



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

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LIST OF ACRONYMS

| | |
|-------|--|
| AO | Agreement Officer |
| AOR | Agreement Officer Representative |
| APS | Annual Program Statements |
| CBCLO | Capacity Building of Cambodia's Local Organization |
| CCC | Cooperation Committee for Cambodia |
| CDP | Capacity Development Plan |
| 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 third semi-annual report for the CBCLO Program and covers reporting period April 1, 2015 to September 30, 2015. The CBCLO Program is on target to achieve project goals. Major achievements in this reporting period include the following:

- Conducted five ISD™ organizational assessments in coordination with the management teams from local partners Aphivat Strey (AS), Community Health and Development Action (CHADA), Population Services Khmer (PSK), Environmental Protection and Development Organization (EPDO), and Trailblazer Cambodia Organization (TCO).
- Provided approximately 432.5 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, procurement, administrative fixed asset management policies; advice on tax compliance and financial management; feedback on M&E reporting and formatting; information on submitting development data; and advice on USAID Rules and Regulations.
- 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, organizational governance, and submitting development data. Based on feedback from participants in earlier CBCLO hosted training sessions, these curricula were developed in English and then translated into Khmer. Moreover, for trainings conducted in English, CBCLO staff are on hand to provide direct translation and general summaries of points discussed.
- Conducted eight training sessions attended by representatives from 39 different local Cambodian organizations on the following topics: effective internal control for NGO, QuickBooks, effective administration skills, organizational management priorities for today and the future, a series on financial management (include financial planning, budgeting and financial report and analysis), e-payments, submitting development data, and gender in M&E.
- Recruited and engaged three junior local volunteers, Mr. Sokunnavorth Meas, Mr. Lyheng Roeun and Ms. Lina Som, to assist in program administration and technical activities,.
- Recruited and engaged two international volunteers, Mr. Syed Muhammed Sohaib Ahmed and Mr. Alvin Hirschen, for long-term assignments with local organizations in Cambodia. Mr. Ahmed,

completed a two week and four-week assignment to assist the local organization the Reproductive and Child Health Alliance (RACHA) to improve its internal controls and accounting system. Mr. Alvin Hirshen, spent three weeks engaging with the USAID Public-Private Partnership (PPP) team from the USAID/Bangkok Mission and working with the CBCLO COP to conduct an initial assessment of the feasibility of developing PPPs between private sector enterprises and Cambodian local NGOs.

- Organized two networking events for staff from CBCLO's partner organizations. Topics of discussion included best practices for procurement management and timesheet records and management.
- Held two focus group discussions on the topics of monitoring and evaluation and financial, administration and procurement management. During these discussions CBCLO's M&E Manager collected baseline information related to each topic.

Planned Activities – FY 2016

Assessment of Local Cambodian Organizations. CBCLO will continue to work with the seven local organizations that have already undergone an ISD™ assessment. Over the next six months, the program will also conduct two additional ISD™ organizational assessments and four ISD™ follow-on assessments for those organizations that have already undergone an initial ISD™ assessment.

Provide Training to Local Partner NGOs. Over the next six months, the CBCLO program will provide training to at least 120 local NGO staff members to improve their knowledge in financial, administrative, procurement, organizational management and sustainability, M&E, USAID rules and regulations, and other related topics as request from local NGOs as well as the USAID mission.

Develop Training Curriculums. The CBCLO team will develop and update specific training curriculums designed to provide beneficiary organizations with comprehensive knowledge in the key areas of financial management, administrative systems, procurement management, monitoring and evaluation, USAID rules and regulations, organizational management, and organizational sustainability.

Provide Technical Assistance to Local Partner NGOs. The CBCLO team anticipates providing additional technical assistance to organizations having completed the ISD™ assessment process, notably PSK, WP, ATSA, SCC, AS, EPDO, and TCO. Additionally, the team will provide technical assistance to five new organizations that will undergo ISD™ assessments.

Upload Training Courses on Video-sharing Website (Youtube). Over the next six months, the CBCLO program will upload two training courses and on the video-sharing website YouTube.

Volunteer Program. The CBCLO program has recruited Mr. Nihal E. Fernandopulle to assist the Kampuchea Institute of Certified Public Accountants and Auditors (KICPAA) in building their capacity to improve independent quality reviews and assist them in updating their quality control toolkits. An additional international volunteer assignment is planned for Mr. Alvin Hirshen to build upon an earlier volunteer assignment conducted by Mr. Hirshen in January 2016 in the area of public private partnerships.

Networking Events. An additional two networking events will be held over the next six months.

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 local 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

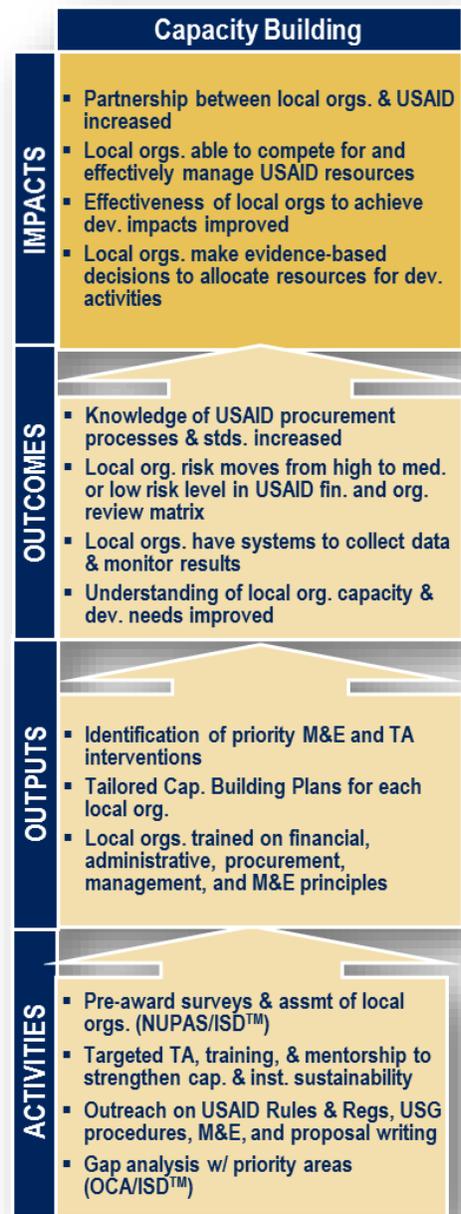
This is the third semi-annual report for the CBCLO Program and covers the period of performance from April 01, 2015 to September 30, 2015. As outlined under the USAID approved Year 2 Work Plan, the following activities were planned and executed during this reporting period.

CAPACITY BUILDING OF LOCAL ORGANIZATIONS

ACTIVITY 1: ASSESSMENT OF LOCAL CAMBODIAN ORGANIZATIONS

Over the course of this reporting period, the CBCLO team conducted organizational assessments for five local NGOs, including Community Health and Development Action (CHADA), Aphivat Strey (AS), Population Services Khmer (PSK), Environmental Protection and Development Organization (EPDO), and Trailblazer Cambodia Organization (TCO).

Each organization underwent a two-day self-assessment facilitated by the CBCLO field team. 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 areas for priority assistance. After receiving each organization’s priority areas, the CBCLO team then worked with the



management team from each organization to develop a feasible Capacity Development Plan (CDP) that met the specific needs of each organization.¹

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 Geekcorps, to create an online, rapid assessment version of the ISD™ tool by December 2015. 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. The tool will be developed using open sourced software to minimize cost.

Table 1: ISD™ Assessments

| Start Date | End Date | Organization | # of Assessments |
|--------------|-----------|--------------|------------------|
| 27-Apr-15 | 28-Apr-15 | CHADA | 1 |
| 26-May-15 | 27-May-15 | AS | 1 |
| 8-Jul-15 | 10-Jul-15 | PSK | 1 |
| 13-Aug-15 | 14-Aug-15 | EPDO | 1 |
| 19-Aug-15 | 20-Aug-15 | TCO | 1 |
| Total | | | 5 |

One key benefit of an online version of the tool is the ease with which we will collect the respondent’s data and track the organization’s progress throughout the life of the project. Internet connectivity will affect an organization’s ability to use the tool, but the program is addressing this by developing a tool that works on mobile devices and which organizations can access it over a cellular data connection. The ease of access and information tracking offered by the tool, with limited direct inputs by CBCLO staff, will reduce the amount of necessary direct interactions required to achieve the desired capacity development objectives for local organizations. This will allow the CBCLO team, operating with limited time resources, to assist a greater number of local NGOs. After CBCLO’s initial investment to create the tool, a wide range of organizations—current USAID partners as well as other local organizations interested in becoming USAID partners—will have an additional resource to enhance their readiness to collaborate with USAID, at little to no additional cost to the program.

ACTIVITY 2: PROVIDE TECHNICAL ASSISTANCE TO LOCAL PARTNER NGOS

CBCLO has provided approximately 430 hours of direct technical assistance to 20 local Cambodian organizations over the course of this reporting period (including technical support from CBCLO staff and international volunteers). The CBCLO team has assisted local organizations to develop best practice policies in the areas of human resources, finance, administration, timesheet record keeping and organizational management.

Organizations that have benefitted from CBCLO technical assistance include:

- Returnee Integration Support Center (RISC),
- ARV Users Association (AUA),
- Agriculture Technology Services Association (ATSA),
- Reproductive and Child Health Alliance (RACHA),
- WaterSHED,

¹ Of note, PSK did not do a full ISD assessment, but instead focused on areas of high priority for their organization which included financial management, administration, human resources, and sub-award management. We are awaiting feedback before we finalize a CDP that meets their organization’s needs.

- Media for Education and Development in Action (Media One),
- Khmer Women's Cooperation for Development (KWCD),
- Community Health and Development Action (CHADA),
- Aphivat Strey (AS),
- Salvation Centre Cambodia (SCC),
- Environmental Protection and Development Organization (EPDO),
- Akphivath Neary Khmer Organization (ANKO),
- Indigenous Health Improvement Association (IPHIA),
- Cambodian Center for Human Rights (CCHR),
- Community Legal Education Center (CLEC),
- Veterans International Cambodia (VIC),
- Cambodian Human Rights and Development Association (ADHOC),
- Trailblazer Cambodia Organization (TCO),
- Save the Children, and Forests and Livelihood Organization (FLO).



IESC's M&E Director, Ms. Angela Wasson, lead the meeting to provide Technical Assistance on M&E

Furthermore, as per requested from WI-SFB and Fintrac/HARVEST local staff on some specific USAID rules and regulation and how to submit development data (DDL) our CBCLO staff provided the assistance as per suggested. This is the value added to the program and in order to maintain the good relationship with them and there is no much cost associated.

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

Table 2: Direct Technical Assistance to Local Organizations

| Organization | Activity | # of hours |
|--------------|--|------------|
| RISC | Provided refresher training and technical assistance related to QuickBooks system such as how to set up preferences, how to create a global COA, customer job, vender list, class list, how to recorded financial transaction into QuickBooks, opening balance, sample of global COA, preference, customer, vender, class list and sample journal of salary, tax and opening balance. Overview of process of finance, procurement, and HR. Provided technical assistance on the process of submitting development data and other related M&E issues | 16 |
| AUA | Provided refresher training and technical assistance related to QuickBooks system such as how to set up preferences, how to create a global COA, customer job, vender list, class list, how to recorded financial transaction into QuickBooks, opening balance, sample of global COA, preference, customer, vender, class list and sample journal of salary, tax and opening balance. | 8 |
| ATSA | Provided refresher training and technical assistance related to QuickBooks system such as how to set up preferences, how to create a global COA, customer job, vender list, class list, how to recorded financial transaction into QuickBooks, opening balance, sample of global COA, preference, customer, vender, class list and sample journal of salary, tax and opening balance. | 12 |

| Organization | Activity | # of hours |
|---|--|------------|
| <p>RACHA</p> <p>RACHA (cont.)</p> | <p>Evaluated RACHA's current financial policies, procedures, and accounting systems.</p> <p>Assisted the management staff and finance team to consolidate/update existing financial policies and accounting systems.</p> <p>Assisted the management staff and finance team to develop new financial policies, accounting systems.</p> <p>Provided guidance and mentorship to ensure RACHA's finance policy compliments the strategic goals of the organization and corresponds with wider organizational policies, in particular the procurement policy.</p> <p>Provided technical assistance on the process of submitting Development Data and other related M&E issues.</p> <p>Assisted in the creation of an internal control department and an Internal Auditor position within the RACHA organization.</p> <p>Assisted and reviewed internal control procedures as they relate to Procurement, Finance and Logistics departments.</p> <p>Assisted in the identification and implementation of a centralized and robust accounting system</p> <p>Assisted in additional improvements to the BoD terms of reference</p> | 212 |
| WaterSHED | Provided technical assistance on USAID's allowable and unallowable costs. | 0.5 |
| Media One | <p>Provided technical assistance on strengthening the organization's internal control system</p> <p>Provided technical assistance on the process of submitting development data in to the USAID system and other related M&E issues</p> | 7 |
| KWCD | Provided technical assistance on the SAM renewal process, including a step-by-step walk through of the SAM renewal process. | 5.5 |
| CHADA | Provided a quick overview of an M&E plan and its necessary elements | 1 |
| AS | <p>Reviewed AS's financial manual and provided comments</p> <p>Assisted AS to review their HR policy</p> <p>Revised the draft of AS's financial management policy, procurement policy, fixed assets management policy, travel policy and accounting system policy.</p> <p>Explained best practices for organizational timesheet policies and assisted AS to develop a timesheet form and policy</p> | 36 |
| SCC | <p>Reviewed SCC's finance and administration manual and provided comments</p> <p>Assisted SCC in reviewing drafts of their financial management policy, procurement policy, fixed assets management policy, travel policy and administration policy.</p> | 27 |
| EPDO | <p>Briefly discussed what is an M&E Plan and its specific elements</p> <p>Assisted in the revision of EPDO's policies, including their financial management policy, procurement policy, fixed assets management policy, travel policy and administration policy.</p> | 8.5 |
| ANKO | Briefly discussed what is an M&E plan and its specific elements | 0.5 |
| | | |
| IPHIA | <p>Reviewed and provided comments on the financial report including the journal ledger, ledger, trial balance, balance sheet and profit and loss account from April-June-2015</p> <p>Provided technical assistance on the financial report package including how to appropriately manage financial monitoring, cash flow, cash book, cash count, profit and loss statements, trial</p> | 5 |

| Organization | Activity | # of hours |
|--------------|---|------------|
| | <p>balances, balance sheet, journal, general ledger, as well as an orientation about how to produce cash flow and bank reconciliation reports.</p> <p>Sent a best practice form (cash flow and financial report check list)</p> | |
| CCHR | <p>Reviewed and provided comments on CCHR's financial policy</p> <p>Provided technical assistance and samples of financial management, fixed asset, travel policy and procurement management policies.</p> <p>Provided technical assistance to review accounting procedures and other supporting document to address NUPAS's priority finding.</p> <p>Provided technical assistance on the process of submitting development data and other related M&E issues</p> | 21 |
| CLEC | <p>Provided technical assistance and sample of policies to assist CLEC to develop a per diem rate for government officers.</p> <p>Reviewed pre-award NUPAS report as well as CLEC's finance and operations policies.</p> <p>Provided technical assistance on the process of submitting development data and other related M&E issues.</p> <p>Provided technical assistance on USAID's VAT reporting requirements and guidelines.</p> <p>Provided technical assistance on how to calculate NGO tax withholdings, as well as provided reference documents and tax guidelines.</p> | 11 |
| VIC | <p>Provided technical assistance to review accounting procedures and other supporting documents to address priority NUPAS's findings.</p> <p>Provided technical assistance on the process of submitting development data and other related M&E issues.</p> <p>Provided technical assistance regarding NUPAS special award conditions and the strengthening of the capacity of the Admin & Finance Manager.</p> <p>Provided technical support on reviewing general journal transaction and comments about the opening balance brought forward 31 May 2015.</p> | 32 |
| | | |
| ADHOC | <p>Provided sample Use of Personal Vehicles for Business Purposes policy and a USAID compliant Reimbursement Rate policy.</p> | 0.5 |
| TCO | <p>Assisted to revise the draft of TCO's policy including their Financial Management policy, Procurement policy, Fixed Assets Management policy, Travel policy, Administration policy and IT policy and procedures.</p> | 24 |
| SC | <p>Provided USAID's Cost Sharing report</p> | 0.5 |
| FLO | <p>Provided technical assistance to explain and provide samples of best practices related to NGO financial statements and principle of general accounting system and procures and guideline.</p> | 1 |
| TOTAL | | 429 |

ACTIVITY 3: DEVELOP TRAINING CURRICULA

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.

Effective Internal Control for NGOs: The effective internal control for NGOs training course was developed by IESC volunteer expert, Mr. Monirith Sok, who is general manager of Top Fin Tax. The curriculum provides an overview of internal controls, discusses the purpose of internal controls, and addresses best practices for internal control systems, principles of control, descriptions of general auditing findings, and how to achieve a good audit opinion. The internal control curriculum seeks to help NGOs handle everyday situations they may face that place their organizations at risk from mistakes that may lead to confusion or fraud. The curriculum also addresses how to protect staff from any pressure to misuse funds and how to avoid suspicion of wrong-doing.

Effective Administrative Skills: The administrative staff of many local NGOs lack a proper understanding of how to implement a filing system, manage fixed assets, and prepare business correspondence. To address this problem, the effective administrative skills curriculum was developed by CBCLO's grant manager. The course was designed to covers topics such as general concepts of administration, file management, fixed assets policy (included depreciation methods), office management, professional letter writing, and how to create budget plans.

E-payment (Khmer version): An English version of an e-payment training course was developed for USAID by the American NGO NetHope. CBCLO was given permission to use and translate the materials into Khmer. These courses are designed to reach a larger number of participants who are under contracts, grants and cooperative agreements, as well as any sub-recipients, to improve their understanding of the benefit and processes related to electronic payments. This training curriculum is divided into ten steps that cover the following topics: exploring mobile money and electronic payments; show me the money!; cost of payment; cash versus electronic payments; market assessment; selecting a service provider; process integration; staff endorsement training and internal trial; preparing recipients and

Capacity Building Training Curriculum

1. Effective Internal Control for NGOs
2. Effective Administrative Skills
3. E-Payment
4. Revised USAID Cost Principle
5. Revised USAID Standard Provision
6. Revised Procurement System and Management
7. Organizational Management Priorities for Today and Future
8. Submitting Development Data
9. Gender in M&E



Group discussions are an important component of CBCLO's training curriculum

testing the system; the grand plan and rollout; and scaling up and out.

Revised USAID Cost Principle: A training course curriculum was revised by CBCLO’s grants manager according to changes in USAID’s Cost Principles as detailed in OMB Supper Circular (2 CFR 200), Subpart E – Cost Principles. The curriculum for this course details USAID allowable and unallowable cost for non-profit organizations. It is designed to update participants with a practical and straightforward explanation of what expenses an organization may and may not incur when receiving funds from USAID.

Revised USAID Standard Provision: This curriculum was revised by CBCLO’s grants manager according to USAID’s updated Standard Provisions for Non-US Nongovernmental Organizations as detailed in “A Mandatory Reference for ADS Chapter 303”, Partial Revision Date: July 22, 2015. The curriculum for this course details mandatory standard provisions for non US nongovernmental organizations and required as applicable provisions for non-U.S. NGOs.

Revised Procurement System and Management: This curriculum was revised by CBCLO’s grants manager according to USAID’s Procurement standard 2 CFR 200.317-326. The curriculum for this course details procurement by states, general procurement standards, competition, methods of procurement to be followed, contracting with small and minority business, women’s business enterprises, and labor surplus area firms, procurement of recovered materials, contract cost and price, federal awarding agency or pass through entity review, bonding requirements, contract provisions, what cannot be purchased with USG funds, USAID geographic codes and how they affect procurement, and when and how a waiver or approval should be requested.



Group presentation also useful component of CBCLO’s training curriculum

Organizational Management Priorities for Today and the Future:

This training curriculum was developed by Kanava International’s capacity building expert, Carol Yee, and was edited to the Cambodian context and translated into Khmer by CBCLO staff. This training curriculum covers four topics: strategic planning, succession planning, new opportunity development, and change management. It was designed specifically for management teams to provide an understanding of the components and processes for developing a strategic plan, developing a succession plan, identifying different elements of new opportunity development, and the importance of addressing change management.

Submitting Development Data: The materials for this training course were developed by IESC’s M&E director, Ms. Angela Wasson, and were edited to the Cambodian context and translated into Khmer by CBCLO staff. This course was developed in response to USAID’s feedback USAID contractors and award (e.g. grants and cooperative agreements), *including their sub-partners*, must to submit data on open USAID datasets. This course was designed to inform participants of this new requirement and included a review of USAID policy and requirements, practice identifying what is (and is not) development data, clarification of the data submission process, the importance of separation between data storage versus data presentation, and review how to analyze and use datasets.

Gender in M&E: This training course was developed by IESC’s M&E director, Ms. Angela Wasson, and was edited to the Cambodian context and translated into Khmer by CBCLO staff. This course was developed in response to a demonstrated need by the majority of CBCLO partner organizations for additional assistance in integrating gender into M&E. The curriculum covers the review definitions of key gender terms, review ADS requirements on gender-related M&E, discuss sex-disaggregated data versus gender sensitive indicators, review different types of gender indicators, and develop gender-sensitive indicators using a case study exercise.

ACTIVITY 4: PROVIDE TRAINING TO LOCAL PARTNER NGOS

Over the course of this reporting period, the CBCLO program provided eight trainings to 123 NGOs and 170 individuals (M: 84; F: 86). Specific training sessions included the following topics: effective internal control for NGO, QuickBooks, effective administration skills, organizational management priorities for today and the future, series on financial management (include financial planning, budgeting and financial report, and analysis), e-payments, submitting development data, and gender in M&E.

Table 3: CBCLO Training Courses

| Course | Date | # of NGO | Participants | | | # of people attended full-day(s) training | Increased knowledge | |
|---|--------------|------------|--------------|-----------|------------|---|---------------------|-----------|
| | | | Female | Male | Total | | # of people | % |
| Effective Internal Control for NGO | 07 Apr 15 | 11 | 4 | 7 | 11 | 11 | 11 | 100 |
| QuickBooks | 04-05 May 15 | 4 | 8 | 3 | 11 | 11 | 11 | 100 |
| Effective Administration Skills | 11-12 Jun 15 | 18 | 11 | 11 | 22 | 21 | 21 | 100 |
| Organizational Management Priorities for Today and Future | 01-02 Jul 15 | 17 | 7 | 12 | 19 | 17 | 16 | 94 |
| Series of Financial Management (include Financial planning & Budgeting and Financial report and Analysis) | 23-24 Jul 15 | 20 | 24 | 9 | 33 | 33 | 33 | 100 |
| E-Payment | 11-12 Aug 15 | 13 | 10 | 5 | 15 | 14 | 14 | 100 |
| Submitting Development Data | 24 Aug 15 | 20 | 11 | 19 | 30 | 30 | 25 | 83 |
| Gender in M&E | 25 Aug 15 | 20 | 11 | 18 | 29 | 28 | 26 | 93 |
| Total | | 123 | 86 | 84 | 170 | 165 | 157 | 95 |

- **Effective Internal Control for NGO – April 07, 2015.** The one-day course was presented by CBCLO’s grants manager along with volunteer Mr. Sok, the volunteer expert who works with Top Fin Tax. Mr. Sok presented an overview and detailed the purpose of internal controls and what constitutes an internal control system. Mr. Ly focused on principle control, descriptions of general auditing findings

and best practices for receiving favorable audit opinions. This training was attended different by 11 NGOs. Participants consisted of four women and seven men, for a total of 11 participants. Based on pre- and post- test score, 100 percent of the participants demonstrated an increase knowledge. The training was conducted in Khmer and the materials were designed and made available in English and Khmer.

- **QuickBooks - May 04-05, 2015.** This training was presented by CBCLO's grants manager at CBCLO's offices. Four NGOs attended the event. There were a total of 11 participants, eight women and three men. Based on pre-and post-test scores, 100 percent of participants demonstrated increased knowledge in the use of the QuickBooks accounting software system. With this knowledge, participants are able to efficiently track, compile, and reduce errors in financial reports. The event was presented in Khmer, with materials available in English and Khmer.

- **Effective Administration Skills – June 11-12, 2015.** The training was presented by CBCLO's grants manager at Quality Career Institute of Cambodia. This course was attended by 18 NGOs. Participants consisted of 11 women and 11 men, for a total of 22 participants. Based on pre- and post- test scores, 100 percent of two full-day attendees (21/21) demonstrated increased knowledge of general concepts of administration, file management, fixed assets management policy (included depreciation method), office management, the professional letter writing, and budget plan. The training was presented in Khmer, with materials available in English and Khmer.



Participants are working on Pre-test before starting the training course on Effective Administration Skills on June 11-12, 2015

- **Organizational Management Priorities for Today and the Future – July 01-02, 2015.** This training was presented at the Quality Career Institute of Cambodia by Kanava International's capacity building expert, Ms. Carol Yee. A total of 17 NGOs participated. Participants consisted of 7 women and 12 men, for a total of 19 participants. Based on pre- and post- test scores, 94 percent of two full-day attendees (16/17) demonstrated increased knowledge of the understanding of components and process for developing a strategic plan, developing succession plan, identifying different elements of new opportunity development, and the importance of addressing change management. The event was presented in English with support from CBCLO for those participants who required additional Khmer translation. The materials were available in English and Khmer.
- **Series on Financial Management (include Financial planning, budgeting, and financial reports and analysis) – July 23-24, 2015.** This training was presented by CBCLO's grants manager at Development Innovations. Twenty NGOs attended the series. Participants consisted of 24 women and 9 men, for a total of 33 attendees. Based on pre- and post-test scores, 100 percent of attendees demonstrated increased knowledge of Basic Financial Management, Financial planning & Budgeting and Financial report and Analysis (33 of 33). The event was presented in Khmer, with materials available in English and Khmer.

- **E-Payment – August 11-12, 2015.** The training was presented by CBCLO’s chief of party at Development Innovations. Thirteen NGOs attended the event. Participants consisted of 10 women and five men, for a total of 15 attendees. The session followed a curriculum developed by the U.S. NGO, NetHope and centered on improve participants understanding of the benefit and processes related to electronic payments. Based on pre- and post-test scores, 100 percent of attendees who fully attended two-day training demonstrated increased knowledge of e-payment (14 of 14). The training was presented in Khmer, with materials available in English and Khmer.
- **Submitting Development Data – August 24, 2015.** This training was presented by IESC’s M&E director at the Matey Pre-School Teacher Training Center. The session centered on USAID’s new development data requirements and how to properly submit the data. Twenty NGOs participated in the training and consisted of 11 women and 19 men, for a total of 30 participants. Based on pre- and post- test scores, 83 percent of attendees (25/30) demonstrated increased knowledge and understanding of the new development data requirements. Of note, no one received a passing score on the pre-test and all participants did improve their score. We attribute the somewhat lower pass rate on this training to the newness of the materials. The event was presented in English with support from CBCLO’s Program Coordinator for those participants who required additional Khmer language translation. Course materials were available in English and Khmer.
- **Gender in M&E – August 25, 2015.** This training was presented by IESC’s M&E director at the Matey Pre-School Teacher Training Center. 20 NGOs participated. Participants consisted of 11 women and 18 men, for a total of 29 participants. The session covered the importance of and how to incorporate gender based indicators into program M&E data collection. Based on pre- and post- test scores, 93 percent of attendees who were present for the full day (26/28) demonstrated an increased knowledge of gender in M&E. The event was presented in English with support from CBCLO for those participants who required additional Khmer language translation. Course materials were made available in English and Khmer.



Participants and facilitator play energetic game before starting afternoon session on Gender in M&E, August 25, 2015.

ACTIVITY 5: VOLUNTEER PROGRAM

Local Volunteers: Since the program's inception, CBCLO has negotiated agreements with both Norton University and the Royal University of Phnom Penh to identify qualified graduate students to apply for a position with the program as a volunteer consultant. We accept up to three junior volunteers per semester. These volunteers have the opportunity to work alongside of CBCLO program staff to learn the methodologies employed by the program and to familiarize themselves with USAID rules and regulations. During this reporting period the CBCLO has hosted six junior volunteers: Ms. Chanty On, Ms. Navy Meng, Ms. Chanmonita Soeung, Mr. Sokunnavorth Meas, Mr. Lyheng Roeun, and Ms. Lina Som. These volunteers worked closely with the CBCLO staff to assist in translating training materials from English to Khmer, facilitating training courses, assisting in M&E data collection, and assist program staff to record and edit training course videos to be uploaded on YouTube. All of the volunteers who completed their assignment in the spring secured employment after their CBCLO internship. We are currently hosting two volunteers that started their internship this summer and are expected to be with the program through December 2015.



CBCLO Junior Local Volunteers: (from left) Ms. Lina Som and Mr. Lyheng Roeun

In addition to our junior volunteer program, CBCLO also collaborates with Cambodian professionals to gain from their knowledge and expertise. To this end, CBCLO benefited from one senior volunteer expert, Mr. Monirith Sok, General Manager of Top Fin Tax. Mr. Sok volunteered as a co-presenter with CBCLO's grants manager, Mr. Polin Ly, for a training course on effective internal controls for NGOs, hosted on April 07, 2015.

International Volunteers. International Volunteers are recruited by the IESC Home Office according to the specific needs of the CBCLO program, its beneficiaries and stakeholders. Over this reporting period, IESC has recruited and fielded two international volunteers over three volunteer assignments. The first volunteer was assigned to work with the Reproductive and Child Health Alliance (RACHA) as part of USAID's support to the organization's to implement the current USAID grant being implemented by this local organization. The second volunteer was requested by USAID to help improve the organizational sustainability of local organizations through partnerships with the private sector. To date, IESC has fielded four volunteers to Cambodia over six assignments.

Finance and Grants Specialist Volunteer. CBCLO recruited international volunteer, Mr. Syed Muhammed Sohaib Ahmed, to evaluate RACHA's current financial policies, procedures and accounting systems; assist the management staff and finance team to update existing financial policies and accounting systems; provide guidance and mentorship to ensure RACHA's finance policy compliments the strategic goals of the organization and corresponds with wider organizational policies, and follow up on the implementation of the revised policies and accounting systems. Mr. Ahmed is a finance and grants specialist with more than ten years of experience in finance as well as internal and external audit. He has been responsible for managing various INGO's funds, donors, and USAID/ OTI Grants portfolio. Over the course of two assignments, Mr. Ahmed helped RACHA through the process of creating of an internal audit department and an internal auditor position within organization. Mr. Ahmed also reviewed internal control procedures related to RACHA's procurement, finance and logistics policies, assisted in the identification and implementation of an improved centralized accounting system, and developed a terms of reference for the board of directors.

Public Private Partnerships Volunteer. A second international volunteer, IESC recruited Mr. Alvin Hirshen to identify potential partnership opportunities between local Cambodian NGOs and private sector enterprises operating in the country. A lawyer by training, Mr. Hirshen was founding director of the Office of Community Investment under the Federal Home Loan Bank Board. Begun under the Carter administration, this was the United States' first public private partnership programs. Since then, Mr. Hirshen has advised more than eight sovereign governments on issues ranging from affordable housing to programs for the development of public private partnerships. Most recently, Mr. Hirshen assisted local governments throughout Indonesia in developing Industrial Development Authorities as well as liaising between government and private sector actors to facilitate trade agreements and investment opportunities. The objective of this assignment was to seek ways to encourage organizational sustainability among local Cambodian NGOs. During his three week assignment, Mr. Hirshen engaged with the USAID Public Private Partnership team from the USAID/Bangkok Mission during a seminar USAID sponsored on public-private partnerships for interested local organizations. He remained engaged with the Bangkok based team as they conducted their first assessment of the local environment in Cambodia.

Over the course of this assignment, Mr. Hirshen had meetings with a number of local organizations to assess their capacity to engage effectively with the private sector. Those local organizations included:

- Reproductive and Child Health Alliance (RACHA),
- KHANA,
- Returnee Integration Support Center (RISC),
- Salvation Center Cambodia (SCC),
- Agriculture Technology Services Association (ATSA),
- Cooperation for Social Services and Development (CSSD),
- WaterSHED, Sreer Khmer (SK),
- Population Services Khmer (PSK),
- Forest and Livelihood Organization (FLO),
- Village Support Group (VSG),
- Ponleu Kumar (PK),
- Trailblazer Cambodia Organization (TCO),
- Prom Vihear Thor (PVT),
- Phnom Neang Kangrei Association (PNKA).

Mr. Hirshen also met with the international organizations University Research Co.,LLC (URC)-CAP Malaria, Fintrac, Winrok-SFB, Live, and Learn Environmental Education. Finally, Mr. Hirshen spoke with representatives of the private sector to assess the current environment and attitudes of relevant actors toward the feasibility of developing partnerships with local NGOs like World Bank. Based on these discussions Mr. Hirshen identified several potential partnership opportunities between local grower associations and the NGOs that assist these populations and the hotel industry in Siem Reap. Discussions are currently on-going for a follow-on assignment for Mr. Hirshen in January 2016 to further develop this potential business partnership.

ACTIVITY 6: NETWORKING EVENTS

Since April 2015, the CBCLO Program has hosted two networking events and two 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 communities.

Networking Events. The program’s first networking event was held on July 29, 2015 and featured a discussion on best practices for procurement management. A total of nine participants from seven NGOs, six women and three men, were present at the event. The discussion was led by CBCLO Chief of Party Ms. Raty Ouk and followed by a presentation by CBCLO Grant Manager Polin Ly on U.S. procurement procedure for non-U.S. organization and best practices for financial policy and procurement.

A second networking event was held on September 17, 2015 and featured a discussion on timesheet recording and management. The event was attended by 16 participants from 13 NGOs, of which 13 were women and three men. The discussion was led by CBCLO’s program coordinator and followed by presentation by CBCLO’s grant manager on the minimum standard of Personnel Activity Reporting (PAR)-timesheet, sample timesheet, and staff time allocation sheet. Both networking events were hosted at CBCLO’s office.

Table 4: CBCLO Networking Event Participants

| Name of NGO | Female | Male | Total of Participant |
|---|---------------|-------------|-----------------------------|
| Discussion of Best Practice for Procurement Management | 6 | 3 | 9 |
| Salvation Center Cambodia (SCC) | | 1 | 1 |
| ARV Users Association (AUA) | 2 | | 2 |
| Cambodian Center For Human Rights (CCHR) | 2 | | 2 |
| Agriculture Technology Services Association (ATSA) | | 1 | 1 |
| Media One | | 1 | 1 |
| Cambodian Human Rights and Development Association (ADHOC) | 1 | | 1 |
| Veterans International Cambodia (VIC) | 1 | | 1 |
| Discuss of Timesheet record and Management | 13 | 3 | 16 |
| Agriculture Technology Services Association (ATSA) | 2 | | 2 |
| Arbitration Council Foundation (ACF) | 1 | | 1 |
| ARV Users Association (AUA) | 1 | | 1 |
| Cambodian Center For Human Rights (CCHR) | 2 | | 2 |
| Cambodian Human Rights and Development Association (ADHOC) | 1 | | 1 |
| Media One | 1 | | 1 |
| Population Service Khmer (PSK) | | 1 | 1 |
| Reproductive & Child Health Alliance (RACHA) | 1 | | 1 |
| Salvation Center Cambodia (SCC) | 1 | | 1 |
| The Returnee Integration Support Center (RISC) | | 1 | 1 |
| Veterans International Cambodia (VIC) | 1 | | 1 |
| WaterSHED | | 1 | 1 |
| Wattanak Pheap (WP) | 2 | | 2 |
| Grand Total | 19 | 6 | 25 |

Focus Group Discussions. In addition to networking events, the program hosted two targeted focus group discussions. These discussions provide an opportunity 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.

M&E Focus Groups. The first of these focus groups was held on May 25, 2015 at CBCLO’s office and featured a discussion with three participants, one women and two men, about monitoring and evaluation and their use of the principles of monitoring and evaluation that were discussed during the training event they attended. The group discussed how the organizations collect information related to program progress, how they report to their donors, and how they share feedback from donors to field staff who are implementing the program. As an outcome of this dialogue, the participants suggested that CBCLO provide further training on data analysis, data management, and the process of establishing a good M&E system. See Annex 11 for further details.

Finance, Administration and Procurement Focus Groups. A second focus group was held on May 26, 2015 to discuss how participants used the financial, administrative and procurement management skills they have acquired by attending CBCLO training sessions. This group discussion focused on how organizations collect information related to budgets, expenses, and policies and how they share this information with other staff within the organization or report to their donors. This event was attended by ten participants, of which five were women and five men. The participants suggested that IESC/CBCLO should provide training on procurement policy and administrative skill and also technical assistance on QuickBooks and policy review. See Annex 12 for further details.

| Name of NGO | Female | Male | Total of Participant |
|--|---------------|-------------|-----------------------------|
| Discuss on Financial, Administrative, and Procurement | 6 | 3 | 9 |
| Agriculture Technology Services Association (ATSA) | 2 | | 2 |
| Community Health and Development Action (CHADA) | 1 | 1 | 2 |
| Media for Education and Development in Action (Media One) | | 1 | 1 |
| Salvation Centre Cambodia (SCC) | 1 | 1 | 2 |
| Wathnak Pheap (WP) | 2 | | 2 |
| Discuss on M&E | 1 | 2 | 3 |
| Agriculture Technology Services Association (ATSA) | 1 | | 1 |
| Community Health and Development Action (CHADA) | | 1 | 1 |
| Wathnak Pheap (WP) | | 1 | 1 |
| Grand Total | 7 | 5 | 12 |

PROGRAM ADMINISTRATION

Recruitment. After Ms. Thida Pon resigned from her position, Ms. Chanmonita Soeung, a CBCLO volunteer, was promoted to assistant for administration and finance. Ms. Soeung assumed this new role on August 1, 2015.

Coordination with Implementing Partners. The program continues to maintain good relationships with the organizations implementing USAID’s local projects. CBCLO held meetings with Winrok-SFB, World Fish, University Research Co., LLC Cambodia (URC-Cambodia) - Malaria Project and Center for Health Services (CHS) to explore possible collaboration with CBCLO providing training and/or technical assistance to their implementing partners. CBCLO has maintained ongoing discussions with Save the Children, the NOURISH Project, and KHANA about possible collaboration opportunities, including training and technical assistance, for their implementing partners.

CBCLO has discussed plans to collaborate with USAID's Development Innovations program, implemented by DAI, and is continuing to work with them to assist local NGOs in developing more effective M&E data collection systems. It has been agreed, CBCLO will provide training on the M&E principles and concepts necessary to design an effective M&E system framework, while Development Innovations will assist NGOs to operationalize those systems using appropriate information communication technology (ICT). CBCLO and DAI worked together to assess the local partners' capacity. From this, the CBCLO's M&E manager will develop a curriculum on M&E principles and concepts specifically related to measuring results using data whereas DAI's ICT technology specialist will design curriculum to introduce participants to ICT tool that can be used to improve data collection. DAI will introduce ICT tools that are easy to use and are free or otherwise very cost effective.

Registration. The CBCLO Program has continued its registration efforts and is hopeful for a positive outcome within the next few months. The Ministry of Labour and Vocational Training sent a letter of support, and the chief of party has submitted all required documents to the Ministry of Foreign Affairs. At the time of this writing, the program is still awaiting a response from the Ministry of Foreign Affairs.

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 | | Cumulative (Y1&Y2) | | Status | |
|--|---|--------|--------|--------|--------|--------------------|--------|--------|---|
| | | Target | Actual | Target | Actual | Target | Actual | | |
| 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% | 100% | 70% | 100% | |
| | New recipients | | | | | 100% | | | |
| | Former recipients | | | | | - | | | |
| 1.1 | Number of pre-award assessments and ISD conducted | 0 | 15 | 11 | 5 | 12 | 20 | 23 | We will no longer be performing the NUPAS, unless specifically requested. We have included ISD assessment completed to this indicator per the approved FY 2016 Work Plan and pending revised M&E Plan. |
| 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% | - | A second round of ISD assessment will be conducted and follow up review of NUPAS recommendation will be received next year. |
| | NUPAS assessment | | | | | | | | |

| Indicator | Base line | Y1 | | Y2 | | Cumulative (Y1&Y2) | | Status | |
|--|---|--------|--------|--------|------------------|--------------------|--------|-----------------|--|
| | | Target | Actual | Target | Actual | Target | Actual | | |
| 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 | | | | | | | | | |
| | ISD assessment | | | | | | | | |
| 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 | 94 ² | 97 | 97 ³ | We provided trainings to NGO-CRC members, participated by 37 NGOs |
| A | <i>Financial management</i> | 0 | | 10 | | 68 | | 78 | |
| B | <i>Administrative management</i> | 0 | | 10 | | 58 | | 68 | |
| C | <i>Procurement management</i> | 0 | | 10 | | 24 | | 34 | |
| D | <i>Organizational management</i> | 0 | | 10 | | 55 | | 65 | |
| E | <i>Basic M&E and performance management concepts</i> | 0 | | 33 | | 46 | | 79 | |
| 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 | 23 | 46 | 23 | The actual cumulative data cannot meet the target because the Y1 target is high and Y1 workplan was approved on June 20 2014. Within that period, CBCLO team was occupied with conducting NUPAS assessments on behalf of USAID and had limited time to conduct TA. . |
| 1.5 | Number of people receiving USG supported training (disaggregated by area of training provided and sex of participant) | 0 | 111 | 70 | 240 ⁴ | 393 | 351 | 463 | We provided trainings to NGO-CRC members, participated by 94 people. |
| | Male | 0 | | 45 | | 193 | | 238 | |

² 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 E there was an overlap because some NGOs attend financial training and also attend Administrative, Procurement, Organizational, and M&E training.

³ There is not an overlap when counting the organizations participating in the areas of all training events in Y1 and Y2 (56 assisted NGOs is new and different from Y1).

⁴ Average of 20 participants representing 10 NGOs will participate in 12 training session per year

| Indicator | Base line | Y1 | | Y2 | | Cumulative (Y1&Y2) | | Status | |
|--|---|--------|--------|--------|--------|--------------------|--------|--------|---|
| | | Target | Actual | Target | Actual | Target | Actual | | |
| 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 | | | | | | | | | |
| | Female | 0 | 25 | | 200 | | 225 | | |
| A | Financial management | 0 | 24 | | 192 | | 216 | | |
| a1 | Male | 0 | 13 | | 67 | | 80 | | |
| a2 | Female | 0 | 11 | | 125 | | 136 | | |
| B | Administrative management | 0 | 24 | | 102 | | 126 | | |
| b1 | Male | 0 | 13 | | 47 | | 60 | | |
| b2 | Female | 0 | 11 | | 55 | | 66 | | |
| C | Procurement management | 0 | 24 | | 53 | | 77 | | |
| c1 | Male | 0 | 13 | | 28 | | 41 | | |
| c2 | Female | 0 | 11 | | 25 | | 36 | | |
| D | Organizational management | 0 | 24 | | 107 | | 131 | | |
| d1 | Male | 0 | 13 | | 69 | | 82 | | |
| d2 | Female | 0 | 11 | | 38 | | 49 | | |
| E | Basic M&E and performance management concepts | 0 | 46 | | 98 | | 144 | | |
| e1 | Male | 0 | 32 | | 66 | | 98 | | |
| e2 | Female | 0 | 14 | | 32 | | 46 | | |
| 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 | 331 | 316 | 401 | We provided trainings to NGO-CRC members and 83 people increased their knowledge. |
| | Male | 0 | 45 | | 148 | | 193 | | |
| | Female | 0 | 25 | | 183 | | 208 | | |
| A | Financial management | 0 | 24 | | 182 | | 206 | | |
| | Male | 0 | 13 | | 63 | | 76 | | |
| | Female | 0 | 11 | | 119 | | 130 | | |
| B | Administrative management | 0 | 24 | | 97 | | 121 | | |
| | Male | 0 | 13 | | 43 | | 56 | | |
| | Female | 0 | 11 | | 54 | | 65 | | |
| C | Procurement management | 0 | 24 | | 51 | | 75 | | |

| Indicator | Base line | Y1 | | Y2 | | Cumulative (Y1&Y2) | | Status | |
|--|---|--------|--------|--------|--------|--------------------|--------|--------|--|
| | | Target | Actual | Target | Actual | Target | Actual | | |
| 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 | | | | | | | | | |
| | Male | 0 | 13 | 27 | 40 | | | | |
| | Female | 0 | 11 | 24 | 35 | | | | |
| D | Organizational management | 0 | 24 | 67 | 91 | | | | |
| | Male | 0 | 13 | 36 | 49 | | | | |
| | Female | 0 | 11 | 31 | 42 | | | | |
| E | Basic M&E and performance management concepts | 0 | 46 | 87 | 133 | | | | |
| | Male | 0 | 32 | 60 | 92 | | | | |
| | Female | 0 | 14 | 27 | 41 | | | | |
| 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 ⁵ | N/A | N/A | The endline of each focus group discussion will be conducted earlier of sometime before award end or within one year if assisted NGOs receiving fund multiple years. |

REVISION OF CBCLO INDICATORS

Indicator A Revisions. Indicator A was slightly revised during this reporting period based on our revised understanding of the CBCLO award types and the best means to gauge project impact. Of note, no results had been previously reported using the old definition. Revisions to this indicator included the following:

“Assisted organization”. We revised precise definition of “assisted organization” to include recipients of grants and cooperative agreements. The former definition only counted recipients of fixed obligation grants (FOGs). The full definition now reads as follows:

“An assisted organization is any local Cambodian organization receiving support from the CBCLO program whose award cycle from USAID has completed. The USAID funding may be awarded as either a Fixed Obligation Grant (FOG) or another USAID Assistance funding mechanism (i.e grants agreement, cooperative agreements).”

“Effectively managed”. We revised the precise definition of “effectively managed” to account for recipients of other USAID assistance mechanisms. The full definition now reads as follows:

⁵ CBCLO conducted eighteen focus group discussions, participated by 20 NGOs (69 participants).

The term “effectively managed” is identified as (1) on target per the milestones outlined in the FOG agreement and/or, (2) for other USAID assistance award mechanisms, on target to achieve 90% of the program’s indicators outlined in the award’s approved M&E plan/work plan.”

In addition to the above, we also clarified when assisted organizations would be assessed to determine management effectiveness. As such, recipients of CBCLO assistance are measured as follows:

- Before the end of an award if they are recipients of a one-year award or
- At the mid-term if they are recipients of multi-year awards

Based on the above clarifications, we were able to assess three of the 14 local NGOs that have received FOG awards and were assisted by CBCLO. ANKO, CHADA, and KWCD were recipients of one-year FOGs that have ended during this reporting period. In order to assess whether these FOGs were “effectively managed” the CBCLO team compared the FOG agreements with the deliverable report for each milestone. Each NGO was interviewed to determine whether both the milestones and funding was received for all elements outlined in the agreement. Based on these personal interviews, it was determined that all three of these USAID awards were effectively managed.

Indicator 1.1 Revisions. Indicator 1.1. was revised during this reporting period to account for CBCLO’s amended scope of work and projected activities, namely the elimination of NUPAS assessments as a routine activity of the project and the increased use of the ISD™ assessment tool to prioritize the technical support to local organizations. Although results were previously reported using the old definition, namely the number of NUPAS assessments conducted by the project, we have tracked the number of ISD™ assessments conducted since the beginning of the project. Revisions to this indicator included the following:

“ISD™ assessments” - The number of ISD™ assessment conducted by the program was added to this indicator in response to USAID’s determination that the CBCLO program will no longer be performing the NUPAS, unless specifically requested. Since the ISD assessment was always a part of the CBCLO program support, adding this the ISD assessment added to our tracking of programmatic deliverables.

“A pre-award assessment is defined as a selection tool, to determine a potential partner’s responsibility and whether special award conditions may be required. The NUPAS was developed as a tool for purposes of facilitating a responsibility determination for any non-U.S. Non-governmental organization. It may also be used to determine the eligibility of an organization when competition is limited to ‘local entities’. As such the purpose of the review is the following:

1. *To determine whether the organization has sufficient financial and managerial capacity to manage USAID funds in accordance with U.S. Government and USAID requirements,*
2. *To determine the most appropriate method of financing to use under the potential USAID award, and*
3. *To determine the degree of support and oversight necessary to ensure proper accountability of funds provided to the organization.*

An ISD assessment is a specialized organizational assessment developed by CBCLO’s sub-partner Kanava International to identify organizational capacity gaps across nine operational areas. These areas are Governance & Ethics, Administration, Human Resource Management, Financial Management, Organizational Management, Program Management, Project Performance Management, Leadership & Team Dynamics and Organizational Sustainability. Based on the results of the ISD™ assessment, the CBCLO team will be able to develop a capacity development plan to

indicate what specific actions need to be taken to make any improvements to identified capacity deficiencies within an organization.”

Based on the above clarifications, a total of 14 NUPAS and eight ISD™ assessments have been conducted to date. This results in a total of 22 organizational capacity assessments conducted over the life of the program.

VARIANCE FROM TARGETS

Indicator 1.4. Year 1 targets for Indicator 1.4 were developed with the assumption that the program’s technical assistance would be limited to NGOs that had gone through a NUPAS process. As the year progressed, the field team was able to exceed our Y2 targets through phone calls and e-mails that provide short-term technical assistance to significantly larger number of organizations than originally anticipated. That said, the actual cumulative target for this indicator cannot be met due to the high targets in Y1. Within that period, CBCLO team was occupied with conducting NUPAS assessments on behalf of USAID and had limited time to conduct direct technical assistance to local organizations.

Indicator 1.3, 1.5, and 1.6. The over performance for Indicators 1.3, 1.5 and 1.6 resulted from an increase in the number of training sessions provided by the project team. In addition to our initial targets, CBCLO provided four training sessions on financial management, QuickBooks, human resource management, and monitoring and evaluation to NGO-CRC members. A total of 94 participants from 37 NGO-CRC member organizations attended the trainings. Of these 94 participants, 83 demonstrated increased knowledge of the four training topics. Furthermore, while our targets assumed 20 participants per training session, some training sessions were attended by more than 20 participants. Specifically, training sessions for concept note development, gender in M&E and submitting development data each had more than 20 attendees.

SUCCESS STORY: CBCLO LOCAL VOLUNTEERS

CBCLO Local Volunteers Succeed in the Workplace



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

Despite its rapid growth Cambodia’s economy has struggled to accommodate the thousands of young Cambodians pouring into the country’s job market each year. For many of these students and recent graduates, practical skills training is often the difference between unemployment and a job commensurate with their interests and education. Through its Junior Local Volunteer Program, the USAID-funded, Capacity Building of Cambodia’s Local Organizations (CBCLO) program provides students and recent graduates an opportunity to develop valuable professional skills as they assist the CBCLO staff to provide much needed management capacity building training and technical assistance to local NGOs.

As volunteers on six-month assignments students and recent graduates work field team to conduct organizational identify organizational weaknesses and systems, translate training documents perform logistics support for training activities, review program purchase vouchers, assist in the maintenance of the program’s accounting records, and collect and analyze program data. At the end of their assignment Junior Local Volunteers have received training and practical exposure to the latest financial, administrative, procurement, organizational and M&E management systems.

“Working as volunteer for CBCLO, I gain knowledge not only on finance and administration skills that are useful for my current job. But, I also gain knowledge on M&E and translation which will help me change myself so I am more qualified for next chapter of my life.”
Ms. Chanmonita Soeung, Junior Local Volunteer

with the CBCLO program, closely with the CBCLO capacity assessments, strengthen organizational from English to Khmer,

“The knowledge that I gained from working as volunteer for CBCLO contributed a lot to my current job on organizing training, translation, and data collection and reporting. I can organize training course with my team faster as I know the step what to do first and what to do next...”
Ms. Chanty On, CBCLO Junior Local Volunteer

“Spending six months working for CBCLO will contribute to my current post in many ways. I can now prepare training on concept notes, slide presentation, and translation on training materials. Also, I am able to work on data collection, data entry, and data analysis and reporting...”
Ms. Navy Meng, CBCLO Junior Local Volunteer

Ms. Chanty On, Ms. Navy Meng and Ms. Chanmonita Soeung were the first three volunteers to complete assignments under the Junior Local Volunteer Program. Their hard work and dedication to the program assisted not only the CBCLO staff and the programs more than 80 beneficiary organizations, but it also rewarded each of the volunteers with interesting and exciting career opportunities. Ms. Chanty On, a graduate of the Royal University of Phnom Penh with a Masters degree in Biodiversity Conservation, is currently working as an Environmental Education Assistant with the World Wildlife Fund-Cambodia (WWF). Ms. Navy Meng, also a graduate of the Royal

University of Phnom Penh, has joined the Cambodian Labour Confederation (CLC) as a Research and Project Assistant where she conducts research on minimum wage and other labor issues. Ms. Chanmonita Soeung, a graduate of the National University of Management, was hired by the CBCLO program as an Admin & Finance Assistant to provide key support for the program’s daily operations.

SUCCESS STORY: QUICKBOOKS TRAINING

Accounting Software Training Saves Local NGOs Time and Money

As any small business or organization knows, accounting software can save significant amounts of time and money and protect against human error. Many nonprofit organizations rely on this kind of software for budgeting and financial assessments. With software, they can report this information accurately to management teams, donors, and other stakeholders.

In Cambodia, small and medium-sized nonprofits and NGOs still struggle to integrate this technology and hours of valuable staff time are spent recording and reporting financial transactions. USAID's Capacity Building of Cambodia's Local Organizations (CBCLO) Program is working with these organizations to help them better manage resources. These improvements not only make them eligible to partner with USAID on future projects, but also enable them to devote more resources to fulfilling their organization's mission. The program offers a comprehensive two-day training in QuickBooks, one of the most commonly used accounting software programs. Attendees become fully literate in the QuickBooks system and gain a good understanding of how to customize the application for their own organization.



Staff members from Cambodian NGOs and nonprofits participate in a QuickBooks training course

CBCLO has provided training to 41 people across 33 organizations on how to use the QuickBooks software to improve their finance and accounting operations. As a direct result of this training, 12 organizations have upgraded their systems and integrated accounting software into their daily operation. An additional 16 NGOs now use QuickBooks more effectively than before training and another two NGOs plan to use the software in the future.

"I recently participated in a limited financial review of ATSA and we were all very impressed at the positive changes we noticed in terms of financial management and compliance. They specifically mentioned receiving training from the CBCLO project."

Ms. Symantha Holben, Fintrac

One of the training participant, Ms. Meang Channara commented, "[the training] helped us to produce consolidated financial statements and [develop] a double entry accounting system." Channara is an accountant with the Agriculture Technology Services Association (ATSA), a local Cambodian NGO that is dedicated to improving the country's agricultural sector. Although ATSA has historically used the accounting software, there was no system in place to train new and existing staff on its full application. As a result, the finance team—including Channara— did not take advantage of many of the software's features, such as a global account list or financial reports

based on different data sets. The benefit of this and other capacity building training that ATSA has participated in are notable to ATSA's development partners. "I recently participated in a limited financial review of ATSA, and we were all very impressed at the positive changes we noticed in terms of financial management and compliance," said Symantha Holben of Fintrac, a USAID implementer. "They specifically mentioned receiving training from the CBCLO Project."

IMPLEMENTATION CHALLENGES AND PROPOSED SOLUTIONS

| No | Implementation Challenge | Action Taken/Proposed Solution |
|----|---|---|
| 1 | Even though we have been working diligently to complete the registration process, IESC is still not registered as an international NGO in Cambodia. | As noted above, all the required registration documents have been submitted to the Ministry of Foreign Affairs. However, we are still concern that the new NGO law may pose some challenges given the ambiguity and lack of precision of the law in defining registration requirements. We will continue to keep USAID posted on our process. |
| 2 | CBCLO continues to face challenges identifying good quality translation/simultaneous interpretation services. | To address this issue CBCLO junior volunteers translate CBCLO drafts of training materials, which are then reviewed by CBCLO staff before the final version is approved. To accommodate simultaneous interpretation the CBCLO teams works with English speaking trainers/facilitators prior to their presentation to understand in detail the topics being discussed. These team members are then available throughout the training to clarify points in Khmer with participants. |
| 3 | The number of USAID-funded local organizations that CBCLO has been historically working with will be reduced early next year as these organizations will end their funding relationship with USAID. This had presented challenges in terms of meeting our targets for number of organizations assisted. | To address this issue CBCLO will now be working with local organizations that are not currently receiving USAID funding, as those NGOs will in the future apply for USAID funding. We will continue to prioritize USAID grantees, but this somewhat expanded scope will enable us to meet our targets as well as further the USAID objective under its local solutions initiative. |

PLANNED ACTIVITIES FOR FY2016

Assessment of Local Cambodian Organizations. CBCLO will continue to work with the seven local organizations that have already undergone an ISD™ assessment . Over the next six months, the program will also conduct two additional ISD™ organizational assessments and four ISD™ second follow-on assessments for those organizations that have already undergone an initial ISD™ assessment. Follow-on assessments will be used to verify any progress made on completing the tasks outlined in the organization’s Capacity Development Plan.

Provide Training to Local Partner NGOs. Over the next six months, the CBCLO program will provide training to at least 120 local NGO staff members to improve their knowledge in financial, administrative, procurement, organizational management and sustainability, M&E, USAID rules and regulations, and other related topics as request from local NGOs as well as the USAID mission. These training sessions will ensure that participants have a proper understanding of relevant management concepts to implement needed changes within their organizations. Additionally, a Public Private Partnership training course will be hosted in 2016 to introduce Local NGOs to this concepts and potential benefit to their organization’s sustainability.

Develop Training Curriculums. The CBCLO team will develop and update specific training curriculums designed to provide beneficiary organizations with comprehensive knowledge in the key areas of financial management, administrative systems, procurement management, monitoring and evaluation, USAID rules

and regulations, organizational management, and organizational sustainability. CBCLO curricula that addresses additional topics and/or sub-topics may be designed at the request of CBCLO program stakeholders and/or the USAID mission. Two additional curricula will be developed and/or updated over the next six months.

Provide Technical Assistance to Local Partner NGOs. The CBCLO team anticipates providing additional technical assistance to organizations having completed the ISD™ assessment process, notably PSK, WP, ATSA, SCC, AS, EPDO, and TCO. Additionally, the team will provide technical assistance to five new organizations that will undergo ISD™ assessments. The support provided by CBCLO 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.

Upload Training Courses on Video-sharing Website (Youtube). Over the next six months, the CBCLO program will upload two training courses on the video-sharing website YouTube. Interested public parties will be able to widely access these videos at no cost, thus allowing CBCLO to reach a wider number of Cambodian NGO staff members who may otherwise not benefit from the program's training activities.

Volunteer Program. The CBCLO program has recruited Mr. Nihal E. Fernandopulle to assist the Kampuchea Institute of Certified Public Accountants and Auditors (KICPAA) in building their capacity to improve independent quality reviews and assist them in updating their quality control toolkits. An additional international volunteer assignment is planned (with USAID concurrence), with Mr. Alvin Hirshen. This assignment would build upon an earlier volunteer assignment conducted by Mr. Hirshen in FY2015 and would build upon his initial relationships and industry knowledge developed during his first trip to offer targeted assistance to local Cambodian NGOs seeking to foster relationships with private sector entities.

Networking Events. An additional two networking events will be held over the next six months. Networking events provide an informal meeting place for NGO staff to discuss specific issues and challenges they face. These events also provide an opportunity for the CBCLO program to identify what assistance it is able to provide to local organizations to assist them in overcoming their stated challenges.

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 widely distributes program brochures that provide a concise overview of the program's offerings. To supplement these documents the program staff have also developed a short presentation that is presented at the beginning of all training and information sessions. This presentation provides a quick and visually engaging summary of the program, its activities and how those activities can benefit individual NGOs.

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. It should be noted that the CBCLO Facebook page has generated a significant level of traffic, with 1,790 likes as of the writing of this report and posts regularly reach 90+ follower.

Finally the CBCLO team is in the process of developing a series of short videos that will demonstrate program activities and provided needed technical training in a variety of management areas. These videos will be uploaded on the video-sharing website, YouTube, and will allow interested parties unable to attend the program's training courses in-person, the opportunity to benefit from CBCLO's training activities.

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 four 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.
4. Ensure that local organizations seeking to work with private sector firms have access to the necessary resources to allow them to engage with private sector actors.

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.

ANNEXES

ANNEX 1: TRAINING REPORT ON INTERNAL CONTROL MANAGEMENT

Start Date: April 07, 2015

End Date: April 07, 2015

Venue: Quality Career Institute of Cambodia

Training Provided By: Monirith Sok, Top Fin Tax General Manager and Polin Ly, CBCLO Grant Manager

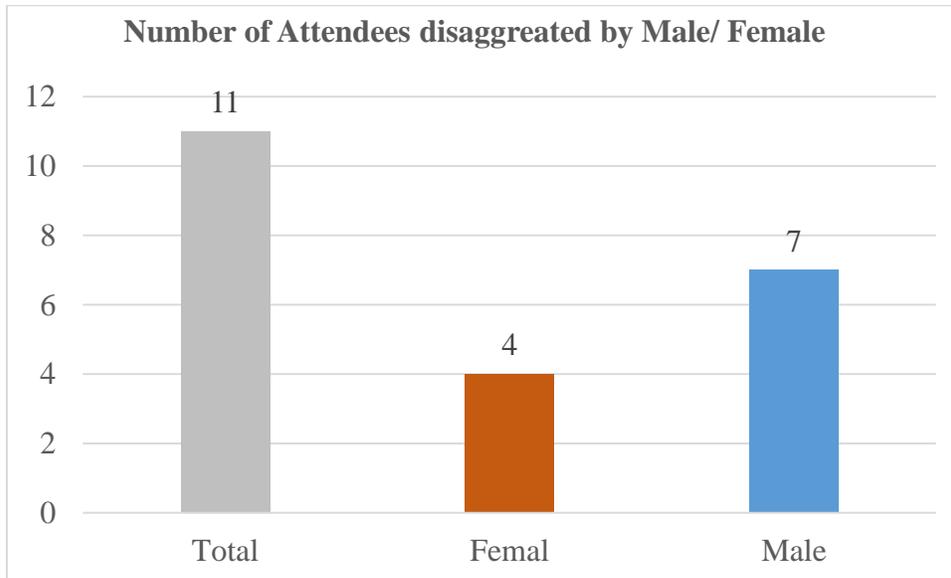
1. Purpose of Training:

1.1: To conduct Internal Control Management Training

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training : **11 Attendees (Female: 4/Male: 7)**



- 45% or 5 out of 11 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 25 to as old as 51.
- 64% or 7 of 11 attendees were based in Phnom Penh while the rest came from Kratie, Kampong Cham, and Stung Treng.

- 11 assisted NGOs attended the internal control management training. These NGOs are working in Agriculture, Environment, Democratic Governance, Media Production, and Health.

| Organizational Name | # of Assisted NGOs | # of Attendees | | |
|--|--------------------|----------------|----------|-----------|
| | | Female | Male | Total |
| Agriculture Technology Services Association (ATSA) | 1 | | 1 | 1 |
| ARV Users Association (AUA) | 1 | 1 | | 1 |
| Community Economic Development (CED) | 1 | | 1 | 1 |
| Community Health and Development Action (CHADA) | 1 | | 1 | 1 |
| Community Resource Improvement for Development(CRID) | 1 | | 1 | 1 |
| Education and Development in Action (MEDIA One) | 1 | 1 | | 1 |
| Forests and Livelihood Organization (FLO) | 1 | 1 | | 1 |
| Khmer Women's Cooperation for Development (KWCD) | 1 | | 1 | 1 |
| Mlup Baitong (MB) | 1 | 1 | | 1 |
| Prom Vihear Thor (PVT) | 1 | | 1 | 1 |
| Returnee Intergration Support Center (RISC) | 1 | | 1 | 1 |
| Total | 11 | 4 | 7 | 11 |

2.2 Summary of Pre-Test and Post-Test Scoring

- 64% or 7 of 11 attendee moved from a failing score (1-5) at the pre-test evaluation to a passing score during the post-test.
- 100% or 11 of 11 attendees passed the post-test evaluation, which means they achieved a score of at least 8.5 out of 11.
- 6 of 11 attendees who did take post-test evaluation achieved a perfect score (11 out of 11) and other 4 received a high score of 9.5, 10, or 10.5 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) | - | 4 | 4 | 4 | 7 | 11 |
| 11 | | | | 1 | 5 | 6 |
| 10.5 | | | | 1 | 1 | 2 |
| 10 | | | | 1 | | 1 |
| 9.5 | | | | | 1 | 1 |
| 8.5 | | | | 1 | | 1 |
| 6.5 | | 1 | 1 | | | |
| 6 | | 2 | 2 | | | |
| 5.5 | | 1 | 1 | | | |
| Failing Score (1-5) | 4 | 3 | 7 | | | |
| 5 | 1 | 2 | 3 | | | |
| 4.5 | | 1 | 1 | | | |
| 3.5 | 1 | | 1 | | | |
| 2.5 | 1 | | 1 | | | |

| | Pre-Test | | | Post-Test | | |
|---|--------------------------------|------|-------|--------------------------------|------|-------|
| | # of Attendees receiving score | | | # of Attendees receiving score | | |
| | Female | Male | Total | Female | Male | Total |
| 1 | 1 | | 1 | | | |

2.3 Summary of Participants with increased knowledge

- 100% or 11 of 11 attendees (Female: 4/ Male: 7) demonstrated increased knowledge of Internal Control Management. 4 of 4 attendees who received a passing score during the pre-test received a higher score on their post-test than the score that was achieved during the pre-test. 7 of 7 attendees who received a failing score (1-5) during the pre-test received a passing score (at least 8.5) in the post-test and had an increase of 5 to 9.5.
- Note that no one received a perfect score during the pre-test and no one received a lower score on the post-test than their pre-test.

| | # of Attendees with increased knowledge | | |
|-------------------------|---|----------|-----------|
| | Female | Male | Total |
| Increasing Score | 4 | 7 | 11 |
| 9.5 | 1 | | 1 |
| 7.5 | 1 | | 1 |
| 6 | 1 | 3 | 4 |
| 5 | 1 | 2 | 3 |
| 4.5 | | 1 | 1 |
| 4 | | 1 | 1 |

3. Conclusion:

11 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, 91% of attendees responded that the content was “very relevant to relevant”.

91% 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 “Basic Financial Management, Financial Planning and Budgeting, Financial Reports and Analysis, QuickBooks Accounting System, Fraud and Corrupt Practice and Managing Audit Process”, 100% said they would attend.

Survey respondents made the following suggestions:

- Need longer time (2 days) for training.
- Need other training topics related to Finance
- Should provide transportation and accommodation to participants from provinces
- Should translate documents into Khmer

ANNEX 2: TRAINING REPORT ON QUICKBOOKS

Start Date: May 04, 2015

End Date: May 05, 2015

Venue: CBCLO Office

Training Provided By: Polin Ly, CBCLO Grant Manager

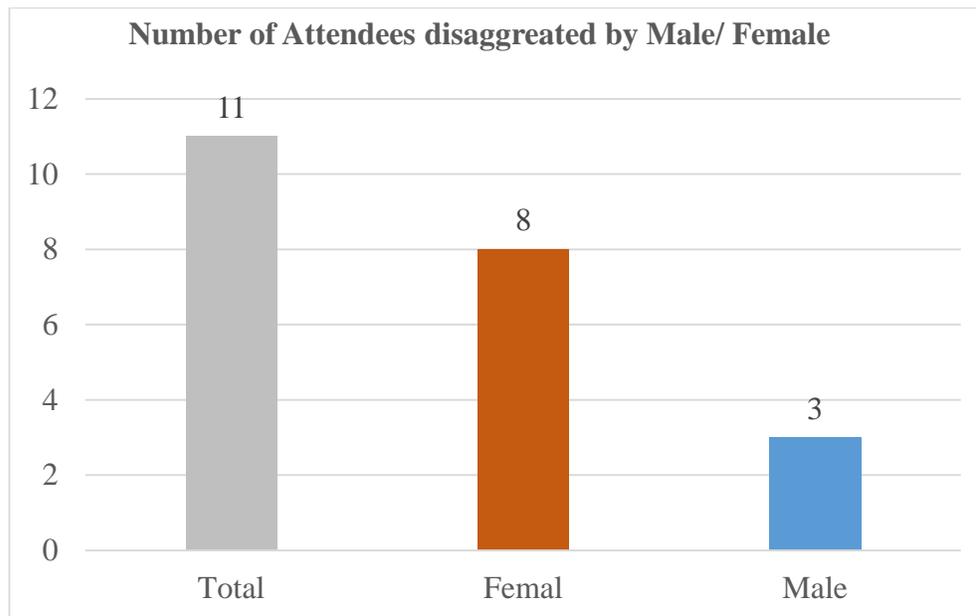
1. Purpose of Training:

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 : **11 Attendees (Female: 8/Male: 3)**



- 36% or 4 out of 11 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 21 to as old as 51.
- 73% or 8 of 11 attendees were based in Phnom Penh while the rest came from Kratie, Sihanouk Ville, and Prey Veng.
- 4 assisted NGOs attended the QuickBooks training. These NGOs are working in Agriculture, Environment, Health, and Physical Rehabilitation.

| Organizational Name | # of Assisted NGOs | # of Attendees | | |
|--|--------------------|----------------|----------|-----------|
| | | Female | Male | Total |
| Agriculture Technology Services Association (ATSA) | 1 | 1 | | 1 |
| ARV Users Association (AUA) | 1 | 3 | 2 | 5 |
| Community Economic Development (CED) | 1 | 1 | 1 | 2 |
| Community Health and Development Action (CHADA) | 1 | 3 | | 3 |
| Total | 4 | 8 | 3 | 11 |

2.2 Summary of Pre-Test and Post-Test Scoring

- 91% or 10 of 11 attendees moved from a failing score (1-5) at the pre-test evaluation to a passing score during the post-test.
- 100% or 11 of 11 attendees passed the post-test evaluation, which means they achieved a score of at least 9 out of 11.
- 7 of 11 attendees who did take post-test evaluation achieved a perfect score (11 out of 11) and another 4 received a high score of 9 or 10.5 out of 11 on the 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 | 1 | 8 | 3 | 11 |
| 11 | | | | 4 | 3 | 7 |
| 10.5 | | | | 3 | | 3 |
| 9 | | | | 1 | | 1 |
| 9.5 | | | | | | |
| 6 | | 1 | 1 | | | |
| Failing Score (1-5) | 8 | 2 | 10 | | | |
| 5 | 2 | 1 | 3 | | | |
| 4.5 | 1 | | 1 | | | |
| 3 | 1 | | 1 | | | |
| 2 | 2 | 1 | 3 | | | |
| 1 | 2 | | 2 | | | |

2.4 Summary of Participants with increased knowledge

- 100% or 11 of 11 attendees (Female: 8/ Male: 3) demonstrated increased knowledge of QuickBooks. 1 attendee 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. 10 of 10 attendees who received failing scores (1-5) during the pre-test received passing scores (at least 9) on the post-test and demonstrated an increase in scores of 6 to 10 points.
- Note that no one received a perfect score during the pre-test and no one scored lower on the post-test than they had on the pre-test.

| | # of Attendees with increased knowledge | | |
|--|---|------|-------|
| | Female | Male | Total |
| | | | |

| Increasing Score | 8 | 3 | 11 |
|------------------|---|---|----|
| 10 | 1 | | 1 |
| 9.5 | 1 | | 1 |
| 9 | | 1 | 1 |
| 8.5 | 1 | | 1 |
| 7.5 | 1 | | 1 |
| 7 | 1 | | 1 |
| 6.5 | 1 | | 1 |
| 6 | 2 | 1 | 3 |
| 5 | | 1 | 1 |

3. Conclusion:

11 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”.

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 trainings on other financial management topics such as “Procurement System and Management, 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 topics such as “Financial Management, and Internal Control System” after this training.
- Need this training topic “QuickBooks” again with additional detail on product functionality and reports.

ANNEX 3: TRAINING REPORT ON EFFECTIVE ADMINISTRATION SKILLS

Start Date: June 11, 2015

End Date: June 12, 2015

Venue: Quality Career Institute of Cambodia

Training Provided By: Polin Ly, CBCLO Grant Manager

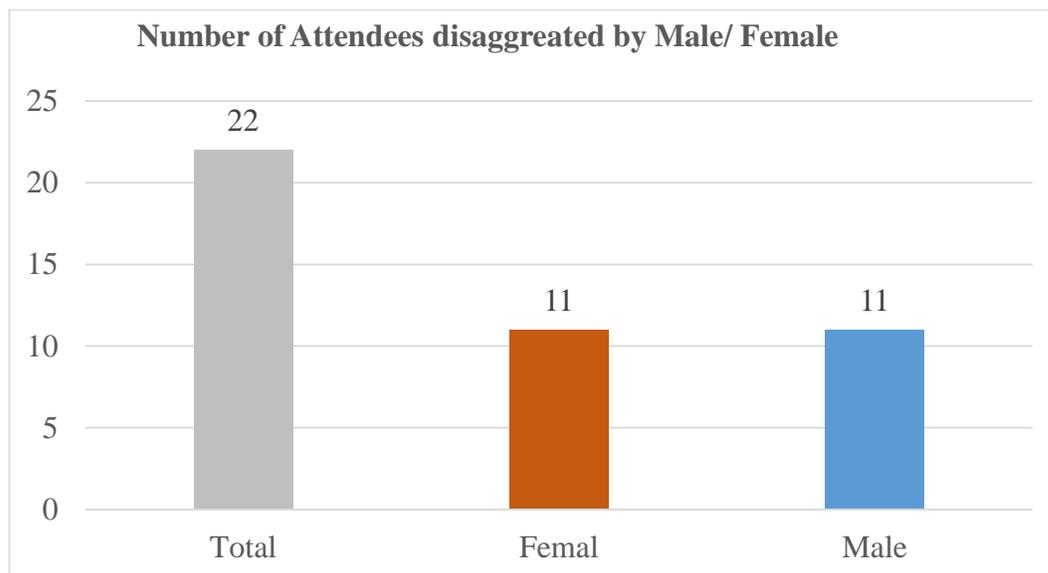
1. Purpose of Training:

1.1: To conduct Effective Administration Skills Training

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training : **22 Attendees (Female: 11/Male: 11)**



- 82% or 18 out of 22 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 22 to as old as 61.
- 55% or 12 of 22 attendees were based in Phnom Penh while the rest came from Siem Reap, Pursat, Kratie, Koh Kong- Sre Ambel, and Battambang.
- 18 assisted NGOs attended the Effective Administrative Skills Training. These NGOs are working in Agriculture, Health, Education, Democratic Governance, Environment, Child Protection, Media Production, Resource Development, and Hygiene and Water Sanitation.

| Organizational Name | # of Assisted NGOs | # of Attendees | | |
|--|--------------------|----------------|-----------|-----------|
| | | Female | Male | Total |
| Agriculture Technology Services Association (ATSA) | 1 | 1 | | 1 |
| Analyzing Development Issues Center (ADIC) | 1 | 1 | | 1 |
| Aphivat Strey (AS) | 1 | 1 | 1 | 2 |
| ARV Users Association (AUA) | 1 | 1 | 1 | 2 |
| Cambodian Rural Development Team (CRDT) | 1 | | 1 | 1 |
| Community Health and Development Action (CHADA) | 1 | 1 | 1 | 2 |
| Media for Education and Development in Action (MEDIA One) | 1 | 1 | | 1 |
| Environmental Protection and Development Organization (EPDO) | 1 | | 1 | 1 |
| Khmer Akphiwat Khmer Organization (KAKO) | 1 | 1 | | 1 |
| Khmer Women's Cooperation for Development (KWCD) | 1 | | 1 | 1 |
| Komar Rikreay Association Center (KMR) | 1 | | 1 | 1 |
| Ponleu Kumar (PK) | 1 | 1 | | 1 |
| Reproductive and Child Health Alliance (RACHA) | 1 | | 1 | 1 |
| Returnee Integration Support Center (RISC) | 1 | | 1 | 1 |
| Salvation Centre Cambodia (SCC) | 1 | 1 | | 1 |
| Village Support Group (VSG) | 1 | 1 | | 1 |
| WaterSHED | 1 | | 1 | 1 |
| Wathnak Pheap (WP) | 1 | 1 | 1 | 2 |
| Total | 18 | 11 | 11 | 22 |

2.2 Summary of Pre-Test and Post-Test Scoring

- 85% or 18 of 21 attendees who did take post-test 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 6.5 out of 11.
- 6 of 21 attendees who did take post-test evaluation achieved a perfect score (11 out of 11) and another 11 received a high score of 9 or 10.5 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) | 2 | 1 | 3 | 10 | 11 | 21 |
| 11 | | | | 4 | 2 | 6 |
| 10 | | | | 1 | 5 | 6 |
| 9.5 | | | | 3 | 1 | 4 |
| 9 | | | | 1 | | 1 |
| 8 | | | | | 1 | 1 |
| 7 | | 1 | 1 | 1 | 1 | 2 |
| 6.5 | 1 | | 1 | 1 | | 1 |

| | Pre-Test | | | Post-Test | | |
|---|--------------------------------|-----------|-----------|--------------------------------|------|-------|
| | # of Attendees receiving score | | | # of Attendees receiving score | | |
| | Female | Male | Total | Female | Male | Total |
| 6 | 1 | | 1 | | | |
| Failing Score (1-5) | 9 | 10 | 19 | | | |
| 5 | | 1 | 1 | | | |
| 4.5 | 1 | 1 | 2 | | | |
| 4 | | 1 | 1 | | | |
| 3.5 | 3 | 1 | 4 | | | |
| 3 | 1 | 1 | 2 | | | |
| 2.5 | 1 | 1 | 2 | | | |
| 2 | | 2 | 2 | | | |
| 1.5 | | 2 | 2 | | | |
| 1 | 1 | | 1 | | | |
| 0.5 | 1 | | 1 | | | |
| 0 | 1 | | 1 | | | |
| 1 attendees did not take the post-test due to their absence on the second day of the training | | | | | | |

2.5 Summary of Participants with increased knowledge

- 100% or 21 of 21 attendees (Female: 10/ Male: 11) demonstrated increased knowledge of Effective Administration Skills. 3 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. 18 of 21 attendees getting a failing score (1-5) during the pre-test received a passing score (at least 6.5) in the post-test and had an increase of 5 to 10.5
- Note that no one received a perfect score during the pre-test and decreased the score during the post-test.

| Increasing Score | # of Attendees with increased knowledge | | |
|------------------|---|-----------|-----------|
| | Female | Male | Total |
| | 10 | 11 | 21 |
| 10.5 | 1 | | 1 |
| 8.5 | | 2 | 2 |
| 8 | 1 | 1 | 2 |
| 7.5 | | 2 | 2 |
| 7 | 2 | | 2 |
| 6.5 | 1 | | 1 |
| 6 | 1 | 2 | 3 |
| 5.5 | 2 | | 2 |
| 5 | 2 | 2 | 4 |
| 4.5 | 1 | | 1 |
| 2.5 | | 1 | 1 |

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 (95% rated him as “very effective to effective”).

When asked about the satisfaction of the training logistic (venue, refreshment, foods) and material translation, 70% and 65% of attendees respectively responded that it was “very satisfied to satisfied”.

100% of respondents stated that they had acquired “very useful to useful” information that is new to them and 90% of them would recommend this training to others.

If we offered trainings on other financial management topics such as “Procurement System and Management, Effective Internal Control System, Fraud and Corrupt Practice, and Managing Audit Process”, 95% said they would attend.

Survey respondents made the following suggestions:

- Need more trainings
- Need budget on accommodation
- Suggest to check on the post-test translation as it is hard to understand

ANNEX 4: TRAINING REPORT ON ORGANIZATIONAL MANAGEMENT PRIORITIES FOR TODAY AND THE FUTURE

Start Date: July 01, 2015

End Date: July 02, 2015

Venue: Quality Career Institute of Cambodia

Training Provided By: Carol J. Yee, KANAVA International's capacity building expert

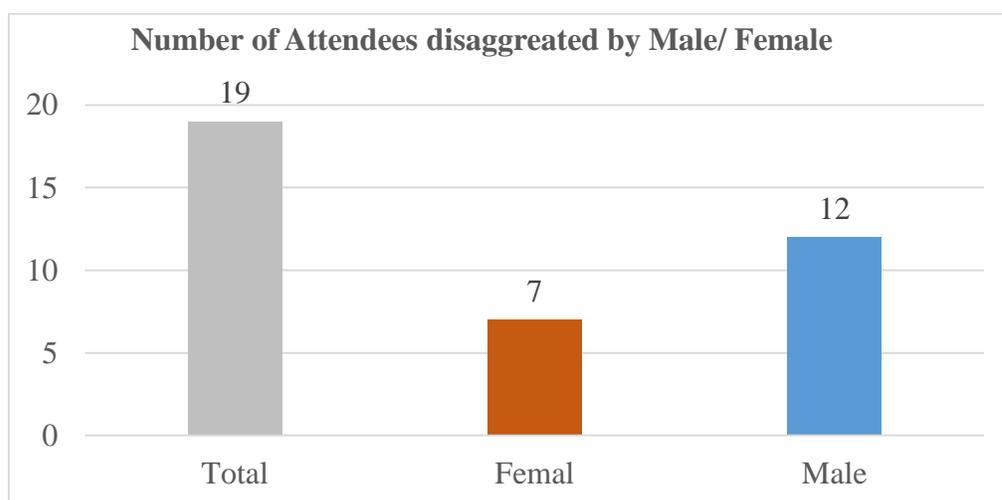
1. Purpose of Training:

1.1: To Conduct Training on Organizational Management Priorities for Today and the Future

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training : **19 Attendees (Female: 7/Male: 12)**



- 47% or 9 out of 19 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 25 to as old as 60.
- 53% or 10 of 19 attendees were based in Phnom Penh while the rest came from Siem Reap, Pursat, Kratie, Kompong Chhnang and Koh Kong.
- 17 assisted NGOs attended the Organizational Management Priorities for Today and the Future. These NGOs are working in Agriculture, Health, Media Production, Education, Human Trafficking, and Vocational Training.

| Organizational Name | # of Assisted NGOs | # of Attendees | | |
|--|--------------------|----------------|-----------|-----------|
| | | Female | Male | Total |
| Agriculture Technology Services Association (ATSA) | 1 | 1 | | 1 |
| Akphivath Neary Khmer Organization (ANKO) | 1 | | 1 | 1 |
| ARV Users Association (AUA) | 1 | 1 | | 1 |
| Environmental Protection and Development Organization (EPDO) | 1 | | 2 | 2 |
| Forests and Livelihood Organization (FLO) | 1 | 1 | | 1 |
| Healthcare Center for Children (HCC) | 1 | | 1 | 1 |
| Human Resource and Rural Economic Development Organization (HURREDO) | 1 | 1 | | 1 |
| Khemara | 1 | 1 | | 1 |
| Khmer Women's Cooperation for Development (KWCD) | 1 | | 1 | 1 |
| Media for Education and Development in Action (Media One) | 1 | | 1 | 1 |
| Partners in Compassion (PC) | 1 | | 1 | 1 |
| Phnom Neang Kangrei Association (PNKA) | 1 | | 1 | 1 |
| Prom Vihear Thor (PVT) | 1 | | 1 | 1 |
| Salvation Centre Cambodia (SCC) | 1 | | 1 | 1 |
| Srer Khmer (SK) | 1 | | 1 | 1 |
| Trailblazer Cambodia Organization (TCO) | 1 | 1 | | 1 |
| Wathnak Pheap (WP) | 1 | 1 | 1 | 2 |
| Total | 17 | 7 | 12 | 19 |

2.2 Summary of Pre-Test and Post-Test Scoring

- 35% or 6 of 17 attendees who did take post-test evaluation moved from a failing score (1-5) at the pre-test evaluation to a passing score during the post-test.
- 100% or 17 of 17 attendees passed the post-test evaluation, which means they achieved a score of at least 7 out of 11.
- 3 of 17 attendees who did take post-test evaluation achieved a high score of 9 or 10.5 out of 11 during post-test
- None of 17 attendees who did take post-test evaluation achieved a perfect score (11 out of 11) and other 3 achieved a high score of 9 to 10 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) | 4 | 8 | 13 | 7 | 10 | 17 |
| 9.75 | | | | 1 | 1 | 2 |
| 9.5 | | | | 1 | | 1 |
| 8.75 | | | | 1 | | 1 |
| 8.5 | | | | 1 | 2 | 3 |
| 8.25 | | | | | 1 | 1 |
| 8 | | | | 1 | 3 | 4 |

| | Pre-Test | | | Post-Test | | |
|---|--------------------------------|----------|----------|--------------------------------|------|-------|
| | # of Attendees receiving score | | | # of Attendees receiving score | | |
| | Female | Male | Total | Female | Male | Total |
| 7.5 | | 2 | 2 | | 2 | 2 |
| 7 | 1 | 2 | 3 | 2 | | 2 |
| 6.5 | 3 | 2 | 5 | | | |
| 6.25 | | 2 | 2 | | | |
| 5.5 | 1 | | 1 | | 1 | 1 |
| Failing Score (1-5) | 2 | 4 | 6 | | | |
| 5.25 | 1 | 1 | 2 | | | |
| 4.5 | 1 | 1 | 2 | | | |
| 4.25 | | 1 | 1 | | | |
| 4 | | 1 | 1 | | | |
| 2 attendees did not take the post-test due to their absence at the second day | | | | | | |

2.6 Summary of Participants with increased knowledge

- 94% or 16 of 17 attendees (Female: 7/ Male: 10) who did the post-test demonstrated increased knowledge of Organizational Management Priorities for Today and the Future. 10 of 13 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. 6 attendees who received a failing score (1-5) during the pre-test received a passing score (at least 7) in the post-test and had an increase from 2.25 to 4.5.
- Note that one attendee did have a decreased score between his pre- and post-test. The difference between the two tests was 0.75. Despite this decrease he still received a passing post-test score. During a post-training interview the participant stated that he did not fully understand the trainer's detailed explanations.

| | # of Attendees with increased knowledge | | |
|-------------------------|---|----------|-----------|
| | Female | Male | Total |
| Increasing Score | 7 | 9 | 16 |
| 4.5 | | 1 | 1 |
| 4 | 1 | | 1 |
| 3.75 | | 1 | 1 |
| 3.5 | | 1 | 1 |
| 3.25 | 1 | | 1 |
| 2.75 | 1 | 1 | 2 |
| 2.5 | 1 | | 1 |
| 2.25 | 1 | 1 | 2 |
| 2 | | 1 | 1 |
| 1.5 | 1 | 1 | 2 |
| 1.25 | | 1 | 1 |
| 0.75 | | 1 | 1 |
| 0.5 | 1 | | 1 |
| Decreased Score | 0 | 1 | 1 |
| -0.75 | | 1 | 1 |

3. Conclusion:

17 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 trainer (71% rated her 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”.

100% of respondents stated that they had acquired “very useful to useful” information that is new to them. Also, 88% of them said they would recommend this training to others.

76%, 94% and 94% of respondents stated that the training material translations, training venue and provided refreshments (lunch and snacks) were “very satisfactory to satisfactory”.

100% of respondents said they would attend the training again if we offered other training topics. They listed and rated their preferred topics:

- Writing Proposal (47%)
- Strategy Planning (12%)
- Leadership (12%)
- M & E (18%)
- Theory of Change (12%)
- Financial and Staff Policy (6%)
- Organizational Management (12%)
- Project Design and Management (12%)
- Fund Raising and Management (18%)
- Social Enterprise (6%)

Survey respondents made the following suggestions:

- Need more days of training
- Need extra documents
- Need more models or case study in order to get more understanding
- The trainer should speak louder

ANNEX 5: TRAINING REPORT ON SERIES OF FINANCIAL MANAGEMENT (INCLUDE FINANCIAL PLANNING & FINANCIAL REPORT AND ANALYSIS)

Start Date: July 23, 2015

End Date: July 24, 2015

Venue: Development Innovations

Training Provided By: Polin Ly, CBCLO Grant Manager

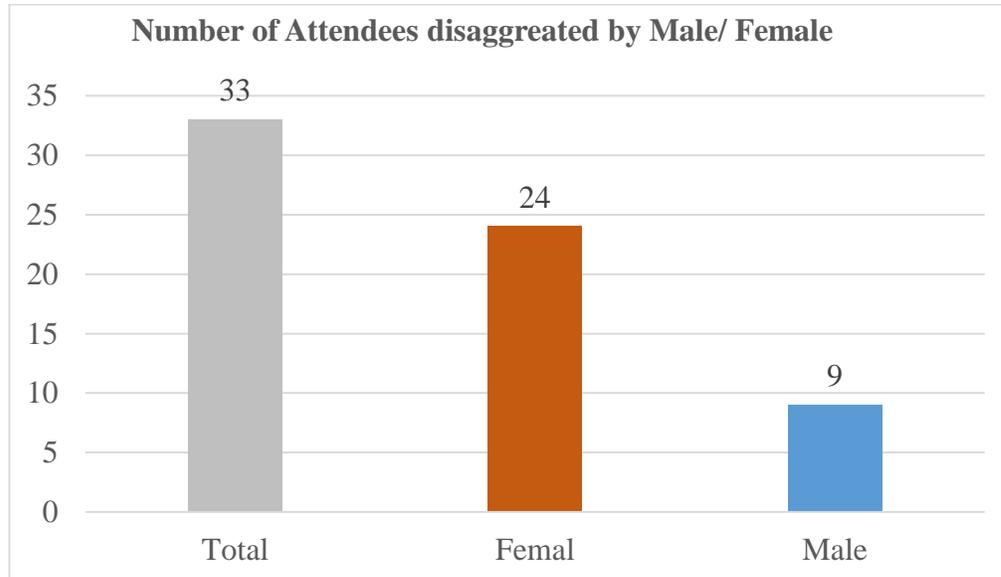
1. Purpose of Training:

1.1: To conduct a Financial Management training (include Financial Planning & 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 : **33 Attendees (Female: 24/Male: 9)**



- 82% or 27 out of 33 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 20 to as old as 56.
- 45% or 15 of 33 attendees were based in Phnom Penh while the rest came from Battambang, Pursat, Siem Reap, Kratie, Kampong Chhnang, Preah Vihear, Prey Veng, and Takeo.

- 20 assisted NGOs attended the Basic Financial Management, Financial Planning & Budgeting and Financial report and Analysis training. These NGOs are working in Agriculture, Environment, Health, Human Right, Education, and Physical Rehabilitation.

| Organizational Name | # of Assisted NGOs | # of Attendees | | |
|--|--------------------|----------------|----------|-----------|
| | | Female | Male | Total |
| Agriculture Technology Services Association (ATSA) | 1 | 2 | | 2 |
| Aphivat Strey (AS) | 1 | 1 | | 1 |
| ARV Users Association (AUA) | 1 | 2 | | 2 |
| Cambodian Center for Human Rights (CCHR) | 1 | 2 | | 2 |
| Cambodian Rural Development Team (CRDT) | 1 | 2 | | 2 |
| Cambodian Human Rights and Development Association (ADHOC) | 1 | | 1 | 1 |
| Environmental Protection and Development Organization (EPDO) | 1 | 1 | 1 | 2 |
| Forests and Livelihoods Organization (FLO) | 1 | | 1 | 1 |
| Human Resource and Rural Economic Development Organization (HURREDO) | 1 | 1 | | 1 |
| Partners in Compassion (PC) | 1 | 2 | | 2 |
| Phnom Neangkangrei Association (PNKA) | 1 | 2 | | 2 |
| Ponlok Khmer (PKH) | 1 | 2 | | 2 |
| Prom Vihear Thor (PVT) | 1 | | 1 | 1 |
| Reproductive & Child Health Alliance (RACHA) | 1 | 1 | 1 | 2 |
| Returnee Integration Support Center (RISC) | 1 | | 1 | 1 |
| Salvation Centre Cambodia (SCC) | 1 | 1 | 1 | 2 |
| Srer Khmer (SK) | 1 | 2 | | 2 |
| Trailblazer Cambodia Organization (TCO) | 1 | 1 | 1 | 2 |
| Veterans International Cambodia (VIC) | 1 | 1 | | 1 |
| Wathnakpheap (WP) | 1 | 1 | 1 | 2 |
| Total | 20 | 24 | 9 | 33 |

2.2 Summary of Pre-Test and Post-Test Scoring

- 73% or 24 of 33 attendees moved from a failing score (1-5) at the pre-test evaluation to a passing score during the post-test.
- 100% or 33 of 33 attendees passed the post-test evaluation, which means they achieved a score of at least 7 out of 11.
- 29 of 33 attendees who did take post-test evaluations achieved a high score of 9 to 10 out of 11 during the 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) | 8 | 1 | 9 | 24 | 9 | 33 |
| 10 | | | | 13 | 2 | 15 |

| | Pre-Test | | | Post-Test | | |
|----------------------------|--------------------------------|----------|-----------|--------------------------------|------|-------|
| | # of Attendees receiving score | | | # of Attendees receiving score | | |
| | Female | Male | Total | Female | Male | Total |
| 9.5 | 1 | | 1 | 3 | 5 | 8 |
| 9 | | | | 5 | 1 | 6 |
| 8.5 | | | | 1 | | 1 |
| 7.5 | | | | 1 | | 1 |
| 7 | 1 | 1 | 2 | 1 | 1 | 2 |
| 6.5 | 2 | | 2 | | | |
| 6 | 2 | | 2 | | | |
| 5.5 | 2 | | 2 | | | |
| Failing Score (1-5) | 16 | 8 | 24 | | | |
| 5 | 1 | 2 | 3 | | | |
| 4.5 | 1 | 2 | 3 | | | |
| 4 | 4 | 1 | 5 | | | |
| 3.5 | 3 | 1 | 4 | | | |
| 3 | 2 | 1 | 3 | | | |
| 2.5 | 1 | | 1 | | | |
| 2 | 2 | 1 | 3 | | | |
| 1.5 | 2 | | 2 | | | |

2.7 Summary of Participants with increased knowledge

- 100% or 33 of 33 attendees (Female: 24/ Male: 9) demonstrated increased knowledge of QuickBooks. 9 attendees who achieved a passing score during pre-test received a higher score on their post-test than the score that was achieved during the pre-test. 24 attendees who received a failing score (1-5) during the pre-test received a passing score (at least 7) in the post-test and had an increase in their score of 3 to 8.5 points.

| | # of Attendees with increased knowledge | | |
|-------------------------|---|----------|-----------|
| | Female | Male | Total |
| Increasing Score | 24 | 9 | 33 |
| 8.5 | 1 | | 1 |
| 7.5 | 2 | 1 | 3 |
| 7 | 1 | | 1 |
| 6.5 | | 1 | 1 |
| 6 | 4 | 1 | 5 |
| 5.5 | 5 | 1 | 6 |
| 5 | 1 | 2 | 3 |
| 4.5 | 4 | 1 | 5 |
| 4 | 2 | | 2 |
| 3.5 | 2 | | 2 |
| 3 | | 1 | 1 |
| 2 | 1 | 1 | 2 |
| 0.5 | 1 | | 1 |

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 very pleased with the trainer (92% rated him as “very effective to effective”).

When asked about the relevance of the training content to their current position, 85% 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.

92% of respondents stated that the training material translation was “very satisfactory to satisfactory” 77% of respondents stated that the training venue was “very satisfactory to satisfactory” and 54% of respondents stated that the refreshments (lunch and snacks) were “very satisfactory to satisfactory”.

Participants indicated that they would be interested in receiving training on the following topics, associated percentages indicate participant preference rates.

- QuickBooks (35%)
- Financial Management (19%)
- Administrative Skill (12%)
- Internal Control (31%)
- Management and Leadership (8%)
- Proposal Writing (23%)

Survey respondents made the following suggestions:

- Need other training topics
- Request to have per diem and allowance to join the training
- Should provide more training days as too many lessons and fast teaching

ANNEX 6: TRAINING REPORT ON E-PAYMENT

Start Date: August 11, 2015

End Date: August 12, 2015

Venue: Development Innovations

Training Provided By: Raty Ouk, CBCLO Chief of Party

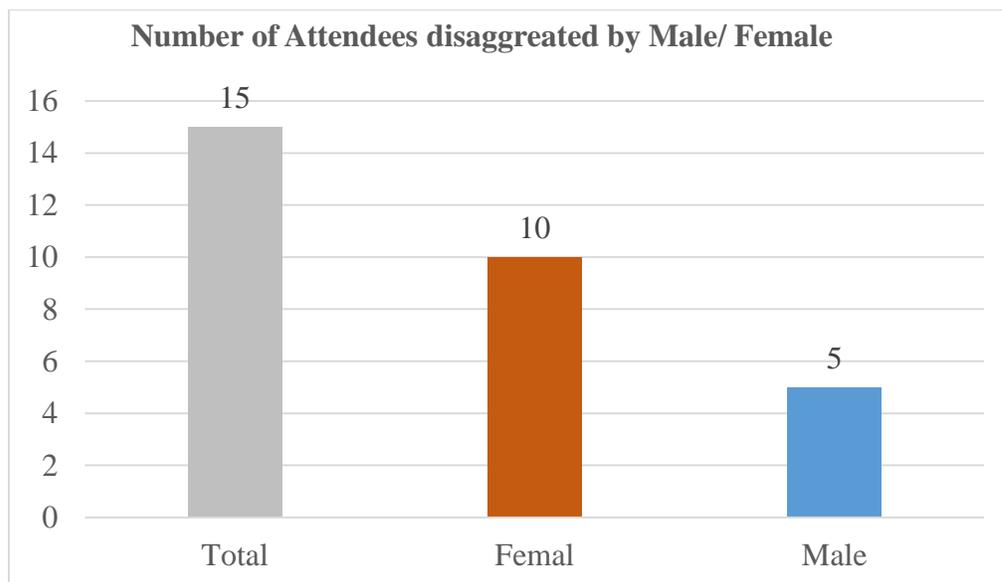
1. Purpose of Training:

1.1: To Conduct Training on Report of E-payment

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training : **15 Attendees (Female: 10/Male: 5)**



- 87% or 13 out of 15 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.
- 53% or 8 of 15 attendees were based in Phnom Penh while the rest came from Battambang, Siem Reap, Kratie, Steung Treng, Pursat, and Preah Vihear.
- 13 assisted NGOs attended Report of E-payment Training. These NGOs are working in Agriculture, Media Production, Environment, Education, Democratic Governance, Physical Rehabilitation, Rural Development, and Health.

| Organizational Name | # of Assisted NGOs | # of Attendees | | |
|--|--------------------|----------------|----------|-----------|
| | | Female | Male | Total |
| Agriculture Technology Services Association (ATSA) | 1 | 1 | | 1 |
| Aphivat Strey (AS) | 1 | 1 | | 1 |
| ARV Users Association (AUA) | 1 | 2 | | 2 |
| Cambodian Human Rights and Development Association (ADHOC) | 1 | 1 | | 1 |
| Cambodian Volunteers for Community Development (CVCD) | 1 | | 1 | 1 |
| Community Legal Education Center (CLEC) | 1 | 1 | | 1 |
| Environmental Protection and Development Organization (EPDO) | 1 | | 1 | 1 |
| Human Resource and Rural Economic Development Organization (HURREDO) | 1 | | 1 | 1 |
| Media for Education and Development in Action (Media One) | 1 | | 1 | 1 |
| Ponlok Khmer (PKH) | 1 | 2 | | 2 |
| Prom Vihear Thor (PVT) | 1 | | 1 | 1 |
| Salvation Centre Cambodia (SCC) | 1 | 1 | | 1 |
| Veterans International Cambodia (VIC) | 1 | 1 | | 1 |
| Total | 13 | 10 | 5 | 15 |

2.2 Summary of Pre-Test and Post-Test Scoring

- 100% or 14 of 14 attendees who did post-test evaluations 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 11 out of 19.
- None of attendees achieved a perfect score (19 out of 19) on the post-test evaluation, although 6 attendees achieved a high score of 16 or 17 out of 19 during the 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) | 0 | 0 | 0 | 10 | 4 | 14 |
| 17 | | | | 3 | | 3 |
| 16 | | | | 1 | 2 | 3 |
| 15 | | | | 3 | 1 | 4 |
| 14 | | | | 1 | | 1 |
| 13 | | | | 1 | | 1 |
| 12 | | | | 1 | | 1 |
| 11 | | | | | 1 | 1 |
| Failing Score (1-5) | 10 | 5 | 15 | 0 | 0 | 0 |

| | Pre-Test | | | Post-Test | | |
|--|--------------------------------|------|-------|--------------------------------|------|-------|
| | # of Attendees receiving score | | | # of Attendees receiving score | | |
| | Female | Male | Total | Female | Male | Total |
| 9 | | 2 | 2 | | | |
| 8 | 3 | 1 | 4 | | | |
| 7.5 | 1 | | 1 | | | |
| 7 | 2 | 1 | 3 | | | |
| 6 | 2 | | 2 | | | |
| 5 | 1 | | 1 | | | |
| 2 | 1 | | 1 | | | |
| 1.5 | | 1 | 1 | | | |
| 1 attendee did not take the post-test due to his absence on the second day | | | | | | |

2.8 Summary of Participants with increased knowledge

- 100% or 14 of 14 attendees (Female: 10/ Male: 4) who did the post-test demonstrated increased knowledge of E-Payment. None of attendees received a passing score during pre-test. 14 attendees who received failing scores (1-9) during the pre-test received passing scores (at least 11 out of 19) on the post-test and demonstrated an increase of 4 to 13 points.

| | # of Attendees with increased knowledge | | |
|-------------------------|---|----------|-----------|
| | Female | Male | Total |
| Increasing Score | 10 | 4 | 14 |
| 13 | 1 | | 1 |
| 10 | 2 | | 2 |
| 9 | 3 | | 3 |
| 8 | 1 | 1 | 2 |
| 7 | 1 | 1 | 2 |
| 6 | 1 | 1 | 2 |
| 5.5 | 1 | | 1 |
| 4 | | 1 | 1 |

3. Conclusion:

14 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 her as “very effective to effective”).

When asked about the relevance of the training content to their current position, 71% 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. Also, 100% of respondents said they would recommend this training to others.

100%, 93% and 64% of respondents stated that they were “very satisfactory to satisfactory” with the training material translation, the training venue, and the foods (lunch and refreshment) respectively.

60% of respondents said they would attend the training again if we offered other training topics. They listed and rated the topics that they prefer below:

- Procurement (7%)
- M & E (7%)
- Success Story (7%)
- Project Design and Management (14%)
- Financial Management (14%)
- Administrative Skills (7%)
- Proposal Writing (7%)
- QuickBooks (14%)

Survey respondents made the following suggestions:

- Need more trainings
- Need 2 slides per 1 page
- Need to show new technology system
- Need entertainment time

ANNEX 7: TRAINING REPORT ON SUBMITTING DEVELOPMENT DATA

Start Date: August 24, 2015

End Date: August 24, 2015

Venue: Matey Pre-School Teacher Training Center

Training Provided By: Angela S. Wasson, IESC's M&E Director

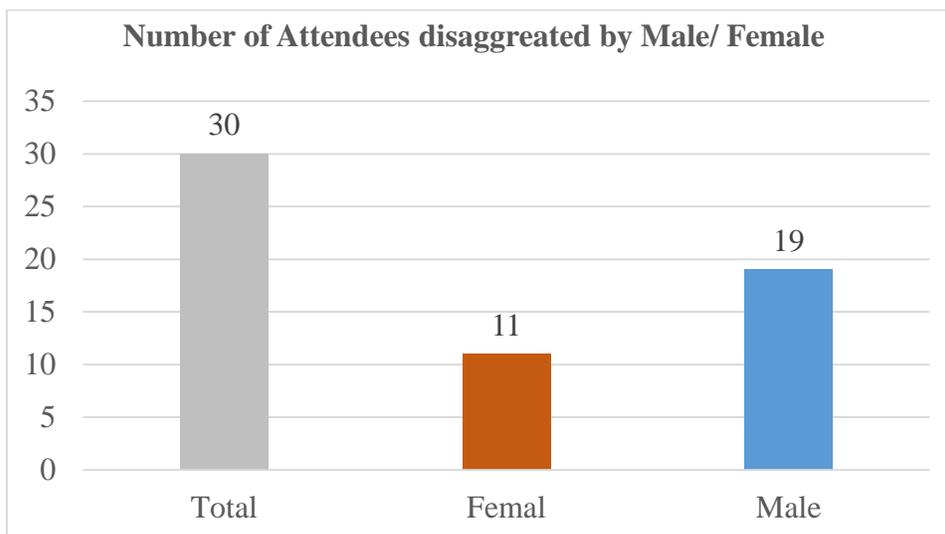
1. Purpose of Training:

1.1: To Conduct Training on Submitting Development Data

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training : **30 Attendees (Female: 11/Male: 19)**



- 53% or 16 out of 30 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 25 to as old as 61.
- 63% or 19 of 30 attendees were based in Phnom Penh while the rest came from Battambang, Siem Reap, Kratie, and Steung Treng.
- 19 assisted NGOs and 1 USAID attended the submitting development data training. These NGOs are working in Agriculture, Environment, Health, Human Right, Media Production, Education, and Physical Rehabilitation.

| Organizational Name | # of Assisted NGOs | # of Attendees | | |
|--|--------------------|----------------|-----------|-----------|
| | | Female | Male | Total |
| Agriculture Technology Services Association (ATSA) | 1 | 1 | 1 | 2 |
| Aphivat Strey (AS) | 1 | | 1 | 1 |
| Arbiration Council Foundation (ACF) | 1 | 1 | 1 | 2 |
| ARV Users Association (AUA) | 1 | 1 | | 1 |
| Cambodia Rural Development Team (CRDT) | 1 | 1 | 1 | 2 |
| Cambodian Center for Human Rights (CCHR) | 1 | 1 | | 1 |
| Community Legal Education Center (CLEC) | 1 | | 1 | 1 |
| Environmental Protection and Development Organization (EPDO) | 1 | | 1 | 1 |
| Forest and Livelihood Organization (FLO) | 1 | 2 | | 2 |
| Khemara | 1 | 1 | 1 | 2 |
| Media for Education and Development in Action (MEDIA One) | 1 | 2 | | 2 |
| Ponleur Kumar (PK) | 1 | | 1 | 1 |
| Prom Vihear Thor (PVT) | 1 | | 2 | 2 |
| Reproductive and Child Health Alliance (RACHA) | 1 | | 2 | 2 |
| Salvation Centre Cambodia (SCC) | 1 | | 2 | 2 |
| Trailblazer Cambodia organization (TCO) | 1 | | 1 | 1 |
| Veterans International Cambodia (VIC) | 1 | 1 | 1 | 2 |
| Village Support Group (VSG) | 1 | | 1 | 1 |
| Wathnak Pheap (WP) | 1 | | 1 | 1 |
| United States Agency for International Development (USAID) | 1 | | 1 | 1 |
| Total | 20 | 11 | 19 | 30 |

2.2 Summary of Pre-Test and Post-Test Scoring

- 80% or 24 of 30 attendees moved from a failing score (1-5) at the pre-test evaluation to a passing score during the post-test.
- 83% or 25 of 30 attendees passed the post-test evaluation, which means they achieved a score of at least 6 out of 11.
- 7 of 30 attendees who did take post-test evaluation achieved a perfect score (11 out of 11) and another 13 attendees achieved a high score of 9 to 10 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) | 0 | 1 | 1 | 9 | 16 | 25 |
| 11 | | | | 3 | 4 | 7 |
| 10 | | | | 1 | 9 | 10 |
| 9 | | | | 2 | 1 | 3 |
| 7 | | | | 2 | 2 | 4 |
| 6 | | 1 | 1 | 1 | | 1 |
| Failing Score (1-5) | 11 | 18 | 29 | 2 | 3 | 5 |

| | Pre-Test | | | Post-Test | | |
|---|--------------------------------|------|-------|--------------------------------|------|-------|
| | # of Attendees receiving score | | | # of Attendees receiving score | | |
| | Female | Male | Total | Female | Male | Total |
| 5 | 1 | 3 | 4 | 1 | 1 | 2 |
| 4 | 4 | 2 | 6 | 1 | 2 | 3 |
| 3 | 2 | 6 | 8 | | | |
| 2 | 2 | 5 | 7 | | | |
| 1 | 2 | 2 | 4 | | | |

2.9 Summary of Participants with increased knowledge

- 83% or 25 of 30 attendees (Female: 11/ Male: 19) demonstrated increased knowledge of submitting development data. 1 attendee who achieved a passing score during pre-test received a higher score on their post-test than the score that was achieved during the pre-test. 24 attendees who received a failing scores (1-5) during the pre-test received a passing score (at least 6) in the post-test and had demonstrated an increase of 2 to 10 points.

| | # of Attendees with increased knowledge | | |
|-------------------------|---|-----------|-----------|
| | Female | Male | Total |
| Increasing Score | 11 | 19 | 30 |
| 10 | 1 | | 1 |
| 9 | | 1 | 1 |
| 8 | 1 | 4 | 5 |
| 7 | 1 | 6 | 7 |
| 6 | 3 | 1 | 4 |
| 5 | | 1 | 1 |
| 4 | | 1 | 1 |
| 3 | 4 | 3 | 7 |
| 2 | 1 | 2 | 3 |

3. Conclusion:

29 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 (97% rated her as “very effective to effective”).

When asked about the relevance of the training content to their current position, 76% of attendees responded that the content was “very relevant to relevant”.

76% of respondents stated that they had acquired “very useful to useful” information that is new to them. Also, 73% of respondents said they would recommend this training to others.

66%, 76% and 66% of respondents stated that the training material translations, the training venue and the refreshments (lunch and snacks) respectively, were “very satisfactory to satisfactory”.

100% of respondents said they would attend the training again if we offered other training topics. They listed and rated their preferred training topics below:

- M&E Framework/Log frame (28%)
- M&E Tools (17%)
- Data Analysis and Tools (21%)
- Report Writing (10%)
- Project Proposal Writing (7%)
- Project Management (7%)

Survey respondents made the following suggestions:

- Need more case studies and group discussion
- Need interpreter in Khmer for the whole presentation
- Need better venue
- Need the soft copy of slide presentations

ANNEX 8: TRAINING REPORT ON GENDER IN MONITORING AND EVALUATION

Start Date: August 25, 2015

End Date: August 25, 2015

Venue: Matey Pre-School Teacher Training Center

Training Provided By: Angela S. Wasson, IESC's M&E Director

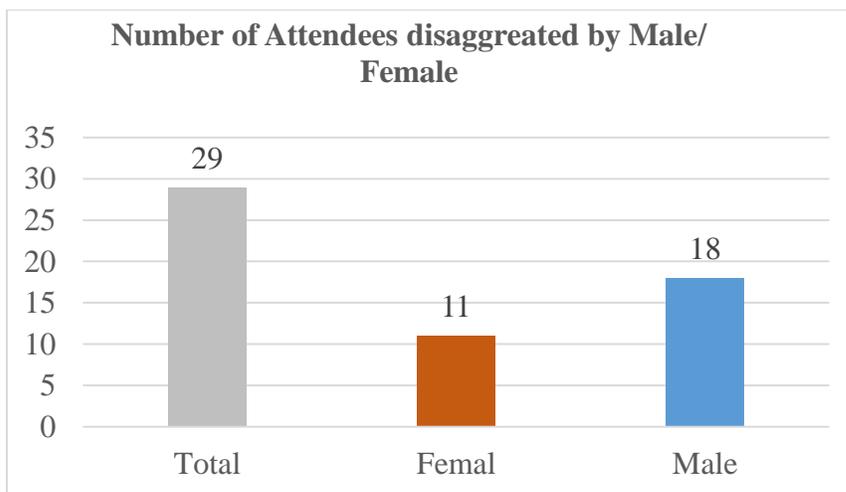
1. Purpose of Training:

1.1: To Conduct Training on Gender in Monitoring and Evaluation

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants attending the training : **29 Attendees (Female: 11/Male: 18)**



- 55% or 16 out of 29 attendees were categorized as youth (below 35 years old). The age spectrum of attendees ranged from as young as 25 to as old as 61.
- 62% or 18 of 29 attendees were based in Phnom Penh while the rest came from Battambang, Siem Reap, Kratie, and Stung Treng.
- Representatives from 19 assisted NGOs and 1 representative from USAID attended the Gender in Monitoring and Evaluation Training. These NGOs are working in agriculture, environment, health, human rights, media production, education, and physical rehabilitation.

| Organizational Name | # of | # of Attendees |
|---------------------|------|----------------|
|---------------------|------|----------------|

| | Assisted NGOs | Female | Male | Total |
|--|---------------|-----------|-----------|-----------|
| Agriculture Technology Services Association (ATSA) | 1 | 1 | 1 | 2 |
| Aphivat Strey (AS) | 1 | | 1 | 1 |
| Arbiration Council Foundation (ACF) | 1 | 1 | 1 | 2 |
| ARV Users Association (AUA) | 1 | 1 | | 1 |
| Cambodia Rural Development Team (CRDT) | 1 | 1 | 1 | 2 |
| Cambodian Center for Human Rights (CCHR) | 1 | 1 | | 1 |
| Community Legal Education Center (CLEC) | 1 | | 1 | 1 |
| Environmental Protection and Development Organization (EPDO) | 1 | | 1 | 1 |
| Forest and Livelihood Organization (FLO) | 1 | 2 | | 2 |
| Khemara | 1 | 1 | | 1 |
| Media for Education and Development in Action (MEDIA One) | 1 | 2 | | 2 |
| Ponleur Kumar (PK) | 1 | | 1 | 1 |
| Prom Vihear Thor (PVT) | 1 | | 2 | 2 |
| Reproductive and Child Health Alliance (RACHA) | 1 | | 2 | 2 |
| Salvation Centre Cambodia (SCC) | 1 | | 1 | 1 |
| Trailblazer Cambodia organization (TCO) | 1 | | 1 | 1 |
| Veterans International Cambodia (VIC) | 1 | 1 | 2 | 1 |
| Village Support Group (VSG) | 1 | 1 | 1 | 1 |
| Wathnak Pheap (WP) | 1 | 1 | 1 | 1 |
| United States Agency for International Development (USAID) | 1 | 2 | 2 | 1 |
| Total | 20 | 11 | 18 | 29 |

2.2 Summary of Pre-Test and Post-Test Scoring

- 71% or 20 of 28 attendees who took the post-test evaluation moved from a failing score (1-5) at the pre-test evaluation to a passing score during the post-test.
- 93% or 26 of 28 attendees passed the post-test evaluation, which means they achieved a score of at least 6 out of 11.
- 6 of 28 attendees who took the post-test evaluation achieved a perfect score (11 out of 11) and another 15 achieved a high score of 9 to 10 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 | 5 | 6 | 10 | 16 | 26 |
| 11 | | | | 2 | 4 | 6 |
| 10 | | | | 3 | 5 | 8 |
| 9 | | 1 | 1 | 4 | 3 | 7 |
| 8 | | 1 | 1 | 1 | 3 | 4 |
| 7 | | 1 | 1 | | | |

| | Pre-Test | | | Post-Test | | |
|---|--------------------------------|-----------|-----------|--------------------------------|----------|----------|
| | # of Attendees receiving score | | | # of Attendees receiving score | | |
| | Female | Male | Total | Female | Male | Total |
| 6 | 1 | 2 | 3 | | 1 | 1 |
| Failing Score (1-5) | 10 | 13 | 23 | 1 | 1 | 2 |
| 5 | 4 | 5 | 9 | | 1 | 1 |
| 4 | 2 | 3 | 5 | 1 | | 1 |
| 3 | 2 | 3 | 5 | | | |
| 2 | 1 | 2 | 3 | | | |
| 1 | 1 | | 1 | | | |
| 1 attendee did not take the post-test due to his absence at the end of the training | | | | | | |

2.10 Summary of Participants with increased knowledge

- 93% or 26 of 28 attendees (Female: 11/ Male: 17) who did the post-test demonstrated increased knowledge of gender in monitoring and evaluation. 6 attendees who achieved a passing score during pre-test received a higher score on their post-test than the score that was achieved during the pre-test. 20 attendees who received a failing score (1-5) during the pre-test received a passing score (at least 6) on the post-test and had demonstrated an increase of 1 to 8 points.
- Note that one attendee scored lower on their post-test than their pre-test. The difference between these two scores was 1 point and the participant did not receive a passing score on their post-test. In an interview the participant stated that the information was new and she did not understand the concepts well. She also stated that she was confused and this limited her ability to remember the information.

| | # of Attendees with increased knowledge | | |
|-------------------------|---|-----------|-----------|
| | Female | Male | Total |
| Increasing Score | 10 | 17 | 27 |
| 8 | 1 | | 1 |
| 7 | 3 | | 3 |
| 6 | 1 | 4 | 5 |
| 5 | 3 | 6 | 9 |
| 4 | 2 | 3 | 5 |
| 2 | | 2 | 2 |
| 1 | | 2 | 2 |
| Decreasing Score | 1 | 0 | 1 |
| -1 | 1 | | 1 |

3. Conclusion:

29 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 (97% rated her as “very effective to effective”).

When asked about the relevance of the training content to their current position, 76% of attendees responded that the content was “very relevant to relevant”.

76% of respondents stated that they had acquired “very useful to useful” information that is new to them. Also, 73% of respondents said they would recommend this training to others.

66%, 76% and 66% of respondents stated that the training material translations, the training venue and the refreshments, respectively, were “very satisfactory to satisfactory”.

100% of respondents said they would attend the training again if we offered other training topics. They listed and rated their preferred training topics below:

- M&E Framework/Log frame (28%)
- M&E Tools (17%)
- Data Analysis and Tools (21%)
- Report Writing (10%)
- Project Proposal Writing (7%)
- Project Management (7%)
- How to conduct Gender Analysis, Gender Assessment, and Gender Audit (14%)

Survey respondents made the following suggestions:

- Need more case studies and group discussion
- Need interpreter in Khmer for the whole presentation
- Need better venue
- Need the soft copy of slide presentations
- Should clearly outline and explanation at the beginning why gender in M&E is needed

ANNEX 9: NETWORKING EVENT ON BEST PRACTICE OF PROCUREMENT MANAGEMENT

Start Date: 29 July 2015

End Date: 29 July 2015

Venue: CBCLO Office

Number of Participants: 9 Participants from 7 NGOs (VIC, AUA, CCHR, ATSA, SCC, Media One, ADHOC), 6 women, 3 men.

1. Purpose of Meeting:

To discuss best procurement management practices

2. Result of Meeting:

2.1 General Program and Reporting

- The event began with staff from different organizations discussing their different procurement policies, with particular attention being paid to purchase classifications.
- Participants then transitioned to speaking about the various concerns/ issue that they have related to procurement. It was at this time that a number of best practices from each organization were shared. Participants worked together to share their personal experiences to try to solve the procurement problems/issues/concerns that other participants were facing.
- Following the group's discussion the CBCLO team presented on industry best practice related to the development of organizational procurement policies, as well as specific USAID procurement procedure for Non-U.S. Organizations. This presentation was meant to demonstrate and facilitate additional discussion about what organizations should or should not consider for inclusion in their procurement policies.
- Some participants stated that their organizations are in the process of revising their procurement policy to include best practices and USAID requirements.
- The procurement policies of some organizations do not address sole source procurement, but participants indicated that they are willing to add such a provision as they think that it is useful.
- Some organizations do not have a separate procurement policy, rather these policies and procedures are included in the broader financial policy.

2.2 Procurement:

- All participants indicated their have organizations purchase classifications. The purchase classifications are different for each organization. Some organizations require quotations for items with a starting price of US\$ 150, others have a higher threshold of US\$ 300. Still other organizations require quotations when the cost of an item or service is US\$ 500 or more. After receiving quotations the participants indicated that their organizations will form committees for selecting the best suppliers, the members of the committee can be Admin officer, Finance officer, and one from program staff if items that is going to purchase are for program use; however, staff who collect quotations cannot be members of the committees. Admin officer will purchase the agreed upon items at the agreed upon price after the committee has reached an agreement. All organizations have bidding policy if they are going to spend

large amount of money but the participants reported not having experience using these policies as they have never had an occasion to purchase very large value items/services.

- In the event that organizations must purchase a product or services that is available from only one supplier in Cambodia, they will write a justification note. To further ensure compliance with procurement standards, the CBCLO team also suggested that organizations include sole source procedures in their procurement policies.
- CBCLO also suggested that organizations may want to include “Preferred Supplier” provisions in their procurement policies.

2.3 Benefits Networking Event on Best Practice of Procurement Management

- Key staff of the participant organizations understand what should be included in their procurement policy
- Participants are aware of procurement policy best practices and USAID procurement procedures for Non-U.S. Organizations. Participants are now in a position to improve their policies accordingly.
- The event did provide an open forum for participant organizations to discuss and exchange their ideas, concerns, issues, and challenges and individual best practices they have developed related to procurement

2. Actions Taken:

- Some organizations will revise their procurement policies and request f CBCLO team to review it.
- CBCLO will provide technical assistance to any organizations needing further assistance related to their procurement procedures.

ANNEX 10: NETWORKING EVENT ON TIMESHEET RECORD AND MANAGEMENT

Start Date: 17 Sep 2015

End Date: 17 Sep 2015

Venue: CBCLO Office

Number of Participants: 16 participants from 13 NGOs (ACF, Media One, Water Shed, VIC, RACHA, RISE CCHR, RISC, PSK, WP, ATSA, AUA, SCC, ADHOC), 6 women, 3 men.

1. Purpose of Meeting:

To discuss on timesheet recording and management

2. Result of Meeting:

2.1 General Program and Reporting

- The event began with participants discussing the timesheet recording and management practices of their various organizations.
- Participants did indicate that they have concerns related to timesheet recording and management.
- Human Resource staff and Admin staff reported that they face difficulties when working with staff in the provinces because they complain that completing timesheets is work that does not contribute to their core tasks. It is an additional administrative burden placed on them by the organization. The organizations that reported this difficulty are those organizations that receive funding from USAID, as these organizations must report this information. It seems that other organizations that do not have USAID funding do not have this same requirement of field staff.
- Participants who believe that their organizations have good timesheet recording and management practices and do not experience the issues reported by other organizations, made a point to share their experiences with the others.
- Discussion also centered around the process of completing timesheets and who approves them and who stores them.
- After an active discussion, CBCLO staff presented the minimum standards of Personnel Activity Reporting (PAR)-timesheet, sample timesheet, and staff time allocation sheet to demonstrate what organizations should or should not consider for inclusion in their timesheet policy.

2.2 Timesheet record and Management:

- Nearly all the participants of the event indicated that their organizations have a timesheet template that is in use. One participant indicated that their organization does not use a timesheet template. Their staff are paid based on percentages allocated to that position from each program budget.
- Some organizations require their staff complete a hard copy of their timesheet. Other organizations track time using Excel.
- 9 among the 13 represented organizations have a timesheet policy, but those policies do not generally provide enough detail to guide staff on the correct procedures to follow.
- Although most represented organizations use timesheets, some of these timesheet templates do not track annual leave, sick leave, holidays, or specific working hours.
- A few represented organizations require that staff timesheets be approved by the Executive Director of the organization. Other represented organizations have managers or other direct supervisors approve staff timesheets.
- Most of the represented organizations set 25th of the month as the deadline for their staff to submit their timesheets.

- For most of the represented organizations, the Finance department is responsible for storing staff timesheets. In a few represented organizations the HR department is responsible for storing staff timesheets.

2.3 Benefits Networking Event on Timesheet Record and Management

- This event provided a forum for participants to discuss and exchange their ideas, issues, challenges and best practices related to timesheet recording and management.
-
- Key staff of the participating organizations now understand what should be included in their timesheet policy.

2. Actions Taken:

- Some participants whose organizations are currently using hard copy templates to track time are interested in transitioning to a soft copy template and have indicated that they will work with their organizations to make the transitions. Many participants are also interested in working with their organizations to ensure their timesheet templates track annual leave, sick leave, etc.
- CBCLO will send participants the minimum standard of Personnel Activity Reporting (PAR)-timesheet, sample timesheet, and staff time allocation sheet.
- Two organizations that have done very well on timesheet record and have good timesheet form will share with other participants when they get approval from their organizations.

ANNEX 11: M&E FOCUS GROUP DISCUSSION

Date: May 25, 2015

Moderator: Leakhena Ith

Note taker: Peou Leakhena KAO

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| 3 participants representing 3 NGOs (ATSA, CHADA, and WP) | | |
| Overall Observations and Analysis: | | |
| 1 | How do you typically get information (e.g., data, news) at your organization? | <p>SUMMARY</p> <ul style="list-style-type: none"> • Participants stated that email is formally used to get information from staff, partners, and donors. Phone calls and messages are an informal and quick way to get any urgent information that is needed. • Also cited as ways of getting information – Meetings, reports, forms, interview, field work, and other systems including Open Data Kits (ODK), Post Distribution Management (PDM), and Lot Quality Assessment Service (LQAS). <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> • Information from province (field office): Participants said that most of the time they receive information as report or field visit (visit both staff and beneficiaries) to check their progress. Sometimes they have questions that guide the information gathering process (evaluation). • One participant said that he has systems to support data collection that are sponsored by their donor. Those systems are: <ul style="list-style-type: none"> - Open Data Kits (ODK): staff of that organization use it to fill information on tablet or phone and send to M&E officer in Phnom Penh. It also can check how their service impacts beneficiary families. - Post Distribution Management (PDM) system that provides questionnaires to check outcomes and the impact assessments (check every 6 months) - Lot Quality Assessment Service (LQAS): Compares the data of various beneficiaries receiving service (every 6 months) - These systems makes data collection easier as field staff can easily enter data; however, these systems do have some limitations. For example: data collectors cannot see the information after they save it in the system. - Service form: to check the progress of the beneficiaries receiving any services - Besides the system, that NGO has developed other forms of collecting data like requesting reports from the field staff every month, conducting field visits (one every month in one province), and compiling case studies (interview). • Another NGO provide smart phone for communities' volunteers for transfer information from interviews with beneficiaries to their Phnom Penh office. • Yet another NGO is supported with a system that allows field staff to send information as voice message to beneficiaries. The NGO can then check who listened to that voice message. |

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| | | <ul style="list-style-type: none"> Meeting (quarterly or monthly) and e-mails are the formal communication that they usually use to get information. Phone and message (for reference) are the quickest way to get information (informal). |
| 2 | How do you typically share information at your organization? | <p>SUMMARY</p> <ul style="list-style-type: none"> Participants stated that information is typically and formally shared at the meetings and by email and reports. Also cited– phone call, skype, and field work. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> Email: way to share formal information between the staff and donors and to give feedback to field staff. Reports to donor sometimes CC the relevant staff to ensure that they are involved with that process as they can answer the comments from donor if needed. Meeting: participants stated that they organized meetings <ul style="list-style-type: none"> To introduce staff with to new tasks and to ensure they are clear on what needs to be achieved. To discuss general information, planning, achievement, and challenge, and organizational improvement with staff. To hold discussions between field staff and provincial governors and district officers. To present the organization’s progress and any challenges with donors and partners. Participants also use phones, skype, or visits to the province to provide direct information to the field staff if needed. |
| 3 | What do you think about how information is shared at your organization? | <p>SUMMARY</p> <ul style="list-style-type: none"> Most of participants stated that about 70% of information received is considered good, while the remaining 30% needs to be improved. E-mail connections and the field staff’s capacity to use email remains limited and some field staff do not regularly check the email due their excessive workload in the field. Shared information from program to field staff is typically lost in the transmission process and transmission of information between programs may be limited. Also shared information on the website is not regularly updated due to a shortage of IT staff and budget. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> All participants rate their satisfaction at 70% because: <ul style="list-style-type: none"> The information shared from the program coordinator (PC) in each province to field staff is still limited (lack of information or wrong interpretation) and some of field staff lack of information due to their absence from staff meetings. The overall schedule for share from the management to specific program staff is limited. Some field staff lack of skill and knowledge to receive what they shared. Field staff do not submit data according to deadlines without regular follow-up. Information sharing between programs is limited as staff are largely concerned with only their specific program. Information on websites are not up to date as many organizations have a shortage of IT staff. |

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| | | <ul style="list-style-type: none"> • Sometimes staff are aware of improving information sharing at their organization, but they do not have the budgets to implement these changes. For example, participants stated that information sharing would be improved if they had monthly management meetings. Although this would require an additional travel budget to allow managers from different provinces to travel to a central location. • It is not easy to sharing information by email with field staff as they have very large workloads and are not often able to check their e-mail. Furthermore, some field staff are not familiar with how to use e-mail. The best way of sharing information to field staff is through in-person interactions. |
| 4 | Do you know where to go (or from whom) within your organization to get information you need for your daily work? | <p>SUMMARY</p> <ul style="list-style-type: none"> • Participants stated that they clearly 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 direct communication with program coordinator in each provide, and request from government and NGOs partners, and visit websites. However, websites are not up to date with the new information that the participants needed. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> • Within the programs staff know clearly where to go to get information, mostly if they have projects in provinces, they approach Program Coordinator in each province to get information. • If staff need information from government, they will request that information by phone and email. Also, meetings are a fast way of receiving information from the government. The participants also stated that they mostly visit their websites, but the information is limited as some government websites are not up to date. • If they need information from NGOs partners, they will request the information from the NGO or check the NGO's websites. |
| 5 | How long does it usually take you to get information you need within your organization? | <p>SUMMARY</p> <ul style="list-style-type: none"> • Participants stated the length of time is based on the type and the sources of information required. Obtaining urgent and existing information from staff can happen very quickly if that particular staff member is available. Obtaining Information from staff that do not have the information readily available will require about 2-3 days as they will need time to generate the information. Requested information from authorities (i.e., the government) can take longer and may require payments. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> • The time to receive information depends on the type of information that is needed. The average time required is usually 2 or 3 days. If the information requested is something that the field staff or related staff do not have on hand, they will need time to generate it. But if the request for information regards information readily available, they will send immediately. It should be noted that responses to requests for information will depend on the schedule of staff members. • When requesting information from NGOs partners: NGOs will approach them directly and explain why they are collecting this information. |

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| | | <ul style="list-style-type: none"> When requesting information from the Government: requests for information from the government often take time. A times payments are required to get the required information. |
| 6 | Do you usually find what you need? How often does this happen? | <p>SUMMARY</p> <ul style="list-style-type: none"> Participants stated that they usually get what they need, but some information 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, shortage of data collectors, and unclear guideline. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> They usually get the information that they need but sometimes they get more information than they want Field staff need more training in collecting data, to save time and correctly collect needed information In cases where staff are not able to get the requested information, it is usually a case that they did not provide clear guidelines regarding the information they are requesting and/or field staff do not understand or cannot provide the information. Sometimes, the organizations provide forms for field staff to fill to ensure they collect the correct information. However, often these forms are not completed as field staff are too busy. In response to this organizations are considering recruiting volunteers to assist field staff |
| 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? | <p>SUMMARY</p> <ul style="list-style-type: none"> Participants indicated that the decision-making process is based on individual positions in the organization. Program management can only make decisions regarding to their program activities (specific activities and M&E). They are not empowered to make financial decisions. For matters related to finance they much hold discussions with the financial management team or a member of the board. Staff usually propose their ideas and receive their directions from management. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> Some participants who hold management post reported that they can decide how to allocate resources in their organizations, especially information related to programs. But they do not have decision making power for resource allocation is related to other fields or finance. For these matters must hold discussions with the finance staff and occasionally involve members of the Board of Directors. . For those participant who are not in the position to make decisions, they usually propose their ideas and usually organization accepts their proposals. |
| 8 | What happens when an activity or event sponsored by your organization is not considered a success? | <p>SUMMARY</p> <ul style="list-style-type: none"> The participants indicated that they have experience having to postpone activities and reporting any reasons that they believe may have caused an activity to underperform. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> All participants have experienced needing to postpone activities to the following month(s) or year(s), these delays have required an explanation to donors. Participants have also experienced not achieving their specific targets. When this occurs they must explain |

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| | | to donors why, whether it be that staff have limited capacity to achieve the target or the plan was made without due consideration for long holidays, it may even be the case that staff in the field are overworked. |
| 9 | What happen if you make a mistake at work? | <p>SUMMARY</p> <ul style="list-style-type: none"> 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, designed form for survey). Participants also stated that as they are managers, they provide advice to any subordinates who make small mistakes about how they can improve. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> The participants said that they are usually open to accepting mistakes if they make a small mistake related to data errors, data entry, cleaning data (no more time), and designing forms for surveys (not as important due to limited capacity in organizations). But if staff make mistakes, the management team tries to explain them where the mistake was made and give them time to correct their mistakes. |
| 10 | Anything else you would like to share? | <p>SUMMARY</p> <ul style="list-style-type: none"> The participants suggested IESC/CBCLO provide training on data analysis, data management, and how to establish a good M & E system. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> It would be great if IESC/CBCLO could provide the participants with trainings on data analysis, data management, and how to establish a good M & E system to implement in the organization. |

ANNEX12: ADMINISTRATIVE, FINANCIAL AND PROCUREMENT FOCUS GROUP DISCUSSION ANALYSIS REPORT

Date: May 26, 2015

Moderator: Leakhena Ith

Note taker: Peou Leakhena KAO

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|--|---|--|
| 9 participants representing 4 NGOs (ATSA, CHADA, WP, and Media One) | | |
| Overall Observations and Analysis: | | |
| 1 | How do you typically get information (e.g., data, news) at your organization? | <p>SUMMARY</p> <ul style="list-style-type: none"> Participants stated that email is formally used to get information from team, staff, partners, and donors. Phone calls are an informal and quick way to get any urgent information that is needed. Also cited as ways of getting information – Meetings (SMT, orientation), requisition forms, server sharing, Skype, website, Drop Box and announcements. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> External information from government: all participants said that they get information by email, meeting and announcements. Some participants obtain information from meetings, phone call, network meeting, server sharing, Skype and websites, and Drop Box. Senior Management Team (SMT) Meeting: some participants said that SMT meeting are conducted every 2-3 months to discuss program progress, activities, budgets and challenges. Orientation Meeting: a few participants stated that this meeting is easy and clear way of getting new information between responsible management units (admin, finance, program, and M&E) to provincial staff members. Procurement: <ul style="list-style-type: none"> All participants indicated that the Administration staff receives information (requests) from program staff to purchase goods/services. All requisition forms are first approved by management at the beginning of the procurement process. Then, quotes are processed from the suppliers (procurement policies are different from one organization to organization, some organization process quotations from US\$ 150 while other will need quotations from US\$ 500). After that, the organization will form a committee (three or four committee members representing program, administration, and finance sector) to discuss which supplier should be selected. Finally, the items/services are purchased. Participants stated that they usually contact suppliers that they have worked with in the past. Participants also stated that they have bidding procedures that must be followed if they are spending large amounts of money. However, they have never had to use these procedures as none of their purchases have been high enough to reach the necessary threshold. New Grants: The participants indicated that the management team will directly receive any new grant information from donors. Then, the staff member obtain the information during the meeting. |
| 2 | How do you typically share | SUMMARY |

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| | <p>information at your organization?</p> | <ul style="list-style-type: none"> • Participants stated that information is typically and formally shared at the meetings (orientation, staff, and board) and by email. • Also cited– Staff Retreat, Hard Copies, Drop Box or One Drive, and Billboard. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> • Email: All participants indicated that they usually send emails to all staff to share information except confidential information. For confidential information they call the Program Coordinator in every province where they work and Manager in Phnom Penh to ensure that all staff have the information. They also send an email to the line manager so that they may share the information with their staff. • Orientation Meeting: The participants stated that if they get a grant offer, they organize an orientation meeting for the related staff (in Phnom Penh and provinces) to provide them information about the grant and what they have to achieve. • Monthly Staff Meeting: If the information is not urgent, they will wait for staff meeting to announce the information. • Staff Retreat: It is the good time for sharing information and discussing with staff what challenges they are facing and how they can work with the organization’s policies. • Drop Box or One Drive: In case of big size of documents that is hard to share by email, they just share the location of the file. • Hard Copy: Some participants stated that their organization will print out important information or policies to share with staff, especially when introducing them to new staff. • Billboard: If any update is needed, the organization provides memo to support those policies. Admin officer will post it on announcement board. • Board meeting, SMT meeting, and quarterly reports are the ways of sharing information |
| 3 | <p>What do you think about how information is shared at your organization?</p> | <p>SUMMARY</p> <ul style="list-style-type: none"> • Most participants stated that they are mostly satisfied with the way in which information is shared. Despite some occasional problems and some needed improvements, 80% of participants are satisfied with information sharing. E-mail connections and the field staff’s capacity to use email remains limited, and some field staff do not regularly check the email due their excessive workloads in the field. Some lack of information is due to mis- interpretation from one person to another person. Shared information between program staff and field staff is typically lost in the transmission process. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> • Despite some occasional problems, participants are mostly satisfied with how information is shared. . For example, they usually send information to the field through Program Coordinator (PC), but sometimes this information does not reach all field staff. The reasons for why all field staff do not receive this information is that they are too busy to check their e-mail, or in the case of some individuals, they do not know how to check e-mail. The Program Coordinator of each province is responsible for disseminating information. • Also, they usually have one box to keep updated information or final updated forms. |

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| | | <ul style="list-style-type: none"> • About 80% of information shared between staff is correct and acceptable while 20% is incomplete due to mis-interpretation from one person to other persons. • Participants said that they know who they should send what information to. |
| 4 | Do you know where to go (or from whom) within your organization to get information you need for your daily work? | <p>SUMMARY</p> <ul style="list-style-type: none"> • Participants stated that they clearly 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 direct communication with program coordinator in each provide, go to server, visit websites, and access hard copies. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> • Some participants said that they have program advisor to assist them in looking for information that they need, especially for developing proposals • They can go to the server to get information as all information is classified clearly • For those organizations that do not have a server to store their information, they print hard copies or save it in hard drive, related staff responsible for storing information (ex. program staff) will keep information related to their program. Finance and Admin are responsible for keeping forms and other information that is related to their work. • Within the program, participants stated that they know clearly where to go to get information, mostly if they have projects in provinces, they approach Program Coordinators in each province to get information. • If field staff want to obtain information they directly communicate with their line manager. |
| 5 | How long does it usually take you to get information you need within your organization? | <p>SUMMARY</p> <ul style="list-style-type: none"> • Participants stated that the length of time to get needed information is based on the type and the sources of information required. Obtaining uncompleted or complicated information that staff do not have will take long time up to 5 days. Obtaining information from donor takes long time up to 3 days or 1 month and back and forth. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> • All participants said that they do not spend a long time waiting to get information as they know who needs to be approached and what kind of information that they want, so they call or email that person directly. • If the requested information is complicated and they need to involve more staff to provide that information, it takes longer, up to 5 days • It takes longer time to get information from donors (2-3 days) and back and forth. Budget information takes about 1 month. |
| 6 | Do you usually find what you need? How often does this happen? | <p>SUMMARY</p> <ul style="list-style-type: none"> • Participants stated that on occasion they have gotten information that they do not need, but most of the time staff/team know what information that they need. Also, they said that they formally contact foreign donor by email or skype rather than phone because their English communication is still limited. |

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| | | <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> • Some participants have experienced occasions where they have been provided information that they do not need. But most of the time staff know what information that they need because they usually explain their staff first what they want • When they communicate with the donor, if they do not understand what donor wants (grant agreement, document compliance) they will ask for clarification by email or phone if those donors are in Cambodia. Also, they would like to contact with foreign donor by email rather than phone as their English communication skill is still limited. • Some participants stated that they usually communicate with the management team by Skype rather than email if they ask for clarification. Phone calls will be used in some cases. |
| 7 | <p>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?</p> | <p>SUMMARY</p> <ul style="list-style-type: none"> • Participants indicated that decision-making is based on the individual’s position and stated thresholds in the organization. The management can decide how to allocate resources in their organizations, while staff can propose their ideas. Staff ideas are often accepted by management. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> • Some participants who hold management posts are able to decide on resource allocation within their organizations. While other participants who are not in high decision making positions cannot make decision. But they can propose their ideas, for example to adjust the forms or policies and usually their suggestions are accepted by the management team. • Decision-making often depends on the approval threshold policy. “Program Manager can make decisions about project expenditure to process action work for expenses less than \$2000.” “Finance is able to authorize expenses up to \$50” “Admin is able to authorize expenses in the office up to \$3” “Cash on hand (300\$, 500\$, and 1500\$) policy is different from one organization to one organization” |
| 8 | <p>What happens when an activity or event sponsored by your organization is not considered a success?</p> | <p>SUMMARY</p> <ul style="list-style-type: none"> • The participants indicated that they have experience having to postpone activities and reporting any reasons that they believe may have caused an activity to underperform. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> • All participants have experience having to postpone activities to the following month(s) or year(s), they also have experience in explaining these delays to donors. • Or if they cannot achieve their specific target, participants have also had to explain to donors about the limitations of staff capacity in terms of both training and time or how the timing of an activity may occur at the same time as a long holiday. • They propose new activities to donor if the budget remains from postponed activities. |
| 9 | <p>What happen if you make a</p> | <p>SUMMARY</p> |

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| | mistake at work? | <ul style="list-style-type: none"> The participants stated that they would admit to making a mistake and then discuss with their team to find a solution if the mistakes made are not serious (data code/data entry). Participants also stated that as they are managers, they provide advice to any subordinates who make small mistakes of how they can improve. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> Some participants said that when they have made mistakes, they report and discuss their mistake (data code/data entry) with their line manager. But they do not really have serious mistake. They can do the work that they do it wrongly again and correct all mistakes. One participant said that she accept only the mistake that she did it if she did not do it, she could not accept it. Also, she said that she accepts that field staff may make a mistake twice, if the staff make the same mistake a third time they will face consequences. The participant mostly learn from their mistakes and they are usually open to accepting their mistakes. But if staff make mistakes, the management team try to explain the mistake to them and give them time to correct their mistakes. |
| 10 | Anything else you would like to share? | <p>SUMMARY</p> <ul style="list-style-type: none"> The participants suggested that IESC/CBCLO should provide training on procurement policy and administrative skill and also technical assistance on QuickBooks and policy review. <p>Detailed notes as transcribed from group discussion:</p> <ul style="list-style-type: none"> One participant need technical assistance on QuickBooks. One participant need technical assistance on policy review. Some participants need training on procurement policy and administrative skill. |

Annex 13: List of Assisted Organizations Receiving Trainings

List of NGO received the trainings

From April to September 2015

| No | Name of NGO | Effective Internal Control 07-Apr-15 | QuickBooks 04-05 May-15 | Effective Administration Skills 11-12 Jun-15 | Organizational Management 01-02 Jul-15 | Basic Financial Management, Financial planing & Budgeting, Financial report & Analysis 23-24 Jul-15 | E-Payment 11-12 Aug-15 | Submitting Development Data 24-Aug-15 | Gender in M&E 25-Aug-15 | Total |
|--------------|--|---|----------------------------|---|---|--|---------------------------|--|----------------------------|------------|
| 1 | Agriculture Technology Services Association (ATSA) | 1 | 1 | 1 | 1 | 2 | 1 | 2 | 2 | 11 |
| 2 | Akphivath Neary Khmer Organization (ANKO) | | | | 1 | | | | | 1 |
| 3 | Analyzing Development Issues Center (ADIC) | | | 1 | | | | | | 1 |
| 4 | Aphivat Strey (AS) | | | 2 | | 1 | 1 | 1 | 1 | 6 |
| 5 | Arbiration Council Foundation (ACF) | | | | | | | 2 | 2 | 4 |
| 6 | ARV Users Association (AUA) | 1 | | 2 | 1 | 2 | 2 | 1 | 1 | 10 |
| 7 | Cambodian Center for Human Rights (CCHR) | | | | | 2 | | 1 | 1 | 4 |
| 8 | Cambodian Human Rights and Development Association (ADHOC) | | | | | 1 | 1 | | | 2 |
| 9 | Cambodian Rural Development Team (CRDT) | | | 1 | | 2 | | 2 | 2 | 7 |
| 10 | Cambodian Volunteers for Community Development (CVCD) | | | | | | 1 | | | 1 |
| 11 | Community Economic Development (CED) | 1 | | | | | | | | 1 |
| 12 | Community Health and Development Action (CHADA) | 1 | 5 | 2 | | | | | | 8 |
| 13 | Community Legal Education Center (CLEC) | | | | | | 1 | 1 | 1 | 3 |
| 14 | Community Resource Improvement for Development(CRID) | 1 | | | | | | | | 1 |
| 15 | Environmental Protection and Development Organization (EPDO) | | | 1 | 2 | 2 | 1 | 1 | 1 | 8 |
| 16 | Forests and Livelihood Organization (FLO) | 1 | | | 1 | 1 | | 2 | 2 | 7 |
| 17 | Healthcare Center for Children (HCC) | | | | 1 | | | | | 1 |
| 18 | Human Resource and Rural Economic Development Organization (HURREDO) | | | | 1 | 1 | 1 | | | 3 |
| 19 | Khemara | | | | 1 | | | 2 | 1 | 4 |
| 20 | Khmer Akphiwat Khmer Organization (KAKO) | | | 1 | | | | | | 1 |
| 21 | Khmer Women's Cooperation for Development (KWCD) | 1 | 2 | 1 | 1 | | | | | 5 |
| 22 | Komar Rikreay Association Center (KMR) | | | 1 | | | | | | 1 |
| 23 | Media for Education and Development in Action (Media One) | 1 | | 1 | 1 | | 1 | 2 | 2 | 8 |
| 24 | Mlup Baitong (MB) | 1 | | | | | | | | 1 |
| 25 | Partners in Compassion (PC) | | | | 1 | 2 | | | | 3 |
| 26 | Phnom Neang Kangrei Association (PNKA) | | | | 1 | 2 | | | | 3 |
| 27 | Ponleur Kumar (PK) | | | 1 | | | | 1 | 1 | 3 |
| 28 | Ponlok Khmer (PKH) | | | | | 2 | 2 | | | 4 |
| 29 | Prom Vihear Thor (PVT) | 1 | | | 1 | 1 | 1 | 2 | 2 | 8 |
| 30 | Reproductive and Child Health Alliance (RACHA) | | | 1 | | 2 | | 2 | 2 | 7 |
| 31 | Returnee Integration Support Center (RISC) | 1 | | 1 | | 1 | | | | 3 |
| 32 | Salvation Centre Cambodia (SCC) | | | 1 | 1 | 2 | 1 | 2 | 1 | 8 |
| 33 | Srer Khmer (SK) | | | | 1 | 2 | | | | 3 |
| 34 | Trailblazer Cambodia Organization (TCO) | | | | 1 | 2 | | 1 | 1 | 5 |
| 35 | United States Agency for International Development (USAID) | | | | | | | 1 | 2 | 3 |
| 36 | Veterans International Cambodia (VIC) | | 3 | | | 1 | 1 | 2 | 2 | 9 |
| 37 | Village Support Group (VSG) | | | 1 | | | | 1 | 1 | 3 |
| 38 | WaterSHED | | | 1 | | | | | | 1 |
| 39 | Wathnak Pheap (WP) | | | 2 | 2 | 2 | | 1 | 1 | 8 |
| Total | | 11 | 11 | 22 | 19 | 33 | 15 | 30 | 29 | 170 |

ANNEX 14: CBCLO WORK PLAN – FY 2015 (OCTOBER 2014 – SEPTEMBER 2015)

| N° | Activity Description | Target Y1 | Actual Y1 | FY 2015 (October 2014 - September 2015) | | | | | | | | | | | | Target Y2 | Deliverable | Comments | Staff | Status | | | | |
|----------|---|-----------|-----------|---|---|---|---|---|---|---|---|---|---|---|---------|----------------------------|--|----------|---------------------------------|----------------------------|-------------------------|---|---------------------|------------------|
| | | | | O | N | D | J | F | M | A | M | J | J | A | S | | | | | | | | | |
| (i) | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Communications | | | | | | | | | | | | | | | | | | | | | | | |
| 1.1 | Explore possible working relationship to leverage training resources with CCC | | | | | | | | | | | | | | Ongoing | | CBCLO held several meetings with CCC, but they are not eager to find areas for us to support their activities. | COP/PC | = | | | | | |
| 1.2 | Inform USAID counterparts of CBCLO objectives and activities, disseminate opportunities | | | | | | | | | | | | | | Ongoing | | Meet with WorldFish, URC-CAP Malaria, URC-CHS, Fiend International, NGOCRC, Save the Children, Winrock-SFB & Fintrac. | COP/PC | = | | | | | |
| 1.3 | Agree to an MOU with a National University | | | | 1 | | | | | | | | | | 1 | Supporting letter received | This was a requirement for INGO registration. We received the supporting letter from Ministry Labor Vocational Training. | COP/PC | Done | | | | | |
| 1.4 | Meet with the CCSS counterparts to establish a working relationship | | | | | | | | | | | | | | Ongoing | | Post award meeting is pending the USAID award | COP/PC | = | | | | | |
| 2 | Strengthening the Institutional Capacity of Local Organizations | | | | | | | | | | | | | | | | | | | | | | | |
| 2.1 | Conduct pre-award surveys of proposed grant recipients | 15 | 10 | | | | | | | | | | | | | 2 | 3 | 5 | # of pre-award assm't conducted | CCHR, ADHOC, CLEC and VIC. | USAID's AOR, CBCLO team | Removed from SOW | | |
| 2.1.1 | Follow up reviews on the pre-award assessments have conducted | | | | | | | | | | | | | | | 2 | 2 | 2 | 2 | 8 | | Activity now removed from SOW. USAID wanted to use their own resources as much as possible. | Grants Mgr, M&E Mgr | Removed from SOW |

| N° | Activity Description | Target Y1 | Actual | FY 2015 (October 2014 - September 2015) | | | | | | | | | | | | Target Y2 | Deliverable | Comments | Staff | |
|------------|--|-----------|--------|---|----|----|----|----|----|----|----|----|----|----|----|-----------|--|--|-------------------------------|------|
| | | | | | | | | | | | | | | | | | | | | |
| 2.2 | Assessment of local organizations | | | | | | | | | | | | | | | | | | | |
| 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 | Completed ISD™ Assessments | Conducted three ISD organizational assessments in coordination with the management teams from WP, SCC and ATS | COP & Grants Mgr | Done |
| 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 | 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. | COP & Grants Mgr | Done |
| 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 | # of NGOs receive technical assistance | Technical Assistances to NGOs | COP, PC, Grants Mgr & M&E Mgr | Done |
| 2.4 | Develop Training Curriculum | N/A | 4 | 1 | | 1 | | 1 | | 1 | | | | 1 | | 6 | Completed Training Curriculums | 18 Additional training curriculums have already been developed and updated. Curriculum development is an on-going activity | CBCLO team | Done |
| 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 | # of participants (male & female) | 11 training sessions attended by representatives from 88 different local Cambodian organizations, held on various topics | CBCLO team | Done |

| N° | Activity Description | Target Y1 | Actual | FY 2015 (October 2014 - September 2015) | | | | | | | | | | | | Target Y2 | Deliverable | Comments | Staff | |
|-------|--|-----------|--------|---|---|---|---|---|---|---|---|---|---|---|---|-----------|---------------------------------------|--|--------------------------|------|
| | | | | | | | | | | | | | | | | | | | | |
| 2.6 | Use of Volunteers (announcement, screening, interview, recruitment...) | | | | | | | | | | | | | | | | | | | |
| 2.6.1 | Local volunteers | N/A | N/A | | 2 | | | | | | | | | | | 4 | # Local volunteers | 3 Junior Local Volunteers were completed 6 months assessments. Other 3 are working to assist in program administration and technical activities. | PC | Done |
| 2.6.2 | International volunteers | 1 | 1 | 1 | | | 1 | | | | 1 | | | | | 3 | # Intl volunteers | 2 International Volunteer, Ms. Susan Gurley and Syed Muhammad Sohaib Ahmed have undertaken two trips to assist the senior management team of the local organization RACHA. Another Volunteer, Mr. Alvin Hirshen worked on Public Private Partnership | HQ team, and VE | Done |
| 2.7 | Host Networking Event | N/A | N/A | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 12 | Networking Events Held | 4 networking events were held because this activity was decreased from 12 to 4 due to the limitation of time and NGOs staff. | PC | X |
| 3 | Reporting | | | | | | | | | | | | | | | | | | | |
| 3.1 | Annual Work Plan | 2 | 2 | | | | | | | | | | | 1 | | 1 | FY 3 Work Plan produced and submitted | Annual Work Report-Y3 drafted and submitted USAID in Aug 15. | PM,CO P, PC & M&E Manage | Done |

| N° | Activity Description | Target Y1 | Actual | FY 2015 (October 2014 - September 2015) | | | | | | | | | | | | Target Y2 | Deliverable | Comments | Staff | |
|-------|--|-----------|--------|---|---|---|---|---|---|---|---|---|---|---|----|--|---|---|-------|--|
| | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | to USAID | | r | | |
| 3.2 | Monitoring and Evaluation Plan | 1 | 1 | | | | | | | | | | | 1 | 1 | M&E Plan Updated and submitted to USAID | M&E Plan is updating | PM, IESC M&E Director, COP, PC, M&E Manager | = | |
| 3.2.1 | Conduct Focus Group Discussion | 1 | 1 | 6 | 6 | 6 | 6 | | | | | | | | 24 | Focus Group Report | No of NGOs currently receiving fund from USAID decrease. The budget is limited to group NGOs from different provinces. | M&E Manager | x | |
| 3.5 | Semi Annual Report | 0 | 0 | 1 | | | | | | 1 | | | | | 2 | Semiannual reports produced and submitted to USAID | -Semi-Annual Report-Y1 submitted and received approval USAID - First Semi-Annual Report-Y2 submitted and received approval USAID | USAID's AOR,COP, PC M&E Manager | Done | |
| 3.3 | Monthly report | 7 | 7 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 12 | Monthly report produced and submitted to Program Manager | Weekly Report produced and submitted to HO (4 weekly reports per month) | COP, PC, M&E Manager | Done | |
| 3.4 | Quarterly Financial Reports (SF 425) | 2 | 2 | 1 | | | 1 | | | 1 | | 1 | | | 4 | Quarterly reports produced and submitted to USAID | | PM & IESC VP of Finance | Done | |
| 3.6 | Other Special Reports – Fact sheets, case studies, program snapshots, success story... | N/A | N/A | | | | | 1 | | | | | | 1 | 2 | Reports/ Success stories produced and | 1 Fact Sheet and 4 Success Stories (EPDO&RISC) produced | CBCLO team | Done | |

| N° | Activity Description | Target Y1 | Actual | FY 2015 (October 2014 - September 2015) | | | | | | | | | | | | Target Y2 | Deliverable | Comments | Staff |
|----|----------------------|-----------|--------|---|--|--|--|--|--|--|--|--|--|--|--|-----------|-------------|----------|-------|
| | | | | | | | | | | | | | | | | submitted | | | |

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