



**Cooperation Committee for Cambodia (CCC)  
 NGO Governance & Professional Practice (NGO GPP)  
 NGO Voluntary NGO Certification System**

**Report on Follow up Visit to Verify Fulfillment of NCCC Recommendation  
 Rural Community and Environment Development Organization (RCEDO)**

Name of verification Officer : .....Mr. Hak Kunthy and Mr. Sok Sovann.....

Reviewed By : ..... Ms. Navy Chann, and Sok Sopha.....

Date Verification : .....July 1, 2011.....

Number of participants : .....17 people including 4 board members, 6 management teams, and 7 ordinary staffs.....

**1. Introduction**

Rural Community and Environment Development Organization called RCEDO is an independent Cambodian Local Non-Government Organization registered at the Ministry of Interior of Kingdom of Cambodia since 13 July 1998. RCEDO has formed by a volunteer group of 10 Cambodian members which consisting of 3 women since October 1997. RCEDO staffs have willing and commitment to work and helping the vulnerable group and poor families at grass-roots level in rural communities and/or isolated areas in all provinces of Cambodia.

In April 23, 2003, RCEDO has signed a Memorandum of understanding with the Ministry of Rural Development (MRD) of the Royal Government of Cambodian. This agreement means that RCEDO is complying with the legal requirement and is properly registered to work as a development partner in Kingdom of Cambodia for humanitarian assistance and the public benefit. RCEDO also has officially registered with the Council Development of Cambodia (CDC) of Royal Government of Cambodia in 22 April 2003. RCEDO was working development activities since 1999, to support rural people in 2 provinces at the Northwest provinces of Cambodia, especially in Banteay Meanchey and Oddar Meanchey.

RCEDO applied for the NGO Voluntary Certification on April 9, 2010.

The NGO Working Group (WG) members conducted a meeting on May 20, 2010 to review the quality of application materials of RCEDO. The result of the meeting was a list of recommendations for NGO GPP to further investigate to ensure compliance with all the standards in the Code. June 15-16, 2010, several separate meetings were conducted with 5 senior staff members, 7 staff members, 4 board members and 15 beneficiaries in Tapho village, Tapho commune, Banteay Meanchey Province

Phone interviews and email with donors and other stakeholders were also conducted. Document reviews were also conducted along with the mentioned meetings at the office and field.

On February 24, 2011, the NGO GPP teams conduct follow up visit to verify fulfillment of NCCC recommendation with 17 people including 4 board members, 6 management teams, and 7 ordinary staffs.

## 2. First NCCC Recommendation Summary on November 28, 2010

Fully complied with standards	Partially complied with standards	Not complied with standards
12 standards (48%) such as 1.2, 1.3, 1.4, 2.1, 2.4, 3.2, 3.4, 3.5, 5.1, 6.1, 6.2, 7.2	11 standards (44%) such as 1.1, 1.5, 2.2, 2.3, 3.1, 3.3, 4.1, 4.2, 7.1, 7.3, 7.4,	2 standards (8%) such as 5.2, 7.5

## 3. Applicant NGO response to the NCCC recommendation

Indicator	Recommendation	Action taken	Referee and Supporting Documents
1.1	VMG and Values should be consistent in the key documents such as annual report... ect.	<p>1- RCEDO conducted annual workshop with all staffs &amp; board members at Sihanouk villa to discuss and review key documents such as:</p> <ul style="list-style-type: none"> <li>- RCEDO Statute,</li> <li>- Financial policy</li> <li>- Developed annual Report 2010</li> <li>- Revised Strategic Plan 2010-2014</li> <li>- Developed administration policy.</li> </ul> <p>2- RCEDO conducted all staff meeting with MT and Board to finalize and approval of those documents.</p>	<p>1- Minute of annual workshop</p> <p>2- Minute of board meeting.</p> <p>3- Minute of the staff meeting</p> <p>4- RCEDO Statute approved by board</p> <p>5- RCEDO Annual Report 2011</p>
1.5	The governing document must state that it is prohibited to distribute profits or assets for the benefit of particular individuals within the organization.	<ul style="list-style-type: none"> <li>- RCEDO developed grievance; conflict of interest policy participated by Management Team.</li> <li>- All staffs had been oriented by Management team after the policies had finalized by Board.</li> </ul>	<p>1- Minute of the staff meeting</p> <p>2- Conflict of interest and Grievance Policy approved by board.</p>
2.2	<ul style="list-style-type: none"> <li>- The governing documents define the process for selecting the governing body.</li> <li>- Boards are not able to function the role and responsibilities.</li> <li>- Number of meeting of BoD more than 2 times annually.</li> </ul>	<ul style="list-style-type: none"> <li>- RCEDO statute had revised and clearly state on the process of selection board members and finalized by board and management team during annual workshop at Sihanouk Villa.</li> <li>- TOR of Board had updated and new board member had announced and selected.</li> </ul>	<p>1- Minute of annual workshop</p> <p>2- Minute of board meeting.</p> <p>3- Minute of the staff meeting.</p>
2.3	<ul style="list-style-type: none"> <li>- By-law should be revised</li> <li>- Staff should be aware of the key messages in the by-</li> </ul>	- done as above (1.1).	- done as above (1.1).

	law.		
3.1	Staff members are able to describe agenda and contents of the staff meetings and have access to where minutes are stored	- RCEDO produces all of staffs; Board and management meeting minute and had shared among participants after the meeting. The minute is able see in the administration filling board for hard copy and in the computer for software.	- Minute of board meeting - Minute of Management meeting - Minute of staff meeting.
3.3	- Organizational annual report should be developed after 3 months of fiscal years. - Should post the annual report in www.rcedo.org	- RCEDO had sent one staff to train on website design. - RCEDO annual report for 2010 had been produced and uploaded on webpage.	- RCEDO Annual Report 2010 -RCEDO webpage: <a href="http://www.rcedo.org">www.rcedo.org</a>
4.1	RCEDO should conduct annual global financial audit as requirement of this standard.	- Project Financial Audit 2010 has been implemented. - RCEDO difficult to seek for funding to implement the Global financial Audit.	- Financial audit report 2010
4.2	Staffs should be more aware of the key message of the financial policy.	- All staffs had been attended the meeting and discuss on Financial Policy after it is approved by management team and board.	- Minute of staff meeting
5.2	RCEDO should develop the conflict of interest policy to apply to all staff and board members.	- done as above (1.5).	- done as above (1.5).
7.1	A personnel policy manual must be in place, accessible and applied to all staff members. Staff members must be able to describe the policies contained in manual and their involvement in the policies development	- After policies revised and authorized by governing board meeting; RCEDO MT had oriented the policy revised and new developed policies to all staff. Most of staffs were understood and effective implement it during daily work performance.	- Grievance policy - Conflict of interest policy - Admin policy - Statute/ by law revised. - Minute of staff oriented meeting
7.3	RCEDO should conduct performance appraisal for all staff members	- RCEDO Management team conducted annual staff performance appraisal. - Executive Director performance appraisal evaluated by board members of RCEDO.	- Staff performance appraisal form completed. - ED performance appraisal form completed.
7.4	RCEDO should try their best to follow this policy such as promote females in the management team and recruit female in Board	- RCEDO statute and gender policy had revised. - One new board had selected and is female.	- Minute of Board meeting: - Statute & Gender policy approved by board.

	member as the policy states.		
7.5	RCEDO should develop grievance policy and procedure.	- done as above (1.5).	- done as above (1.5).

#### 4. Executive Summary

RCEDO has fulfilled most of the NCCC recommendations (13 were recommended to be fulfilled). The organization spent about 9 months to fulfill NCCC’s recommendations. RCEDO has shown a strong commitment to take their staff and management team through each of the process.

Among those NCCC recommendations, Conflict of Interest policy was one of the new policy which RCEDO has to develop and put into practice. They have developed the policy and introduced it to the staff. Some of them have been fully aware and some of them were still unsure how the policy would affect them and the organization. The field assessment observed that the policy were not clearly stated the procedure of the conflict of interest in the area of revealing and removal of the person involved in the potential conflict and also clear procurement process. This cause the confusion or unclear decision for some staff. Moreover, RCEDO has tried to find fund to conduct audit but some donor did not provide budget to do it.

#### 5. Verify Result Summary

##### Standard 1.1: Vision, Mission, and Value

Responding to this standard, RCEDO had complied with standard. As checking updated by-law, annual report 2010, and gender policy; the vision, mission, and values in all documents are consistent from one to another. Base on the result above, RCEDO fully complied with standard.

##### Standard 1.2: Awareness Vision, Mission, and Values

As the result interviewing with program staff and the management team, most of them are able to describe the key meaning of the vision, mission, and values. Moreover, they can explain some key term of the mission, and values. And they can link the program activities to the state mission. Base on the result above, RCEDO fully complied with standard. And it would be appreciative to maintain this standard.

##### Standard 1.5: NGO is non-profit

As checking updated by-law, RCEDO is local NGO, non-profit, non partisan, neutral, etc as stated in the article 4 page 3. Moreover, non-profit also found in the annual report page 1. Base on the result above, RCEDO fully complied with standard.

##### Standard 2.2: Functioning governing boards

As the new revised by-law, board members comprise 5 members who select from other external organization or individual. The chair of board needs to elect by other board members. While recruit board member need to discuss with the board members and management team with majority voice. The mandate of chair board is three year term. It was not found how many mandate does the chair of board can stand. And it was not found the mandate for board members. Chair of board meeting at least 2 times per year.

Result interviewing with 4 board members, they said in the documents, RCEDO wrote as the governing board while actual implementation, they act advisory board. As Cambodia context, it is really hard to apply as governing board. However, they have helped RCEDO a lot such as participate every 2-3 months, follow up on implementing the organization policy, teach staff to aware the policy, check the progress report, review and approve policy, and sign on the project proposal. Moreover, during the interviewing board members suggest RCEDO to separate HR unit from finance especially strengthening awareness of the policy, should have annual reflection workshop.

While interview with program staff and management team they said all board members help the organization as joint the meeting, checking the activities, consult to seek for fund, staff recruitment, provide information about fund, provide comment in strategic plan, and appraisal ED. As one board member retired from their working place, he comes to help RCEDO almost every week. As a result, he much involve with RCEDO especially daily operation work. The board members have tried to change from advisory board to governing board tasks. The background of all board members really fit the organization's mission. Base on the result above, RCEDO fully complied with standard. NCCC appreciates the committeemen of board members during this period. Even though NCCC make decision that this stand is full but the NGO GPP team needs to close monitoring the implementation of their role and responsible according to the role and responsible such as recruit new board, appraisal ED, review and approve on the policy, monitor the annual budget and financial status, review strategic plan, etc.

### **Standard 2.3: By-law**

By-law had been reviewed by board director and staff members. As checking the updated by-law, the overall by-law has followed guideline of the NGO Code. However, as mentioned in standard 2.2, it was found mandate of chair board 3 year term while member of board did not have mandate. And I was not found clear selection procedure to select board. While recruit board member need to discuss with the board members and management team with majority voice. As interviewing with management team, they said board member did not have mandate. And the key contents of by-law are: name, objective, address, structure, role and responsible of board, board meeting, role and responsible for staff, general assembly, meeting, source of fund and budget control, amendment, dissolve, and distribute property, and closing provision. Base on the result above, RCEDO partially complied with standard. RCEDO should revise the by-law. RCEDO should state clear about mandate of board members and clear selection process of recruiting new board members. Moreover, to recruit new board, the management can involve by just introducing the candidate to other board members. And make sure the board members have enough power to recruit new board without intervention from the management team.

### **Standard 3.2: Management team**

As stated in by-law page 7, the management team comprises 5 members who are ED, project director, program manager, and administration and finance officer. Among 5 members, at least 2 ladies, who serve 2 year term and at least 3year time meeting per year. The management team was selected by other staff with majority voice.

As stated in the separate ToR for the management team. The management team comprise 5 members with clear role and responsible. The frequency of the meeting is four time per year. Base on the result above, RCEDO fully complied with standard.

**Standard 3.3: Annual report**

To response to this standard, RCEDO has produced organizational annual report 2010. And it follows the guideline of this standard. The annual report is available for verify field assessment. Base on the result above, RCEDO fully complied with standard.

**Standard 3.6: Working environment and internal relationship**

There are 7 program staffs response to this standard. All of them had been given the questionnaires, and the result show as below:

<p><b>សេចក្តីណែនាំ:</b> សូម ទិកសញ្ញា <input checked="" type="checkbox"/> នេះនៅក្នុងប្រអប់ណាមួយ ដែលជាជំរើសរបស់អ្នក: <b>SA-</b> យល់ព្រមខ្លាំង; <b>A-</b> យល់ព្រម; <b>D-</b> មិនយល់ព្រម; <b>SD-</b> មិនយល់ព្រមខ្លាំង; <b>NO-</b> មិនមានយោបល់ ឬមិនដឹងទេ</p> <p><b>INSTRUCTIONS:</b> Please tick the box that is closest to your choice.  <b>SA-</b> Strongly Agree; <b>A -</b> Agree; <b>D -</b> Disagree; <b>SD -</b> Strongly Disagree;  <b>NO -</b> No opinion, or don't know.</p>	SA	A	D	SD	NO
<p>ថ្នាក់ដឹកនាំអង្គការមិនមែនរដ្ឋាភិបាលជាន់ខ្ពស់នៅក្នុងអង្គការមានការគោរពដល់បុគ្គលិក ហើយគួរឱ្យកោតសរសើរ                      Senior NGO leaders in the organization are respectful, and appreciated</p>	42.86 %	57.1 4%			
<p>ថ្នាក់ដឹកនាំអង្គការមិនមែនរដ្ឋាភិបាលជាន់ខ្ពស់នៅក្នុងអង្គការជាអ្នកដែលអាចជឿទុកចិត្តបាន                      Senior NGO leaders in the organization are trusted</p>	14.29 %	85.7 1%			
<p>ថ្នាក់ដឹកនាំអង្គការមិនមែនរដ្ឋាភិបាលជាន់ខ្ពស់នៅក្នុងអង្គការមានសមត្ថភាព                      Senior NGO leaders in the organization are capable and competent</p>	28.57 %	71.4 3%			
<p>ថ្នាក់ដឹកនាំអង្គការមិនមែនរដ្ឋាភិបាលជាន់ខ្ពស់នៅក្នុងអង្គការមានភាពស្មោះត្រង់ ហើយមិនពុករលួយ                      Senior NGO leaders in the organization are honest and not corrupt</p>	14.29 %	57.1 4%	28.5 7%		
<p>ជាទូទៅខ្ញុំបានពេញចិត្តជាមួយនឹងបរិយាកាសការងារនៅក្នុងអង្គការនេះ                      I am generally satisfied with the working environment in the organization</p>	14.29 %	85.7 1%			
<p>នៅក្នុងអង្គការ ពួកយើងទាំងអស់គ្នាធ្វើការងារជាក្រុម                      In the organization, we work together well as a team</p>	28.57 %	71.4 3%			
<p>នៅក្នុងអង្គការ បុគ្គលិកផ្សេងៗ ទៀតបើកចំហឱ្យមានការផ្តល់យោបល់កែលម្អដល់ខ្លួន                      In the organization, other staff are accessible and open to feedback</p>	14.29 %	85.7 1%			
<p>នៅក្នុងអង្គការ ជាទូទៅ បុគ្គលិក និងអ្នកគ្រប់គ្រងតែងតែជួយគាំទ្រគ្នាទៅវិញទៅមក                      In the organization, staff and management generally help and support each other</p>	28.57 %	71.4 3%			
<p>យោបល់ផ្សេងៗ :                      Any Comments:</p>					

As the result above, the working environment and internal relationship of RCEDO is not bad or good but it is acceptable. RCEDO fully complied with standard. However, RCEDO need to improve some points such as honest, and corruption, and other points as result above.

#### **Standard 4.1: organization-wide financial audit**

Concerning to this standard, RCEDO has complied some with this standard. As some donor did not provide budget to conduct audit so RCEDO conducts audit only some program. For 2010, RCEDO had audit on Community Empowerment toward Socio-Economic Development and Democracy (the Project), and the recommendation shared to board member, and program staff. Base on the result above, RCEDO partially complied with standard. RCEDO should conduct organizational wide-financial audit. And RCEDO should discuss with their donor to give support for auditor.

#### **Standard 4.2: Financial Policy and Procedure**

As interview with the program staff, some of them can describe the key point in the financial policy such as cash on hand before only 2000 USD now 3000 USD, per-diem before 5 USD now 7 USD within target area and outside target area will receive 28 \$ (food 12 USD, accommodation 13 USD, and Motordub 3 USD), for full staff after one year, they need to save 7% of their salary, 13 salary: some project receive 13 salary so they share to those who have not received by discussion within organization, health insurance 25 USD per month, if the donor support, maternities leave will receive 50% of their salary for three months, cash advance and settlement, Quotation 300-5000 USD, fee for disposal asset keep as reserve fund, fiscal year, and procurement committee. Base on the result above, RCEDO fully complied with standard.

#### **Standard 5.2: Conflict of interest**

RCEDO had developed the conflict of interest by participation from most staff and approved by the board of director. As the conflict of interest policy, RCEDO commits to not involve any staff both management team and ordinary staff in the conflict of interest. Based on the result of the interview with program staff and management team, they can identify the key content of conflict of interest such code of conduct, honest, conflict of interest points, reveal the conflict, prevention, risk or defame organization reputation, gift or commission, budget and resource, confidential information, working 2 place, double benefit, organization use for personal benefit. All points above had been found in the conflict of interest policy. However, the policy does not state clearly on the issue of relatives working in the same organization. As reality, the interview revealed some relatives working in the RCEDO, which was not known to all staff before. That is why most the staff did not know the relative working in organization.

Moreover, based on field checklist questionnaires, it also found the buying-selling materials, and rental house. Most staff they were aware of these issues and they satisfied with the process. While few staff, they did not satisfied with buying-selling materials or rental house. The policy does not stately the procurement process, this cause confusion among all staff. Base on the result above, RCEDO partially complied with standard. RCEDO tries to avoid the conflict of interest issue in organization such as relative, buying-selling materials or rental house, etc. and in addition to standard 3.6 as mentioned above.

#### **Standard 7.1: Staff policy and procedure**

As the result of interview with the program staff, they are able to describe the key points in the staff policy such as resign or dismissal, appraisal, prohibit, leave, public holiday, sick leave, maternity leave, working hour, recruitment, type of staff, JD, grievance policy, conflict of interest, maintenance and using

properties or material, salary increase 5-10%, using phone, using motorbike. Base on the result above, RCEDO fully complied with standard.

**Standard 7.3: Performance appraisal**

According to the result interviewing with program staff, for management team had been appraisal staff 2 times per year at mid-year and the end of year. While first year, the staff need make their planning and require capacity need. The objectives of performance appraisal are to measure the capacity and knowledge of the staff, to see the progress, to build capacity, to encourage or to fire. RCEDO uses differences perform appraisal form between management team and program staff. Base on the result above, RCEDO fully complied with standard. Moreover, RCEDO need to make sure all performance appraisals will be conduct every year with all staff. And the form should be simple and apply for all staff.

**Standard 7.4: Gender and Minority equity**

RCEDO had developed gender policy. As the policy attached, RCEDO has written clear policy and procedure with some main key points as following: rationale gender, gender strategy and indicator, gender for management level, recruitment, changing position, working environment, material use, promotion, follow and evaluation about gender.

Interviewing result with the program staff and management staff, they told that they had involved in developing policy. Within organization RCEDO had been promoting gender as in board member, management team, recruit new staff, and in the target community. Among 5 board members, there is one female board. 2 female staff among 6 management team, and among 19 staff, there are 7 female who have 5 female for program staff. Moreover, the staff said RCEDO always consider gender issue especially in the target beneficiaries, CBO, accompany female staff working in village, distinguish restroom men and women, encourage female staff to share idea, during the recruitment process, equal benefit, not sexual harassment, and in the value of RCEDO as gender equity. Base on the result above, RCEDO fully complied with standard.

**Standard 7.5: Grievance Policy**

Responding to the recommendation, RCEDO had developed grievance policy by participation from staff members and approved by board members. As checking the grievance policy, it states clearly about 4 steps to deal-with grievance issues with specific date.

Interviewing with staff and management members, they are able to describe the key points and principles of grievance policy with clear duration to solve grievance issues. Base on the result field checklist questionnaires, all staff dare to bring their grievance issue to management team and board members. Base on the result above, RCEDO fully complied with standard.

**6. Summary of Recommendations for the NCCC**

Fully complied with standards	Partially complied with standards	Not complied with standards
Fully complied with 23 standards (88.46%) such as 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 2.4, 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 4.2, 5.1, 5.2, 6.1, 7.1, 7.2. 7.3, 7.4, and 7.5.	Partially complied with 3 standards (11.53%) such as 2.3, 4.1, and 5.3	Not complied with standards 0 standard (0%)



Based on the results of desk review, field check and result of fulfillment of NCCC recommendations verification, RCEDO has fully complied with 23 standards on paper and in practice and partially complied with 3 standards.

NGO GPP appreciates of the commitment and ability of staff and board members and the active participation from other stakeholders in this process and we would like to recommend that RCEDO should be waiting another next 9 months to fulfill all remaining recommendations such as by-law, organization-wide financial audit, and conflict of interest policy.

**Name of NCCC members on August 26, 2011:**

**PhD. Meas Nee**

**Ms Carol Strickler**

**Ms Jenny Pearson**

**Mrs Pok Panha Vichetr**

**Ms Caroline McCausland**

**Ms Belinda Mericourt**