 13 of 14 attendees (Female: 11/ Male: 3) demonstrated increased knowledge of allowable and allowable costs.
- Of the 6 that had an increase of 0.5 to 1.5, 1 attendee and 5 attendees had a high pre-test score of 7.5 and of 8 to 9.5 respectively.

- 1 attendee had an increase score of 7 that reflected an improvement from a low pre-test score of 3 to a high post-test score of 10.
- However, 1 attendee showed a decrease of 3 from a perfect score (11 out of 11) during the pre-test to the score of 8 at post-test. When the attendee was asked why she thought there was such a variance between the two tests she responded that she was able to fully concentrate on the pre-test and that she did not believe that she had gotten a perfect score. She felt that her post-test score was lower due to her repeated absences from the training room to respond to work calls. During these absences she likely missed information that would have confirmed her correct earlier responses. As a result, on the post-test the attendee responded with answers that differed from her original answers, believing her original answers from the pre-test to be wrong

	# of Attendees with increased knowledge		
	Female	**Male**	**Total**
Increasing Score	**10**	**3**	**13**
7		1	1
4.5	1		1
4	1		1
3.5		1	1
3	1		1
2.5	1		1
2.25	1		1
1.5	1		1
1.25	1		1
1	2	1	3
0.5	1		1
Decreasing Score			
3	1		

3. Conclusion:

All attendees provided their comments on a feedback form at the end of the training day.

Overall the feedback we received from all attendees indicated that the participants were very pleased with the trainer (93% rated him as “very effective to effective”).

When asked about the relevance of the training content to their current position, 100% of attendees responded that the content was “very relevant to relevant”.

86% of respondents stated that they had acquired “very useful to useful” information that is new to them and would recommend this training to others.

If we offered trainings on other financial management topics, 100% said they would attend.

Survey respondents made the following suggestions:

- "Need more training courses to enhance staff’s capacity on USAID regulation and policy."
- "It is a little bit late to provide this training because of receiving grant agreement from Winrock-SFB International for than 2 years."

ANNEX 2: TRAINING REPORT ON USAID ALLOWABLE AND UNALLOWABLE COSTS AND STANDARD PROVISION

Start Date: December 18, 2014

End Date: December 18, 2014

Venue: Diakonia Centre

Training Provided By: CBCLO COP, Raty Ouk and Grant Manager, Polin Ly

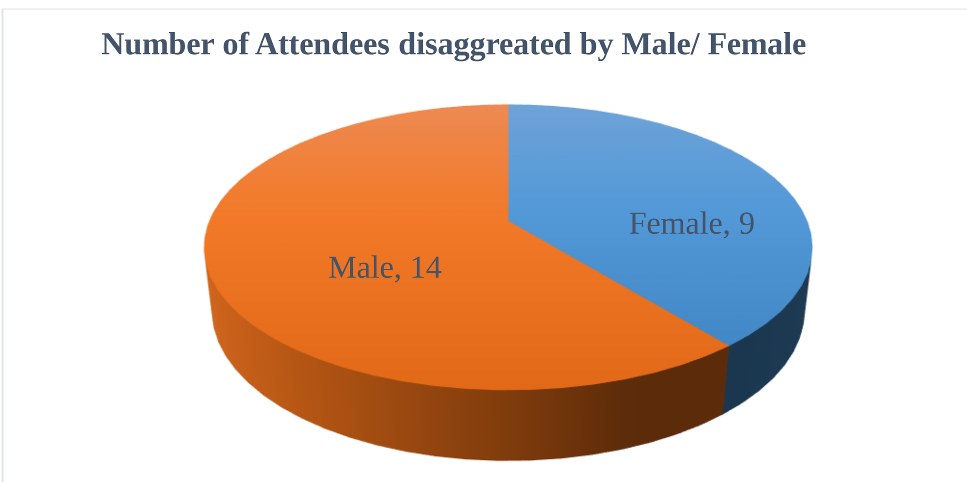
1. Purpose of Training:

1.1: To conduct training on the topic of USAID allowable and unallowable costs and USAID standard provision

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the Training : 23 Persons (Female: 9/Male: 14)



- 52% or 12 out of 23 attendees represented the youth (below 35 years old). The age spectrum of attendees ranged from as young as 23 to as old as 51.
- 96% or 22 of 23 attendees were based in Phnom Penh, except one attendee from Mondulkiri.
- 10 Assisted NGOs attended the training. These NGOs are working in the sectors of Public Health and Democratic Governance.

Organizational Name	# of Assisted NGOs	# of Attendees		
		Female	Male	Total
ADHOC	1	2	1	3
AUA	1	1	2	3
CCHR	1	2	1	3
CHADA	1	1	1	2
CLEC	1	1	2	3
IPHIA	1		1	1
Opation ASHA	1	1		1
RACHA	1		3	3
RISC	1		3	3
WaterSHED	1	1		1
Total	**10**	**9**	**14**	**23**

2.2 Summary of Pre-Test and Post-Test Scoring

- 43% or 10 of 23 attendees moved from a failing score of less than 5.5 at the pre-test evaluation to a passing score of at least 6 during the post-test.
- All attendees passed the post-test evaluation, which means they achieved a high score of at least 8 out of 11. 5 of the 23 achieved a perfect score (11 out of 11) and another 18 received a high score of 8-10. Note that no one received a perfect score during the pre-test.

	Pre-Test			Post-Test		
	# of Attendees receiving score			# of Attendees receiving score		
	Female	Male	Total	Female	Male	Total
Passing Score (6-11)	**7**	**6**	**13**	**9**	**14**	**23**
11				3	2	5
10				3	7	10
9		1	1	3	3	6
8	1	2	3		2	2
7	2	1	3			
6	4	2	6			
Failing Score (1-5)	**2**	**8**	**10**			
5		4	4			
4	1	1	2			
3		1	1			-
2	1	1	2			-
1		1	1			

2.3 Summary of Participants with increased knowledge

- 96% or 22 of 23 attendees (female: 9/ Male: 14) demonstrated increased knowledge of allowable and unallowable cost and USAID standard provision provided.
- 16 attendees had an increase of 4-9.

- Of the 5 that had an increase of 1-2, 3 attendee already had a high pre-test score of 7-8.
- Note that only one attendee did not have an improved score, he had a high score of 9 both during pre and post-test. Through observation, he usually got phone calling from his office. Thus, he might missed some important information.

Increasing Score	**# of Attendees with increased knowledge**		
	Female	**Male**	**Total**
9		1	1
7	1	2	3
6		1	1
5	4	3	7
4	1	3	4
3	1		1
2	2	2	4
1		1	1
0		1	1
Total	**9**	**14**	**23**

3. Conclusion:

92% of 25 people who registered actually attended the training on allowable& unallowable cost and USAID standard provision, 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 23 attendees have indicated that the participants were very pleased with the trainer (96% rated him/her as “very effective to effective”).

When asked about the relevance of the training content to their current position, 87% of attendees said “very relevant to relevant”.

100% acquired “very useful to useful” information that is new to them and 82% would recommend this training to others.

If we offered trainings on other topics such as “Procurement Management”, “Basic Financial Management”, “Financial Planning”, and “Budgeting and Financial Reports and Analysis”, 96% said they would attend.

Additionally, they have suggested the following:

- Training Time should be longer, approximately 2-3 days.
- Should conduct training at least 1 every 6 months
- should have some activities that make participants more enjoyable and participative
- Need more training courses to enhance my capacity worker on USAID regulation and policy including "Cost Sharing Record", Project analysis
- Request for Training Certificate

ANNEX 3: TRAINING REPORT ON QUICKBOOKS

Start Date: January 8, 2015

End Date: January 9, 2015

Venue: CBCLO Office

Training Provided By: CBCLO Grant Manager, Polin Ly

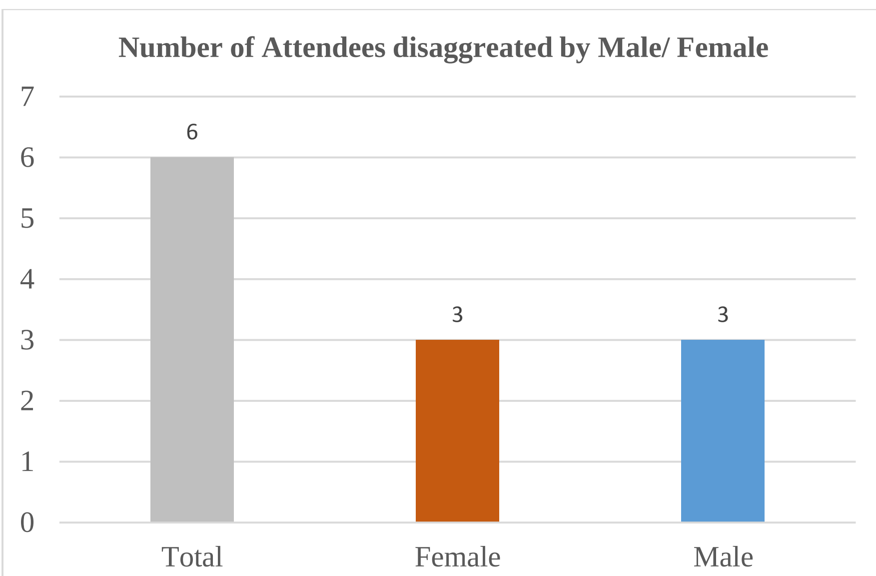
1. Purpose of Training:

1.1: To conduct QuickBooks Training

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training : **6** Attendees (Female: **3**/Male: **3**)



- 83% or 5 of 6 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 25 to as old as 50.

- 83% or 5 of 6 attendees were based in Phnom Penh while the rest came from Mondulkiri.

- 4 assisted NGOs attended the QuickBooks Training. These NGOs are working in Health and Human Rights.

Organizational Name	# of Assisted NGOs	# of Attendees		
		Female	Male	Total
AUA	1	2		2
IPHIA	1		1	1
Operation ASHA	1	1		1
RISC	1		2	2
Total	**4**	**3**	**3**	**6**

2.2 Summary of Pre-Test and Post-Test Scoring

- 67% or 4 of 6 attendees moved from a failing score (2 -4) at the pre-test evaluation to a passing score of 8 during the post-test.
- 100% of 6 attendees passed the post-test evaluation, which means they achieved a score of at least 7.5 out of 11.
- 2 of 6 attendees achieved a perfect score (11 out of 11) and another 2 received a high score of 10 or 10.5 out of 11 during post-test.
- Note that no attendee received a perfect score during the pre-test.

	Pre-Test			Post-Test		
	# of Attendees receiving score			# of Attendees receiving score		
	Female	Male	Total	Female	Male	Total
Passing Score (5.5-11)	**1**	**1**	**2**	**3**	**3**	**6**
11				1	1	2
10.5				1		1
10					1	1
9.5				1		1
7.5					1	1
7	1		1			
6.5		1	1			
Failing Score (1-5)	**2**	**2**	**4**			
4	2		2			
2.5		1	1			
2		1	1			

2.3 Summary of Participants with increased knowledge

- 100% of 6 attendees (Female: 3/ Male: 3) increased knowledge of Quickbooks training provided. 2 attendees getting a passing score during pre-test received a higher score on their post-test than the score that was achieved during the pre-test. 4 attendees getting a failing score (2-4) during the pre-test received a passing (score at least 6.5) in the post-test.
- 4 attendees receiving a failing score during pre-test had an increasing score from 4 to 6.

	# of Attendees with increased knowledge		
	Female	**Male**	**Total**
Increasing Score	**3**	**3**	**6**
7.5		1	1
6.5	1		1
5.5	1	1	2
4.5		1	1
4	1		1

3. Conclusion:

All attendees provided their comments on a feedback form at the end of the training day.
Overall the feedback we received from all attendees indicated that the participants were very pleased with the trainer and the information they were provided and are looking forward to additional training sessions.

ANNEX 4: TRAINING REPORT ON USAID ALLOWABLE AND UNALLOWABLE COSTS

Start Date: January 28, 2015

End Date: January 28, 2015

Venue: Winrock-SFB International

Training Provided By: CBCLO Grant Manager, Polin Ly

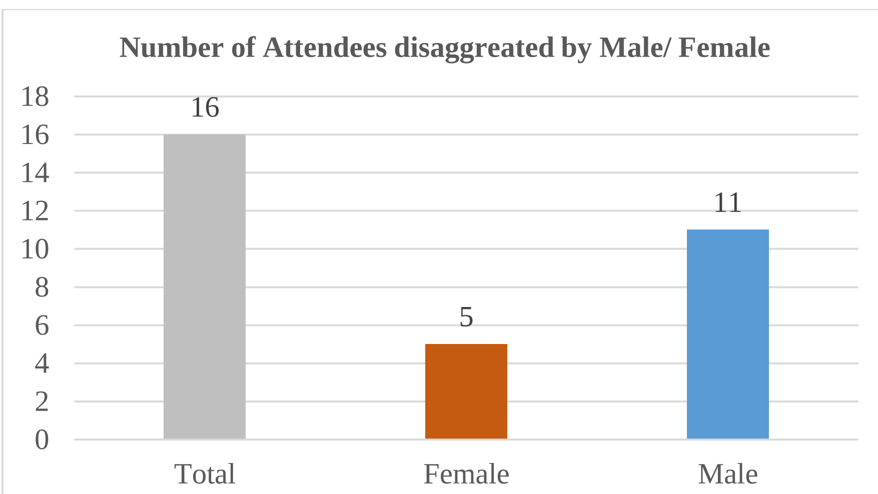
1. Purpose of Training:

1.1: To conduct training on the topic of USAID allowable and unallowable cost

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training : **16** Attendees (Female: **5**/Male: **11**)



- 75% or 12 out of 16 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 23 to as old as 45.

- 25% or 4 of 16 attendees were based in Phnom Penh while the rest came from Kratie, Mondulkiri, Preah Vihea, and Steung Treng.

- 9 assisted NGOs attended the USAID Allowable and Unallowable cost training. These NGOs are working in Agriculture, Environmental Conservation, Biodiversity, and Forestry.

Organizational Name	# of Assisted NGOs	# of Attendees		
		Female	Male	Total
Cambodian NTFP Development Organization	1	1	1	2
Community Economic Development	1		2	2
Forests and Livelihood Organization	1	1	1	2
Media One	1		1	1
Mlup Baitong	1		1	1
Mondolkiri Indigenous People Association for Development	1	1	2	3
Ponlok Khmer	1	1	1	2
Prom Vihear Thor	1		2	2
The Elephant Livelihood Initiative Environment	1	1		1
Cambodian NTFP Development Organization	1	1	1	2
Total	**9**	**5**	**11**	**16**

2.2 Summary of Pre-Test and Post-Test Scoring

- 100% of 16 attendees pasted the pre-test evaluation, which means they received a score at least 5.5. 7 of attendees received high score of 9 to 10.
- 100% of 16 attendees passed the post-test evaluation, which means they achieved a score at least 8 out of 11. 6 of 16 achieved a perfect score (11 out of 11) and another 10 received a high score of 9, 10, or 10.5 out of 11 during post-test.
- Note that all of participants had basic concepts of allowable and unallowable as they had already attended the USAID standard provision. This is why, they received a score at least 5.5 during pre-test.

	Pre-Test			Post-Test		
	# of Attendees receiving score			# of Attendees receiving score		
	Female	Male	Total	Female	Male	Total
Passing Score (5.5-11)	**5**	11	16	**5**	**11**	**16**
11					6	6
10.5				1	2	3
10		2	2	4	2	6
9.5		1	1			
9	2	2	4		1	1
8.5	2	1	3			
8		2	2			
7.5		1	1			
7	1		1			
6.5		1	1			
5.5		1	1			
Failing Score (1-5)	**0**	**0**	**0**			

2.3 Summary of Participants with increased knowledge

- 100% or 16 of all attendees (Female: 5/ Male: 11) increased their knowledge of allowable and allowable costs provided.
- Of the 14 that had an increasing score of 1 to 3.5, 1 attendee had a pre-test score of 7 and 13 attendees had a high pre-test score, ranking from 8 to 10.

	# of Attendees with increased knowledge		
	Female	Male	Total
Increasing Score	**5**	**11**	**16**
4.5		1	1
4		1	1
3.5		1	1
3	1	1	2
2.5		1	1
2		1	1
1.5	3		3
1	1	5	6

3. Conclusion:

All attendees provided their comments on a feedback form at the end of the training day.

Overall the feedback we received from all attendees indicated that the participants were very pleased with the trainer (100% rated him as "very effective to effective").

When asked about the relevance of the training content to their current position, 100% of attendees responded that the content was "very relevant to relevant".

94% of respondents stated that they had acquired "very useful to useful" information that is new to them and would recommend this training to others.

If we offered trainings on other financial and procurement management topics, 100% said they would attend.

Survey respondents made the following suggestions:

- Need more training courses to enhance staff's capacity on USAID regulation and policy.
- It is good to provide this training, but it is a little bit late because of receiving grant agreement from Winrock-SFB International for than 2 years.
- Should spend at least 3 days for this training

ANNEX 5: TRAINING REPORT ON QUICKBOOKS

Start Date: February 11, 2015

End Date: February 12, 2015

Venue: Seng Huort Hotel, Battambang Province

Training Provided By: CBCLO Grant Manager, Polin Ly

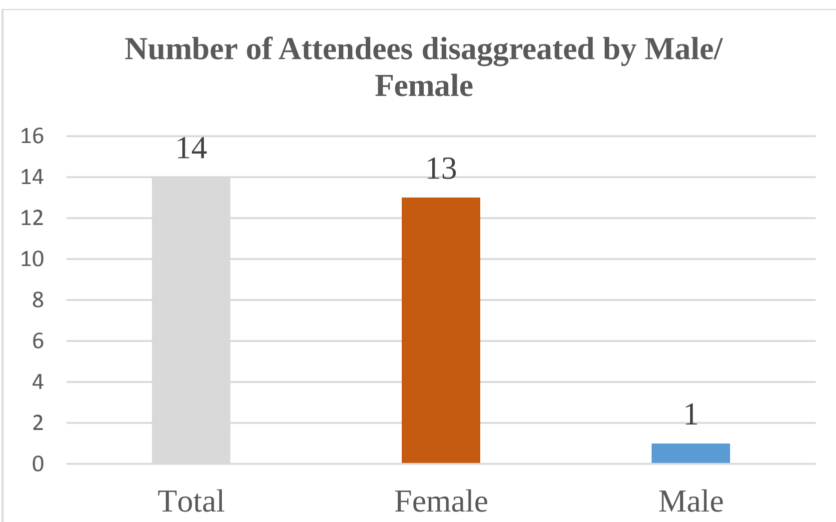
1. Purpose of Training:

1.1: To conduct QuickBooks Training

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training : **14** Attendees (Female: **13,** Male: **1**)



- 79% or 11 out of 14 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 21 to as old as 60.

- 79% or 11 of 14 attendees were based in Battambang while the rest came from Pursat.

- 8 assisted NGOs attended the QuickBooks Training. These NGOs are working in Agriculture, Environment, Human Right, Child Protection, and Health.

Organizational Name	# of Assisted NGOs	# of Attendees		
		Female	Male	Total
Akphivath Neary Khmer Organization	1		1	1
Akphivath Neary Khmer Organization (ANKO)	1	1		1
Apivat Strey (AS)	1	2		2
Budidsm for Development (BD)	1	2	1	3
Environmental Protection and Development Organization (EPDO)	1	1		1
Komar Rikreay (KMR)	1	3		3
Ponleur Kumar (PK)	1	2		2
Prom Vihear Thor (PVT)	1	1		1
Village Support Group (VSG)	1	1		1
Total	**8**	**13**	**1**	**14**

2.2 Summary of Pre-Test and Post-Test Scoring

- 86% or 12 of 14 attendees moved from a failing score (1-5) at the pre-test evaluation to a passing score during the post-test.
- 100% or 14 of 14 attendees passed the post-test evaluation, which means they achieved a score of at least 7 out of 11.
- 5 of 14 attendees achieved a perfect score (11 out of 11) and another 6 received a high score of 10 or 9 out of 11 during post-test.

	Pre-Test			Post-Test		
	# of Attendees receiving score			# of Attendees receiving score		
	Female	Male	Total	Female	Male	Total
Passing Score (5.5-11)	**2**	**0**	**2**	**13**	**1**	**14**
11				5		5
10.5				3		3
10				2		2
9				1		1
8.5				1		1
8				1		1
7	1		1		1	1
5.5	1		1			
Failing Score (1-5)	**11**	**1**	**12**			
5	3		3			
4.5	3		3			
4	1		1			
3	1	1	2			
2	2		2			
1.5	1		1			

2.3 Summary of participants with increased knowledge

- 100% or 14 of 14 attendees (Female: 13/ Male: 1) demonstrated increased knowledge of QuickBooks. 2 attendees getting a passing score during pre-test received a higher score on their post-test than the score that was achieved during the pre-test. 12 attendees getting a failing score (1-5) during the pre-test received a passing (score at least 7) in the post-test.
- 2 attendee receiving a pre-test score of 7 and of 5.5 had an increase score of 4 or 5 respectively.
- 9 attendees receiving a failing score during pre-test had an increase of 4 to 6.

	# of Attendees with increased knowledge		
	Female	**Male**	**Total**
Increasing Score	**13**	**1**	**14**
9	1		1
8	2		2
7.5	1		1
6.5	1		1
6	4		4
5	1		1
4	1	1	2
3.5	1		1
3	1		1
Decreasing Score	0	0	0

3. Conclusion:

All attendees provided their comments on a feedback form at the end of the training day.

Overall, the feedback we received from all attendees which indicated that the participants were very pleased with the trainer (100% rated him as “very effective to effective”).

When asked about the relevance of the training content to their current position, 86% of attendees responded that the content was “very relevant to relevant”.

86% of respondents stated that they had acquired “very useful to useful” information that is new to them and would recommend this training to others.

If we offered trainings on other financial topics such as “Basic financial Management(include policy), Procurement System and Management, Financial Planning and Budgeting, Effective Internal Control System, Financial Report and analysis, Fraud and Corrupt Practice, and Managing Audit Process”, 100% said they would attend.

Survey respondents made the following suggestions:

- Should conduct the next training in Phnom Penh or other Province
- Need translation of the lesson in Khmer
- Should provide longer time than this (3-4 days for Quick Book)

ANNEX 6: TRAINING REPORT ON MONITORING AND EVALUATION

Start Date: Feb 19, 2015

End Date: Feb 20, 2015

Venue: NGOCRC Office

Training Provided By: CBCLO M&E Manager, Leakhena Ith

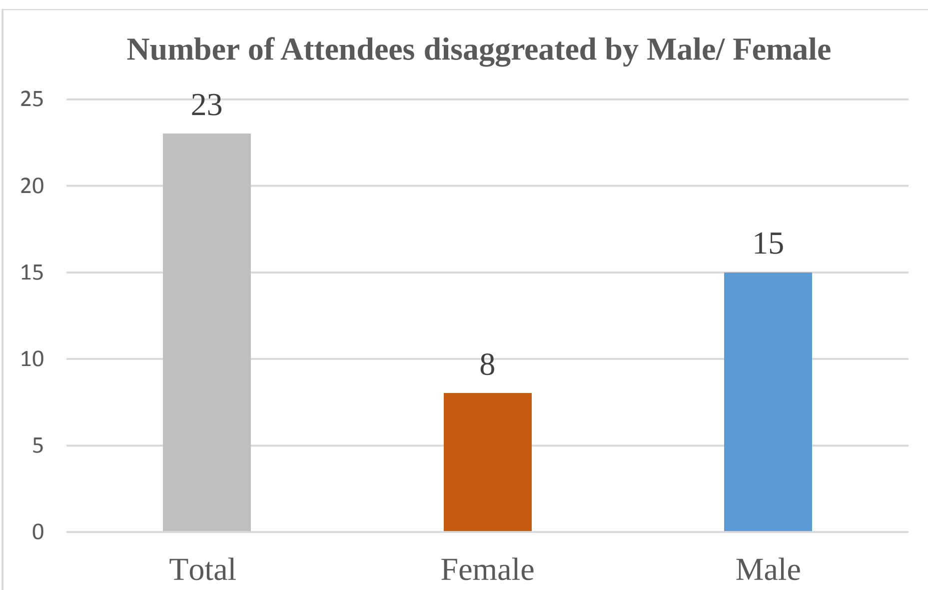
1. Purpose of Training:

1.1: To conduct Monitoring and Evaluation Training on the topic of Basic M&E, Indicator, and M&E Plan

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training : **23** Attendees (Female: **8**/Male: **15**)



- 70% or 16 out of 23 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 23 to as old as 57.

- 78% or 18 of 23 attendees were based in Phnom Penh while the rest came from Kandal, Siem Reap, and Svay Rieng.

- 20 assisted NGOs attended the Monitoring and Evaluation training. These NGOs are working in Child Right, Child Protection, Human Right, Education and Health.

Organizational Name	# of Assisted NGOs	# of Attendees		
		Female	Male	Total
Cambodia Children Against Starvation and Violence Association (CCASVA)	1		1	1
Cambodia League for the Promotion and Defense of Human Rights(Licadho)	1	1		1
Cambodia Organization for Children and Development (COCD)	1		1	1
Child help line Cambodia	1		1	1
Child Rights Foundation (CRF)	1		1	1
Child Wise Cambodia	1		1	1
Hagar	1	1		1
Happy Tree	1		1	1
Healthcare Center for Children (HCC)	1	1		1
Investing In Children And Their Societies (ICS)	1		1	1
Italian Association for Children Aid (CIAI)	1		1	1
Khemara	1	1		1
Krousar Thmey	1		2	2
NGO Committee on the rights of the child (NGOCRC)	1	2	1	3
Rural Aid Organization (RAO)	1		1	1
Santi Sena	1		1	1
Save Incapacity Teenagers (SIT)	1	1		1
Terre Des Hommes Netherlands-Cambodia (TdH-NL)	1	1		1
This life Cambodia	1		1	1
Wathnakpheap (WP)	1		1	1
Total	**20**	**8**	**15**	**23**

2.2 Summary of Pre-Test and Post-Test Scoring

- 43% or 9 of 21 attendees who attended two-days training moved from a failing score (1-5) at the pre-test evaluation to a passing score during the post-test.
- 100% or 21 of 21 attendees passed the post-test evaluation, which means they achieved a score of at least 6 out of 11.
- 3 of 21 attendees achieved a perfect score (11 out of 11) and another 10 received a high score of 9 or 10 out of 11 during post-test.
- Note that 9% or 2 of 23 attendees have not done the post-test evaluation because they were absent on the second day.

	Pre-Test			Post-Test		
	# of Attendees receiving score			# of Attendees receiving score		
	Female	Male	Total	Female	Male	Total
Passing Score (5.5-11)	**5**	**9**	**14**	**6**	**15**	**21**
11				1	2	3

	Pre-Test			Post-Test		
	# of Attendees receiving score			# of Attendees receiving score		
	Female	Male	Total	Female	Male	Total
10				2	4	6
9.5		1	1			
9				1	3	4
8.5					1	1
8		2	2	1	1	2
7.5	2		2		1	1
7		1	1		1	1
6.5		2	2		1	1
6	2	2	4	1	1	2
5.5	1	1	2			
Failing Score (1-5)	**3**	**6**	**9**			
5	1	2	3			
4	2	2	4			
3		1	1			
1		1	1			
2 attendees did not take the post-test due to their absence on the second day						

2.3 Summary of Participants with increased knowledge

- 100% or 21 of 21 attendees (Female: 6/ Male: 15) who attended two-days training demonstrated increased knowledge of Monitoring and Evaluation. 12 attendees getting a passing score during pre-test received a higher score on their post-test than the score that was achieved during the pre-test. 9 attendees getting a failing score (1-5) during the pre-test received a passing (score at least 6) in the post-test.
- Of the 3 that had an increase of 0.5 to 1.5, 1attendee and 2 attendees had a high pre-test score of 9.5 and of 6.5 respectively.
- 4 of 9 attendees receiving a failing score during pre-test had an increase of 4 to 6.

	# of Attendees with increased knowledge		
	Female	Male	Total
Increasing Score	**6**	**15**	**21**
6	1		1
5	1	3	4
4.5		1	1
4		1	1
3.5	1	2	3
3	1	4	5
2.5	1	1	2
2	1		1
1		2	2
0.5		1	1

3. Conclusion:

21 attendees provided their comments on a feedback form at the end of the training day.

Overall, the feedback we received from all attendees which indicated that the participants were very pleased with the trainer (95% rated her as “very effective to effective”).

When asked about the relevance of the training content to their current position, 57% of attendees responded that the content was “very relevant to relevant”. Note that about a half of attendees, their position are not related to the program, monitoring and evaluation of the project.
90% of respondents stated that they had acquired “very useful to useful” information that is new to them and 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 “Data collection methods and data quality”, 100% said they would attend.

Survey respondents made the following suggestions:

- Need long time (3days) for training.
- Should support transportation for attendees who are from provinces.
- Request to provide any information for the next M&E training.

ANNEX 7: TRAINING REPORT ON CONCEPT NOTE DEVELOPMENT

Start Date: February 27, 2015

End Date: February 27, 2015

Venue: Quality Career Institute of Cambodia

Training Provided By: IESC Program Manager, Jeanah Lacey

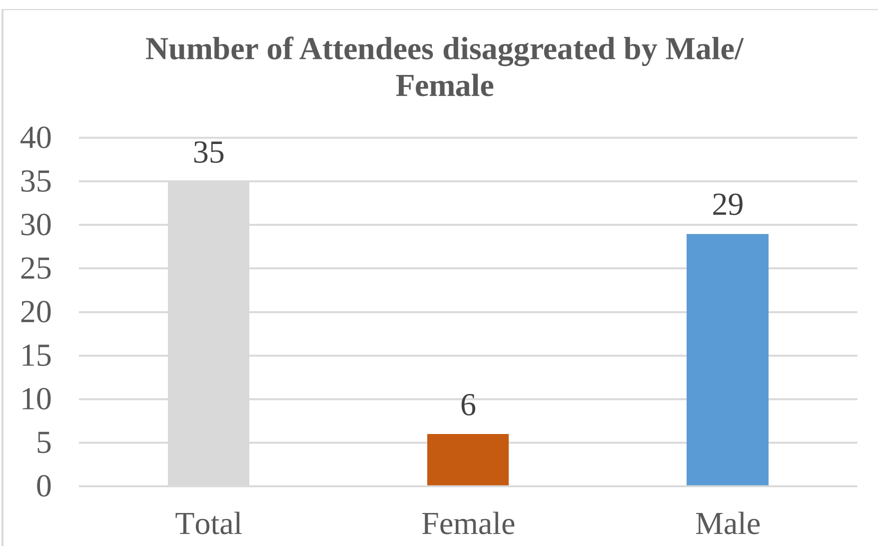
1. Purpose of Training:

1.1: To provide the concept note development training

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training : **35** Attendees (Female: **6**/Male: **29**)



- 49% or 17 out of 35 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 25 to as old as 55.

- 71% or 25 of 35 attendees were based in Phnom Penh while the rest came from Kandal, Kampong Cham, Kampong Speu, Kratie, Mondulkiri, Pursat, Siem Reap, and Svay Rieng.

- 32 assisted NGOs attended the Concept Note Development Training. These NGOs are working in Agriculture, Natural Resource, Environment, Child Right, Child Protection, Human Right, Education and Health.

Organizational Name	# of Assisted NGOs	# of Attendees		
		Female	Male	Total
Akphivath Neary Khmer Organization (ANKO)	1		1	1
ARV Users Association (AUA)	1		1	1
Cambodian Center for the Protection of Children's Rights (CCPCR)	1		1	1
Cambodian NTFP Development Organization (CANDO)	1		1	1
Cambodian Rural Development Team (CRDT)	1	1		1
Child Wise Cambodia (CWC)	1		1	1
Coalition of Cambodian Farmer Community	1	1		1
Community for Transformation	1		2	2
Community Health and Development Action	1		1	1
Community Resource Improvement for Development	1		1	1
Development Innovations	1		1	1
Environmental Protection and Development Organization	1		1	1
GERES Cambodia	1	1		1
Khmer Development of Freedom Organization	1	1		1
Khmer Women's Cooperation for Development	1		2	2
Krousar Thmey	1		1	1
Mlup Baitong	1		1	1
Mondulkiri Indigenous Peoples Association for Development	1		1	1
Open Institute	1	1	1	2
Partners in Compassion	1		1	1
Returnee Intergration Support Center	1		1	1
Rural Aid Organization	1		1	1
Save Incapacity Teenagers	1		1	1
Srer Khmer	1		1	1
Trailblazer Cambodia Organization	1		1	1
Trancultural Pyschosocal Organization	1		1	1
Wathnakpheap	1		1	1
Community Development for Peace Sustainability-CommunityPeace Building Networking	1		1	1
Independent Democracy of Informal Economy Association	1	1		1
Khan Meanchey Community Health Promotion	1		1	1
Cambodian League for the Promotion and Defense of Human Rights	1		1	1
Khmer Youth and Social Development	1		1	1

Organizational Name	# of Assisted NGOs	# of Attendees		
		Female	Male	Total
Total	**32**	**6**	**29**	**35**

2.2 Summary of Pre-Test and Post-Test Scoring

- No Pre-Test and Post-Test Evaluation

2.3 Summary of Participants with increased knowledge

- No Pre-Test and Post-Test Evaluation

3. Conclusion:

35 attendees provided their comments on a feedback form at the end of the training day.

Overall, the feedback we received from 27 attendees which indicated that the participants were very pleased with the trainer (81% rated her as "very effective to effective").

When asked about the relevance of the training content to their current position, 89% of attendees responded that the content was "very relevant to relevant".

100% of respondents stated that they had acquired "very useful to useful" information that is new to them and would recommend this training to others.

If we offered other training on "the proposal writing", 100% said they would attend.

Survey respondents made the following suggestions:

- Need long time (1day) for training.
- Lesson need to be translated to Khmer.
- Need bigger room for participants
- Provide example of concept note after group discussion
- Please share us if having any calling for concept note application

Annex 8: Training Report on Financial Management

Start Date: March 05, 2015

End Date: March 06, 2015

Venue: NGOCRC Office

Training Provided By: CBCLO Grant Manager, Polin Ly

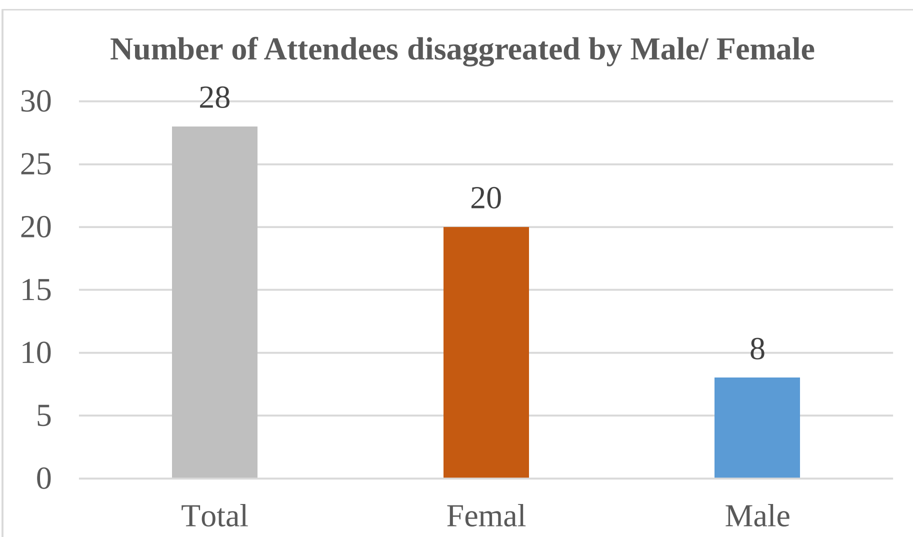
1. Purpose of Training:

1.1: To conduct Financial Management Training on the topics of Basic Financial Management, Financial Planning and Budgeting, and Financial Report and Analysis

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training : **28** Attendees (Female: **20**/Male: **8**)



- 75% or 21 out of 28 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 21 to as old as 61.

- 89% or 25 of 28 attendees were based in Phnom Penh while the rest came from Kandal, Svay Rieng, and Takeo.

- 24 assisted NGOs attended the financial management training. These NGOs are working in Agriculture, Environment, Child Right, Child Protection, Human Right, Education and Health.

Organizational Name	# of Assisted NGOs	# of Attendees		
		Female	Male	Total
Aide et Action (AEA)	1	1	1	2
Cambodia Children Against Starvation and Violence Association (CCASVA)	1	2		2
Cambodia Organization for Living and Training (COLT)	1	1		1
Cambodian Center for the Protection of Children's Rights (CCPCR)	1	1		1
Cambodian Volunteers for Community Development (CVCD)	1	1		1
Cham Khmer Islam Minority Human Rights and Development Association (CKIMHRDA)	1		1	1
Child Help Line Cambodia (CHLC)	1		1	1
Child Rights Foundation (CRF)	1	1		1
Child Wise Cambodia (CWC)	1	1		1
Happy Tree	1		1	1
Healthcare Center for Children (HCC)	1	1		1
International Christain Mission (ICM)	1	1		1
Khemara	1		1	1
Khmer Youth and Social Development (KYSD)	1		1	1
Krousa Thmey Foundation	1	1		1
Legal Aid of Cambodia (LAC)	1	1		1
NGO Committee on the rights of the child (NGOCRC)	1	2		2
Santi Sena Organization (SSO)	1	1		1
Save Incapacity Teenagers (SIT)	1	2		2
Sovann Komar LLC	1	1		1
Street Children Assistant & Development Program (SCADP)	1	1		1
Terre Des Hommes Netherlands-Cambodia (TdH-NL)	1	1		1
Vulnerable Children Assistance Organization (VCAO)	1		1	1
World Vision	1		1	1
Total	**24**	**20**	**8**	**28**

2.2 Summary of Pre-Test and Post-Test Scoring

- 71% or 17 of 24 attendees who attended two days-training moved from a failing score (1-5) at the pre-test evaluation to a passing score during the post-test.
- 7 of 24 attendees who did take the post-test achieved a perfect score (11 out of 11) and other 12 received a high score of 9, 9.5, 10, or 10.5 out of 11 in the post test.
- Note that 4 attendees who received a failing score during pre-test did not take the post-test as they were absent on the second day.

	Pre-Test	Post-Test

	# of Attendees receiving score			# of Attendees receiving score		
	Female	Male	Total	Female	Male	Total
Passing Score (5.5-11)	**5**	**1**	**6**	**17**	**6**	**23**
11				5	2	7
10.5				3	1	4
10				3	1	4
9.5				1	2	3
9		1	1	1		1
8.5				2		2
27.5	1		1	1		1
7	1		1			
6	2		2	1		1
5.5	1		1			
Failing Score (1-5)	**15**	**7**	**22**	**1**		**1**
5	1	1	2			
4.5	1	1	2	1		1
4	2	1	3			
3.5	1	1	2			
3	4	1	5			
2	3	1	4			
1.5	2	1	3			
1	1		1			
Note: 4 attendees did not take the post-test as they were absent on the second day.						

2.3 Summary of Participants with increased knowledge

- 92% or 22 of 24 attendees (Female: 18/ Male: 6) who attended two-days training demonstrated increased knowledge of Financial Management after attending the training. 5 of 6 attendees getting a passing score during pre-test received a higher score on their post-test than the score that was achieved during the pre-test. 17 of 18 attendees who received a failing score (1-5) during the pre-test received a passing (score at least 5.5) in the post-test and had an increased score of 5 to 9.
- Note that 4 attendees who received a failing score have not done the post-test as they were absent on the second day. 1 attendee who received a passing score during pre-test received the same score (6 out 11) during post-test.

	# of Attendees with increased knowledge		
	Female	Male	Total
Increasing Score	**18**	**6**	**24**
9	3		3
8	1	1	2
7.5	1		1
7	3		3
6.5	1	1	2
6		2	2
5.5	2	1	3
5	1		1

4	1		1
3.5	2		2
2.5	1		1
1.5	1		1
0.5		1	1
0	1		1

3. Conclusion:

24 attendees provided their comments on a feedback form at the end of the training day.

Overall, the feedback we received from all attendees which indicated that the participants were very pleased with the trainer (79% rated him as “very effective to effective”).

When asked about the relevance of the training content to their current position, 83% of attendees responded that the content was “very relevant to relevant”.
96% of respondents stated that they had acquired “very useful to useful” information that is new to them and would recommend this training to others.

If we offered trainings on other financial management topics such as “Effective Internal Control System”, “Fraud and Corrupt Practice”, and “Managing Audit Process”, 100% said they would attend.

Survey respondents made the following suggestions:

- Need long time (3days) for the training.
- Need training certificate
- Should change to other comfortable training room as it is hot and small and electricity is regularly cut off.

ANNEX 9: TRAINING REPORT ON QUICKBOOKS

Start Date: March 12, 2015

End Date: March 13, 2015

Venue: NGOCRC Office

Training Provided By: CBCLO Grant Manager, Polin Ly

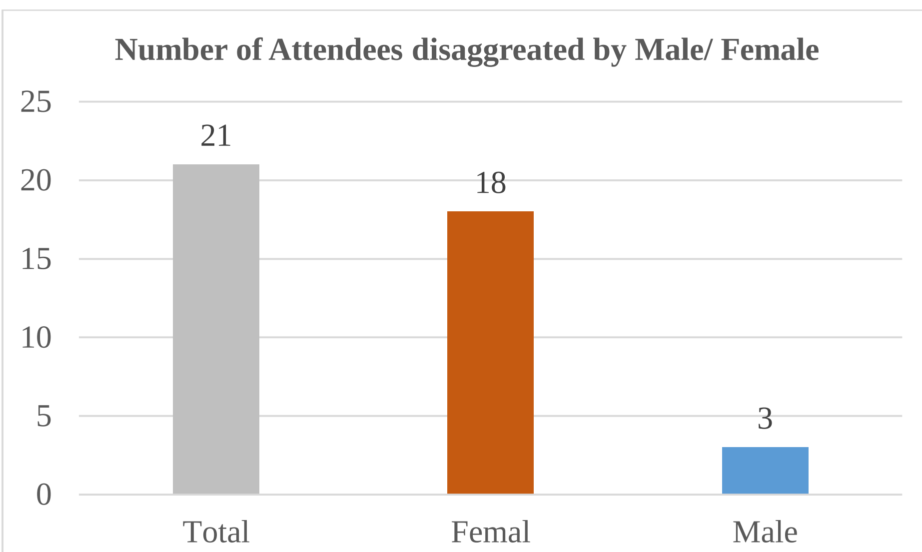
1. Purpose of Training:

1.1: To conduct Financial Management Training on " QuickBooks Accounting System"

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training : **21** Attendees (Female: **18**/Male: **3**)



- 90% or 19 out of 21 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 21 to as old as 45.

- 95% or 20 of 21 attendees were based in Phnom Penh while the rest came from Takeo.

- 18 assisted NGOs attended the QuickBooks Training. These NGOs are working in Agriculture, Environment, Child Right, Child Protection, Human Right, Education and Health.

Organizational Name	# of Assisted NGOs	# of Attendees		
		Female	Male	Total
Agriculture Technology Services Association (ATSA)	1	1		1
Aid et Action (AEA)	1		1	1
Cambodia Children Against Starvation and Violence Association (CCASVA)	1	2		2
Cambodia Organization for Children and Development (COCD)	1	1		1
Cambodian Center for the Protection of Children's Rights (CCPCR)	1	2		2
Cambodian Volunteers for Community Development (CVCD)	1	1		1
Child Help Line Cambodia (CHLC)	1		1	1
Child Rights Foundation (CRF)	1	1		1
Child Wise Cambodida (CWC)	1	1		1
EDUCO	1	1		1
Healthcare Center for Children (HCC)	1	1		1
International Christian Mission (ICM)	1	1		1
Khemara	1	1		1
Krousar Thmey Foundation	1	1		1
Legal Aid of Cambodia (LAC)	1	1		1
NGO Coalition on the Rights of the Child (NGOCRC)	1	2		2
Santi Sena Organization (SSO)	1	1		1
Vulnerable Children Assistance Organization (VCAO)	1		1	1
Total	**18**	**18**	**3**	**21**

2.2 Summary of Pre-Test and Post-Test Scoring

- 2 attendees moved from a failing score (1-5) at the pre-test evaluation to a high passing score (10.5 and 11 out of 11) during the post-test.
- 100% or 20 of 20 attendees attending two-days training achieved a score of at least 7.5 out of 11.
- 10 of 20 attendees doing post-test achieved a perfect score (11 out of 11) and other 8 received a high score of 9, 9.5, 10, or 10.5 out of 11 during post-test.
- Note that 1 attendee receiving a passing score during pre-test has not done the post-test evaluation.

	Pre-Test			Post-Test		
	# of Attendees receiving score			# of Attendees receiving score		
	Female	Male	Total	Female	Male	Total
Passing Score (5.5-11)	**16**	**3**	**19**	**17**	**3**	**20**
11				7	3	10
10.5				4		4
10				1		1
9.5				1		1

	Pre-Test			Post-Test		
	# of Attendees receiving score			# of Attendees receiving score		
	Female	Male	Total	Female	Male	Total
9	2	1	3	2		2
8.5	1		1			
8	2	1	3	1		1
7.5	3	1	4	1		1
7	4		4			
6.5	1		1			
6	1		1			
5.5	2		2			
Failing Score (1-5)	**2**		**2**			
5	1		1			
4	1		1			
1 attendee has not done post-test due to his absence on the second day						

2.3 Summary of Participants with increased knowledge

- 100% or 20 of 20 attendees (Female: 17/ Male: 3) who attended two-days training demonstrated increased knowledge of QuickBooks. 18 of 18 attendees who received a passing score during pre-test and did take post-test evaluation received a higher score on their post-test than the score that was achieved during the pre-test. 2 of 2 attendees who received a failing score (1-5) during the pre-test received a passing (score at least 10.5) in the post-test and had an increase of 5.5 to 7.
- Note that no one received a perfect score during the pre-test and decreased the score during the post-test. 1 attendee who received a passing score during pre-test has not done post-test due to her absence on the second day training.

	# of Attendees with increased knowledge		
	Female	Male	Total
Increasing Score	**17**	**3**	**20**
7	1		1
5.5	1		1
4.5	1		1
4	2		2
3.5	1	1	2
3	3	1	4
2.5	1		1
2	6	1	7
1.5	1		1
1 attendee did not take the post-test due to her absence on the second day			

3. Conclusion:

20 attendees provided their comments on a feedback form at the end of the training day.

Overall, the feedback we received from all attendees which indicated that the participants were very pleased with the trainer (100% rated him as “very effective to effective”).

When asked about the relevance of the training content to their current position, 100% of attendees responded that the content was “very relevant to relevant”.

90% of respondents stated that they had acquired “very useful to useful” information that is new to them and would recommend this training to others.

If we offered trainings on other financial management topics such as “Effective Internal Control System”, “Fraud and Corrupt Practice”, and “Managing Audit Process”, 100% said they would attend.

Survey respondents made the following suggestions:

- Need other training on salary tax
- Need long time (3days) for training.
- Should change to other comfortable training room as it is hot and small and electricity is regularly cut off.

ANNEX 10: TRAINING REPORT ON MONITORING AND EVALUATION "ALL ABOUT INDICATORS"

Start Date: March 19, 2015

End Date: March 19, 2015

Venue: CJCC

Training Provided By: CBCLO M&E Manager, Leakhena Ith

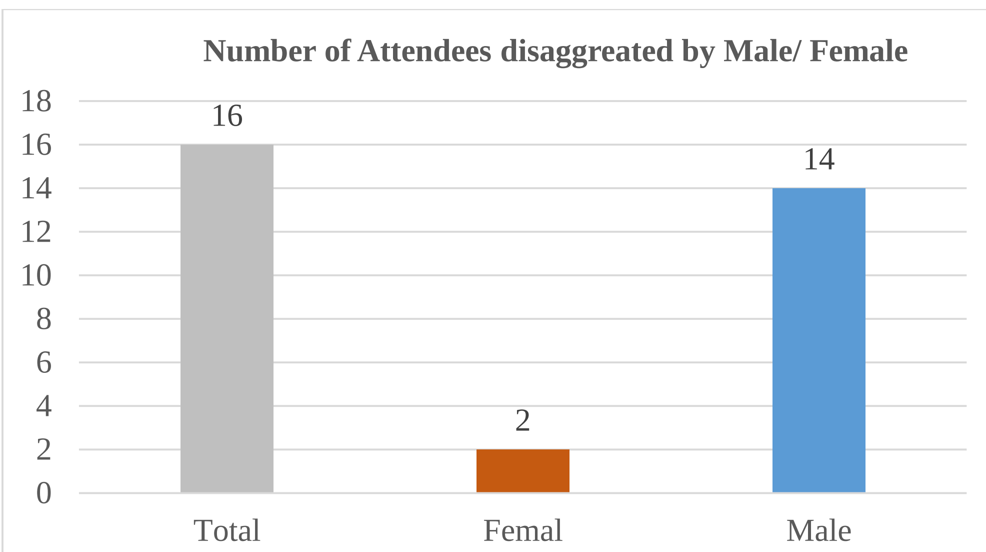
1. Purpose of Training:

1.1: To conduct Monitoring and Evaluation Training on "All about indicators"

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training : **16** Attendees (Female: **2**/Male: **16**)



- 56% or 9 out of 16 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 26 to as old as 58.
- 56% or 9 of 16 attendees were based in Phnom Penh while the rest came from Battambang, Kampong Chhnang, Kampong Speu, Pursat and Svay Rieng.

- 14 assisted NGOs attended the Monitoring and Evaluation training. These NGOs are working in Agriculture, Environment, Democratic Governance, Child Right, Child Protection, Human Right, Education and Health, and Producing Media Production.

Organizational Name	# of Assisted NGOs	# of Attendees		
		Female	Male	Total
Akphivath Neary Khmer Organization (ANKO)	1		1	1
Aphivat Strey (AS)	1		1	1
Cambodian League for the Promotion and Defense of Human Rights (LICADHO)	1		1	1
Cambodian NTFP Development Organization (CANDO)	1		1	1
Community For Transformation (CFT)	1		1	1
Environmental Protection and Development Organization (EPDO)	1		1	1
MEDIA One	1	2		2
Partnership for Development in Kampuchea (PADEK)	1		1	1
Phnom Neang Kangrei Association (PNKA)	1		1	1
Ponleur Kumar (PK)	1		1	1
Reproductive and Child Health Alliance (RACHA)	1		1	1
Returnee Intergration Support Center (RISC)	1		2	2
Rural Economic Development Association (REDA)	1		1	1
Srer Khmer (SK)	1		1	1
Total	**14**	**2**	**14**	**16**

2.2 Summary of Pre-Test and Post-Test Scoring

- 69% or 11 of 16 attendees moved from a failing score (1-5) at the pre-test evaluation to a passing score during the post-test.
- 94% or 15 of 16 attendees passed the post-test evaluation, which means they achieved a score of at least 5.5 out of 11.
- 19% or 3 of 16 attendees achieved a perfect score (11 out of 11) and another 4 received a high score of 9 or 9.5 out of 11 during post-test.

	Pre-Test			Post-Test		
	# of Attendees receiving score			# of Attendees receiving score		
	Female	Male	Total	Female	Male	Total
Passing Score (5.5-11)	**1**	**3**	**4**	**2**	**13**	**15**
11				1	2	3
9.5					2	2
9					2	2
8		1	1		2	2
7.5				1	1	2
7		1	1			
6.5		1	1		1	1
6					1	1
5.5	1		1		2	2

	Pre-Test			Post-Test		
	# of Attendees receiving score			# of Attendees receiving score		
	Female	Male	Total	Female	Male	Total
Failing Score (1-5)	**1**	**11**	**12**		**1**	**1**
5		2	2		1	1
4	1	2	3			
3.5		1	1			
3		3	3			
2		2	2			
1		1	1			

2.3 Summary of Participants with increased knowledge

- 94% or 15 of 16 attendees (Female: 2/ Male: 13) demonstrated increased knowledge of monitoring and evaluation training provided. 4 attendees getting a passing score during pre-test received a higher score on their post-test than the score that was achieved during the pre-test. 11 of 12 attendees getting a failing score (1-5) during the pre-test received a passing (score at least 5.5) in the post-test.
- Of the 2 that had an increase of 1 to 2, 1 attendee received a high pre-test score of 8 and another attendee received a failing pre-test score and attended only a half day training as he was busy at his work place.
- 3 of 14 attendees who received a passing score during pre-test had an increase of 4 to 5.5 and received a perfect score of 11 (11 out of 11).
- 8 of 12 attendees who received a failing score during pre-test had an increase of 4 to 7.
- Note that no one received a perfect score during the pre-test and decreased the score during the post-test.

	# of Attendees with increased knowledge		
	Female	Male	Total
Increasing Score	**2**	**14**	**16**
7		1	1
5.5	1	1	2
5		1	1
4.5		3	3
4		4	4
3.5	1		1
2.5		1	1
2		1	1
1.5		1	1
1		1	1

3. Conclusion:

16 attendees provided their comments on a feedback form at the end of the training day.

Overall, the feedback we received from all attendees which indicated that the participants were very pleased with the trainer (94% rated her as “very effective to effective”).

When asked about the relevance of the training content to their current position, 88% of attendees responded that the content was “very relevant to relevant”.

88% of respondents stated that they had acquired “very useful to useful” information that is new to them and would recommend this training to others.

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

Survey respondents made the following suggestions:

- Need long time for training
- Should provide more trainings related to M&E
- Should give more real examples related the lesson
- Should play game after having lunch

ANNEX 11: TRAINING REPORT ON HUMAN RESOURCE MANAGEMENT

Start Date: March 24, 2015 .

End Date: March 25, 2015

Venue: ICF Diakonia Center

Training Provided By: CBCLO COP, Raty Ouk and Senior Local Volunteers

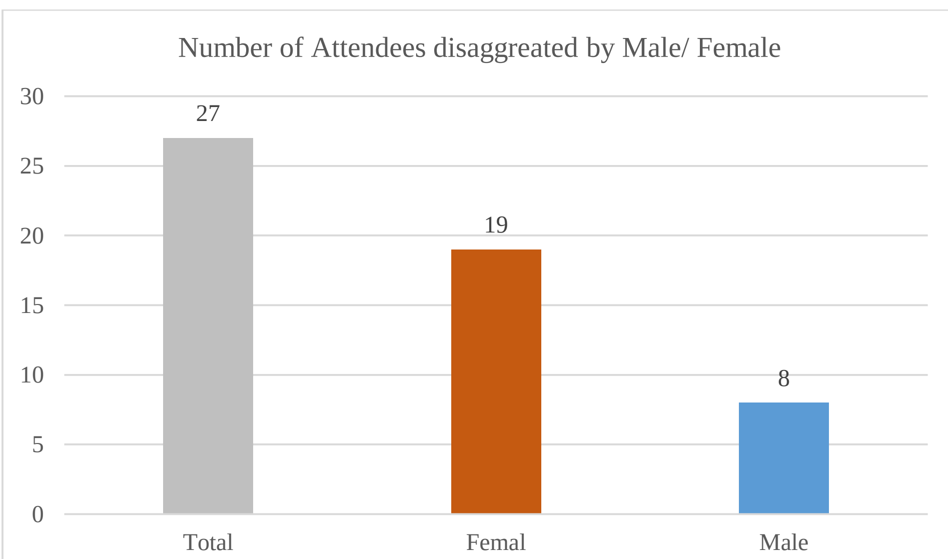
1. Purpose of Training:

1.1: To conduct Human Resource Management Training on Job Description, Recruitment, Retention, Staff Performance, staff development, Human Resource Policy, Establishing Salary Structure, and Timesheet

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training : **27** Attendees (Female: **19**/Male: 8)



- 74% or 20 out of 27 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 23 to as old as 60.

- 78% or 21 of 27 attendees were based in Phnom Penh while the rest came from Siem Reap, Svay Rieng, Pursat, Kratie, and Kampong Cham.

- 27 assisted NGOs attended the Human Resource Training. These NGOs are working in Agriculture, Food Security, Environment, Health, Child Right, Child Protection, Human Right, Education, and Child Development.

Organizational Name	# of Assisted NGOs	# of Attendees		
		Female	Male	Total
NGOCRC members	**20**	**13**	**7**	**20**
Aide et Action (AEA)	1	1		1
Cambodia Children Against Starvation and Violence Association (CCASVA)	1		1	1
Cambodia Organization for Children and Development (COCD)	1	1		1
Cambodian Center for the Protection of Children's Rights (CCPCR)	1	1		1
Cambodian Volunteers for Community Development (CVCD)	1	1		1
Child Helpline Cambodia (CHC)	1	1		1
Child Rights Foundation (CRF)	1		1	1
Children and Life Association (CLA)	1	1		1
EDUCO	1	1		1
Happy Tree	1		1	1
Kampuchea Women's Welfare Action (KWWA)	1		1	1
Khemara	1		1	1
Krousar Thmey Foundation	1		1	1
Legal Aid of Cambodia (LAC)	1	1		1
Mith Somlanh	1	1		1
NGO Committee on the rights of the child (NGOCRC)	1	1		1
Rural Aid Organization (RAO)	1		1	1
Santi Sena Organization (SSO)	1	1		1
Sovann Komar LLC	1	1		1
Street Children Assistant & Development Program (SCADP)	1	1		1
KHANA's Grantees	**2**	**2**		**2**
Buddhism and Society Development Association (BSDA)	1	1		1
Save Incapacity Teenagers (SIT)	1	1		1
Save the Children's Subcontractors	**1**	**1**		**1**
Wathnakpheap (WP)	1	1		1
Fintrac subcontractors	**3**	**2**	**1**	**3**
Agriculture Technology Services Association (ATSA)	1	1		1
Environmental Protection and Development Organization (EPDO)	1	1		1
Human Resource and Rural Economic Development Organization (HURREDO)	1		1	1

Organizational Name	# of Assisted NGOs	# of Attendees		
		Female	Male	Total
Winrock-SFB Grantees	**1**	**1**		**1**
Education and Development in Action (MEDIA One)	1	1		1
Total	**27**	**19**	**8**	**27**

2.2 Summary of Pre-Test and Post-Test Scoring

- 27% or 7 of 26 attendees who attended two-days training moved from a failing score (1-5) at the pre-test evaluation to a passing score (6-11) during the post-test.
- 96% or 25 of 26 attendees attending two-days training passed the post-test, which means they achieved a score of at least 6 out of 11.
- 5 of 25 attendees receiving a passing score during post-test achieved a perfect score (11 out of 11) and other 12 received a high score of 9 or 10 out of 11 during post-test evaluation.
- Note that 1 attendee getting a failing score during pre-test did not not achieve a passing score during the post test and another attendee did not complete the post-test as he was absent on the second day.

	Pre-Test			Post-Test		
	# of Attendees receiving score			# of Attendees receiving score		
	Female	Male	Total	Female	Male	Total
Passing Score (5.5-11)	**14**	**4**	**18**	**19**	**6**	**25**
11				5		5
10				5		5
9	1		1	4	3	7
8	3	2	5	2	2	4
7	4	1	5	2		2
6	6	1	7	1	1	2
Failing Score (1-5)	**5**	**4**	**9**	**1**	**1**	**1**
5	1	2	3			
4	2		2		1	1
3		1	1			
2	2	1	3			
1 attendee did not take the post-test due to his absence on the second day						

2.3 Summary of Participants with increased knowledge

- 96% or 25 of 26 attendees (Female: 19/ Male: 7) who attended two-days training demonstrated increased knowledge of Human Resource Management. 18 of 18 attendees who received a passing score during pre-test received a higher score on their post-test than the score that was achieved during the pre-test. 7 of 8 attendees who received a failing score (1-5) during the pre-test and did take post-evaluation received a passing score in the post-test and they had also an increase of 3, 4 or 5.

	# of Attendees with increased knowledge		
	Female	**Male**	**Total**
Increasing Score	**19**	**7**	**26**
5	5		5
4	4	1	5
3	3	1	4
2	6	2	8
1	1	3	4
1 attendee did not take the post-test due to his absence on the second day			

3. Conclusion:

26 attendees provided their comments on a feedback form at the end of the training day.

Overall, the feedback we received from all attendees which indicated that the participants were pleased with the trainers (73% rated trainers as "very effective to effective" respectively).

When asked about the relevance of the training content to their current position, 81% of attendees responded that the content was "very relevant to relevant".

90% of respondents stated that they had acquired "very useful to useful" information that is new to them and would recommend this training to others.

If we offered additional training, 88% and 85% said they would attend "Effective Internal Control System" and "Change Management and Succession Planning" respectively.

Survey respondents made the following suggestions:

- Need more training courses
- Should explain concept and key word clearly in Khmer than translation from slides
- Provide new training related Adapt to Donor's Requirement

ANNEX 12: M&E FOCUS GROUP DISCUSSION

Date: November 17, 2014
Moderator: Leakhena Ith
Note takers: Samnieng Sek and Chanthy On

	9 participants representing 6 NGOs (CCHR, ADHOC, LICADHO, CLEC, RACHA, RISC)	
1	How do you typically get information (e.g., data, news) at your organization?	**SUMMARY** • Participants stated that Line mega, Line, Viber, Skype, Livestream and Tango are very useful and fast to get any information, especially hot news. • Also cited – Report, Recording Form, Activity Plan, Staff Meeting, Net-Working, Field Visit, Interview, Observation, Investigation, Focus Group Discussion, Survey, Phone Call, Database, Hot Case, Life Stream, Websites, Facebook, Internet, Email, Media, Newspapers and Radio
		Detailed notes • Report: Few participants indicated that they receive weekly and monthly reports from field staff, program staff, and community groups. These reports are delivered by car, bus, and taxi. • Form: The participants indicated that data collection forms have been developed. Information is regularly received from community workers and field staff regarding new complaints and prior complaints that have been resolved. The frequency of when this information is transmitted varies according to the organization. Some offices receive daily updates, while others receive data on a weekly or monthly basis. Information is collected based on the type of compliant received and whether the complaint was obtained through an interview, observation or a survey. . • Activity Plan: Participants indicated that they compare their progress against a previously developed activity plan. • Staff Meeting: Information is transmitted through weekly, monthly and quarterly management meeting. • Networking: Participants receive information from relevant stakeholders such as government partners (secondary data), USAIDs programs foreign embassies, immigrants, NGO partners (Ex: sharing of training reports…), regional offices, communities, doctors and hospitals. • Field Visit: Participants confirmed that they conduct site visits to target groups to get information and to solve any challenges. • Interview &Observation: Participants confirmed that they conduct interviews with target groups and then follow-up these interviews with observations to verify the validity of the information. • Investigation: Participants indicated that they investigate whenever any complaints are received. • Focus Group Discussion: Participants confirmed that focus group discussions are held for specific target groups,

		such as women of reproductive age and prison community groups. • Survey: Participants of one organization indicated that they had conducted market surveys of fish and soy sauce sellers. • Phone-call: Participants indicated that phone-calls are useful for collecting information. In particular when some individuals who are illiterate are unable to prepare written reports. • Database: Participants indicated that this is a tool used for storing information. • Hot case information: We regularly subscribe and receive breaking news from journalists. • Facebook: Participants indicated that Facebook is often used to share information among their teams and other stakeholder groups. • Livestream: Participants indicated that their field staff will send and upload any hot news through life stream to the home office staff. After receiving this information, staff will immediately upload it on the organization's websites. • Website: For participants websites are a way to both receive and share information. For example: through their websites organizations are able to collect information on who is accessing their site and what information they are reviewing. • Internet, Email, Media, Newspapers and Radio: Participants indicated that they use all of these forms of media as a source of information. An example was given that radio can be a source of information as people are able to call in to a number that was communicated by radio, and then they are able to ask these callers for information. Additionally, relevant news and information is also obtained through newspapers. • Line mega, Line Viber, Skype, Life Stream and Tango: Participants indicated that all of these mediums are useful tools for quickly receiving information, particularly breaking news. They particularly mentioned using these platforms for receiving and sharing information, with a special emphasis on any breaking news.
2	How do you typically share information at your organization?	**SUMMARY** • Participants stated that the information are typically shared at the meeting and by Line, however they will be shared according to each group level (management, staff, target, community, stakeholder, and public group). • Also cited– Smart phone, Social Media, Skype, Twitter, Viber, Yahoo Massager, and Massages (SMS), Facebook, Websites, E-mail, Books and booklets, Presentation, Meeting, and Report.
		Detailed notes • Smart Phone: Few participants stated that they distribute phone to our community to get and update information. They also can scan documents to share as well. • Line: Most participants indicated that information is shared by Line as it provides an efficient way to share information with a lot of people. They have formed Line groups to share information with specific groups of people. Examples of these groups include a management Line, staff Line, community Line (150 people/group),

		stakeholders Line, and public Line. The information is typically shared according to the line group. In addition to text, video clips are also shared via Line. It is faster to share these short videos, 1-11/2 minutes via Line than by other social media platforms, such as Facebook. • Social Media, Facebook, Skype, Twitter, Viber, Yahoo Massager, and Massages (SMS): The participants use all of these forms of social media to share information among the team/group. • Websites: The participants did acknowledge that their websites do function to share some information. One participant in particular stated that "Some information are not regularly posted and updated in the website as our organization does working in the sector of democracy". • E-mail: Information is shared through email lists for different groups. • Books and booklets: Participants responded that books and booklets are published and shared to donors and stakeholders. These materials are also posted on each organization's website and kept in their offices for visitors, including stakeholders and students who may want to access to this information. • Presentation: The participants indicated that they occasionally give presentations to inform donors or embassy officials of their work. • Monthly and Weekly Meeting: Generally, information is shared according to group levels such as management, staff, or target groups. • Report (weekly, monthly, quarterly, semi-annual and annual report): Reports are generally used to impart formal information to donors and other stakeholders.
3	What do you think about how information is shared at your organization?	**SUMMARY** • Participants stated that they like how information is shared at their organization because they are able to share information quickly to their staff/target groups, NGOs partners, and public and they also get very fast updates on information from their field staff and target groups. • However, the participants indicated that sometimes the unlimited sharing of information may have negative effects. Also, sharing information is not very effective if the individuals who they are targeting the information to do not access the information.
		Detailed notes • Participants stated that they like how information is shared at their organization. They are able to share information quickly to their staff/target groups and they also get very fast updates on information from their field staff. • The participants believe that it is very important to share information to NGOs partners, target groups, and the public. However, sharing information should at times. The group agreed that sometimes the unlimited sharing of information may have negative effects. For example, the guilty persons escape quickly when they have heard the news. • Few participants indicated that Facebook was again cited as a medium for posting important information that each organization may have an interest in sharing with the public. Only key information is included in these posts.

		• It was also noted that sharing information is not very effective if the individuals who they are targeting the information to do not access the information. In cases where this occurs, the only way to impart the information is then through an in-person meeting.
4	Do you know where to go (or from whom) within your organization to get information you need for your daily work?	**SUMMARY** • Participants stated that they exactly know where to get information that the source of their information is dependent on the type of information they need. , what sources of information are available and whether it is internal or external information. • Participants also cited that they receive information they need from social media and websites, as well as from NGOs and government partners
		Detailed notes • Participants indicated that they know exactly where to go to get information depending on the type of information that they need, what sources of information are available and whether the information is internal or external . They collect daily breaking news and hot cases from our filed staff, and others NGOs partners doing similar work. • Participants indicated that they are aware of how to obtain internal information, and who should be asked for this information. We can get existing data from M&E staff who are responsible for data storage and updating the organization's database. Data is also available from staff who report (daily, weekly, monthly, and quarterly) in accordance with the organization's respective guidelines. Information is also available from field staff when they conduct their field work, observations, surveys and monitoring assignments to the program's target groups. • Participants access external information from sources including victims, communities, hospitals, doctors, clients, and the targets group's family, neighborhoods, and authorities. This information is collected through interviews that take place on location. • Participants also receive information from social media and websites. Information from both of these forms of media must be reviewed to ensure that it is accurate and from a verifiable source. • Participants reported receiving information from other NGOs and government partners who are working in similar sectors.
5	How long does it usually take you to get information you need within your organization?	**SUMMARY** • Participants state that it is difficult to limit the time scale of getting information because it is based on the type and scope of information, whether the information is internal or external, and the different types of data.
		Detailed notes • It is difficult to limit the time scale of getting information because it is based on the type and scope of information. • Participants also indicated that the time to acquire data depends on whether the information is internal or external. • External information may take years to accumulate. Some data will take more time as it may require specific designs for the collection of the data and specific research methods for any necessary analysis.

		• Whereas, participants indicated they may only need 5-10 minutes to get existing internal information. • Participants were clear that the time it takes to get the information they require depends on the different cases being addressed. For example, information on domestic violence cases may take 3-4 days, however, land case, oversea workers case, and political cases may take years to collect all the relevant information.
6	Do you usually find what you need? How often does this happen?	**SUMMARY** • Participants stated that they are able to find what they need because the target groups/staff are offered the work plan, guidelines, and training curriculum, and the training to follow-up and report on what they need.
		Detailed notes • Participants noted that they are able to find what they need because they have offered the guidelines, plan, and forms for their staff/target group to follow. • Participants stated that they receive exact information from their field staff that directly meet, interview, and get information from victims, clients and target groups. • Participants also noted that they get information from their staff. It is common for new staff to receive a week long orientation so that they are familiarized with the workings of the organization. More experienced staff are typically responsible for these orientation sessions. • Information is collected again by trained field staff who conduct research and surveys, as well as make observations about the local community. These staff members are specifically trained on how to collect and record accurate information. Finally, participants also rely on the reports and forms filled out by staff/ target/community groups. We were informed that the participants ensure all who are asked to fill out a form or a report are trained on the form or report and the correct reporting procedure. However, participants did report receiving a number of forms that were not dated correctly.
7	What is your role in making decisions about resources in your organization? Follow-up: Who gets a say about resources and who makes the ultimate decision?	**SUMMARY** • Participants stated that the decision-making is based on the organizational management level and the policy of threshold for approval. Program staff, Senior Management Committee members/ Team leaders have the right to propose resource allocations according to the needs of their team and the work plan but, it is the Executive Director who is responsible for making the final decision. The governing board may sometimes help with higher level decisions.
		Detailed notes • For participants decisions regarding resource allocation are based on organizational management levels. Senior Management Committee members Team Leaders have the right to propose resource allocations according to the needs of their team, but it is up to the Executive Director to make the final decision. • Program staff have right to request resources according to the plan. • Participants stated that their Regional Coordinator has the right to decide payments for mission staff mission, but that this decision must fall within the guidelines of the threshold approval policy. • For most participants it is the Executive Director and governing board that are responsible for making high level

		decisions.
8	What happens when an activity or event sponsored by your organization is not considered a success?	**SUMMARY** • The participant indicated that they review the workplan and financial report to identify what activities are overspent and what activities are underspent. Also they report what activities are already done and what activities will be removed or delayed. They then report any reasons that they believe may have caused an activity to underperform. This report and analysis are given to the Executive Director. The Executive Director will then the activity's outcome with the donor to get any comments or approvals. • Participants also stated that if an activity is conducted urgently and is unplanned, but it is to be conducted instead of other planned activities, then approval from the donor will be requested. • "The project related human right is different from the others".
		Detailed notes • Participants stated that they review their workplans and financial report to determine what activities are overspent and what activities are underspent. They then inform donors of the status of the activities along with any necessary justifications and requests for budget reallocations. • To accommodate needed changes, participants stated that if the planned activities were not totally completed, but the important activities are already done some activities that are deemed less necessary will be removed or delayed. However, the Executive Director should discuss any changes with the donor first. • If we plan to conduct 5 activities but we cannot complete all the activities, we need to report the reasons for any underachievement to the Executive Director. • Participants stated that it may be necessary for urgent and unplanned activities to be completed instead of other planned activities. Should this situation arise, the approval will be requested from the donors. For example, if staff should find it necessary to immediately go to the area where a case took place they may not have the time to request formal budget approval. In these cases the budget request is submitted after the fact. • "The project related human right is different from the others".
9	What happen if you make a mistake at work?	**SUMMARY** • The participants stated that they would admit to making a mistake, and use those mistakes as lesson learned to be discussed with their manager to find any methods or accurate way to collect the data. • Participants also stated that if they make mistakes in a report that has already been released; they must apologize to the public and NGOs partners and remove all the released reports. Also, with regards to managers, if their staff makes any small mistakes, they should try to correct them and discuss the mistakes with the staff member in person to encourage the staff member to improve rather than reverting directly to punitive measures. However, if a staff member makes a big mistake, the staff member should be punished according to the organization's provisions for first, second, and third censures. If the staff member has still not improved, they should be fired depending on the type of mistakes and NGO's policy.
		Detailed notes

		- Participants stated that they will admit any mistakes and report these mistakes to their manager and discuss the issue to find solution. - Participants use their mistakes to identify lessons learned and to try to find improved methods or for collecting data. - If participants make a mistake in their reports, they will inform their Director. Then, she/he will inform the donor. - Participants stated that if a mistake is made in a report that has already been released they must apologize to the public and NGOs partners and remove all the released reports. - With regards to managers, participants stated that a manager notes that a staff member has made a small mistake, the manager should try to correct the mistake and discretely discuss the issue with the staff member so that they are able to improve their performance. This action should be taken instead of any specific punishment. However, if a staff member makes a large mistake they should receive appropriate censure according to the policies of the organization. If after a number of censures the employee does not show improvement, they should be fired depending on the type of mistake and the NGO's policy.
10	Anything else you would like to share?	**SUMMARY** - The participants suggested they need additional training on proposal and report writing (USAID's format), data entry tools and analysis, and M&E plan. Also, conducting every meeting of M&E to discuss about Monitoring and Evaluation would be better. - Participants also cited challenges in using the same format report for a number of different donors, the weakness of their M&E systems, and the difficulties in following USAID's standard report format and the fulfillment of USAID reports' requirement.
		Detailed notes - The participants noted that they need additional training on proposal and report writing (USAID's format), data entry tools and analysis, and M&E plans. They would also like to have every meeting of M&E to discuss about Monitoring and Evaluation. - Participant challenges: ✓ The same format report are used to different donors. ✓ M& E system is still weak. M&E guideline will be developed and needed help from CBCLO if it is possible. ✓ USAID's format report is always changing, strict and difficult to follow. It is required writing in more detail. ✓ USAID requires more reports (weekly, monthly, quarter, semi, and annual)

ANNEX13: ADMINISTRATIVE, FINANCIAL AND PROCUREMENT FOCUS GROUP DISCUSSION ANALYSIS REPORT

Date: December 3, 2014

Moderator: Leakhena Ith
Note takers: Samnieng Sek and Chanthy On

	Combined 2 Groups focus group discussions- 20 participants representing 6 NGOs (AUA, CCHR, ADHOC, CLEC, RISC, and RACHA)	
	Overall Observations and Analysis:	
1	How do you typically get information (e.g., data, news) at your organization?	**SUMMARY** • Participants stated that they usually obtain information through phone-calls, meetings, websites, E-mails, Facebook and internet. Emails are a formal source, whereas Phone-calls are a fast way to share and receive information. • Also cited as sources of information – Administration department, media operator & field staff, community, consultants, request form and staff handbook, and verbal communication.
		Detailed notes • Meetings: Participants get information during meetings. For example, should any issue occur, management will hold a meeting and then share their decision to their subordinates who will hold another meeting with their own unit to inform them about new information or any new activities or any decision. Confidential information will not be shared with all staff, only management. • Administration department: Administrative staff is also our source of certain information. • Community: Information is obtained from the leaders of community. • Consultants: Information related to donors is obtained from consultants. • Request Form (staff and beneficiary request): - Financial information is obtained through staffs requests for purchases that are submitted to the finance department. - “Unit heads (human rights or land unit, for example) usually fill out a request form for what they need for performing their activities and submit it to the General Secretary”. - “Staff fill out request form and submit to finance unit for review and approval”. - “The request by staff is submitted to finance and ED for review and approval”. - “Clients make request then staff ask them for reasons before submitting to the management for an approval” • Media operator and field staff: The media operator and field staff usually send information to a focal person who will then pass the information to the management. • Intranet: We always get information from intranet (shared organizational server), but the right to access to certain information is based on staff level. Some documents that are related to financial reports and budget request can only be accessible to managers and some are accessible to all staff levels. • Staff handbook (standard procedure &policy): newly hired staff are able to obtain certain information from the staff handbook. • Phone-call: A fast way to share information.

		• Website: A source of receiving and sharing information. • E-mail: Participants receive and share information by individual e-mail accounts and through work team (finance team, admin team, or procurement team). It is a formal source of receiving and sharing information. • Facebook: Used to receive and share information among the team and other groups. • Verbal communication: A fast source that the unit head/team leader share information to staff after they attend the management team meeting.
2	How do you typically share information at your organization?	**SUMMARY** • Participants stated that information is typically shared based on the type of information. Information may be shared through verbal communication, in a meeting, by email or through phone calls. • Intranet, Facebook, Website, Server, Announcement, and annual assembly meetings, whiteboard, and trainings were also cited as ways to share information.
		Detailed notes • Participants stated that they share information based on cases and clients (some clients do not want their information to be shared). Some cases requiring more senior approval are shared with the Program Manager during a direct meeting and then followed up by e-mail in order to ensure an appropriate solution is found. “Sharing according to level information such as audit report, financial report, progress…” • Face-to-face/Verbal: Participants share information face-to-face then follow up with emails and/or phone-calls. Sometimes Finance Mangers talk directly to their staff to tell them new information. Also some participants stated they directly inform their staff the quotations requirement. For non-desk staff including cleaner and drivers, they will be shared information through a verbal communication and in the meeting. • E-mail: There is a limit to the sharing of information. Important documents or reports are first e-mailed to managers. Managers then have the option of sharing this information with their staff. Typically if the information is going to be shared the Mangers will choose to forward the original e-mail that they have received. Participants also share information to their teams or groups of staff by e-mail (group finance, group admin, etc.). • Meeting: The Executive Director shares information related to grants or finance, with staff at general management staff meetings, managers are then responsible for disseminating the information to their staff. • Server: Participants indicated that they share information via an internal server. IT creates separate drives for each team by setting the level of access for different information. Any updated policies are posted in the server where staff can access information. • Intranet: Participants indicated that information is shared through and intranet system according to staff authorization levels. Senior staff shares to team leaders and team leader share to other staff within their teams. Phone-call: Phone calls are a fast way to share and receive information. Participants stated that they share information by phone, but that this method of communication is informal. • Facebook page: Information is shared externally via Facebook. • Management Team/Team Leader Sharing: After attending management meetings managers are then responsible

		for communicating that issues that were discussed with their respective teams using both verbal communications and e-mail. • Website: Participants stated that websites are a source of receiving and sharing information with the public. • Announcement: Some information is shared through announcements. • Annual Assembly Meeting: Participants indicated that information is also shared during annual assemblies where all the staff will gather together to discuss and share information. • Noticeboard/whiteboard: A source of sharing some information in the office. • Training: staff will be shared and trained if any procurement policies updated.
3	What do you think about how information is shared at your organization?	**SUMMARY** • Many participants stated that they are satisfied with how information is shared because the shared information is clear and they can get the information they need from other units in the organization. However, a few participants stated that they are not really satisfied with the way information is shared because the finance staff does not know the details of the activities of programs/projects. They suggested each program unit conducting any new activities should share the activity plans with all staff so that they clearly understand the programs/projects.
		Detailed notes • Many participants reported being satisfied with how information is shared because the shared information is clear and they are able to get the information they need from other units in their organization. " We will get hot news, new issues, and other information quickly through our sharing" " Sharing information by email or verbal communication from the management team after attending the meeting," • Many participants reported being satisfied with the information shared, especially information from their Finance Department. When they need more information they can contact and request additional information from their unit head and the management. When the program needs budget information the finance staff provides them with the required figures. "Even some activities implemented by program team we also knew as they shared us whenever having any hot news." "The program team implemented in accordance with the plan and just some cases they requested some information from finance team when they want to know the budget remaining from implemented activities." • Some participants were not satisfied with the information sharing in their organization. For example, finance staff does not know in details of the activities of program/project. It was suggested that each program unit conducting any new activities should share activity plans to all staff so that they clearly understand the organization's different activities.
4	Do you know where to go (or from whom) within	**SUMMARY** • Participants stated that they know where to get information, but where they go to get information depends on

	your organization to get information you need for your daily work?	the type of information that they need and the various sources that are available. • Participants also cited a number of different ways to get information- General or relevant information need from responsible unit, Media, Website, e-mail, phone call if urgent, Media operator, Line, Victim, etc.
		Detailed notes • Participants know where to get information but where they go is based on what type of information they need. For information related to the cost of goods, they reported needing to call to follow up and to clarify with a receipt whether it is right or wrong. • The participants stated that if staff need to buy something, admin/logistic unit will ask them to send the request by emails. After IT officer check the specifications, the request will be submitted to procurement unit. • To check the price of goods, we need to check and verify the price of goods that staffs buy in the store. • After receiving purchase requests, we contact the companies for quotations. • Participants stated that they receive information related to payments from their procurement unit. • General or relevant information we need from responsible unit, Media, Website, e-mail, phone call if urgent, Media operator, Line, Victim, etc.
5	How long does it usually take you to get information you need within your organization?	**SUMMARY** • Participants stated that it is difficult to say how long it takes to get information because the length of time is based on the type of information required and the sources that must be consulted. Obtaining information by phone is a quick process, whereas by email it takes about a half day, through the existing data in the system it may only take 2-5 minutes, for information obtained from field staff it may take days to weeks, for quotation evaluation it may take about 2 weeks from the procurement committee, information coming from the management level (board) may take even longer.
		Detailed notes • It is difficult to say how long it may take to get information because the length of time is based on the type of information and its sources. It may take a significant amount of time to obtain information from the Board of Directors. • For internal data participants indicated that they will need only 2-5 minutes to get information from existing data in the system. • Many respondents stated that it would take at least 2 days to generate information from their accounting system. • Information that we need from province may take participants days or weeks to receive. • Information related to the quote of goods may take participants some days to receive. • Information related to quotation evaluation may take participants 2 weeks to receive from the procurement committee. • Information related to the updated asset and inventory may take participants 5 days after the closing accounting

		date. • Participants indicated that some information related to the price of goods or renting the car may be obtained quickly by phone. • It typically takes participants about half a day to receive information by e-mail. • For most participants, the fastest way of receiving information is direct contact.
6	Do you usually find what you need? How often does this happen?	**SUMMARY** • Participants stated that they mostly get the information they need by having a good relationship with the people who are able to provide the relevant information. . It was stated that it is important to communicate with the right people, and have communication guidelines for staff to use in the organization. “In finance unit, until requestors provide correct information so that they can get money according to the organization policy”.
		Detailed • Participants mostly reported getting the information they required by fostering close relationships with those able to provide that information. • Participants reported having request form guidelines to help ensure they get the correct information. • In the organizations of many of the participants, information is disseminated based on the seniority of the staff members. Therefore, staff must request information from other members who have access to the information. • For many participants, getting information from the Board can be a slow process that requires much follow-up. • “In finance unit, until requestors provide correct information so that they can get money according to the organization policy”.
7	What is your role in making decisions about resources in your organization? Follow-up: Who gets a say about resources and who makes the ultimate decision?	**SUMMARY** • Participants stated that the decisions regarding resources are based on the organization’s management levels and defined scopes of work. The highest decision making levels are the Executive Director and Government Board. Sometimes, team leaders can make decision in the team and staff can raise their ideas in meetings.
		Detailed notes • Participants stated that Decisions about resource allocation are based on the management level of the staff and any defined scopes of work. • Participants went on to say that staff can raise their concerns and present their needs during meetings and then committees will decide on actions to be taken. • Team Leaders can make limited decisions affecting their team, but if they are not able to solve the problem it will be sent to the management team and finally, if requested will be sent to the Board. • For many of the participants, the Finance Assistant/officer will discuss resource allocation with the Team Leader and the Team Leader will transfer information to the DED of finance and then to a meeting. • Participants responded that normal issues can typically be decided at staff level while big issues will be raised

		among the team then passed to management for a final decision. • Administration unit have the right to decide on the meeting and vehicle arrangement.
8	What happens when an activity or event sponsored by your organization is not considered a success?	**SUMMARY** • The participants indicated that they regularly review budget plans. If the cost is under or over the plan, they need to inform the unit head, Executive Director and inform to donors. They have to alert the donor three months in advance if the implementation of some activities will be delayed. If costs are under or over the approved budget by a maximum of 10%, the Finance Officer should explain all the cost for each activity to the donor. • Participants also stated that if the actual targets of participants attending meeting/workshop do not meet the planned targets, they will have to explain the reasons. "If the suitable company have the goods fitting with the specification that we need, they select this company. However, all those goods are out of stock, we will cancel the specification and select the other companies".
		Detailed notes • For the participants, the Finance Officer is responsible for noting if the cost is under or over the planned budget. If it is either over or under the unit head will need to inform the Executive Director, who will inform the donors. A plan will then be made for the unspent budget. • If the cost is under or over plan up to 10%, the Finance Officer should explain all the costs of each activity and inform the donor. • Participants stated that they have to alert to donor three months prior if the implementation of any activities will be delayed. • If the actual number of participants attending meetings/workshops does not reach the planned targets, the participants stated that they will have to explain the reasons for why the targets were not met. • "If the suitable company have the goods fitting with the specification that we need, we select this company. However, all those goods are out of stock, we will cancel the specification and select the other companies".
9	What happen if you make a mistake at work?	**SUMMARY** • The participants stated that they would admit to making a mistake and then discuss with their team to find a solution if the mistake was small (budget code error). If they were found to have made any financial mistakes in a report, the Finance Manager will inform their direct supervisor and an approval will need to be obtained from the donor. • Participants also stated that as they are managers, they provide advice to any subordinates who make small mistakes of how they can improve. If any mistakes are found to relate to fraud, they will take note and inform management, such a mistake may result in dismissal.
		Detailed notes • Participants noted that they will admit their mistakes and report any mistakes to their team leader. • As a manager, participant noted that they provide advice to any subordinates who have made mistakes and offer

<table>
<tr><td></td><td></td><td>recommendations of how to do better.
For small mistakes participants noted that they will discuss the issue with their Team Leader to find a solution.
If the mistake is a small one, such as a wrong budget code, an adjustment will be made at the staff level.
If the mistake is related to fraud, participants stated that they will take note and inform their leaders and that this action might result in the dismissal of the employee in question.
Participants noted that if any financial mistakes are found any reports, the Finance Manager will inform their direct supervisor and the supervisor will request an approval from the donor.</td></tr>
<tr><td>10</td><td>Anything else you would like to share?</td><td>SUMMARY
The participants stated that they face challenges when dealing with receipts and transportation. It is difficult to obtain signatures on internal receipts from court officials for documentation fees. Additionally, some staff are not able to provide receipts for some guest houses, motor taxi, market sellers...etc. that do not provide receipts. “To avoid any cheating or creating from staff, internal receipt of organization should be published to all staff in occasionally, shared by few group member”. Some participants also stated difficulties with defining a rate for a number of transportation types including boats and motor dubs in the remote areas.
Participants also cited requests to USAID to help in defining the transportation rate and to assist in providing various types of financial reporting forms. The participants made requests to CBCLO/IESC to provide training on budget proposal and procurement, to help on accounting system, and to have quarterly networking meeting.</td></tr>
<tr><td></td><td></td><td>Detailed notes
Participants Noted Challenges:
Informal fee: They face budgeting challenges with their budget proposal due to the informal fee for having our client’s ID card made.
Internal Receipt: They face a challenge of obtaining signature on receipt from court officials for documentation fee.
Supporting document (Receipt): Some staff are not able to provide the receipts for some guest houses, motor taxi, market sellers etc. as these vendors do not provide receipts. “To avoid any cheating or creating from staff, internal receipt of organization should be published to all staff in occasionally, shared by few group member”.
Transportation’s cost: They have had trouble defining rates for a number of transportation types including boats and motor dub in the remote areas. For example, the rate set in the policy is less than actual cost, so we request to USAID to help defining the rate.
Three quotations: They faced the difficulty of implementation procurement process in accordance with the policy sated that they have to form a committee of three persons who have to find 1 quotation per each. They would like to get some ideas how to deal with their current practice.
Requests:
They need additional training on budget proposal.</td></tr>
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		• They need various forms from USAID including financial reporting form. • They need help in accounting system. • They request to send more than 3 staff to the training conducted by CBCLO. • They request CBCLO to conduct a training to program staff. • They request for training materials prior to the training. • They request CBCLO to provide technical assistant and training related to procurement policy and strategies. • They request of have quarterly networking meeting.

ANNEX 14: ADMINISTRATIVE, FINANCIAL AND PROCUREMENT FOCUS GROUP DISCUSSION ANALYSIS REPORT

Date: December 23, 2014 (Morning Time)
Moderators: Raty Ouk and Leakhena Ith
Note taker: Navy Meng

	11 participants representing 5 NGOs (AS, BWAP, KMR, PK, VSG)	
1	How do you typically get information (e.g., data, news) at your organization?	**SUMMARY** • Participants stated that they usually obtain information through email, meetings, and verbal communication. • Also cited – Internet, Websites, Facebook, Report, Training, Yellow book, and other institutions and organizations.
		Detailed notes as transcribed from discussion group conversation: • Email: We typically get formal information from donors and staff via email. • Meeting: We regularly get information through meetings. The meeting are organized based on the level of staff in the organization (Management and field staff level). Meetings are conducted weekly and monthly. Any urgent meeting will be conducted by management team if any issues need to be discussed. • Verbal communication is a clear and good way of sharing and getting facilitating team work. • Internet and Website: We can search relevant documents or information via the internet. • Facebook: We sometimes get and share quick updates via Facebook as staff generally regularly check Facebook. However, it is an informal method of communication. • Report: Reports are very important to the organization. Reports note who has prepared the information so that if something is not clear or a point needs to be verified, there is an established point of contact. • Training: Staff are very happy to expand their skills and knowledge through trainings as these trainings improve their capacity and their ability to contribute to the organization's work. • Yellow book: An information book containing the contract address of organizations we may seek to contact. • Diary book: Staff record information about the work activities of the organization so staff are aware of what activities have been performed. . • Other institutions and organization: We also get information from other organizations or institutions that we partner with to achieve the targets of each project.
2	How do you typically share information at your organization?	**SUMMARY** • Participants stated that information is typically shared based on the type of information being communicated. Various ways of sharing information include verbal communication, meetings, email and phone calls. • Also cited– Document and slide presentation.
		Detailed notes as transcribed from discussion group conversation: • Email: It is used for sharing formal information and invitations to staff to attend meetings. "It is the second type of sharing information as most management team firstly tell their assistance/team any updated information after meeting and then share those information formally via email within documents

		attached." "The information sharing via email is clear and fast within report or documents attached to donors if internet connection is good." • Meeting: We discuss work plan implementation, challenges and solutions. "During meeting, information is shared to staff and all are encouraged to share their opinions on the work plan. Also, we exchange experience and knowledge together." "Related to call for proposal, we involve only with budgeting and will be made aware when it is passed. The available budget will be shown to all staff and the team will work together to achieve the activities plan and project in organizations." • Verbal: It is clear and good way of sharing and getting in the team work. "As some staffs are working together the room, we discuss and share any urgent information through face to face." • Phone-call: Staff will receive a phone call if they do not reply our emails, especially field staff because some of them are working in the rural area and are unable to access the internet. "When urgent information is needed from staff, we will call to them." • Document: Staff is shared information through hard copies of documents such as work plan and budget plan and these documents are shared and discussed during meetings. • Slide Presentation: Organizational objectives and work plan are shared to staff through a presentation to make sure staff are clear on these points.
3	What do you think about how information is shared at your organization?	**SUMMARY** • Participants stated that information is shared based the staff's individual level within the management structure and field staff level. They are not fully satisfied with the information that is shared because some information is limited and needs to be improved. • However, they are satisfactory with verbal communication.
		Detailed notes as transcribed from discussion group conversation: • We are not fully satisfied with the information we received. Some information is limited and needs to be improve. "If we need immediate information, it is prepared late." "If we need report, it is still not yet completed. If it is completed, some data are wrong and confuse that are needed time to improve." "In addition, we have taken more time to search for information that we need as they are not regularly updated in book or website. (Ex. We sometimes receive or do not receive information that we need). • The sharing of information is limited and needs to improve for communication. For example, it is sometimes difficult to share information with field staff as they are working in the rural areas and they are not able to access internet that is why we have to contact them by phone call, and to avoid excess communication costs only key staff are called. The difficulties associated with communications have caused late submissions to the

		management team, Executive Director and donor. • Information is shared based on the level of staff within the management structure and field staff structure. We conducted meetings weekly, monthly, quarterly and annually during which all attending staff can share ideas, present and discuss issues related to their reports and work activities. • Staff continue to show resistance to constructive criticism. Because some staff are still concerned about the negative repercussions of making a mistake, they do not highlight and discuss any mistakes they may have made with their colleagues in the organization for a wider discussion of hat they could have done to improve. When problems occur while they are working, staff will remain quiet until the problem has progressed to a point where improvement or an acceptable solution may not be possible, ultimately this may negatively impact the project. • However, we are satisfied with verbal communication. This is the most important method of communication between staff and is the form of communication most used to improve productivity. Verbal communication gives staff more opportunities to share. Talking face to face is an effective form of communication for all staff levels (both low to high level). As staff share and discuss information together they improve their ability to work together as a team. • Policy distribution: After policies are finalized and updated, they will be shared with staff through orientation meetings according to their areas- program, finance and administration so that all staff clearly understand the organization. • Sharing information during the annual conference is important so that the organization can show about the work and achievements that have been completed over the whole year.
4	Do you know where to go (or from whom) within your organization to get information you need for your daily work?	**SUMMARY** • Participants state that they really know where and from whom they can get information that they need as information is based on the staff's level within the management structure and their role within the organization.
		Detailed notes as transcribed from discussion group conversation: Yes, we know where and from whom we could get information that we need. • If we need urgent information about field work from field staff and we cannot contact via email, we will collect data by phone or by conducting a site visit. • Different staff members are able to provide different information depending on their position and role within the organization (e.g Executive Director, management, program staff, and field staff). We get the information that we need via email and other forms of communication. • We also get information, including relevant documents and reports from the administrative unit. • Information is received according to the organizational structure, type information, sources of data (report, document, and book), method of data collection (phone call, email, site visit,), and the staff level of the individual collecting the information. • We sometimes directly meet Executive Director to get important information. • We sometime get information via email or phone if we have not understood an earlier method of

		communicating the information or if we have had any other problems. • We can get information from our management and show them about type information that we need via phone and email. • If we need the relevant program document, we go directly to the person who is responsible for that information. Most information related to the organization and the organization's policies can be obtained from the Program Manager. . • When requesting information we include a due date to indicate when the staff member must submit the data to the person who is requesting it. . Some staffs do not regularly check email and some could not access to the internet. We put due dates on information request to remind staff to have the information ready on time. • We have flow of getting information from organization.
5	How long does it usually take you to get information you need within your organization?	**SUMMARY** • Participants state that it is difficult to limit the timeframe for getting information because it is based on the type of information. Obtaining information via email takes about one day while information retrieved from an existing database may be accessed immediately quotes for products may take as long as 10 days, and revisions on budgets often take at least 3 days.
		Detailed notes as transcribed from discussion group conversation: Outside the Organization: • Time of getting information depends on the type of information being collected. • Some information is obtained via e-mail in one day. • Some information may take a long time to obtain, perhaps 15 days if the information is coming from an outside vendor or partner. Inside the Organization : • Time of getting general information is about 1-2 days, 2-3 days or can 2 – 3 months, depended on the type of information and from whom we want to get the information (i.e., donor, Executive Director, and/or staff). • When preparing financial reports, new data takes about 1-2 days to collect while existing data may be accessed very quickly. • Submission of supporting documents from field work are late via email as they could not able to access on the internet, they are busy with their work. So we call to them to get information. • Quotations from program and admin staff are taken as long as 10 days. • Revising financial budget is needed at least 3 days as we need supporting information including activities, number of participants, quotation from Phnom Penh and balance between budget and materiel used in the project. • Revising financial policy has taken years. The process was started in 2009 and is still ongoing.
6	Do you usually find what you need? How often	**SUMMARY** • Participants state that they can find what they need only 70% of the time because 30% of the information they

	does this happen?	are provided is wrong information and staff collecting the information are difficult to contact via phone and email as some of field staff are often busy and have no internet connection making it difficult to follow-up and improve the quality of the data.
		Detailed notes as transcribed from discussion group conversation: • Only 70% of information reported is exactly what is needed. The other 30% is generally wrong information and as the field staff reporting this information are often busy and without internet connection, it is difficult to contact them via phone and email. • The limited English language capabilities, both speaking and writing of field staff and their busy schedules mean that they often do not understand e-mails and are delayed in their responses. • Phone call is needed, but we spend more time to ask the lack of information. • We also ask field staff to have data and documents delivered by car. If information is lacking from the documents that are sent by car, we need to spent more time to go back and have new information sent, often we decide to conduct a visit site to guide the field staff in how to correctly collect and report the data. We spend less time on these field visits if the site is nearby the office. If the site is far, we will spend between one and three days to get the information that is needed. • We sometime still need to follow up and discuss more about the information that we get because staff may mis-communicate and even the correct data may be lost in the communication process. If these issues are a regular occurrence we really take time to work with the organization to ensure that they their communication methods. • We provide staff with feedback about the errors that they have made and then build on this feedback to educate and improve the communication skills of the employees to ensure that they are able to meet the correct requirements in the future. Particular attention is paid to ensuring that new staff are properly oriented and trained so they are able to accurately collect and communicate needed data. • Due to movement of staff (old staff resigned), we spend more to search and prepare supporting documents to donors. • Every month financial documentation required to clear field office cash advance accounts are missing necessary supporting documentation such as invoice payments. Furthermore there are often calculation errors for the expenditures that are reported. . • About 20%-30% of information requires follow up and improvement.
7	What is your role in making decisions about resources in your organization? Follow-up: Who gets a say about resources and who makes the ultimate decision?	**SUMMARY** • Participants state that the decision is based on staff's role/level and the threshold policy. Administrative staff just follow management team, and have no decision making authority, they are responsible only for the collection of information. • Participants from a NGO stated that management have never received any ideas from staff and most staffs are afraid to share their ideas or opinions.
		Detailed notes as transcribed from discussion group conversation: • Staff can make decision on their own role/level. Staff can participate and share their idea in the group.

		• The decision is based on the level of threshold and the level of staff. “Finance decision can use project budget less than $ 50, Executive Director can decide less than $500 and Board can decide from $ 500 - $ 1000”. “Operation manager, Executive Director and Board has right in making decision less than $3000, less than $5000, and more than $5000 respectively. • Some organization has just followed policy and no threshold. • Administrative staff just follow management team, and have no right to make any decision, they just participate collect information. • Management has never received any ideas from staff and most of staffs are afraid in share their ideas or opinions.
8	What happens when an activity or event sponsored by your organization is not considered a success?	**SUMMARY** • The participants indicated that if the cost is under or over the budget plan, an explanation from management to donors is needed and management will ask the donor approve a budget realignment. • Also cited that some activities are delay due to accidental reasons-natural climate change.
		Detailed notes as transcribed from discussion group conversation: • The participants indicated that they review budget plans. If the cost is under or over the estimated budget plan, field staff will have to explain the variance to management, management will then provide the variance explanation to the donors. . • If some activities are underspent according to the estimated budget, the budget will need to be re-allocated. • The effects of climate change have caused a delays in activities. If staff are aware that a climate related issue will occur and they need to cancel or delay an activity, they will then inform a manager and apologize to participants. • We present audit finding to team. Then, we discuss together and find way to improve.
9	What happen if you make a mistake at work?	**SUMMARY** • The participants stated that they would admit making a mistake and discuss with team to find solutions and improve. Mistakes are noted as lesson learned, but with this realization they will try to find ways to improve. • Also cite- they made mistake in data entry, adjusted in the Excel code and keep the document.
		Detailed notes as transcribed from discussion group conversation: - Admit our mistake to management and discuss ways to improve. - We used to get complaints from donors about reports missing information. After these complaints steps were taken to correct the missing information. - We accept our mistake as lessons learned and from these lessons try to find ways to improve. - Large mistakes have been made in our organization. For example, I made wrong calculation of staff’s salary, losing $4000, I discussed the problem with the management team to identify a solution. In the end I reallocated this budget with other donors. - We made mistake in data entry, adjusted in excel code, and kept document.

		"Small mistake just advise from management and then correct and pay attention more in next report"
10	Anything else you would like to share?	**SUMMARY** • The participants stated that their challenges are obtaining supporting documents for payment, staff movements, and staff knowledge. • Also cite- their requests to CBCLO provide training in province rather than Phnom Penh due to without budget.
		Detailed notes as transcribed from discussion group conversation: • Challenge: - Payment: The staff make mistake on getting proper quotations and invoices. "Some of them request and bought materials with invoice attached." - Staff movement: Sometimes supporting document is late from new staff. - Lack of human resource. - Staff knowledge are limited. - Management at one organization is needed to improve. • Suggestion: - We want to participant training in the Province than in Phnom Penh as we have no budget. - We suggest the CBCLO provide training to staff in the organization to get technique skill and knowledge.

ANNEX 15: M&E FOCUS GROUP DISCUSSION ANALYSIS REPORT

Date: December 23, 2014 (Afternoon Time)
Moderator: Leakhena Ith and Raty Ouk
Note taker: Navy Meng

<table>
<tr><td></td><td colspan="2">8 participants representing 4 NGOs (AS, BWAP, KMR, VSG)</td></tr>
<tr><td></td><td colspan="2">Overall Observations and Analysis:</td></tr>
<tr><td rowspan="2">1</td><td rowspan="2">How do you typically get information (e.g., data, news) at your organization?</td><td>SUMMARY
• Participants stated that email is formally used to get information from staff, partners, and donors. Phone calls are also necessary when any urgent information is needed, but when participants have not responded to requests for information. Often participants do not respond because they do not have access to an internet connection.
• Also cited as ways of getting information – Staff meetings, meeting minute, reports, format, interview, survey, team work, Facebook, and direct verbal communication.</td></tr>
<tr><td>Detailed notes as transcribed from group discussion:
• Email: It is mostly used to contact with staff, partners, and donors. It is formally used to attach report and documents. E-mail is also used to send urgent information to large numbers of staff members.
• Phone call: Phone calls are used to contact to field staff when they do not have access to the internet or if field staff have not responded to urgent request for information.
• Meeting: Meetings are organized based on management structure and staff placement within the organizational chart.
- Weekly meetings are held for field staff and HQ staff to discuss about the organization's actions (data collection, problem and report).
- Monthly meetings are held for the management team and the Board. Meetings may be conducted two times per month if there are any pressing issues to discuss. "Board meeting is important in getting and sharing information what have been achieved in the organization."
- Quarterly meetings are held for the management team to discuss program implementation according to the work plan.
• Partners: We get some information from our partners through verbal communication, email, phone calls and reports.
• Minutes are typically recorded by the note takers after the meeting.
• Face to face communication is used mostly for informal y communication and used when staff meet and share ideas together.
• Report/Format/Form: It is used to collect data from field work staff. They are support documents of what we have done.
• "Reporting forms are developed and show activities completed against the work plan.
"We can search report in the office or library."</td></tr>
</table>

		• Attachment list: It is kind of information including name, position of participants which is easy find information. • Interview: we use to collect information from villagers (individual and group). • Survey: We use to get information from small or large community based on the study site. • Team work: We also get information from our team networking within the same or different site through face to face, phone call, and email in the organization. “Project Officer is a person who have known and kept information well in office, so we meet him/her directly to get information depend on type information we need.” • Facebook: we sometimes get information.
2	How do you typically share information at your organization?	**SUMMARY** • Participants stated that information is typically shared at the meetings and by email and phone calls. • Also cited– public information, billboards, brochures, websites, Facebooks, direct communication, workshops, and weekly reports.
		Detailed notes as transcribed from group discussion: • Public Information: team/group share information in the district. • Billboard: Shows daily information to staff. • Brochure: Contains information about the organization • Meeting: We discuss on general information, planning, achievement, and challenge of organization. “It is important that we share ideas and discuss ways to improve and solve any challenges.” • Website: It is not regularly updated. • Face book: we search documents and share information to staff, but not all staff use Facebook. • Informal “face to face” communication: Urgent information is directly shared in the office • Workshop: a good way to present project information to audiences. • Direct communication: Visit and share information directly to beneficiaries. • Weekly report: Sharing information about things such as the implementation of work plan activities and any problems so that solutions may be discussed and identified, such as ways to improve implementation between the field staff and HQ staff. • Phone call and message: Mostly used to contact to field staff who are working far away from the office without internet to access information. • Email: Way to share formal information between the staff and donors.
3	What do you think about how information is shared at your organization?	**SUMMARY** • Most of participants stated that about 90% of information from field staff satisfies their requirements and is considered to be good. Some information does need to be improved, and the staff’s capacity to use email and general computer skills remain limited. Also some staff do not regularly check the email that the participants have shared. A few participants stated that they are not really satisfied with the way information is shared by the management because they confirm late and the participants do not have enough time to complete.
		Detailed notes as transcribed from group discussion:

		- The information provided does not really satisfy information needs, should try to improve. Some important information was not received and some communications were more detailed. Most reports and data from field staff are always late. - Email usage is still limited. Some field staff lack the capacity/familiarity to use email and some areas have no access for staff to use the internet. 90% information received from staff are good while 10% is incomplete or contain unnecessary information. - Some staff lack the technical capacity to use a computer for data analysis and reporting. - Email sharing information, through CC. Some staff are busy and some do not regularly check email. - Only 50% of the time are we satisfied by management's communications as they confirm late and we do not have enough time to complete requested activities.
4	Do you know where to go (or from whom) within your organization to get information you need for your daily work?	**SUMMARY** Participants stated that they know where to get information, but where they go to get information depends on the type of information that they need and the various sources that are available such as drop box, direct communication, folders, and billboard.
		Detailed notes as transcribed from group discussion: Yes, we know where and how to get information. - Dropbox: store information, report, document and picture. - Direct Communication: Contact directly the staff members responsible for Finance, Admin and Accounting and discuss with them the information that we need. - Folders: search and find information we need. - Billboard: Some information could get through information on the organization billboard.
5	How long does it usually take you to get information you need within your organization?	**SUMMARY** Participants stated the length of time is based on the type of information required and the sources that must be consulted. Obtaining information from office information is a quick process, the existing data obtained from the system it may take immediately, and for information is not completed it may take one day.
		Detailed notes as transcribed from group discussion: - We can immediately access existing data. - It would be taken one day if the document has already been done. - It would be taken as long as 2-3 days according to the type of information. - Some information we got from authorities by attending workshops /trainings. 95% of information is sourced immediately from the Office of Information.
6	Do you usually find what you need? How often does this happen?	**SUMMARY** Participants stated that only around 70%-80% of information they receive from the field staff is actually relevant. Often this information is too detailed and lacks information that they need.
		Detailed notes transcribed from group discussions: Yes, only around 70% - 80% of the information that we need from the field staff is typically provided.

		• Not always what we need as some information is more than what we needed and other information is not complete less than. • Will use over information next time if it is important to the work plan.
7	What is your role in making decisions about resources in your organization? Follow-up: Who gets a say about resources and who makes the ultimate decision?	**SUMMARY** • Participants stated that decision-making within the organization is based on the organizational management level and the approved work plan. Related to project activities, field staff have right to request what they need for activities implementation, and project coordinator who is responsible for approval in accordance with work plan. The governing board may sometimes help with higher level decisions. Project staff participate in developing staff's staff evaluation form, work plan, and budget reallocation, and the Executive Director is responsible for making the final decision.
		Detailed notes transcribed from group discussions: • Decision making is based on the policy set for staff's position or level in the organization. • Decision making in implementing activities and budget was set in proposal/work plan. • Sending staff for training to improve their ability and knowledge in the organization. • Prepare and show work plan to staff for action work needed to be done in the organization. • Developed Performance Evaluation form to evaluate staff • Provide any new ideas and keep an open mind to receive ideas from other staff • Participant in budget reallocation and executive director made final decision.
8	What happens when an activity or event sponsored by your organization is not considered a success?	**SUMMARY** • The participants indicated that they review what activities are already done and what activities will be delayed. They then report any reasons that they believe may have caused an activity to underperform. This report and analysis are given to the Executive Director. The Executive Director will then discuss the activity's outcome with the donor to get any comments or approvals.
		Detailed notes transcribed from group discussions: • Find any idea to resolve the problem that occur in the work. • Explain the reasons or the causes that were not achieved to management or donor. "We were working with person take drug, many problems has occurred such as the difficulty of getting some information, and achieving the target." • Encourage and explain all staffs that they must be strongly implement activities for their work to be successful. If their activity is not successful, staff should view experience as a learning opportunity try to reduce and improve any mistakes in the future.
9	What happen if you make a mistake at work?	**SUMMARY** • The participants stated that they would admit to making a mistake and then discuss any mistakes with their team to find a solution if the mistake was small (e.g. data error). • Participants also stated that as they are managers, they provide advice to any subordinates who make small mistakes of how they can improve. If any mistakes are found to relate to fraud, they will take note and inform

		management, such a mistake may result in dismissal.
		Detailed notes transcribed from group discussions: • Staff are terminated from the organization if they make a big mistake such staff misconduct that violates the organizational policy. "We used to terminate three staffs who made big mistake related money. Actually we gave advices and opportunity to change five times, however, they still continued their mistake." • Staff just received advice from their management if they make a small mistake related data error and data entry. • It depends on the level of mistake (small or big). If it was just small related to data error in the report, we said sorry to management or donor and then ask permission to correct. • If we recognize that I made mistake with the calculation, not my field staff, I said sorry to them. • If staff made mistake, we do not punish, just advise them to review the report after sending it.
10	Anything else you would like to share?	**SUMMARY** • The participants suggested they need additional training on technique skill, the data management, and the organizational policy to be strong enough to get fund direct from USAID.
		Detailed notes transcribed from group discussions: • Provide trainings to staff related to the technique skill, the data management, and the organizational policy to be strong enough to get fund direct from USAID. • Due to limited technical skills, data sometimes was incorrect and/or corrupted by a virus.

ANNEX 16: ADMINISTRATIVE, FINANCIAL AND PROCUREMENT FOCUS GROUP DISCUSSION ANALYSIS REPORT

Date: December 24, 2014
Moderator: Raty Ouk& Leakhena Ith
Note taker: Navy Meng

	3 participants representing 3 NGOs (ANKO, EPDO, and PVT)	
1	How do you typically get information (e.g., data, news) at your organization?	**SUMMARY** • Participants stated that they usually obtain information through meetings and email. Phone calls are a fast way to get clear information from donors and field staff, in particular from those whose may have limited English reading and writing skills.
		Detailed notes as transcribed from discussion with group discussion participants: • Meeting: The project work plan and any information related to the donor are both discussed during meetings. Meetings for general staff and management are conducted once per month. Emergency meeting are conducted as necessary, usually 2-3 times per month. • Email: We get new information directly from donor and sometime forward information from the Executive Director. • Telephone: Because field staff have limited English language abilities, the field staff receive information through telephone communication from the office. We also communicate directly with the donor if any information is needed to prepare for any work. • Information is rarely gotten via website and other partners.
2	How do you typically share information at your organization?	**SUMMARY** • Participants stated that information is typically shared through verbal communications; for example, in a meeting, by email or through phone calls.
		Detailed notes as transcribed from discussion with group discussion participants: • Meeting: General information and specific project information were shared to inform staff of all knowledge necessary to prepare activities. "We always share any new information to staff whenever we get information back from donor." • Verbal or face to face communication: Urgent information related to work implementation is shared together in the field or office. • Orientation Meeting: New staff are introduced to the organizational structure, policies and forms before they start work in the organization. • Email: We share information with the management team via email.
3	What do you think about how information is shared at your organization?	**SUMMARY** • Many participants stated that they are about 90% satisfied with how information is shared and obtained between the director and staff. Whereas, other participants stated that they are about 50% satisfied with communications between their office and the field. Some reasons that were cited for this low level of satisfaction were a failure to regularly check email and limited capacity to read and write in English.

		Detailed notes as transcribed from discussion with group discussion participants: • 80% of information is effectively communicated between the Director and staff. 50% of information was estimated to be effectively communicated as some staff do not regularly check email, and field staff have limited capacity to read in English. If there is an urgent need to verify or communicate information we contact directly to Program Coordinator (PC) to send information to his/her field staff.
4	Do you know where to go (or from whom) within your organization to get information you need for your daily work?	**SUMMARY** • Participants stated that they know where to get information, but where they go to get information depends on the type of information that they need and the various sources that are available.
		Detailed notes as transcribed from discussion with group discussion participants: Yes, we know where and whom to get information we needed. • If we need information related to the project work plan or action work, we go to the Executive Director or Program Coordinator. • If we have any issues related to the activity plan or some if some codes were not expended, we ask the Program Manager • If we do not clearly understand the organizational policy we ask the Director or management for a more detailed explanation. • If we are not clear on issues related to finance or activities that have not been implemented in accordance with the budget we ask the donor via email or phone. • Every quote for a purchase must have the brand name and along with the quotation. Quotes must be received if the budget is more than $100, $200, and $300 (based on each organization's policy).
5	How long does it usually take you to get information you need within your organization?	**SUMMARY** • Participants stated that it is difficult to say how long it takes to get information because the length of time is based on the type of information required and the sources that must be consulted. Obtaining existing information by direct communication is a quick process, whereas obtaining the budget approval from donor it would take about 1 week to 2 months. • Participants also indicated that the time to communicate information between the Executive Director and field staff took about 2 days depending on the connection and time available.
		Detailed notes as transcribed from discussion with group discussion participants: • The period of getting information depends on type of information and real work condition. • Some information was received very quickly through direct communication in the office, and the availability of existing information to perform verifications. • Some information from Executive Director took 2 days to impart to the staff because he/she has many responsibilities on behalf of the organization, meeting with donors and partners. The Director sometimes hoes out to have meetings with other organizations or to complete other work on behalf of the organization, staff must await the Director's return before new information is imparted. • Deadlines are set if report information is immediately needed from field staff (1 day to complete).

		• Budget revision take at least 3 to 5 days depended on the budget amount and the discussion time with Program Coordinator. • The time to transfer information is extended if any clearance information is lost or lacking and it becomes necessary to wait for a field team member to locate the necessary information. • It takes 1-2 days to get information from field staff and usually requires a site visit so we may clarify the information together. • For information related to budget request, it takes about 1 week to 2 months to get information from the donor.
6	Do you usually find what you need? How often does this happen?	**SUMMARY** • Participants stated that about 70% of information they receive is not immediately usable as it may lack information or contain common mistakes that are often repeated. To avoid these issues staff are trained on better data collection and reporting techniques Also, the participants indicated that they work closely with staff, spending time to ensure they get correct and complete information.
		Detailed notes as transcribed from discussion with group discussion participants: • 75% of information (monthly clearance documents) that we needed required editing when turned in as some staff continued to make the same mistake, due to limited knowledge. To avoid these mistakes, we provided training to staff. • Some reports were completed, but the information was incorrect. • Information sent by email or told by phone was not clear, so meetings are more effective. • It takes about 1 day to get information from the field staff if there is a good connection. It takes about 3 days to get information by phone because some area do not have network or internet connection.
7	What is your role in making decisions about resources in your organization? Follow-up: Who gets a say about resources and who makes the ultimate decision?	**SUMMARY** • Participants stated that the decisions regarding resources are based on the organization's management levels, defined scopes of work, and the policy of threshold for approval. Staff have right of selecting goods and services, Management team can propose ideas of revising policy according to the needs of their team, but the Executive Director is responsible for making the final decision.
		Detailed notes as transcribed from discussion with group discussion participants: • The decision depends on the approval threshold policy. "Program Coordinator can make decisions about project expenditure to process action work for expenses less than $100." Finance is able to authorize expenses up to $100, any expenses greater than $100 must have the approval of the Executive Director. • The decision is in accordance with the staff's level in the organization. For example: Executive Director, management, and field staff. • Staff are able to propose their ideas for goods and services, although the final decision will be made by the Executive Director and Program Coordinator. • Staff can propose ideas for the revision of the per diem policy. For example, suggesting an update of per diem

		payments by providing justifications and sending this request to the director. • Staff can become involved in the procurement committee and participate in the work of the organization. • Finance Assistant can make decisions related to procurement and pricing and she/he would send this information to the Executive Director.
8	What happens when an activity or event sponsored by your organization is not considered a success?	**SUMMARY** • The participant indicated that they review what activities will not be undertaken as planned and identify ways solving the problem or improving performance for the future. They then report any reasons that they believe may have caused an activity to underperform. This report and analysis are given to the Executive Director. The Executive Director will then the activity's outcome with the donor to get any comments or approvals.
		Detailed notes as transcribed from discussion with group discussion participants: • An example of a problematic activity was when a meeting was scheduled to be conducted and all materials and refreshment were already bought, but the participants of community could not able to attend. So we decided to change other site or the responsible persons had to this problem. Then, we sent this information to the Director and donor to inform them about the unsuccessful activity. "Unsuccessful activities caused of raining seasons." • When actual participant data does not reach planned targets, we explain the results in a report to the Director. • When the activities are not able to be implemented in accordance with the work plan, the activities are carried forward to next month with explanation. • For activities underspending the planned budget by 10% the Program Coordinator requires an explanation. • If management was not satisfied with goods that we have already bought, we changed goods with the suppliers.
9	What happen if you make a mistake at work?	**SUMMARY** • The participants stated that they would admit to making a mistake and then get advice from manager if the mistake was small related to data error. • Participants also stated that as they are managers, they provide advice to any subordinates who make small mistakes of how they can improve. If any mistakes are found to relate fraud, they will take note and inform management, such a mistake may result in dismissal.
		Detailed notes as transcribed from discussion with group discussion participants: • We admit our mistake with manager to get his/her advice if we made mistake related to data error in the report. • If our staff make any mistakes, we provide direct feedback to help them improve. • If staff violate financial policies and controls (e.g., the purchase of motor fuel), staff will be reprimanded and possibly fired. However, before employment is terminated the staff member in question will receive several warnings and will be specifically advised to cease any actions that conflict with the organization's policies.
10	Anything else you would like to share?	**SUMMARY** • The participants suggested they need additional training on budgeting plan, accounting system, and filling system
		Detailed notes as transcribed from discussion with group discussion participants: • We need more trainings on budgeting plan, accounting system, and filling system

Annex 17: M&E Focus Group Discussion Analysis Report

December 25, 2014
Moderator: Leakhena Ith & Raty Ouk
Note taker: Navy Meng

	6 participants representing 4 NGOs (ANKO, EPDO, PK, and PVT)	
1	How do you typically get information (e.g., data, news) at your organization?	**SUMMARY** • Participants stated that email was formally used to get information from staff and donors. Phone calls are also necessary when any urgent information is needed, when participants do not respond to e-mail, or if an areas does not have an internet connection. • Also cited – Staff meetings, annual workshop, report, drop box, and observation.
		Detailed notes as transcribed from group discussion: • Meeting: We regularly get information during meetings. The meeting are organized based on the level of staff in the organization (Management and field staff) and are conducted weekly and monthly. The management team will call an emergency meeting if there are any urgent issues that need to be discussed. • Annual meeting/workshop: All staff attend this meeting to present and hear about organizational reports and updates and to discuss next activities/ the work plan for future activities. • Email: It is used for formal communication with donor and staff. • Phone-call: Most of field staff communicate via phone call due to no internet connection in some areas. • Report: We get information through weekly report that staff had to demonstrate their activity progress against their work plan. • Dropbox: We get information, photos or documents of the organization through drop box and also it was used to share any new information to donor. • Observation/field visit: We was using the donor template to get directly data during our field visit.
2	How do you typically share information at your organization?	**SUMMARY** • Participants stated that the information is typically shared at meetings and by email, phone calls and messages. • Also cited– annual meeting, social media, drop box, websites, direct meeting, report, presentation, table of performance indicators, Facebook, and billboard.
		Detailed notes as transcribed from group discussions: • Monthly meeting: Information related data and report were shared among field staff, program coordinator and key management from different projects • Annual meeting: All staff shared and discussed about work plan, action work and achievement of the project. • Phone-call: We directly share information to the field staff via phone calls because most of them could not access information via email due to not having an internet connection in some areas. “They called before or after sending email for those who were quiet of getting information and they were working far away from office and

		could not access email/internet." • Email: It is used to share general information to staff. • Phone Message: It was easy and fast way to contact or share any urgent information to staff because all staff used phone all the time, than email and face book. • Social Media: It sometimes was used to share information of the organization. • Dropbox: It was stored information and pictures to share all staffs and donor. • Website: It was posted information in public within both English and Khmer languages to share information of the organization. • Direct meeting: Sometimes, direct meeting was to directly communicate of urgent and important information between staff and staff or between director and staff. • Report: Weekly, monthly, quarterly and annual report was shared to staff to clearly understand of action work in the organization. • Presentation: We present organizational achievement and work completed to donors. • Table of Performance Indicator: It was updated and showed in the office in the public • Facebook: It was rarely used and not formal information to share to staff. However, it can be use in the organization to share information to staffs who used every day for communication in action work. • Billboard: It is showed public information to all staff in the office.
3	What do you think about how information is shared at your organization?	**SUMMARY** • Most of participants stated that about 70% of information received is considered good, while the remaining 30% needs to be improved. E-mail & phone connections are still limited, and some shared information is typically lost in the transmission process. Also shared information is still limited as field staff hesitate to share ideas and are afraid to enter discussions during meeting with management and the Director.
		Detailed notes as transcribed from group discussions: • 70% of collected information is considered good with regards to the getting and sharing of information. Email connection, SMS and Facebook are still limited, and phone calls are expensive to call to all staff. Phone calls allow for information to be shared, but some of that shared information is lost, from time to time and person to person and telephone sometime have no network connection and/or their phone battery is uncharged. Some staff checked information via email or website, but some do not depend on an internet connection. • Sharing information was still limited as field staff hesitated to share their feeling and ideas and they were afraid of engaging in discussion during meeting with management and the Director. • The quality of work of some staff was not good as they made mistakes in their work.
4	Do you know where to go (or from whom) within your organization to get information you need for	**SUMMARY** • Participants stated that they know where to get information, but where they go to get information depends on the type of information that they need and the various sources that are available. Information that they need from direct communication, websites, as well as from NGOs and government partners

	your daily work?	Detailed notes as transcribed from group discussions: • We directly get information from the people who are responsible for what we need. • For example: for information related to budgeting we contact the finance people, for technique skill information we contact the donor, and for overall information we contact the Executive Director. • Some information was searched and found on relevant websites. • We could meet with the management team if we are not clear on issues related to expenses, action plans, and work plan as they have all the related information and can provide an explanation.
5	How long does it usually take you to get information you need within your organization?	**SUMMARY** • Participants stated the length of time is based on the type of information required and the sources that must be consulted. Obtaining urgent and existing information from office staff via email, phone call, and verbal communication is a quick process, information obtained from field staff who are far away from the office without internet connection will take about 1-2 days, while getting information from authorities or donors can be a bit longer process.
		Detailed notes as transcribed from group discussions: • Information was fast or slow according to the type of information we needed. • Sometimes, it took about 30 minutes through phone call. • It took about 1-2 days to receive data or report from field staff because they were far away from office and internet connection was still limited. • We received fast/ urgent information from staff in the organization via email, phone call, and face to face communication in the office. • Donor did not respond quickly and we took time for waiting information that we need, about 2 -3 days for their feedback on report. • Information from authority took a long process to get as they had a structure of getting information. • Deadline was used to get urgent data from field work staff.
6	Do you usually find what you need? How often does this happen?	**SUMMARY** • Participants stated that about 70% of information from field staff is what they need, but about 30% does not meet their needs as it may be too detailed, not totally complete and/ or lack important information. Often these discrepancies are due to the field staff's limited capacity. Whereas, around 80-90% of information from management are what they need, but they have to wait for those information due to many competing demands on management's time.
		Detailed notes as transcribed from group discussions: • 70% of information from field staff was acceptable and what we needed, other still needed to improve or find data to complete. "Most of reports prepared by field staff were lack of lesson learnt, and we always made recommendation and trained them how to provide useful information." "Not totally received what we need because information prepared by field staff were not total completed and

		late, however trained and share knowledge and experience for improvement." "Not really get good information from community because their education were still limited, they should receive more training for improvement" • 80%-90% of report and information from management is good. Although it may be necessary to wait a short period for any revisions to the data as the management may be busy or have to track down the correct information from the field.
7	What is your role in making decisions about resources in your organization? Follow-up: Who gets a say about resources and who makes the ultimate decision?	**SUMMARY** • Participants stated that the decision-making is based on the organizational management level and the policy for threshold for approval.
		Detailed notes as transcribed from group discussions: • We participated in sharing and improving work plan, action work, and budget plan during meeting. • We could verify work plan, but had no right to approve. • Decision on spending budget to buy office supplier was less than $ 100. • Authority to implement project activities was less than $200. • We were also involved in doing a short list and recruiting new staff to assist in project implementation. • Management staff could request budget to implement activities in accordance with budget in the work plan.
8	What happens when an activity or event sponsored by your organization is not considered a success?	**SUMMARY** • The participants indicated that they review what activities that they will not undertake in accordance with plan and find way how to solve or improve. They then report any reasons that they believe may have caused an activity to underperform. This report and analysis are given to the Executive Director. The Executive Director will then the activity's outcome with the donor to get any comments or approvals.
		Detailed notes as transcribed from group discussions: • Unsuccessful activities rarely occurred and if they did happen, then we discussed with management team, and the Executive Director to identify a solution. Then, we informed the donor. • We had to explain the reasons or causes for why that activity was not achieved and we how found a way to improve. • If participants were already invited and refreshments were already bought, but those participants could not attended. We changed to other community site to complete action work. • "We took photo to show manager if activity was not reached target due to the nature disaster in the worksite, then discussed with program manager and executive director."
9	What happen if you make a mistake at work?	**SUMMARY** • The participants stated that they would admit to making a mistake and then discuss with their team to find a solution if the mistake was small (data error). They sometimes got blame of making mistake related to report. • Participants also stated that as they are managers, they provide advice to any subordinates who make small mistakes of how they can improve. If any mistakes are found to relate to misconduct policy (fraud), they will take note and inform management, such a mistake may result in dismissal.

		Detailed notes as transcribed from group discussions: • We considered our mistake as lesson learned. • We discussed any mistakes with field staff and help them to improve, and give them time to solve the situation. For example, we found out that the same participants receive benefit from our program. • We told field work staff when their documents were not enough for their improvement. • We corrected the data error with the team after receiving feedback from the donor. • Staff was blamed by the manager if they make a mistake related to work. • Staff had a big mistake related to personal use of motor, the organization decided to terminate staff's contract due to misconduct and violation of the organization's policy.
10	Anything else you would like to share?	**SUMMARY** • Participants indicated that they face challenges in fundraising and writing proposal • The participants suggested they need additional training on writing concept note, data management system, and internal monitoring.
		Detailed notes as transcribed from group discussions: • Issues: - Faced difficult related fundraising because our staff's knowledge was limited. - Could not write good proposal even though we used to learn on writing proposal. - Did not track the indicators as the whole of organization, only each project. • Suggestion: - Request CBCLO providing more trainings on writing concept note and good proposal that donor was interested or accepted our proposal. - Request providing training related data management system in excel and advance. - Request to have next M&E training that deeply focus on internal morning or indicator.

Annex 18: List of Assisted Organizations Receiving Trainings

No	NGO Name	2014		2015									
		USAID Allowable&unallowable(20 Nov)	USAID Allowable&unallowable (18 Dec)	USAID Allowable&unallowable(28 Jan)	QuickBooks (8-9 Feb)	Quick_Books (11-12 Feb)	M&E (19-20 Feb)	Concept Note (27 Feb)	FM (5-6 Mar)	Quick Books (12-13 Mar)	M&E (19 Mar)	HRM (24-25 Mar)	Grand Total
1	Agriculture Technology Services Association (ATSA)									1		1	2
2	Aide et Action (AEA)								2	1		1	4
3	Akphivath Neary Khmer Organization (ANKO)					1		1			1		3
4	Aphivat Strey (AS)					2					1		3
5	ARV Users Association (AUA)		3		2			1					6
6	Buddhism and Society Development Association (BSDA)											1	1
7	Budidsm for Development (BFD)					3							3
8	Cambodia Children Against Starvation and Violence Association (CCASVA)						1		2	2		1	6
9	Cambodia Organization for Children and Development (COCD)						1			1		1	3
10	Cambodia Organization for Living and Training (COLT)								1				1
11	Cambodian Center for Human Rights (CCHR)		3										3
12	Cambodian Center for the Protection of Children's Rights (CCPCR)							1	1	2		1	5
13	Cambodian Human Rights and Development Association (ADHOC)		3										3
14	Cambodian League for the Promotion and Defense of Human Rights (LICADHO)						1	1			1		3
15	Cambodian NTFP Development Organization (CANDO)			2				1			1		4
16	Cambodian Rural Development Team (CRDT)	1						1					2
17	Cambodian Volunteers for Community Development (CVCD)								1	1		1	3
18	Cham Khmer Islam Minority Human Rights and Development Association (CKIMHRDA)								1				1
19	Child Helpline Cambodia (CHC)						1		1	1		1	4
20	Child Rights Foundation (CRF)						1		1	1		1	4
21	Child Wise Cambodia (CWC)						1	1	1	1			4
22	Children and Life Association (CLA)											1	1
23	Coalition of Cambodian Farmer Community							1					1
24	Community Development for Peace Sustainability- CommunityPeace Building Networking							1					1
25	Community Economic Development (CED)			2									2
26	Community for Transformation (CFT)							2			1		3
27	Community Health and Development Action (CHADA)		2					1					3
28	Community Legal Education Center (CLEC)		3										3
29	Community Resource Improvement for Development(CRID)							1					1
30	Development Innovations (DI) Project-implimented by DAI							1					1
31	Education and Development in Action (MEDIA One)			1							2	1	4
32	EDUCO									1		1	2
33	Environmental Protection and Development Organization (EPDO)					1		1			1	1	4
34	Forests and Livelihood Organization (FLO)			2									2
35	GERES Cambodia							1					1
36	Hagar International						1						1
37	Happy Tree						1		1			1	3
38	Healthcare Center for Children (HCC)						1		1	1			3
39	Human Resource and Rural Economic Development Organization (HURREDO)											1	1
40	Independent Democracy of Informal Economy Association							1					1
41	Indigenous People Health Improvement Association(IPHIA)		1		1								2
42	International Christian Mission (ICM)								1	1			2
43	Investing In Children And Their Societies						1						1
44	Italian Association for Children Aid						1						1

No	NGO Name	2014		2015									
		USAID Allowable&unallowable(20 Nov)	USAID Allowable&unallowable (18 Dec)	USAID Allowable&unallowable(28 Jan)	QuickBooks (8-9 Feb)	Quick_Books (11-12 Feb)	M&E (19-20 Feb)	Concept Note (27 Feb)	FM (5-6 Mar)	Quick Books (12-13 Mar)	M&E (19 Mar)	HRM (24-25 Mar)	Grand Total
45	Kampuchea Women's Welfare Action (KWWA)											1	1
46	Khan Meanchey Community Health Promotion							1					1
47	Khemara						1		1	1		1	4
48	Khmer Development of Freedom Organization (KDFO)							1					1
49	Khmer Women's Cooperation for Development (KWCD)							2					2
50	Khmer Youth and Social Development (KYSD)							1	1				2
51	Komar Rikreay Association Center (KMR)					3							3
52	Krousar Thmey Foundation						2	1	1	1		1	6
53	Legal Aid of Cambodia (LAC)								1	1		1	3
54	Mith Somlanh											1	1
55	Mlup Baitong			1				1					2
56	NGO Committee on the rights of the child (NGOCRC)						3		2	2		1	8
57	Nomad Recherche et Soutien International /Mondolkiri Indigenous People Association for Development (Nomad RSI/MIPAD)			3				1					4
58	Open Institute							2					2
59	Organization: Operation ASHA (Cambodia)		1		1								2
60	Partners in Compassion							1					1
61	Partnership for Development in Kampuchea (PADEK)										1		1
62	Phnom Neang Kangrei Association (PNKA)										1		1
63	Ponleur Kumar (PK)					2					1		3
64	Ponlok Khmer (PKH)			2									2
65	Prom Vihear Thor (PVT)			2		1							3
66	Regional Community Forestry Training Center (RECOFTC)	3											3
67	Reproductive and Child Health Alliance (RACHA)		3								1		4
68	Returnee Intergration Support Center (RISC)		3		2			1			2		8
69	Rural Aid Organization (RAO)						1	1				1	3
70	Rural Economic Development Association (REDA)										1		1
71	Santi Sena Organization (SSO)						1		1	1		1	4
72	Save Incapacity Teenagers (SIT)						1	1	2			1	5
73	Sovann Komar LLC								1			1	2
74	Srer Khmer (SK)							1			1		2
75	Street Children Assistant & Development Program (SCADP)								1			1	2
76	Terre Des Hommes Netherlands-Cambodia (TdH-NL)						1		1				2
77	The Elephant Livelihood Initiative Environment (ELIE)			1									1
78	The Wildlife Conservation Society (WCS)	4											4
79	This life Cambodia						1						1
80	Trailblazer Cambodia Organization							1					1
81	Transcultural Psychosocial Organization Cambodia (TPO)							1					1
82	Village Support Group (VSG)					1							1
83	Vulnerable Children Assistance Organization (VCAO)								1	1			2
84	WaterSHED		1										1
85	Wathnakpheap (WP)						1	1				1	3
86	Winrock-SFB	4											4
87	World Vision								1				1
88	World Wildlife Fund (WWF)	2											2
Grand Total		14	23	16	6	14	23	35	28	21	16	27	223

Annex 19: CBCLO Work Plan – Year 2 (October 2014 – September 2015)

CBCLO Program WORKPLAN - YEAR 2 (October 2014 - September 2015) — Updated: 17-April-15

For reporting period: October 01, 2014 to March 31, 2015

Nº	Activity Description	Target Y1	Actual Y1	Fiscal Year 2 (October 2014 - September 2015) O	N	D	J	F	M	A	M	J	J	A	S	Target Y2	Plan in Y2 (reporting period)	Deliverables	Comments	Progress Monitor in Y2 Status	To Date	Balance
																(i)	(ii)				(iii)	iv=(iii)-(ii)
1	**Communications**																					
1.1	Explore possible working relationship to leverage training resources with CCC															Ongoing	0		An ongoing activity to discuss possible areas of collaboration	=		
1.2	Inform USAID counterparts of CBCLO objectives and activities, disseminate opportunities															Ongoing	0		An ongoing activity to meet and inform USG implementing partners of CBCLO activities	=		
1.3	Agree to an MOU with a National University				1											1	1	Supporting letter received	This requirement for INGO registration	x		
1.4	Meet with the CCSS counterparts to establish a working relationship															Ongoing	0		Post award meetings will ensure appropriate coordination between the two programs	=		
2	**Strengthening the Institutional Capacity of Local Organizations**																					
2.1	**Conduct pre-award surveys of proposed grant recipients**	10	9											2	3	5	0	# of pre-award assessment conducted	CCHR, ADHOC, CLEC and VIC.	+	4	4
2.1.1	Follow up reviews on the pre-award assessments have conducted											2	2	2	2	8	0		This activity is discarded as USAID wanted to use their own resources as much as possible.	Removed from SOW		0
2.2	**Assessment of local organizations**																					0
2.2.1	Utilization of ISD™ Assessment tool to develop baseline and monitoring of progress (Site visit to conduct ISD™ Assessment)	N/A	1			1	1	1	1	1	1	1	1			8	4	Completed ISD™ Assessments	Conducted three ISD organizational assessments in coordination with the management teams from WP, SCC and ATS	x	3	-1
2.2.2	Gap analysis and development of management capacity building plan: Identify areas of weakness and improvement need of the awarded recipients	N/A	0			1	1	1	1	1	1	1	1			8	4	Priority intervention identified	From the gap assessments, each organization's management team identified ten areas for priority assistance that will be used to develop a feasible capacity development plan that meets the specific needs of each organization.	x	3	-1
2.3	**Provide technical assistance to local USAID NGOs to improve financial accountability, management systems, M&E, etc.**	37	0				2	1	1	1						5	4	# of Technical Assistance assignments completed	9 Technical Assistances to ADHOC, AUA, CLEC, EPDO, IPHIA, KMR, Media One, RISC, and RACHA. This activity is an on-going activiy as the team will provide to local NGOs after CDP ready	+	9	5
2.4	**Develop Training Curriculum**	N/A	4	1		1		1		1		1		1		6	3	Completed Training Curriculums	9 Additional training curriculums have already been developed. Curriculum development is an on-going activity	+	9	6

N°	Activity Description	Target Y1	Actual Y1	Fiscal Year 2 (October 2014 - September 2015)												Target Y2	Plan in Y2 (reporting period)	Deliverables	Comments	Progress Monitor in Y2		
				O	N	D	J	F	M	A	M	J	J	A	S					Status	To Date	Balance
																(i)	(ii)				(iii)	iv=(iii)-(ii)
2.5	**Provide training to partner local NGOs to improve financial accountability, administrative, procurement, management systems, M&E etc.**	111	70	20	20	20	20	20	20	20	20	20	20	20	20	240	120	# of participants (male & female)	representatives from 88 different local Cambodian organizations, held on verious topics	+	223	103
2.6	**Use of Volunteers (announcement, screening, interview, recruitment…)**																					0
2.6.1	Local volunteers	N/A	N/A		2						2					4	2	# Local volunteers	3 Junior Local Volunteers have been recruited to assist in program administration and technical activities.	+	3	1
2.6.2	International volunteers	1	1	1			1			1						3	2	# International volunteers	1 International Volunteer, Ms. Susan Gurley, has undertaken two trips to assist the senior management team of the local organization RACHA	x	1	-1
2.7	**Host Networking Event**	N/A	N/A	1	1	1	1	1	1	1	1	1	1	1	1	12	6	Networking Events Held	2 networking events have been held for staff from CBCLO's partner organizations.	x	2	-4
3	**Reporting**																					
3.1	Annual Work Plan	2	2											1		1	0	FY 3 Work Plan produced and submitted to USAID		=		0
3.2	Monitoring and Evaluation Plan	1	1												1	1	0	M&E Plan Updated and submitted to USAID		=		0
3.2.1	*Conduct Focus Group Discusion*	1	1	6	6	6	6									24	24	Focus Group Report	7 focus group discussions were held, 3 in Phnom Penh, 2 in Battambang and 2 in Pursat. Combined group on financial management, administration and procurement together as most of NGO has one personnel incharge in the these areas.	x	12	-12
3.5	Semi Annual Report	0	0	1						1						2	1	Semiannual reports produced and submitted to USAID	-Semi-Annual Report-Y1 submitted and received approval USAID - First Semi-Annual Report-Y2 drafted and will submit to USAID in April	=	1	0
3.3	Monthly report	7	7	1	1	1	1	1	1	1	1	1	1	1	1	12	6	Monthly report produced and submitted to Program Manager	Weekly Report produced and submitted to HO (4 weekly reports per month)	=	6	0
3.4	Quarterly Financial Reports (SF 425)	2	2	1			1			1		1				4	2	Quarterly reports produced and submitted to USAID		=	2	0
3.6	Other Special Reports – Fact sheets, case studies, program snapshots, success story…	N/A	N/A					1						1		2	1	Reports/ Success stories produced and submitted to either Program	1 Fact Sheet and 2 Success Stories (EPDO&RISC) produced	+	3	2

Status Key	
done	Completed
+	Ahead of Schedule
=	On Schedule
X	Behind Schedule