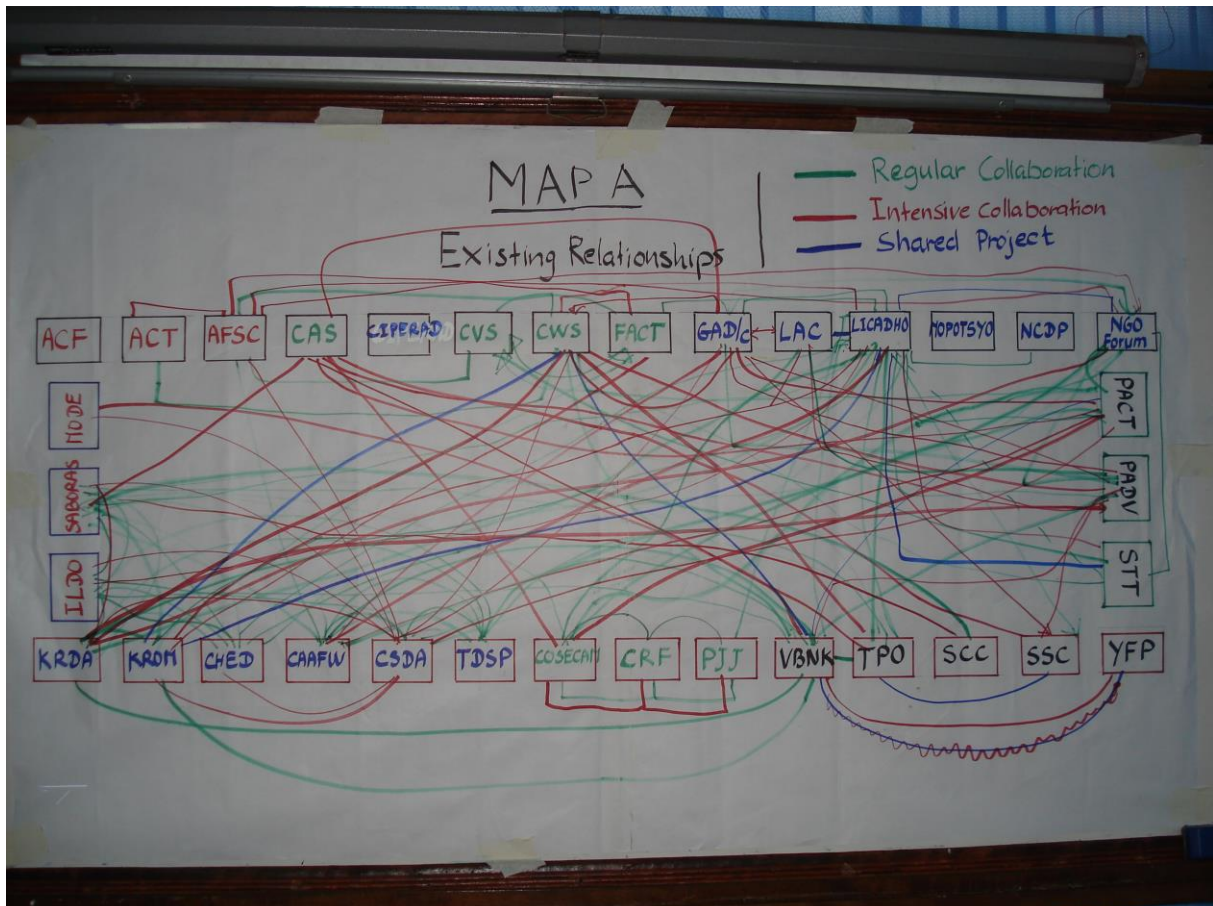


ICCO-Kerkinactie CAMBODIA PARTNER MAPPING REPORT BASELINE DECEMBER 2006



Data collection and analysis:
 Roger Henke (ICCO/KiA)
 Hong Huong (CAS)

DRAFT MARCH 2007

CONTENTS

Executive Summary

Guideline for using this partner

1. Rationale and information collected

Table 1: Information collected

2. Results

2.1 The basics (1):

2.1.1 Partner NGOs

Table 2: NGO Partners and the ICCO-KiA support they currently receive

2.1.2 How big are they, what kind of donor support do they receive?

Figure 1: Funding is the predominant mode of ICCO-Kerkinactie support

Figure 2: On average, ICCO-Kerkinactie funding partners do not tend to be big

Figure 3: ICCO-Kerkinactie partners receiving TA on average tend to be bigger than those that receive funding

Figure 4: The bigger the budget, the more donors an NGO has

Figure 5: On average, ICCO contributes a much larger share to its partner budgets than other donors

Figure 6: The ratio of smaller to larger donor contributions is 2:1 until NGOs become bigger than \$ 500.000

Figure 7: ICCO contributes larger shares of total budgets to larger NGOs than other donors

2.2 The basics (2)

2.2.1 What kind of work the partner NGOs do?

Table 3: Types of NGO

Figure 8: Provision of direct services is the predominant activity of ICCO-Kerkinactie NGO partners (1)

Figure 9: A third of partner NGOs provide direct services only

Figure 10: Provision of direct services is the predominant activity of ICCO-Kerkinactie NGO partners (2)

2.2.2 What sectors do partner NGOs work in?

Table 4: Aggregate classification of objectives by partner NGO (level 3)

Figure 11: Aggregate classification of partner NGO objectives: summary

Figure 12: Two thirds of current Partner NGO objectives address Peace Building and Human Rights

Figure 13: The current ICCO-Kerkinactie partner network of shared objectives

2.3 Relationships with other NGOs

Figure 14: NGOs mentioned more than twice as having trusted leadership

Figure 15: NGOs mentioned more than twice as allowing for frank discussions

Figure 16: NGOs mentioned more than twice as partners in practical collaborations

Figure 17: Especially trust has many NGOs that are mentioned by more than one partner NGO

Figure 18: The commonality in NGOs mentioned is greatest regarding trust

Figure 19: Licadho, VBNK, NGO Forum and CLEC stand out as network nodes 1

Figure 20: Licadho, VBNK, NGO Forum and CLEC stand out as network nodes 2

Figure 21: NGOs mentioned twice or more as important sources of information

Figure 22: NGOs mentioned twice or more as important targets of information

Figure 23: Information senders are better identifiable than information targets

Figure 24: The most important NGOs for receiving information and sharing it with others

Figure 25: The most important network partners for ICCO-Kerkinactie supported NGOs

Figure B: The advisory and support relationships between ICCO-Kerkinactie partner NGOs

2.4 The ICCO-Kerkinactie Programming process

Figure 26: Issues around which more collaboration is sought (survey)

Figure 27: Issues around which more collaboration is sought (Partner meeting Nov 2006)

Figure 29: Collaboration issues and issues for campaigns combined into a simplified network of relations between NGOs

Table 7: Research needs that are potentially interesting to address with a group of interested NGOs

Table 8: Suggestions for experimental projects which are potentially interesting to implement with a group of NGOs

Figure 30: Donor problems around money, priority-setting and admin requirements 1

Table 11: Donor problems around money, priority-setting and admin requirements 2

Table 12: Most expectations regarding programming focus on expected outcomes/impact

Figure 31: Most expectations regarding programming focus on expected outcomes/impact

Figure 32: Funding dominates fears, followed by low expectations about program added value

3. The future

Figure 33: ICCO-Kerkinactie program outline

ANNEXES

Annex 1: Questionnaire & responses

1.1: Questionnaire

Table 1.1: NGO responses

Figure 1.1: The easier (nearly all answered) and more difficult questions

Annex 2: Additional tables

Table 2.1: NGO Size and ICCO-Kerkinactie Funding contributions

Table 2.2: NGO Size and TA Provided by ICCO-Kerkinactie

Table 2.3: The bigger the NGO the more donors it has

Figure 4.1: The bigger the budget, the more donors an NGO has

Table 2.4: ICCO-Kerkinactie contribution to partner budgets

Table 2.5: Other donors' contribution to partner budgets

Table 4.1: NGO objectives

Table 4.2: NGO objectives: aggregation level 2

Table 4.3: NGO objectives: aggregation level 4

Table 5: NGOs Mentioned more than once in answer to four network questions

Table 6: The most important NGOs in terms of all six network indicators

Figure A: Intensive collaboration network ICCO-Kerkinactie partners

Figure B.1: Receive and give advice relations network ICCO-Kerkinactie partners

Figure B.2: Receive and give support relations network ICCO-Kerkinactie partners

Table 26.1: Aggregated issues for collaboration by NGOs

Table 26.2: Original answers to question about issues for collaboration

Figure 26.1 Collaboration issues as relations between NGOs

Figure 26.2 Collaboration issues as relations between NGOs – simplified network picture

Table 28.1: Aggregated issues for campaigning by NGOs

Table 28.2: Original answers to question about issues for shared campaigns

Figure 28.1: Campaign issues as relations between NGOs

Figure 28.2 Campaign issues as relations between NGOs – simplified network picture

Figure 29.1: Collaboration issues and issues for campaigns combined as relations between NGOs

Table 7.1: Issues of research mentioned by survey respondents

Table 8.1: Suggestions for Pilots

Table 9: Offers by NGOs to other other NGOs

Table 10: Needs that might be fulfilled with the help of other partner NGOs

Table 13: Donor problems

Table 14: Expectations regarding advantages/positive impacts for own NGO from an ICCO – Kerkinactie program

Table 15: Fears about disadvantages/negative impacts for own NGO of an ICCO - Kerkinactie program

Annex 3: Brainstorm results ICCO Partners Meeting – 25 November 2006

EXECUTIVE SUMMARY

This is a technical report, a resource that both later repeats of this mapping as well as presentations to particular audiences of practitioners, policy-makers, or others, can draw upon.

Objectives

This report is a generic baseline, conducted before the objectives of the program to be have been decided upon. One of its objectives is to inform the identification of possible clusters around which program objectives can be developed. Another objective is to allow for interesting comparisons over time regarding the partnerships, the kinds of support provided, the kinds of relationships NGOs value, and a whole range of other issues. A third objective is to enable ICCO-Kerkinactie to reflect upon the origins of this country-specific partner profile.

Data collection

This report draws on three sources of information:

- NGO policy documents (proposals, strategic plans, etc.)
- A survey
- Exercises during a partner meeting (25 November 2006)

The partner profile in Cambodia

Funding is the predominant mode of ICCO-Kerkinactie support to its partners. Nevertheless, more than a third receives TA. On average, partner NGOs tend to be medium sized, but funding partners (median yearly budget = \$ 154,000) are only half as big as partners receiving TA (median yearly budget = \$ 294,000). As expected, the bigger the yearly budget the more other donors. Icco seems to differentiate itself from other donors in contributing a much larger share to the budgets of its partners than the other donors.

The provision of direct services is the predominant activity of ICCO-Kerkinactie partners.

Given the choice to build the programming process on existing partnerships and ICCO-Kerkinactie's preference for one lead theme per country, this mapping confirms the Democratization and Peace Building theme as the most appropriate for Cambodia. From the perspective of stated organizational objectives, two-thirds of all NGO objectives address either peace building or human rights. The next closest alternative would have been Access to Basic Services which would have covered around 40% of all stated objectives.¹ Nevertheless, democratization (as an objective) is weakly represented within the existing partnerships. In line with the situation analysis of the 2005 identification mission report², this can be understood as reflecting Cambodian reality: to strengthen democratic space "indirect" work on peace and justice rather than "direct" democratization efforts are most important.

NGO partners answered a variety of survey questions about which other NGO they relied upon most (e.g. trust, collaborate with, exchange information with). The survey explicitly requested the "respondent" to disregard if an NGO one networks with is or is not supported by ICCO. Across all NGOs who answered the survey and across the various kinds of relationships probed, considerable consistency emerged: four NGOs stand out as being central nodes for the existing ICCO-Kerkinactie partners: Licadho, NGO Forum, CLEC and VBNK. Three of these four are partner NGOs (CLEC is not).

Similar questions were asked during a November 2006 partner meeting (see annex 3). This time the answer possibilities were restricted to ICCO-Kerkinactie partners. The comparison between results of the "open" and the "limited choice" versions suggests that for network descriptive and evaluative purposes indicator questions about are best asked allowing for non-network member answers. Only then can the answers be understood as reflecting respondents' generalized sense of what the indicator stands for. E.g. what is meant by "intensive" collaboration is very much influenced by what the comparison group is. An intensive collaboration within the context of the group of ICCO-Kerkinactie partners may look like a rather weak relationship when it is being compared to the collaboration with a non-partner.

¹ This statement implies that some objectives can be seen as both addressing peace building/human rights or access to basic services

² Center for Advanced Study (November 2005) ICCO Identification Mission: Democratization & Peace Building in Cambodia

The programming process

NGO partners answered a variety of questions that explored issues that in direct or indirect ways were expected to be relevant input for programming. Either for the programming process or with respect to the program's content.

Answers to questions about issues that partner NGOs would like to collaborate on with others and suggestions for campaign issues do not cohere into clusters that seem to consist of natural partnerships of NGOs. However, they do generate an interesting suggestion that can be pursued within the program to be: there are clearly some cross-cutting issues, e.g. gender, children, and natural resources, that are of interest to a broad range of partner NGOs. These can be taken into account when exploring specific possibilities for program level collaborative activities.

Questions regarding perceived research needs and suggestions for interesting pilot projects, again, did not cohere into natural clusters. But also here some interesting input for further program discussions emerged, e.g. grassroots advocacy as an issue in need of better understanding, and peer-learning pilots for exploring ways to improve the effectiveness of NGO work. The latter tied in well with the results of questions on offers that NGOs are willing to make to other NGOs and needs they see for their own NGO which they hope others can help out with. Also here peer learning, exchange visits, etc. appeared as popular suggestions. However, at present (to our knowledge) such arrangements are not often implemented. It thus seems worthwhile to explore possibilities for using peer learning modalities in combination with a broader knowledge generating objective as an experimental pilot of both increasing our collective understanding of Cambodian development reality and building individual capacity of participating NGO staff.

As one objective that the program is going to address is donor coordination, problems with donors were explored. Predictably, money, i.e. accessing funding, and donor conditions for and attitudes towards funding is by far the dominant issue for NGOs. Admin problems, i.e. reporting formats etc. come in second. A worrisome and still substantial third are communication and agenda setting issues.

The survey directly probes positive (hopes) and negative (fears) expectations regarding the implications of the ICCO-Kerkinactie decision to program its support. The positive expectations predominantly focus on improved effectiveness of one's own work. To a certain extent this reflects confusion about what differentiates program level objectives from organizational objectives. There are also a fair number of expectations for the program to facilitate capacity building, networking, and advocacy. Fears focus on funding consequences but in addition doubts about added value, donor driven directions and unrealistic expectations are voiced.

GUIDELINE FOR USING THIS PARTNER MAPPING REPORT

This is a technical report. Its aim is to document the information collected in a way that:

- Allows the reader to access to the extent possible the data in their original as well as in various aggregate forms;
- And leave it up to the reader what interests her, rather than provide a selection based on the authors' assumptions.

A major objective is thus to be comprehensive: reporting all results and analyses that the results allow for without too much thought to what any particular audience might be interested in. An important reason for this choice is that evaluation experience has shown how difficult (if not impossible) it is to foresee what we would like to know of baseline data a couple of years down the line when we are assessing changes, and reasons for changes.

For most users, this report therefore does not make for a spellbinding read. It is not meant to be. It is not a policy brief. It is meant to be a resource that both later repeats of this mapping as well as presentations to particular audiences of practitioners, policy-makers, or others, can draw upon.

We have tried to make the list of contents a tool for deciding which sections only to scan and which sections to actually read. To the extent possible, titles of tables and figures express the main message.

1. RATIONALE AND INFORMATION COLLECTED

At the time of designing this information collection the outline of the program to be was not yet clear. It was therefore designed as a generic baseline: how does the group of ICCO-Kerkinactie partner NGOs look like before the programming starts. Once specific program objective have been developed an additional baseline for these objectives is going to be necessary.

Nevertheless, this generic baseline is going to allow for interesting comparisons over time regarding the partnerships, the kinds of support provided, the kinds of relationships NGOs value, and a whole range of other issues. The trends over time regarding these issues will add important contextual flavor to what is going to happen in terms of specific indicators for specific program objectives.

On top of being a baseline, the information collected also aims to chart the existing partner landscape so as to feed discussions regarding possible program objectives. A major decision underlying program development is to take the existing partnerships as a starting point (as opposed to formulating objectives, assessing existing partners in terms of their "fit", and only continuing with those whose organizational objectives are directly in line with the program objectives chosen by ICCO-Kerkinactie). To support this approach – which offers a more substantial influence of partners over the choice of objectives than the alternative described above – this mapping of existing partners in various ways helps the identification of possible clusters around which program objectives can be developed.

A final possible use for this baseline is to see it as one example a country level ICCO-Kerkinactie partner profile. Some characteristics of this example may generate curiosity about their representativeness. Are these characteristics specific to the Cambodian partners? Do they result from implicit or explicit policy decisions? Etc.

The information collected is described in table 1 below. For more detailed information: Annex 1 contains the actual questions used, and an overview of which NGO has answered which questions.

Table 1: Information collected³

Information collected	Sources	purpose
Stated objectives	NGO documentation & e-mail request	Type of activities Sectors of activities Shared objectives as relations between NGOs
Total yearly budget	NGO documentation & e-mail request	Size of NGO
Donors	NGO documentation & e-mail request	Contribution to total budget
Trusted NGOs	Questionnaire	Networking indicator
NGOs with which frank discussions are possible	Questionnaire	Networking indicator
Other NGOs with which one collaborates practically	Questionnaire Partner Meeting	Networking indicator
Other NGOs with which one implements a shared project	Questionnaire Partner Meeting	Networking indicator
Other NGOs whose information one uses	Questionnaire Partner Meeting	Networking indicator
Other NGOs with which one shares information	Questionnaire Partner Meeting	Networking indicator
Other NGOs to/from which one gives/receives advice	Partner Meeting	Networking indicator
Other NGOs to/from which one gives/receives support	Partner Meeting	Networking indicator
Issues for collaboration	Questionnaire Partner Meeting	Exploration of shared interests as relations between NGOs
Issues that are interesting for shared campaigning	Questionnaire	Exploration of shared interests as relations between NGOs
Issues that are interesting for shared research	Questionnaire Partner Meeting	Exploration of shared interests
Issues that are interesting for shared pilot projects	Questionnaire Partner Meeting	Exploration of shared interests
Things to offer to other NGOs	Questionnaire	Assessment of capacities /resources
Things other NGOs could help with	Questionnaire	Assessment of needs
Donor problems	Questionnaire	Exploration of donor coordination issues
Program expectations	Questionnaire	exploration of current expectations regarding program development
Program fears	Questionnaire	exploration of current fears regarding program development

³ In addition to the above one more questionnaire was send out, requesting information on how much of total activities is being implemented in which parts of Cambodia (and if this is done from a field office or not), targeting what groups (again in percentage of total), and what kind of activities (quite detailed, again in percentage of total). Because of poor response this information is not analyzed and excluded from this baseline report. However, some of these issues, be it in much less detail than the questionnaire, are also covered in the analysis of stated objectives.

2. RESULTS

2.1 THE BASICS (1)

2.1.1 Partner NGOs

Table 2: NGO Partners and the ICCO-KiA support they currently receive

NGO Partner	ICCO funding or TA		Total
	ICCO funding	TA	
ACF*	0	1	1
ACT	0	1	1
AFSC	1	0	1
CAAFW	1	0	1
CAS	0	1	1
CHED	1	0	1
CIPERAD	1	0	1
COSECAM	1	0	1
CRF	1	0	1
CSDA	1	0	1
CVS	1	0	1
CWS	1	1	2
GAD/C	1	1	2
ILDO	1	0	1
KRDA	1	0	1
KROM	1	0	1
LAC	0	1	1
LICADHO	1	1	2
MODE	1	0	1
MOPOTSYO	1	1	2
NCDP	1	0	1
NGO Forum	1	1	2
PACT/APP	1	0	1
PADV	1	0	1
PJJ	1	0	1
SABORAS	1	0	1
SCC	1	0	1
SSC	1	1	2
STT	1	0	1
TDSP	1	0	1
TPO	1	1	2
VBNK	1	0	1
YFP	0	1	1
Total = 33 NGOs	28	12	40

* The TA to ACT is accompanied by funds from PSO.

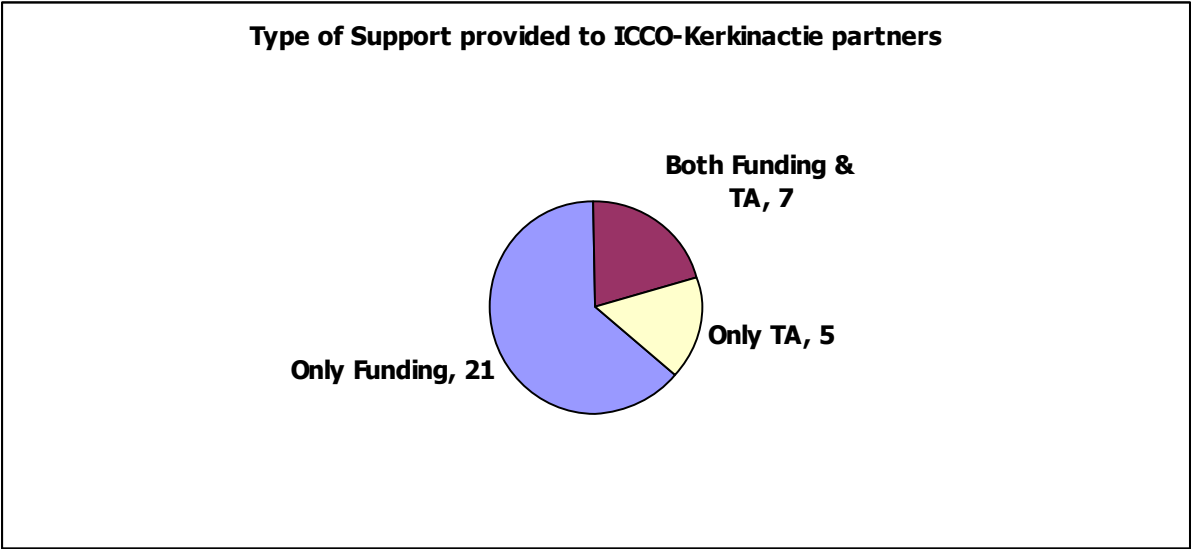
In addition to the 33 NGOs listed above **FACT** is considered a partner. FACT used to receive funding, is part of the VBNK ICCO Partnership Project, and is going to receive funding again.

2.1.2 How big are they, what kind of donor support do they receive?

All partner organizations were requested to provide us with their latest total budget and the donors contributing to it.

Figure 1 below summarizes the three types of support provided: only funding, only TA, and both.

Figure 1: Funding is the predominant mode of ICCO-Kerkinactie support

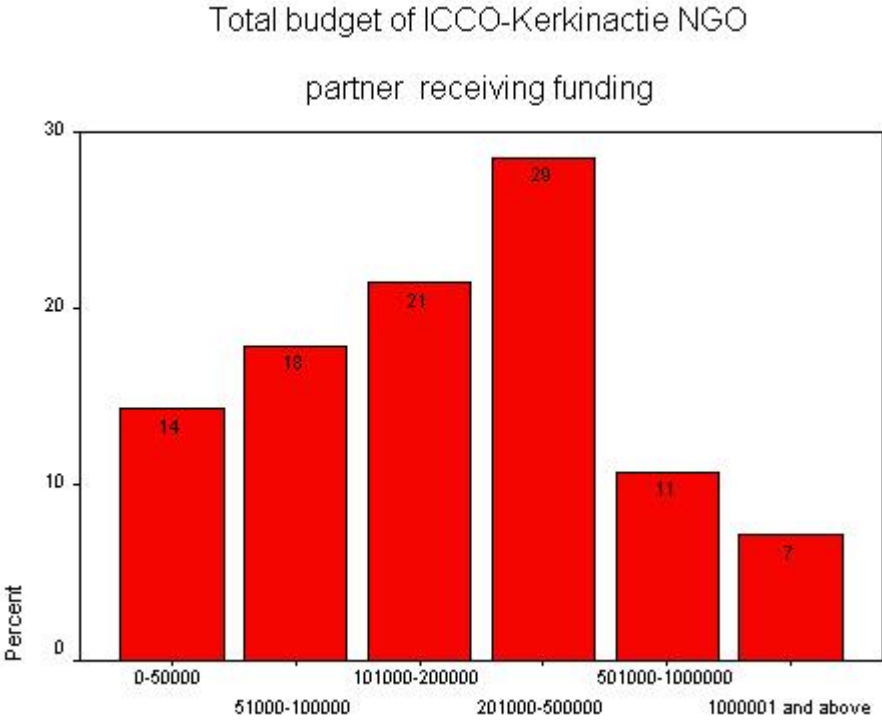


N=33

The figure below visualizes the distribution of NGO partners that receive financial support (funding) in terms of their size (as indicated by their 2006 budget). Of the 28 NGOs that receive funding the the median budget size is: \$ 154.000.⁴

Table 1.1 in Annex 1 gives a detailed overview of the size of partners receiving funding.

Figure 2: ICCO-Kerkinactie funding partners on average tend to be not that big



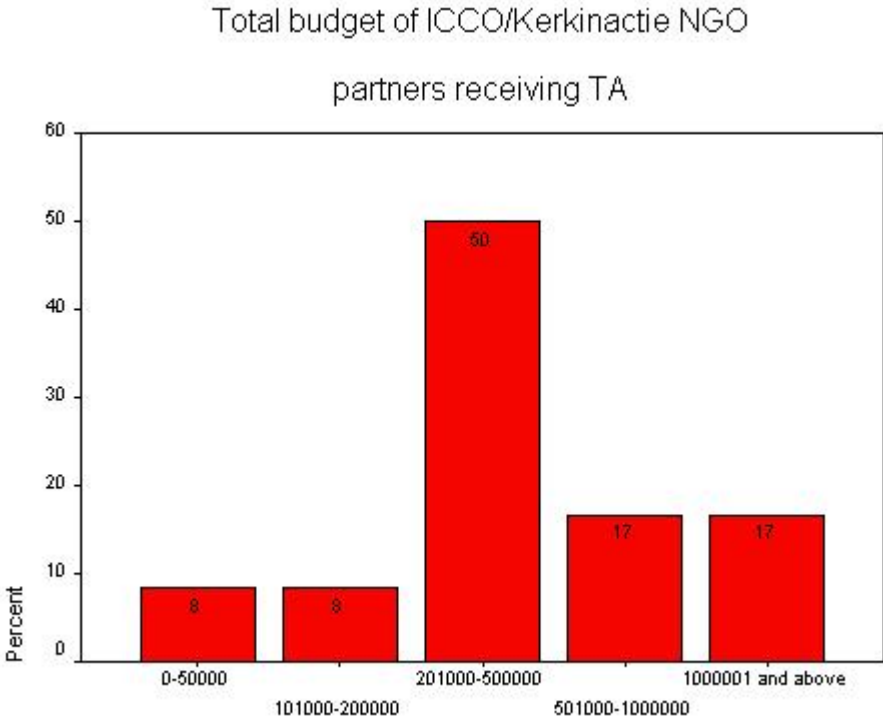
N=28

⁴ The **median** of a distribution is its middle so that 50% lies above it and 50% below it. The **mean** of this distribution is considerably bigger (\$ 300.000) and the difference is caused by the big budgets of the larger partner NGOs. In such cases the median is a better representation of the **average partner**.

Figure 2 below visualizes the distribution of NGO partners that receive TA support (an expat advisor) in terms of their size (as indicated by their 2006 budget). Of the 12 NGOs that receive funding the median budget size is: \$ 294.000. Figure 2 as well as this one-number indicator of the average clearly indicates that TA is only provided to bigger NGOs. The one exception of a small, recently started, and rapidly growing NGO receiving TA assistance does only get short-term (less than 6 months) support.

Table 1.2 in Annex 1 gives a detailed overview of the size of partners receiving funding.

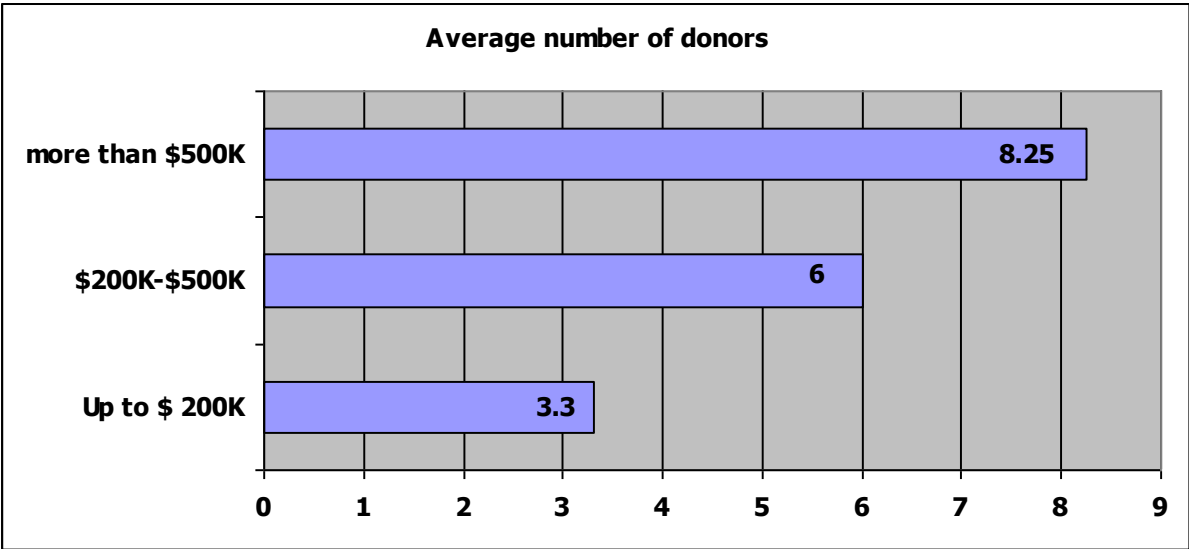
Figure 3: ICCO-Kerkinactie partners receiving TA on average tend to be bigger than those receiving funding



N=12

The NGOs normally receive funding from more than one donor. Figure 4 below gives a summary picture of the number of donors providing financial support to ICCO-Kerkinactie partners. Table 1.3 in Annex 2 one gives a more detailed overview. Figure 4.1 in annex 2 gives a more detailed summary overview.

Figure 4: The bigger the budget, the more donors an NGO has



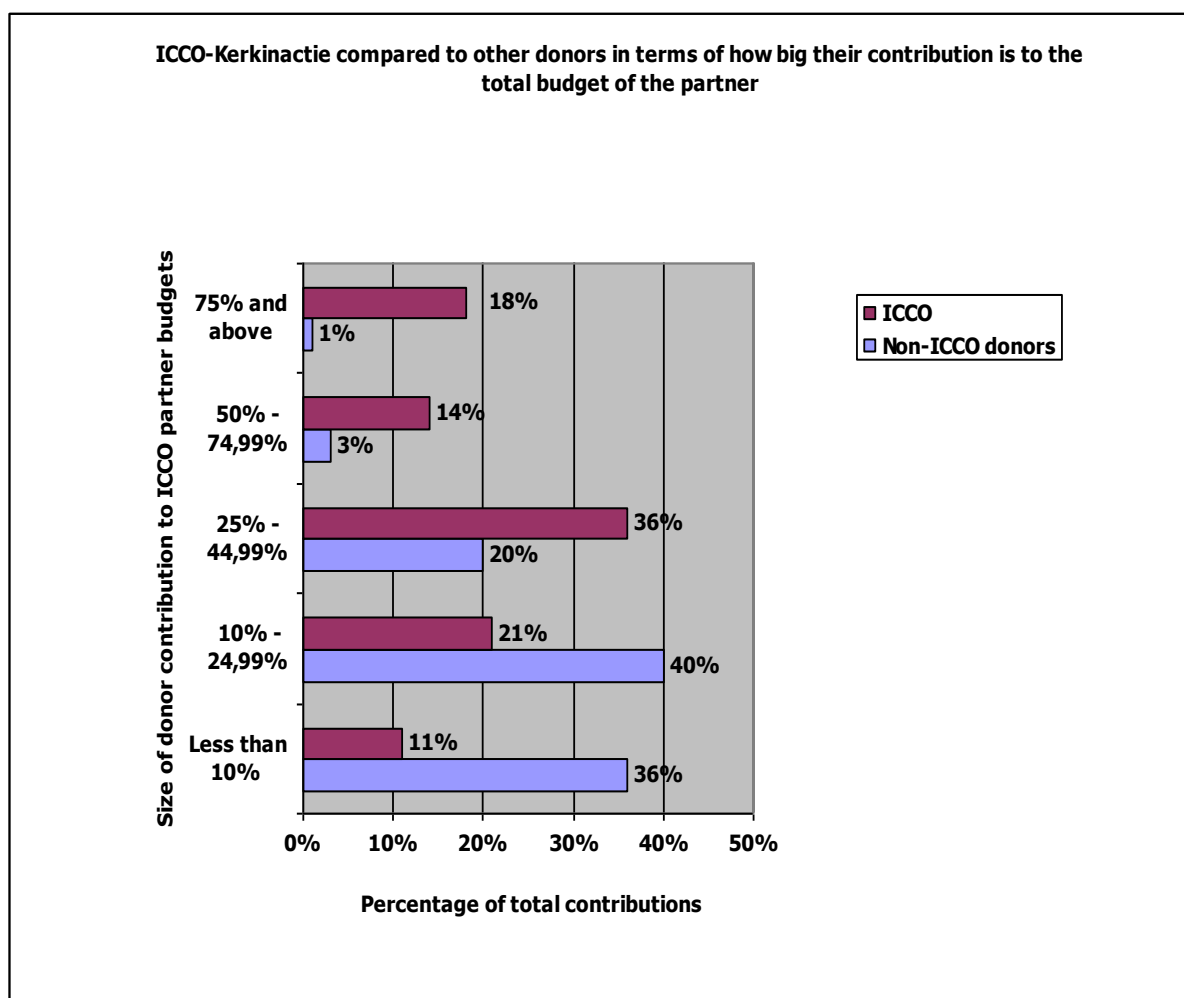
N=31

Another issue that the information collected allows us to look at is the contribution of ICCO-Kerkinactie and other donors to the budget of the ICCO-Kerkinactie partners. There is an obvious difference: on average (mean) ICCO-Kerkinactie contributes 43% of the total budget to its partner organizations, while each of the other donors, on average contributes only 18%.

It is important to stress that this is a partial picture and *not a full comparison of ICCO-Kerkinactie versus other donor funding behavior*. For that we would need to compare the contributions of a representative number of donors to all of their respective partners – not only to the partners that they share with ICCO. Nevertheless, the difference is striking.

Tables 1.4 and 1.5 in Annex 2 provide more detailed overview of the contributions of ICCO-Kerkinactie and other donors.

Figure 5: On average, ICCO contributes a much larger share to its partner budgets than other donors



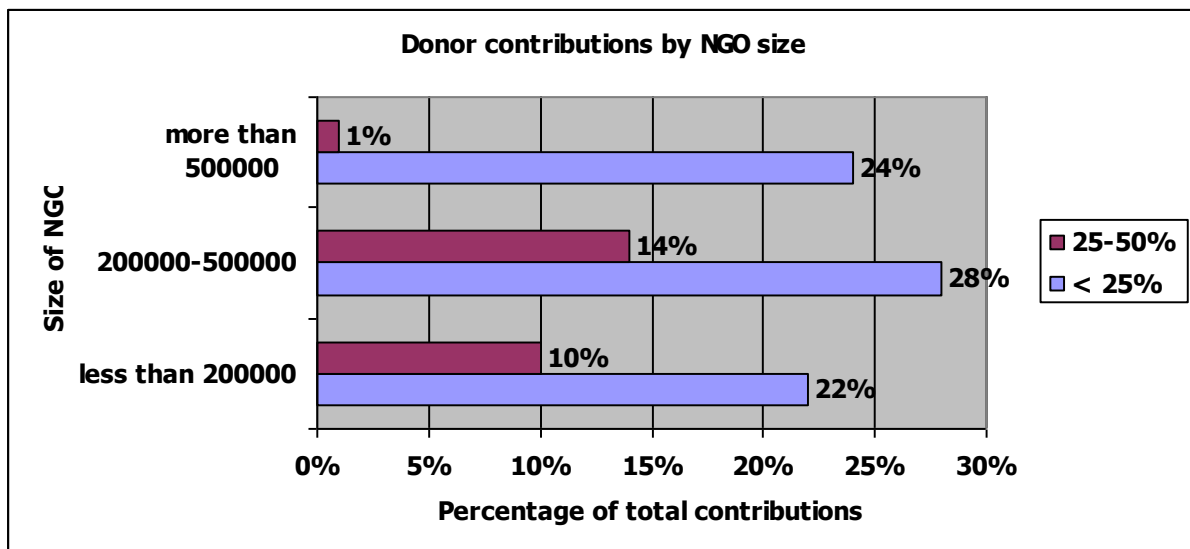
ICCO contributions: N=28

Other donor contributions: N=120

Last questions we can ask of the data are if the size of contributions differ with the size of the NGO (budget), and if so, if that is different for ICCO-Kerkinactie and other donors. Because of the small numbers involved in contributions over and above 50% it is misleading to compare those across donors. Suffice it to remark that eight out of nine of the large ICCO-Kerkinactie contributions are to NGOs with a budget under \$ 200.000⁵. The picture of the 134 contributions up to 50% does indeed show evidence of an NGO size effect. There are about twice as many smaller (< 25% of total budget) than larger (25-50%) contributions, for both smaller (total budget < \$ 200.000) and medium sized (\$ 200.000 – 500.00) NGOs. Bigger NGOs hardly receive any larger contributions.

⁵ The one exception is een ICCO managed EC grant to TPO

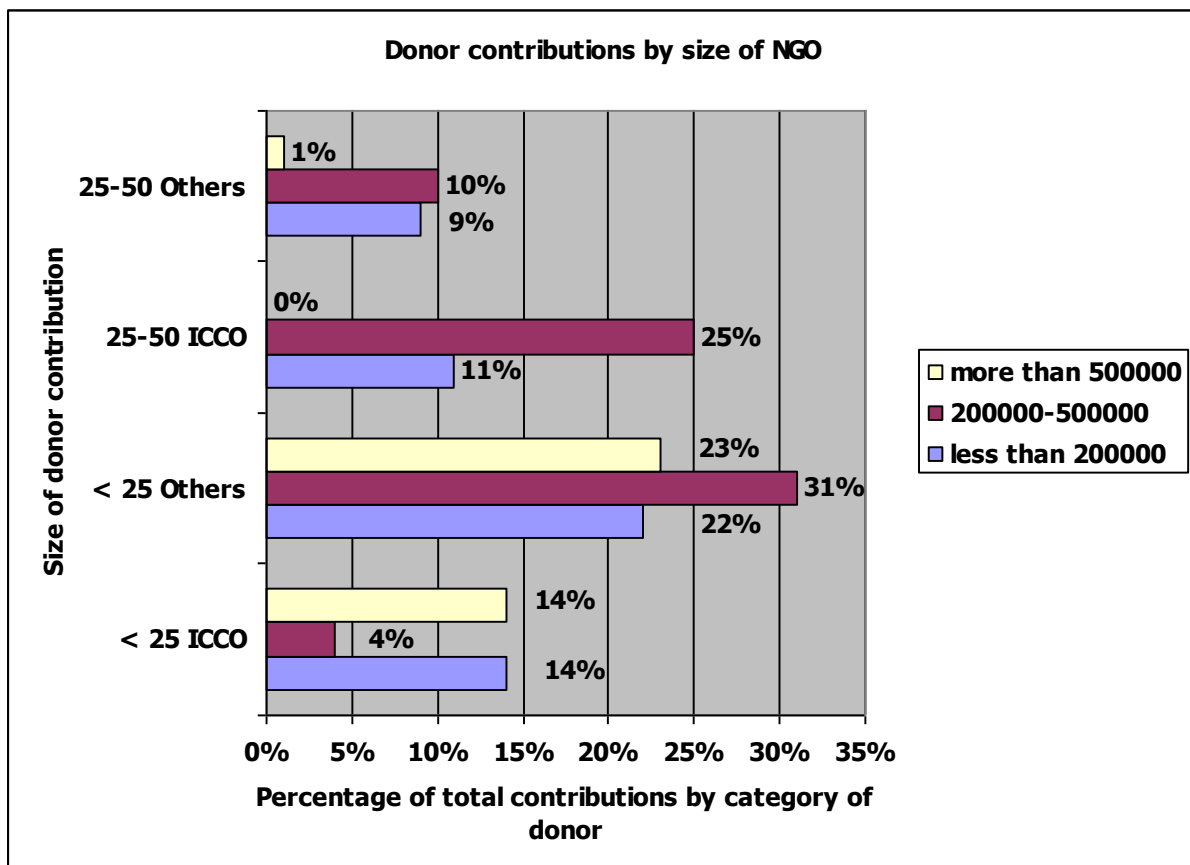
Figure 6: The ratio of smaller to larger donor contributions is 2:1 until NGOs become bigger than \$ 500.000



N=134

If we disaggregated the data for ICCO-Kerkinactie and other donors we again see that ICCO tends to spend a larger share of its total contributions on larger contributions than other donors. Obviously, the same caveat that applied to the earlier conclusion also applies here.

Figure 7: ICCO contributes larger shares of total budgets to larger NGOs than other donors



ICCO: N=19

Others: N=115

2.2. THE BASICS (2)

Based on NGO documentation (strategic plan, annual reports, etc.) we categorized NGO objectives and the kind of activities they implement. This information was tabulated, aggregated and analyzed in different ways to create a variety of "maps" of the ICCO-Kerkinactie partnerships.

2.2.1 What kind of work the partner NGOs do?

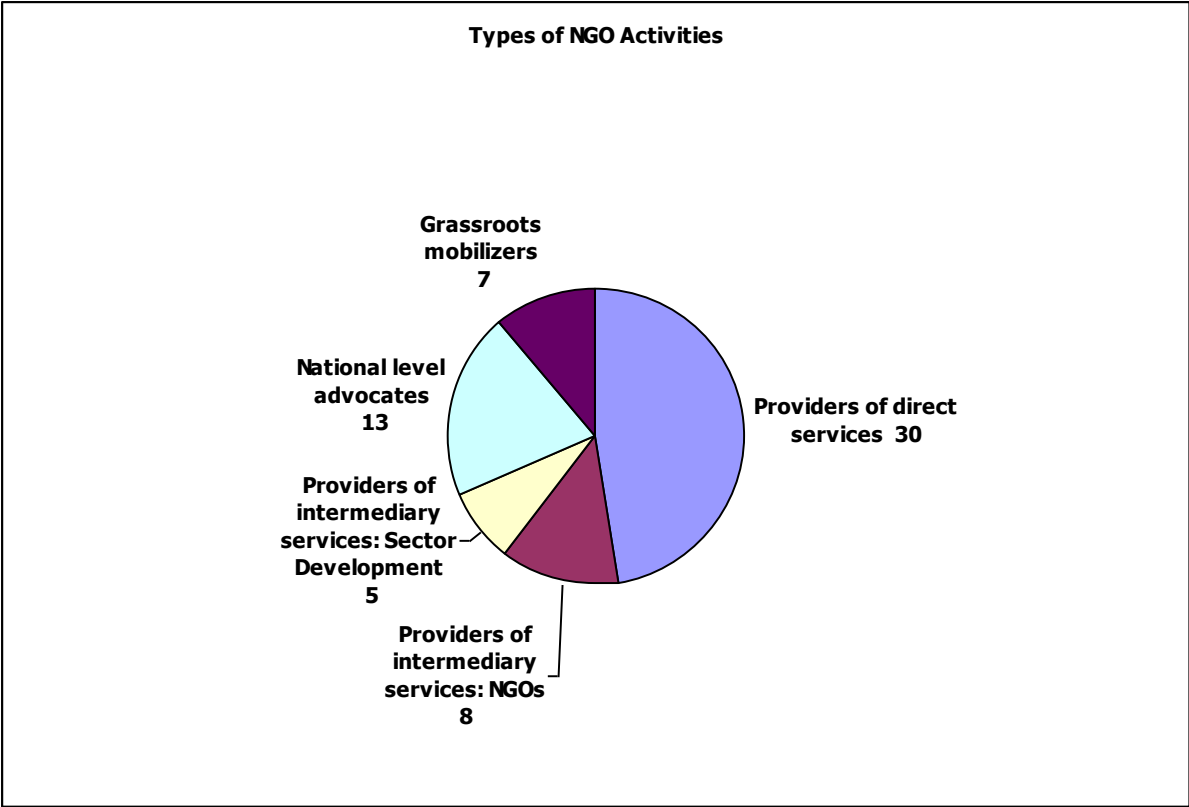
Many NGOs provide services, either to communities and/or individuals or to other organizations (CBOs and NGOs). We label this *direct* and *indirect* services. Some NGOs aim to develop a sector, e.g the Arbitration Council that not only arbitrates but is an active actor in the further institutionalization of labor relations. This is a different kind of indirect service and therefore made visible separately. Also national level advocacy, where NGOs act on behalf of communities and grassroots mobilization, are made visible as separate categories because labeling them *service* provision would be misleading.

Table 3: Types of NGO

	Providers of direct services	Providers of intermediary services: NGOs	Providers of intermediary services: Sector Development	National level advocates	Grassroots mobilizers	Total
ACF	1	0	1	0	0	2
ACT	1	1	0	0	0	2
AFSC	1	0	0	0	0	1
CAAFW	1	0	0	0	0	1
CAS	0	1	0	0	0	1
CHED	1	0	1	0	0	2
CIPERAD	1	0	0	0	0	1
CSDA	1	0	0	0	0	1
CVS	1	1	0	0	0	2
CWS	1	1	0	0	0	2
FACT	1	0	0	1	1	3
GAD/C	1	0	0	1	1	3
ILDO	1	0	0	0	0	1
KRDA	1	0	0	0	0	1
KROM	1	0	0	0	0	1
LAC	1	0	0	1	0	2
LICADHO	1	0	0	1	1	3
MODE	1	0	0	0	0	1
MOPOTSYO	1	0	0	0	1	2
NCDP	1	0	0	1	0	2
NGO F	0	1	0	1	1	3
APP/PACT	0	1	0	1	0	2
PADV	1	0	0	1	0	2
SABORAS	1	0	0	0	0	1
SCC	1	0	0	0	0	1
SSC	1	0	1	0	0	2
STT	1	0	0	1	1	3
TDSP	1	0	0	0	0	1
TPO	1	0	1	0	0	2
VBNK	0	1	0	0	0	1
YFP	1	0	0	1	1	3
PJJ	1	0	0	1	0	2
COSECAM	1	1	1	1	0	4
CRF	1	0	0	1	0	2
Total	30	8	5	13	7	63

Figure 8 below visualizes the column totals for these different types of NGO activities:

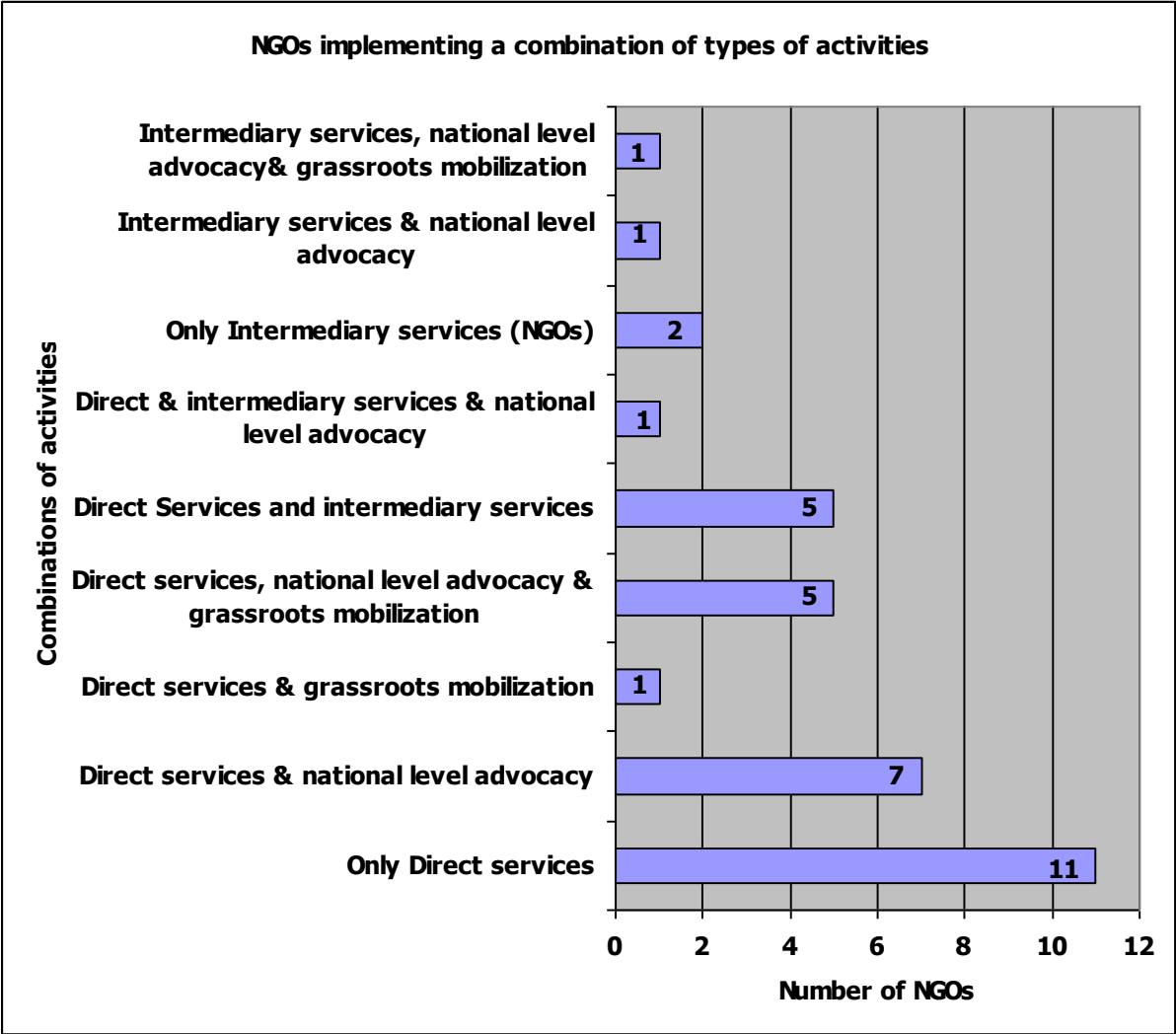
Figure 8: Provision of direct services is the predominant activity of ICCO-Kerkinactie NGO partners (1)



Multiple categorizations possible (Total NGOs = 34; total categorizations = 63)

As we have not assessed the *time spent* on the different kinds of activities one has to be careful with interpreting the column totals. Yes, the total for direct service provision is by far the biggest but it is not possible to say that figure 8 shows that nearly half of the partner NGO activities are direct service provision. It might be less it might be more, but *more seems the more realistic assumption*. Table 2 contains more information than the column totals alone. That additional information is visualized in figure 9 below. It does indicate the overriding importance of direct service provision: a third of all partners are exclusively involved in those kinds of activities. There are only two NGO partners that are exclusively providing indirect services; all the others are implementing a mix of activities.

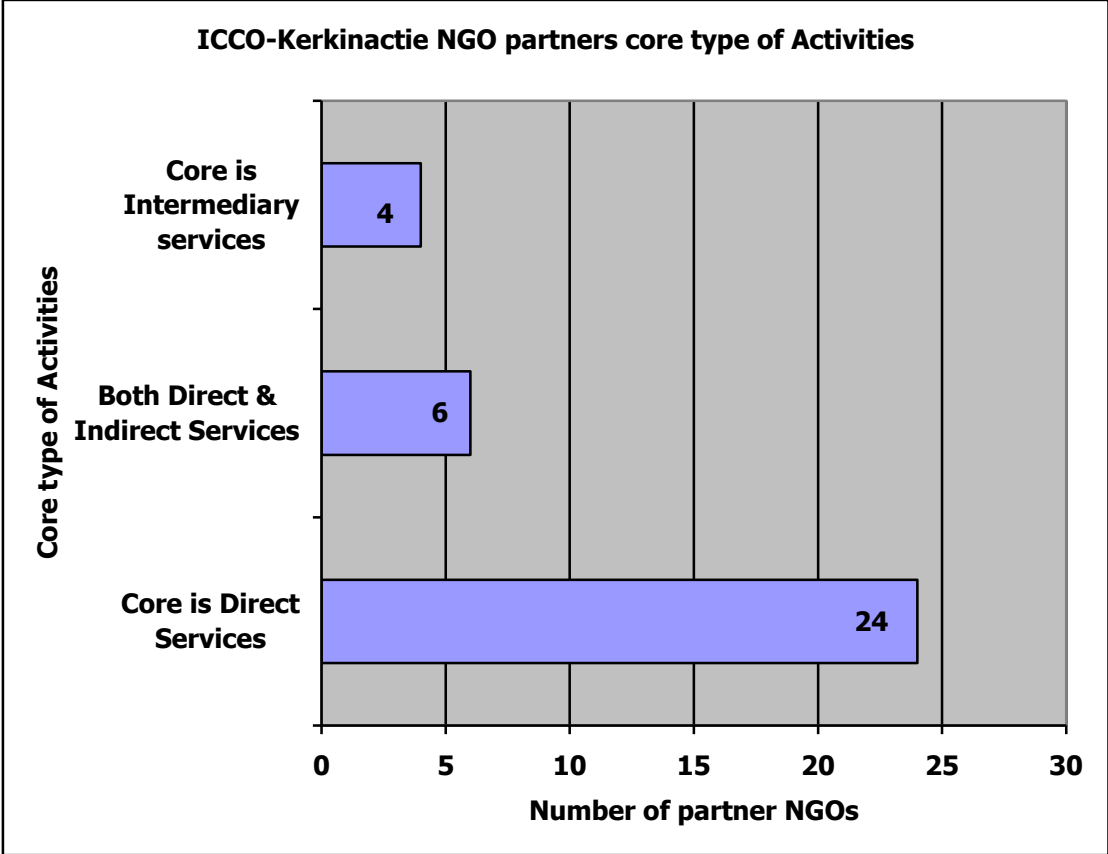
Figure 9: A third of partner NGOs provide direct services only



N = 34

It is reasonable to assume that for most NGOs that provide direct services, this is going to be their core business, and for most that provide indirect services (and no direct services) indirect services are their core business. There are exceptions where advocacy is equally or even more important than the in/direct service provision but they are exactly that: exceptions. Figure 10 below aggregates the partner organizations in light of that assumption. The resulting picture strengthens the interpretation above that direct service provision dominates the activities of ICCO-Kerkinactie partner organizations.

Figure 10: Provision of direct services is the predominant activity of ICCO-Kerkinactie NGO partners (2)



2.2.2 What sectors do partner NGOs work in?

When assessing NGO documentation it became very evident how diversified the use of logical framework jargon is in Cambodia. On the one hand, this is to be expected because international usage is far from consistent. On the other it is a sign of still limited understanding among quite a number of partner NGOs of either the log-frame jargon or the log-frame concepts underlying development planning as expected by donors. International usage is “confused” regarding the use of terms for the higher levels in a log-frame (*goal, purpose, objective*), but consistent regarding what is meant by *outputs* and *interventions*⁶. Thus the use of any of the higher level terms for what can only be seen as outputs or interventions – as is evident in some NGO plans – does indicate confusion or misunderstanding. This implies that the analysis below is based on quite a lot of interpretation, because what we compiled as raw data regarding stated objectives often required making interpretative decisions. When the stated objectives were actually outputs or interventions we used explicit or implicit mission statements or any other paragraph in the available documentation that could be read as describing objectives. Next we had to aggregate to allow for a certain measure of comparability. Aggregation went through three stages. The first stage summarized the stated objectives into a still unwieldy total of 71 categories (see table 3.1 in the appendix). The next aggregation condensed these 71 into 26 (see table 3.2 in the appendix). This stage was the basis of the NGO network map below (figure 13). The last, most condensed stage is depicted in table 3 below.

No effort at categorization of such fuzzy issues as “sectors” of NGO work can be expected to be satisfactory. Each choice is bound to both highlight some things and obscure others. So one may disagree on particular classifications, but we hope that the broad outlines are reasonably robust.

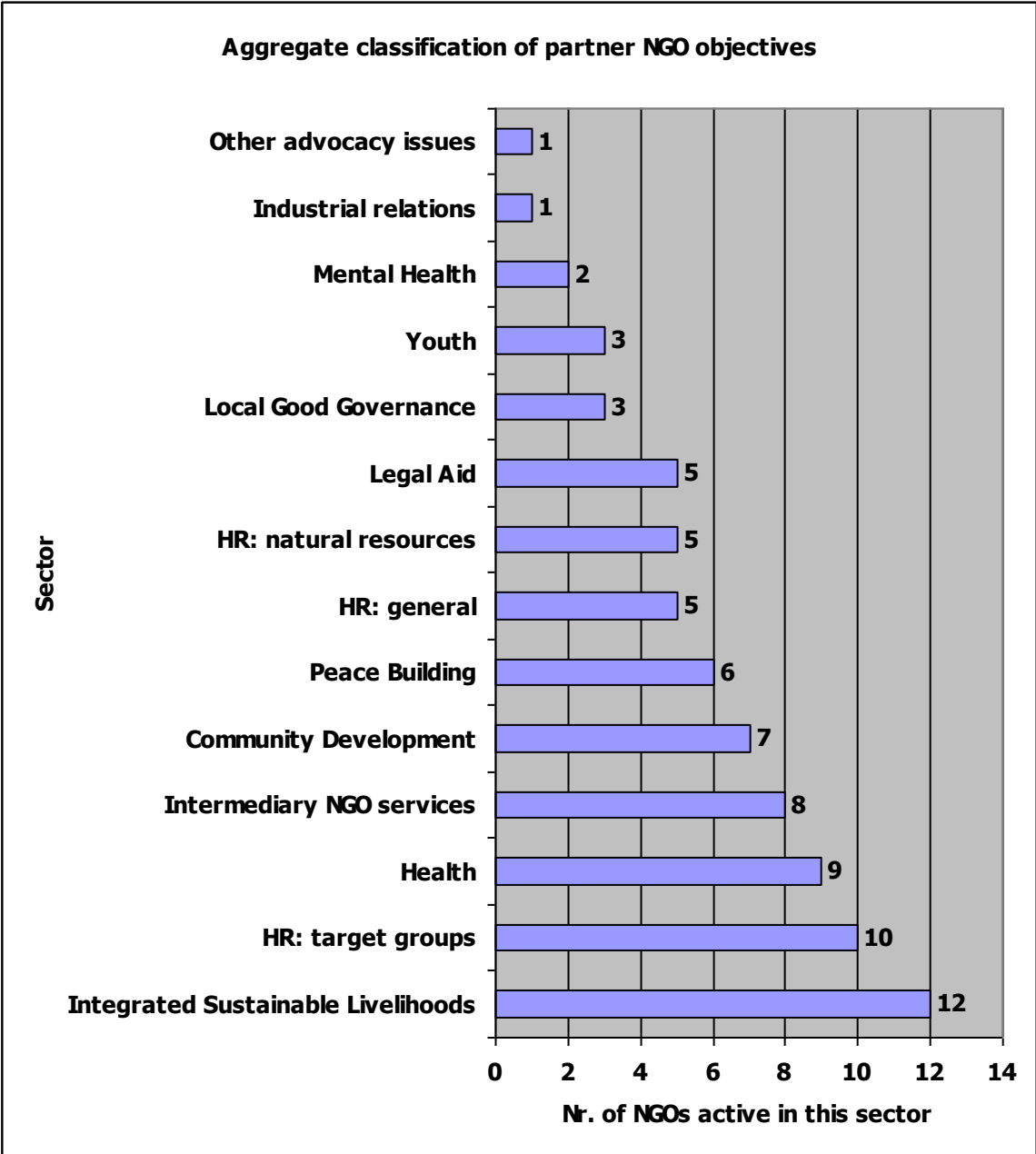
⁶ see e.g. the “Rosetta Stone of Logical Frameworks” compiled by Jim Rugh for Care International and InterAction’s Evaluation Interest Group (May 2005) <http://www.mande.co.uk/docs/Rosettastone.doc>

Table 4: Aggregate classification of objectives by partner NGO (level 3)

	Mental Health	Industrial relations	Peace Building	Community Development	Local Good Governance	Integrated Sustainable Livelihoods	Health	Youth	Legal Aid	HR: general	Human Rights; target groups	Human Rights: natural res.	Other Advocacy issues	Intermediary NGO services
ACF		1	1											
ACT			1											1
AFSC			1	1		1								
CAAFW				1		1	1							
CAS														1
CHED							1							
CIPERAD											1			
CSDA						1	1			1				
CVS								1						1
CWS			1	1	1	1								1
FACT			1									1		
GAD/C								1	1		1			
ILDO						1	1							
KRDA						1	1			1				
KROM				1	1	1								
LAC									1			1		
LICADHO									1	1	1	1		
MODE				1	1	1	1							
MOPOTSYO							1							
NCDP						1	1				1			
NGO F									1		1	1	1	1
APP/PACT										1				1
PADV											1			
SABORAS						1					1			
SCC							1				1			
SSC	1													
STT				1		1						1		
TDSP				1		1				1				
TPO	1													
VBNK														1
YFP			1					1						
PJJ									1					
COSECAM											1			1
CRF											1			
Total	2	1	6	7	3	12	9	3	5	5	10	5	1	8

Figure 11 below visualizes the column totals

Figure 11: Aggregate classification of partner NGO objectives: summary



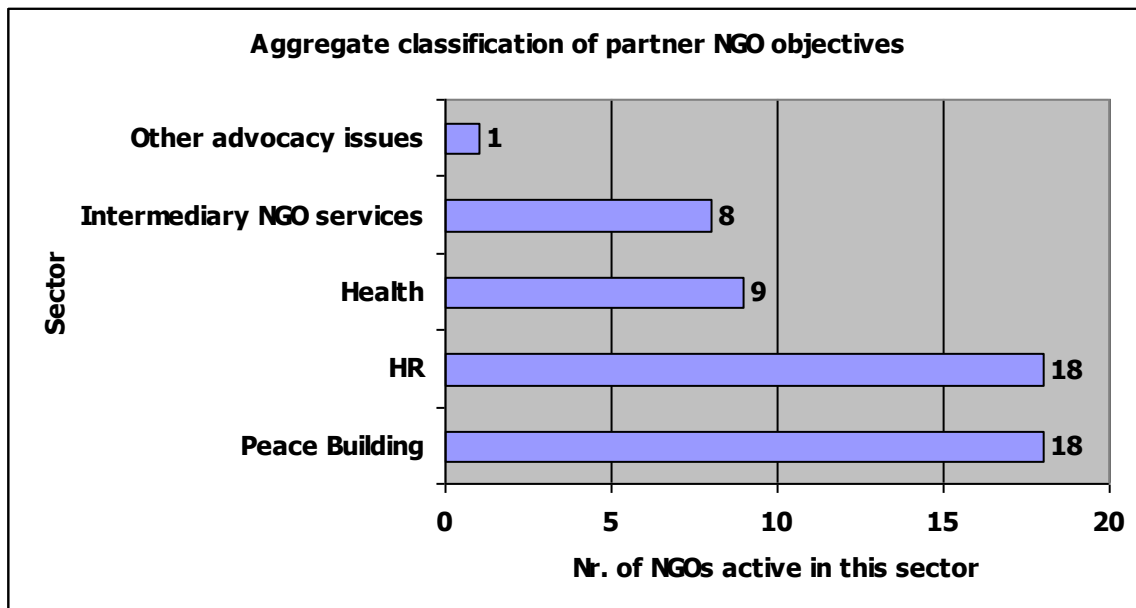
This overview can be further simplified by looking for even broader categories to get a feel for how the partnership looks from a 'helicopter view' sectoral perspective. Figure 12 below does that and results in a picture of the ICCO-Kerkinactie partnerships as covering direct service provision advocacy and grassroots mobilization in three broad sectors: health, peace building and Human Rights, and indirect service provision. The underlying table 3.3 is in annex 2.

The two major categories are Human Rights and Peace Building. Of these two, Human Rights seems to live up to the label much more than Peace Building. Within the Peace Building category there are plenty of objectives/NGOs that can *theoretically* or *ideally* be seen as working towards positive peace or as having a Peace Building approach underlying their interventions. But the extent to which this is a reality is very questionable.

From the perspective of a (Democratization &) and Peace Building program this is both a plus and a minus. The minus is that there is a long way to go before the label really covers the content. The positive is that one can make a legitimate argument that NGOs working in these sectors can directly work towards positive peace. Thus two thirds of current partner NGO objectives are in principle directly relevant to Democratization and Peace Building. The choice for this theme, rather than any of

the other two (Access to basic Services or Fair and Sustainable economic development) does not inherently conflict with the current partnership reality⁷.

Figure 12: Two thirds of current Partner NGO objectives address Peace Building and Human Rights



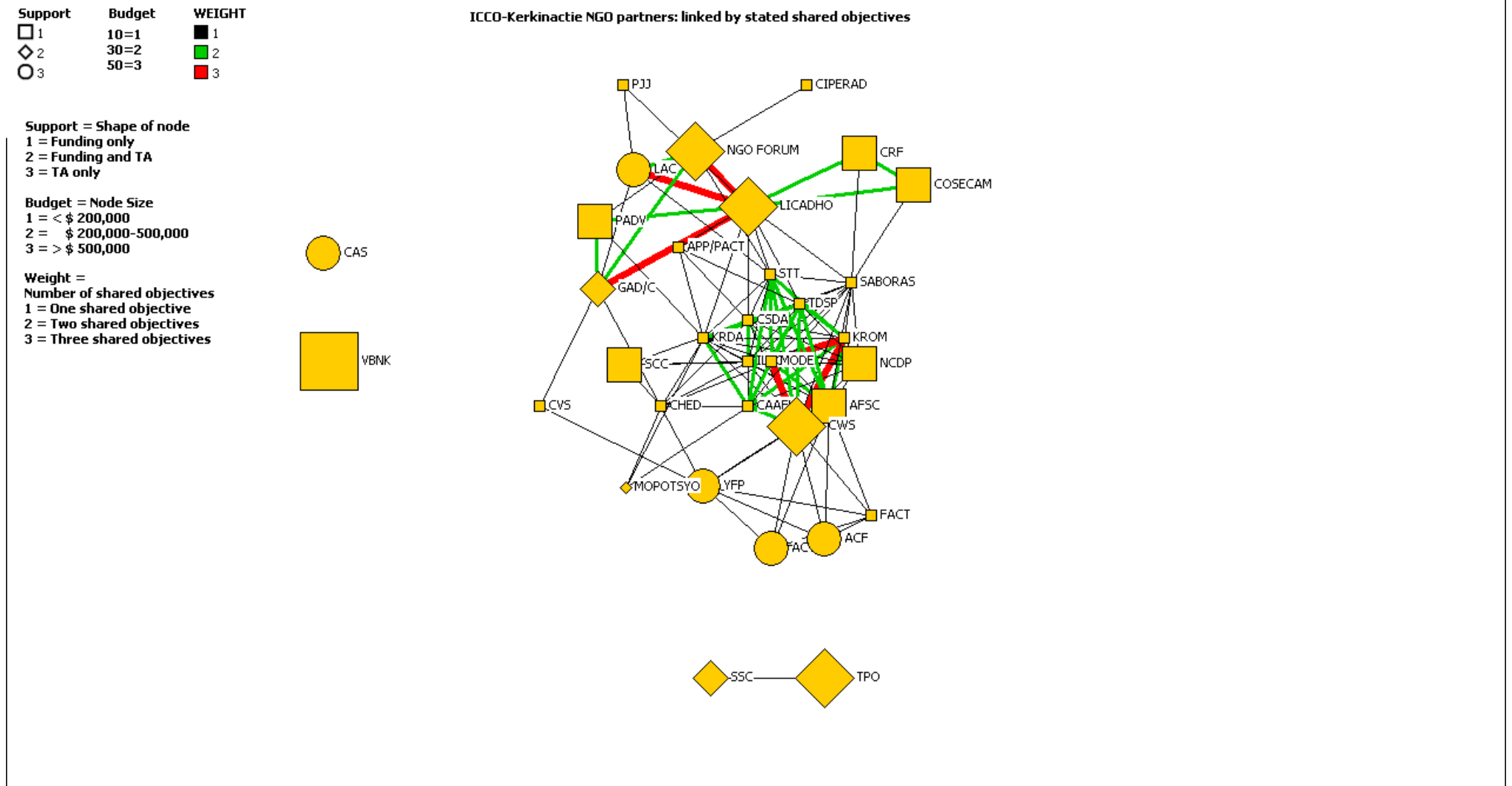
It is obvious that the “Democratization” component of the program has relatively “weak” representation amongst the current NGO partner objectives when judged in terms of “traditional” democratization interventions. However, it is open to debate if this “weakness” reflects a lack of focus or Cambodian reality. Strengthening democratic governance may ask for non-traditional approaches in Cambodia.

In addition to the caveats already mentioned above it is important to keep in mind that all of this refers to *stated objectives*. This means that there might be considerable variation in the extent to which objectives on paper are matched by activities and approaches at implementation level. The category most subject to variation regarding this is arguably *Peace Building*. What makes something contribute towards building peace is to a large extent a question of the approach and the attitudes of those implementing activities; projects/programs that look similar on paper may vary widely in their actual Peace Building qualities.

One can look at sharing objectives as a “relationship”, the network analysis view of the world: rather than focusing on objectives as aspects or characteristics of NGOs, it interprets them as something that links one NGO to another. Figure 13 below is a visualization of the ICCO-Kerkinactie partnerships from this perspective. Visualizing this group of NGOs as a network based on shared objectives proves to be a helpful tool to identify “clusters”. The visualization of the relationship between existing clusters and the Democratization and Peace Building program (see figure 33 in the concluding section of this report) and figure 13 show a great deal of similarity.

⁷ The Choice for the only real alternative Access to Basic Services would have resulted in a larger share of direct services/advocacy and grassroots mobilization NGO objectives not addressing the theme/program label. The Integrated sustainable livelihood work and part of the HR work can be understood through the Access to Basic Services lense as well as the Democratization and Peace Building lense; however, classifying the objectives in that way results in approx. 40% of them addressing the program label as compared to two thirds for the D & PB choice (see table 3.4 in the appendix).

Figure 13: The current ICCO-Kerkinactie partner network of shared objectives



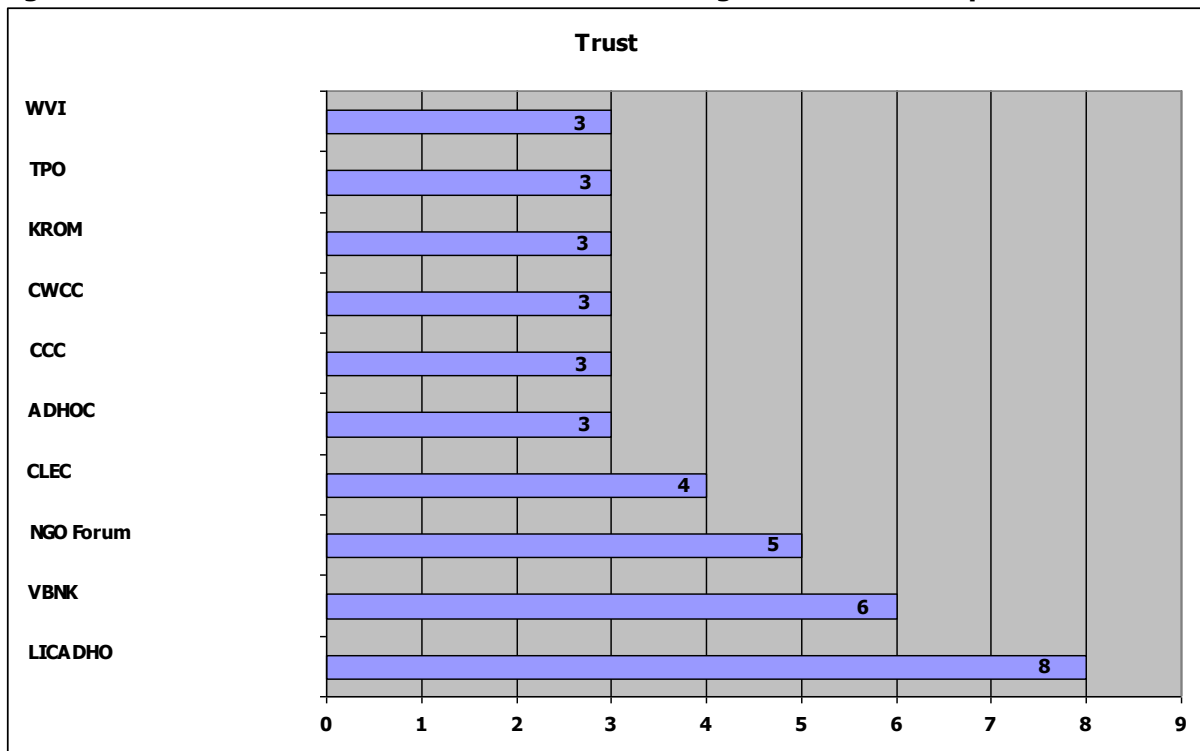
2.3 Relationships with other NGOs

The above visualization of the current “network” of ICCO partners is based on stated objectives. We have also directly asked partners a series of network questions (for questionnaire, see annex 1), not limiting the universe to ICCO-Kerkinactie partners but explicitly phrasing the questions generic.

We used four different questions probing relationships of trust and practical collaboration with other NGOs and figures 14 to 16 below shows the NGOs mentioned three times or more in answer to the first three questions⁸:

- Of the NGOs which are important to the work of your own NGO, of which ones do you really respect and trust the leadership and their way of operating?
- Of the NGOs which are important to the work of your own NGO with whom you can have frank and critical discussions and disagreements without being afraid of harming the relationship with them?
- Are there NGOs with which your NGO frequently collaborates on practical matters or even works with on a day to day basis?

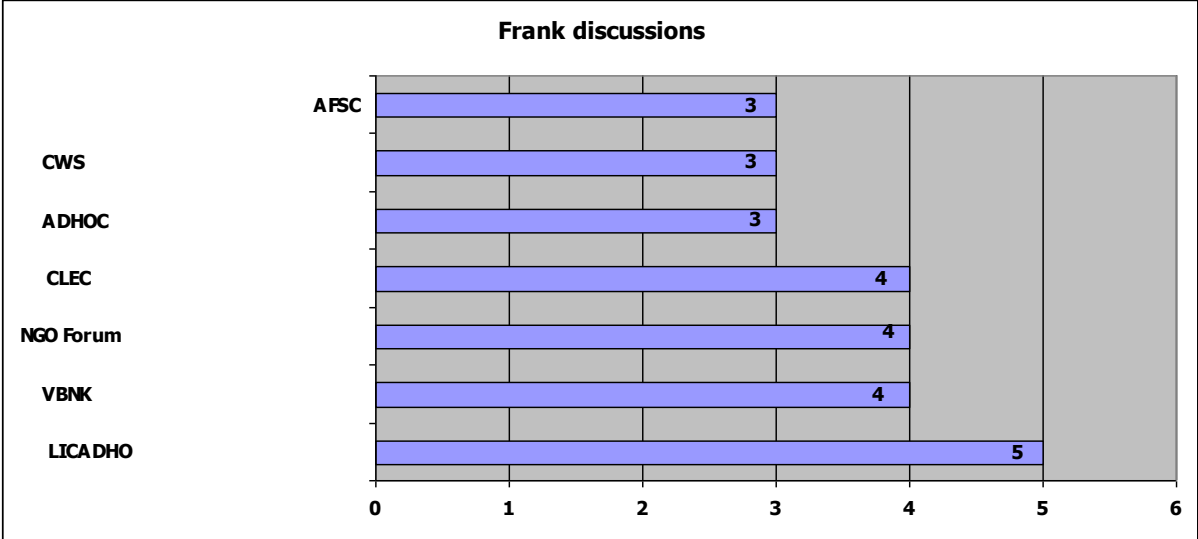
Figure 14: NGOs mentioned more than twice as having trusted leadership



N = 27

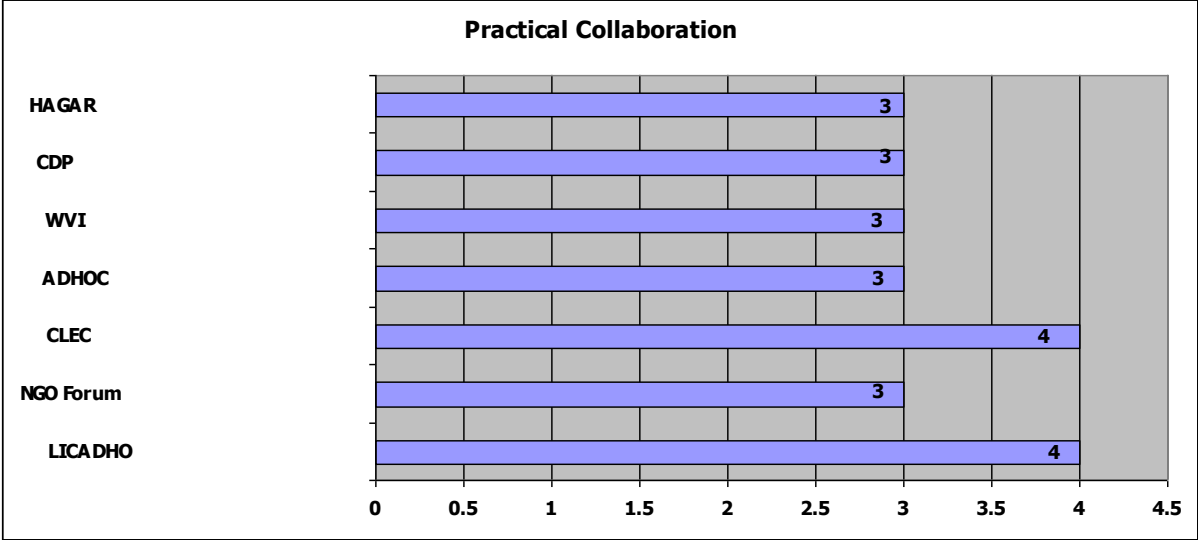
⁸ All questions included the explanation: Please name a maximum of five NGOs. *It does not matter if these are funded by ICCO/Kerkinactie or not!*

Figure 15: NGOs mentioned more than twice as allowing for frank discussions



N = 24

Figure 16: NGOs mentioned more than twice as partners in practical collaborations



N = 27

The fourth question: Are there other NGOs with whom you partner in shared programs or projects that receive outside funding? only had one NGO mentioned three times (DPA) and none more than three times.

Trust and practical collaboration were questions answered by nearly all 28 NGOs that returned the questionnaire (see annex 1), frank discussions had a few answers less but shared projects were clearly less evident as a networking modality: only two thirds of NGOs could name one or more alliances.

Obviously, with each question allowing for five answers, the total number of NGOs mentioned was quite large (from 84 for practical collaborations to 58 for shared projects) However, there was a clear difference between the patterns of answers across questions in terms of the extent to which some NGOs were mentioned by more than one partner NGO.

Figure 17 below shows that for trust the ratio of those mentioned more than once to those only mentioned once was bigger than 0.4. Another way of saying this is that 30% of all NGOs mentioned were mentioned more than once.

The rank-order evident in figure 17 is stable across different ways of assessing the patterns in the answers. Trust shows most commonality in NGOs mentioned, followed by frank discussions, practical

collaborations and then only shared projects. Figure 18 visualizes another indicator, showing the same rank-order: the average number of times an NGO is mentioned *when* it is mentioned more than once.

Figure 17: Especially trust has many NGOs that are mentioned by more than one partner NGO

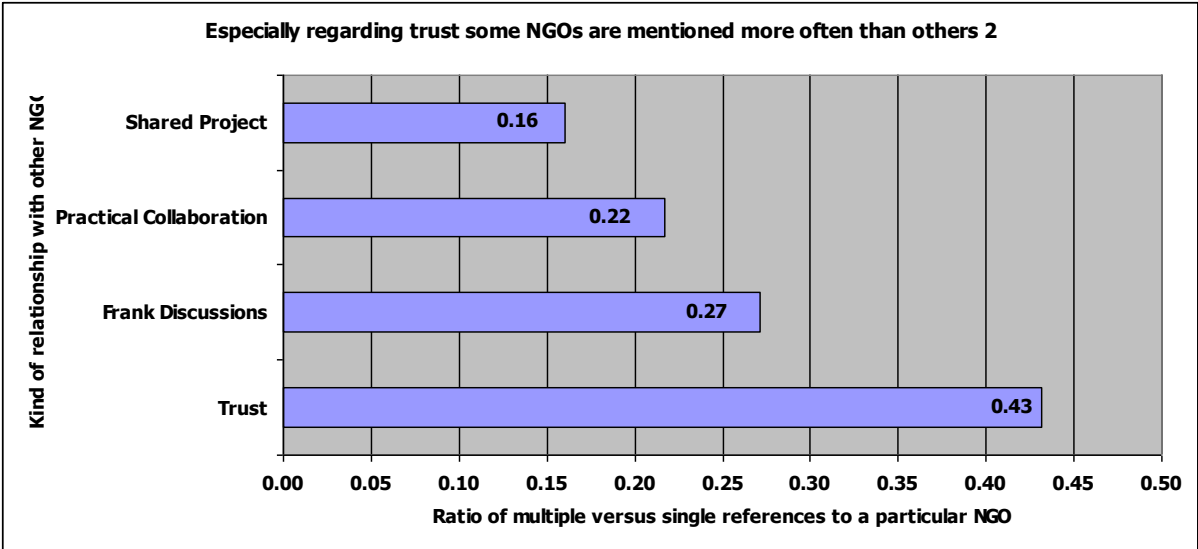
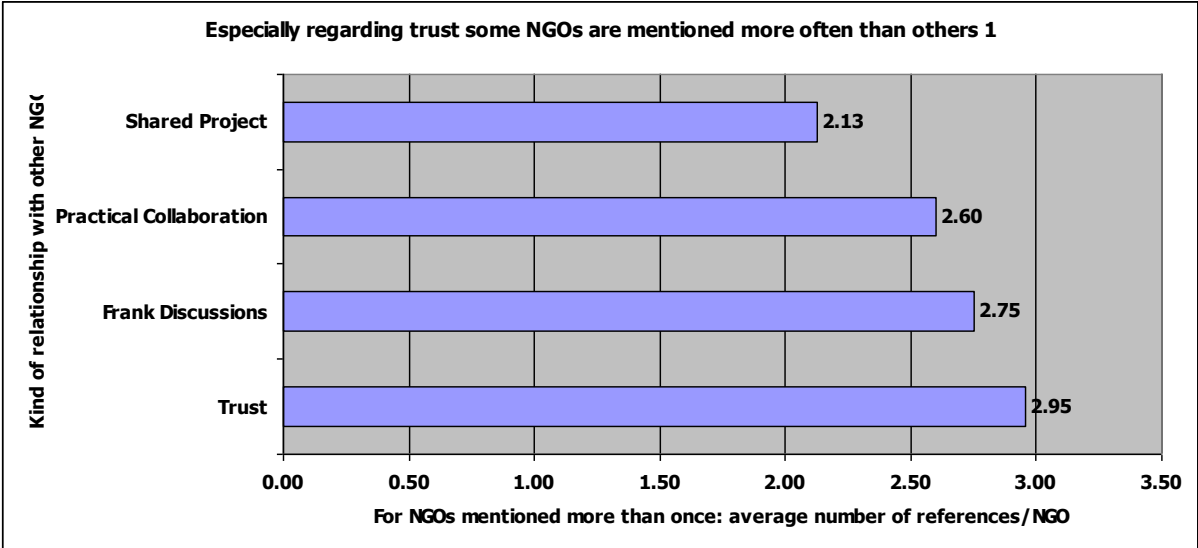


Figure 18: The commonality in NGOs mentioned is greatest regarding trust



Obviously, the most interesting information that these networking questions deliver is *which NGOs* are mentioned by partner NGOs as having respected and trusted leadership, and/or are open to frank discussions that do not spoil the relationship, and/or with which one practically collaborates and/or implements shared projects with. The raw data for all NGOs mentioned more than once for all of these questions are available in annex 2. But raw data need interpretation to acquire meaning and there are again multiple ways to do this.

Figure 19 below shows the total number of times an NGO is mentioned across all four questions⁹. This picture gives a very clear quartet of NGOs that are mentioned most often, three of which are ICCO-Kerkinactie partners: Licadho, VBNK, NGO Forum and CLEC.

Figure 20 takes another perspective, looking at the average number of times an NGO is mentioned *across all questions that it is mentioned for*¹⁰. This perspective results in the same four NGOs standing out.

⁹ upon condition that it is mentioned three times or more in at least one question.
¹⁰ again, upon condition that it is mentioned three times or more in at least one question.

Figure 19: Licadho, VBNK, NGO Forum and CLEC stand out as network nodes 1

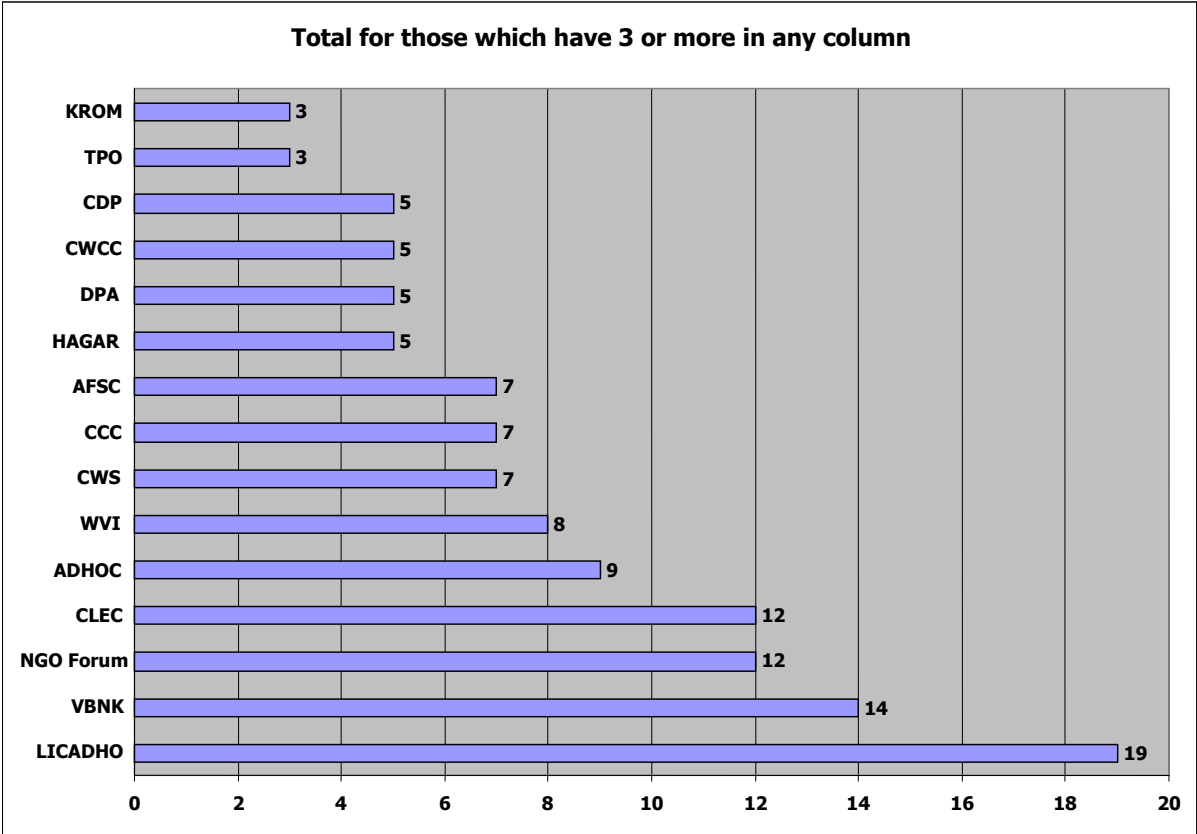
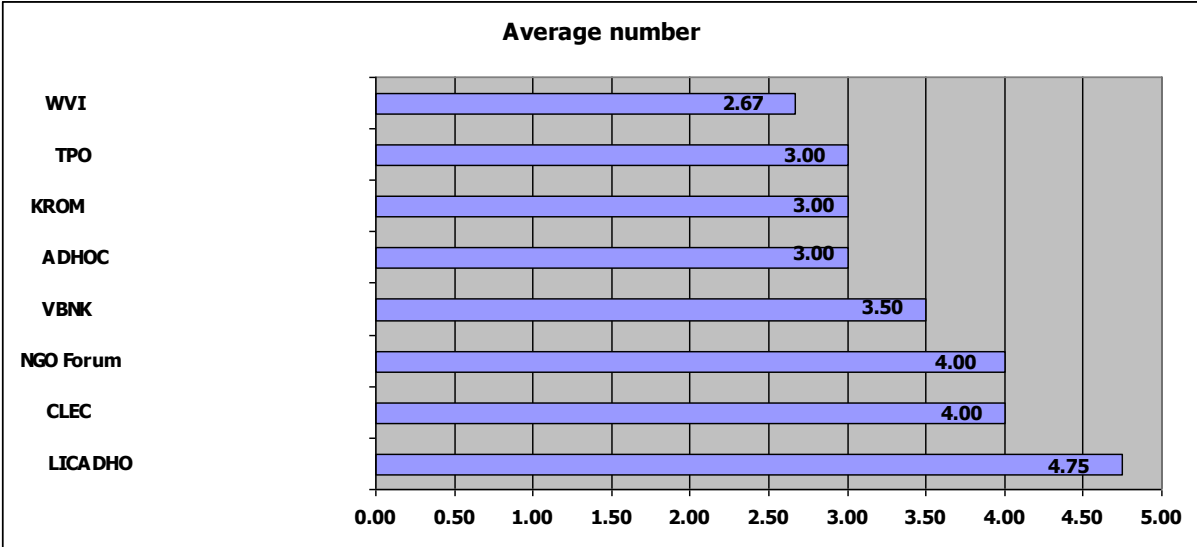


Figure 20: Licadho, VBNK, NGO Forum and CLEC stand out as network nodes 2



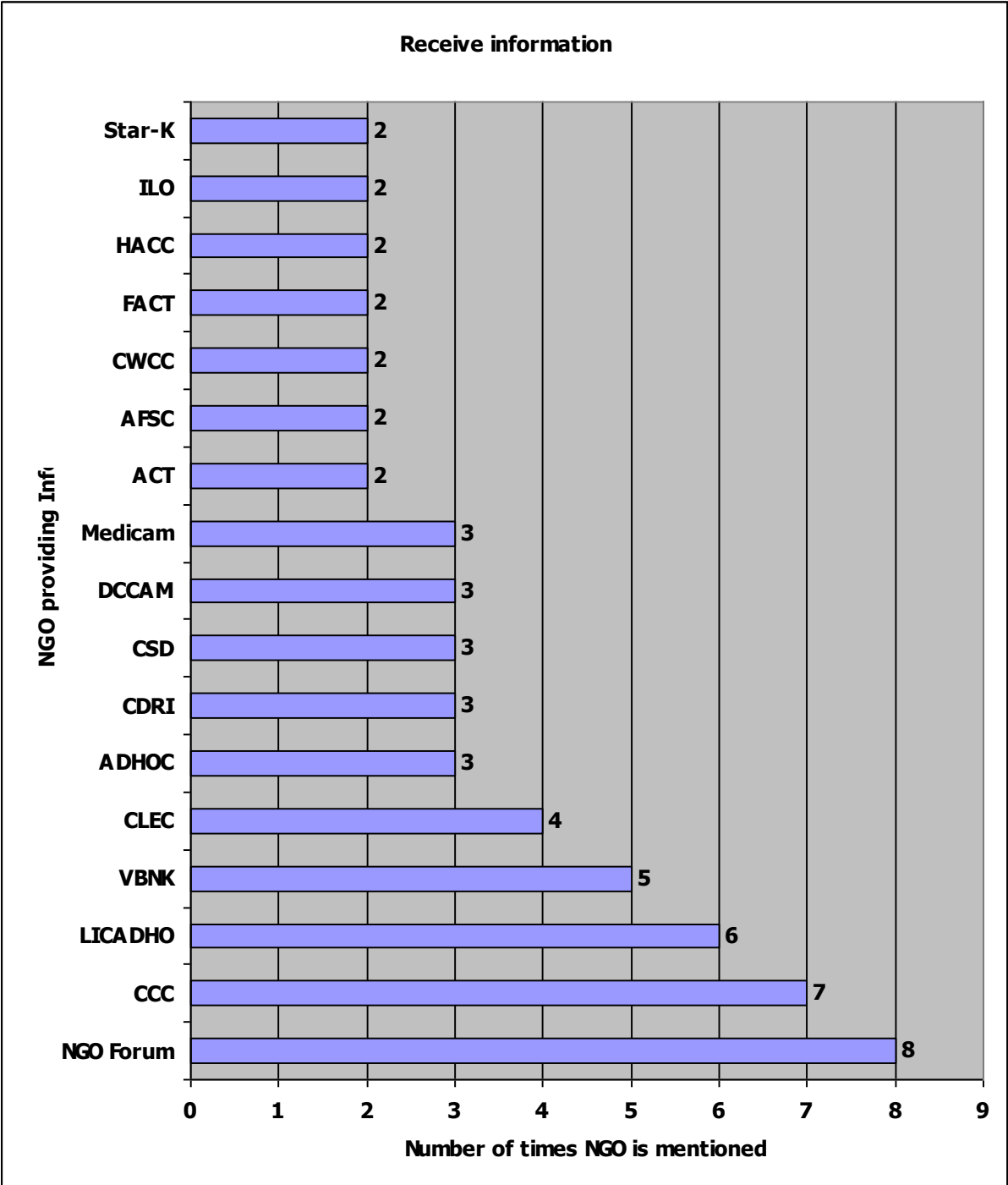
We also asked two questions regarding relationships based on information exchange¹¹:

- Are there other NGOs that are important to your NGO because of the information that they offer, send, share?
- Are there other NGOs that are important to your NGO because they are important targets/audience/users of the information that you produce?

Figures 21 and 22 below show the NGOs mentioned two times or more in answer to these questions.

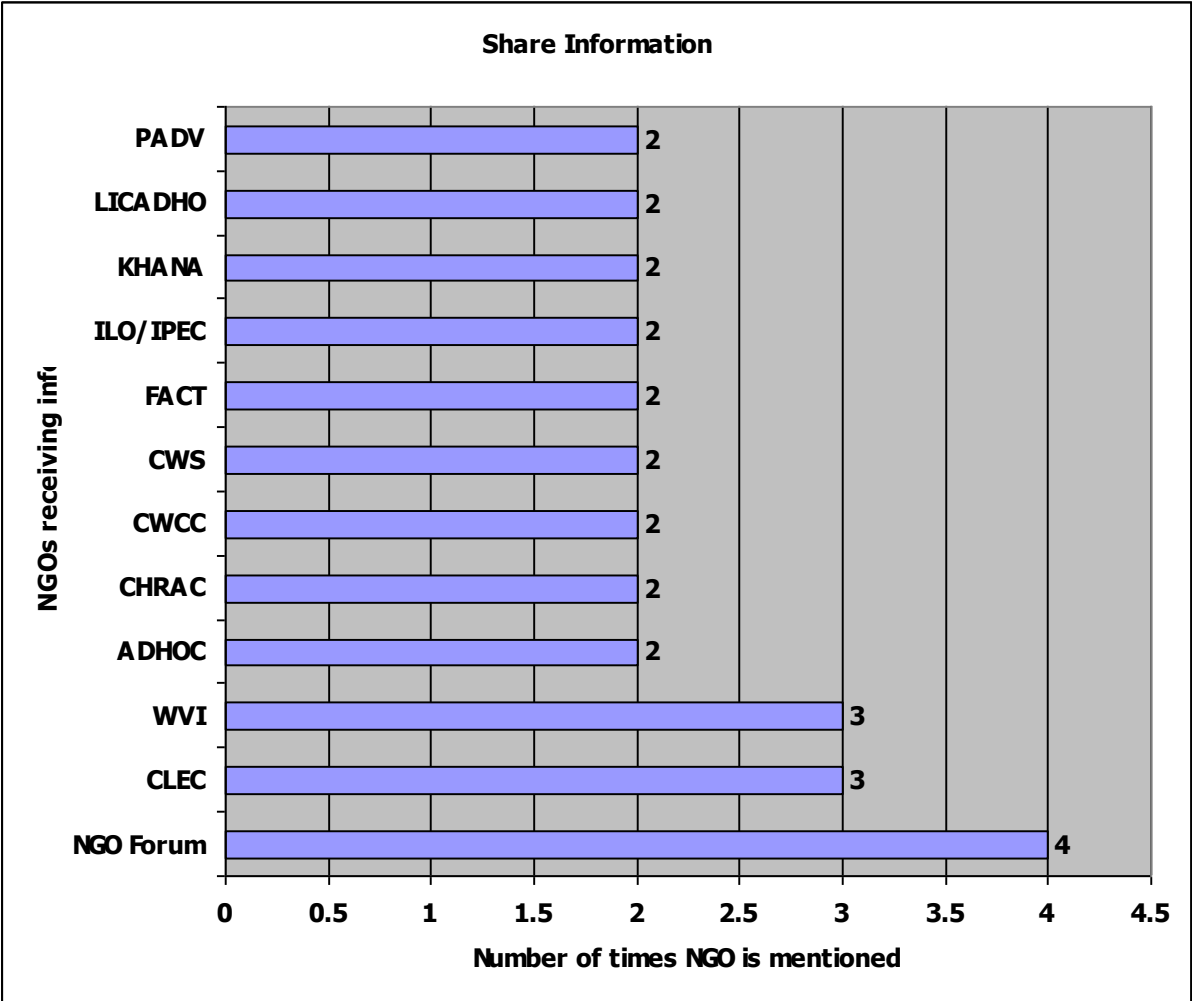
¹¹ Again, both questions included the explanation: Please name a maximum of five NGOs. It does not matter if these are funded by ICCO/Kerkinactie or not!

Figure 21: NGOs mentioned twice or more as important sources of information



N = 26

Figure 22: NGOs mentioned twice or more as important targets of information



N = 25

Figure 23 shows that there is much more commonality regarding information senders than information targets. In other words, while some NGOs are important information senders to many other NGOs, the NGOs that are targets for information of ICCO-Kerkinactie partners are quite diverse and specific to the particular sector and/or geographic area that they operate within.

Figure 23: Information senders are better identifiable than information targets

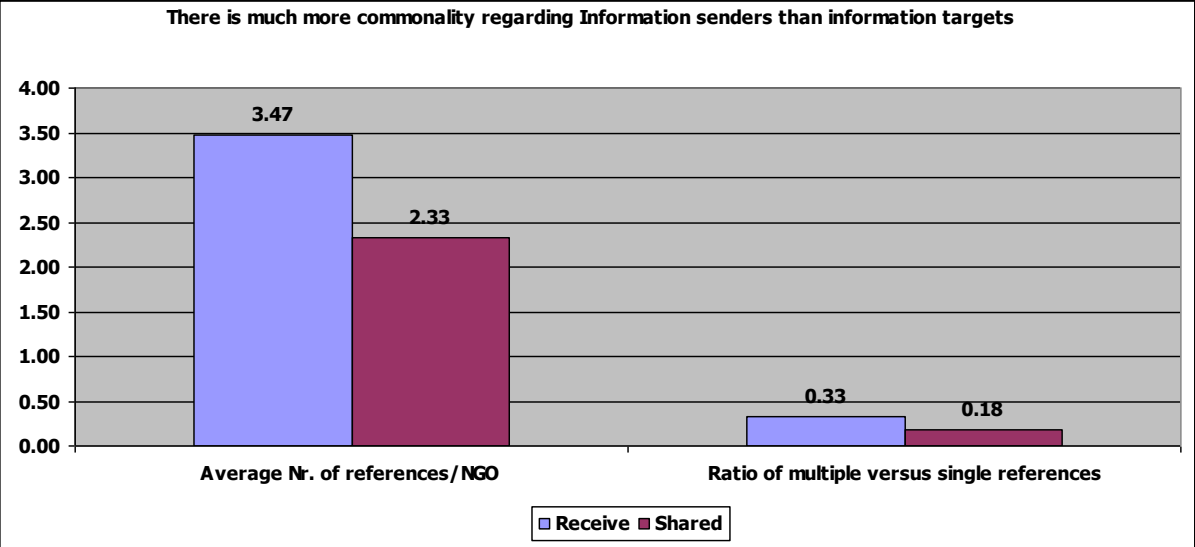
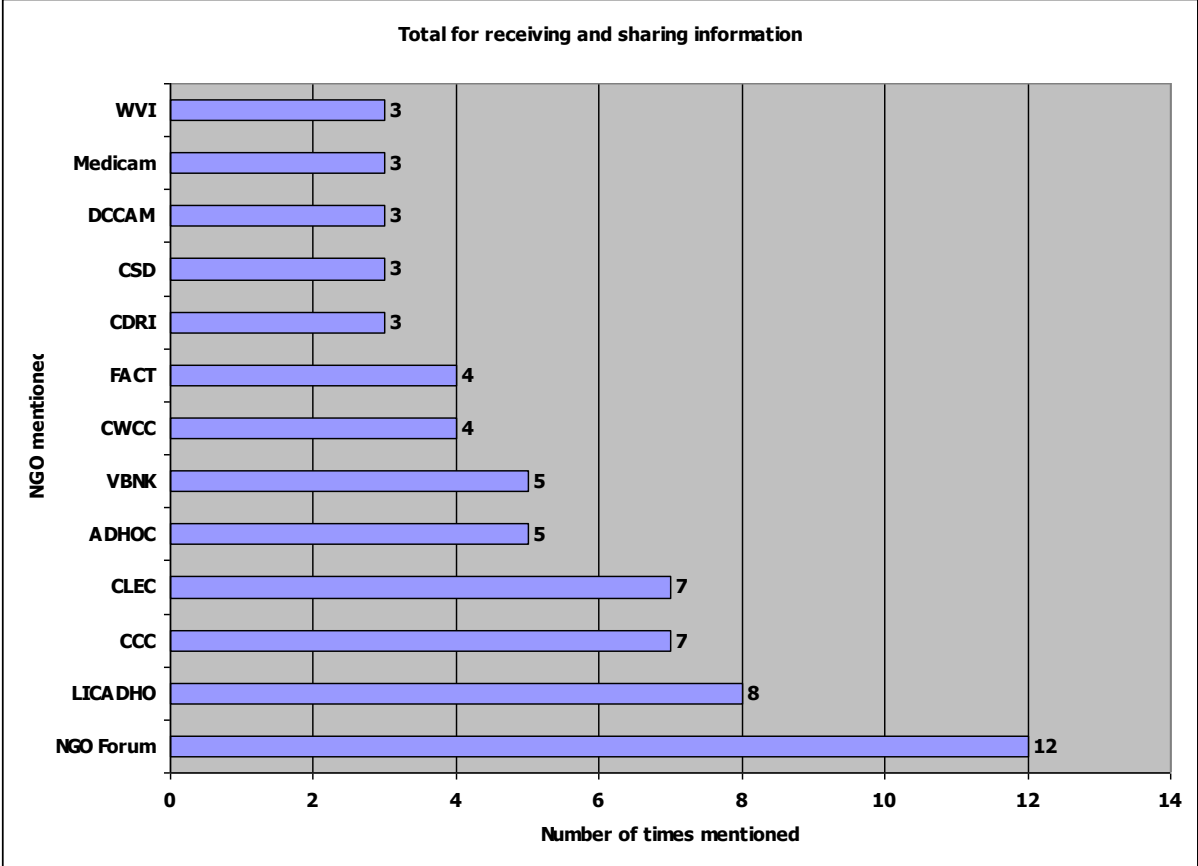


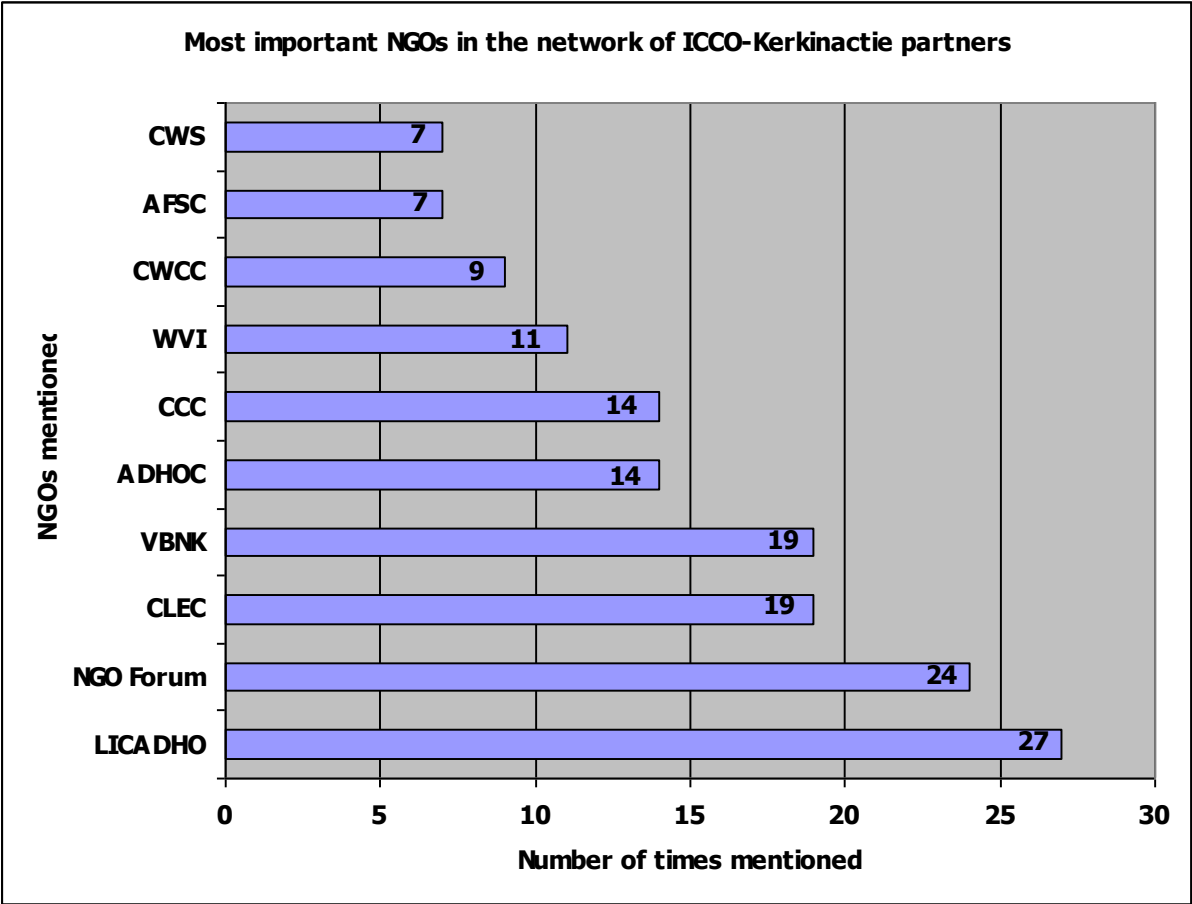
Figure 24 combines senders and receivers in one picture.

Figure 24: The most important NGOs for receiving information and sharing it with others



Ultimately, all six questions, from trust, through practical collaboration to information exchange are about networking relationships with other NGOs. Figure 25 below combines the data for all six to visualize the most important network partners for the current group of NGOs supported by ICCO-Kerkinactie. The addition of information exchange does not change the dominance of the four NGOs earlier identified: NGO Forum, Licadho, CLEC and VBNK. It does confirm the importance of ADHOC, and (predictably) increases the prominence of CCC. But also regarding the second tier of importance, the earlier picture remains fairly stable: WVI, CWCC, AFSC and CWS were all part of the picture already on the basis of four questions. This can be read as increasing the validity of this list indeed representing the most important network partners for the group as a whole. The underlying table is available in Annex 2.

Figure 25: The most important network partners for ICCO-Kerkinactie supported NGOs



During a November 2006 partner meeting some of the above questions were asked to the NGOs present (see table 1 above). Of the 34 partners, 28 participated in this meeting (see annex 3). Within this setting the *questions were specifically about ICCO-Kerkinactie supported organizations.*

For the network indicator questions meeting participants were requested to draw links between their NGO and others on large flip charts (see cover photograph). Unexpectedly, this resulted in quite a series of very dense "spaghetti" images that were later transformed into matrices, and e-mailed around for a check. We will report on three of the questions asked; One is a repeat of a survey question, and two have no survey equivalent:

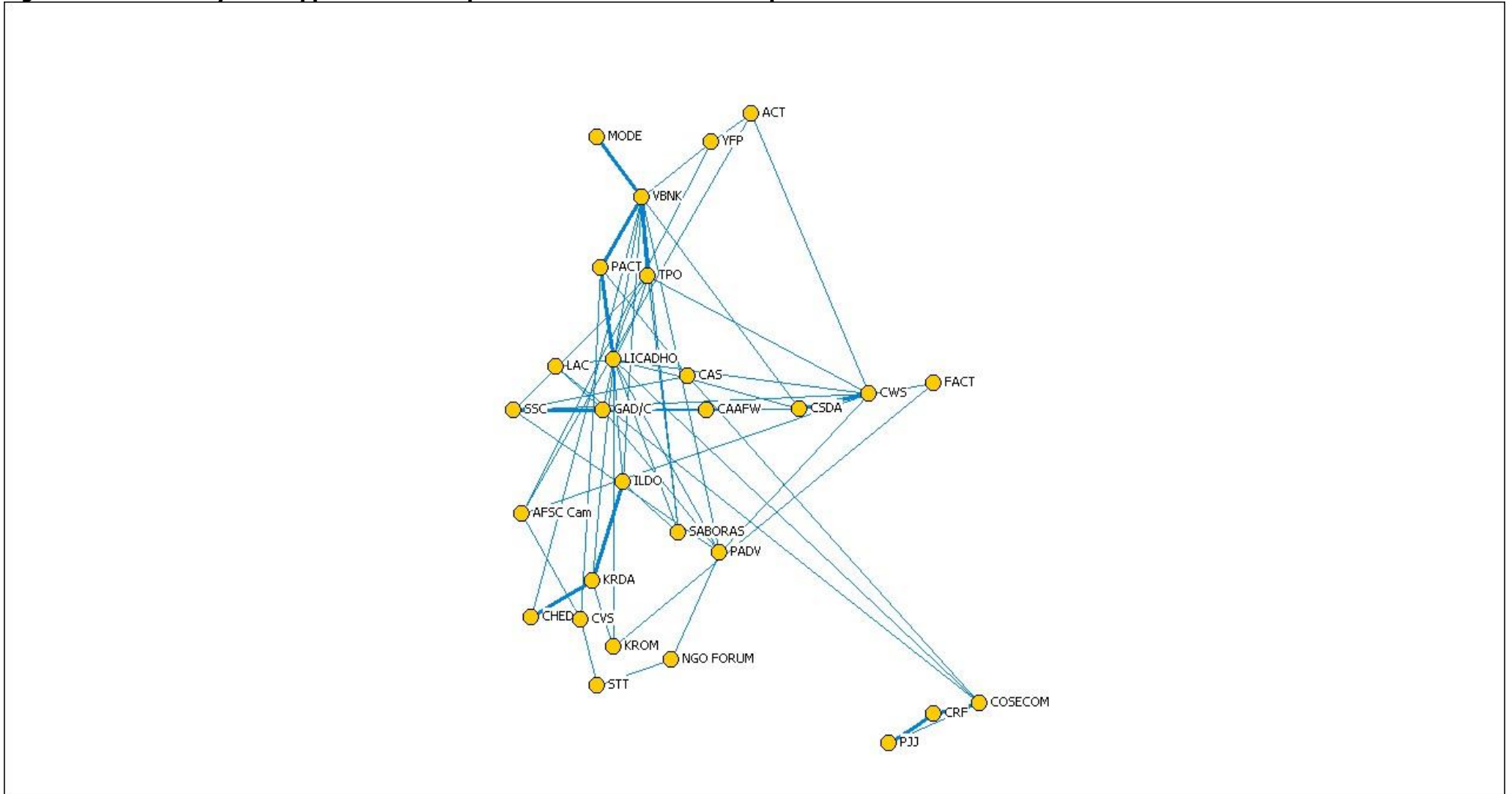
- Intensive collaborations = collaborations occurring very regularly; they can be related to particular events/cases but then these events have to occur regularly
- Advice = this refers to non-material (no money, goods involved) support, beyond only information, that your NGO actively seeks or gives from/to the other NGO
- Support = this refers to material support, including training (including the VBKN IPP), that your NGO actively seeks or gives from/to the other NGO

The result of the request to map intensive collaboration relations with other ICCO-Kerkinactie partner NGOs reflects very diverse interpretations of what constitutes "intensive collaboration". When compared to the survey question on practical collaboration with *any* other NGO, what stands out is that the two ICCO-Kerkinactie partners that were mentioned more than twice (Licadho and NGO Forum) do not stand out at all in the collaboration picture emerging when the choice is limited to ICCO-Kerkinactie partners. Here CAS, CSDA, CWS, CAAFW and GAD emerge on top. Given the only partially coherent picture emerging when one visualizes the response to the intensive collaboration question as a network graph (see figure A in annex 2), the most plausible interpretation is that the non-restricted (any NGO) question comes much closer to grasping actual relations of (intensive) collaboration than the one restricted to Kerkinactie partners. What is seen as relatively "intensive" within the limited group of NGOs can become insignificant in light of one's "really" (other) intensive relations.

The requests to indicate relations of (immaterial) advice and (material) support seem a lot more coherent (see figures B.1 and B.2 in annex 2). These relations also seem to complement rather than overlap each other. Figure B below combines both kinds of relations between partner NGOs into a single network graph.

Nevertheless, also this network picture is "distorted" by the limitation placed upon the answer possibilities. In light of normal practice regarding the evaluation of networks this is an interesting observation. The meaning of answers to questions intended as network indicators depends very much upon the "universe of comparison". In other words, within a particular grouping of NGOs a relationship between two can be described as "strong", but that description should be understood as "strong as compared to the relations with other NGOs in this group". In absolute terms, this might not indicate a strong relation at all. Obviously, change over time in answers would still indicate loosening or strengthening of relations within the particular group, but, again, the extent to which this is important is hard to tell, unless one has insight into what the respondents regard as "strong in general" (rather than within the context of the particular group).

Figure B: The advisory and support relationships between ICCO-Kerkinactie partner NGOs



Only relations confirmed by both NGOs are included.

A thin link represents either an advice or a support relationship, a thick line represents the presence of both.

2.4 The ICCO-Kerkinactie Programming process

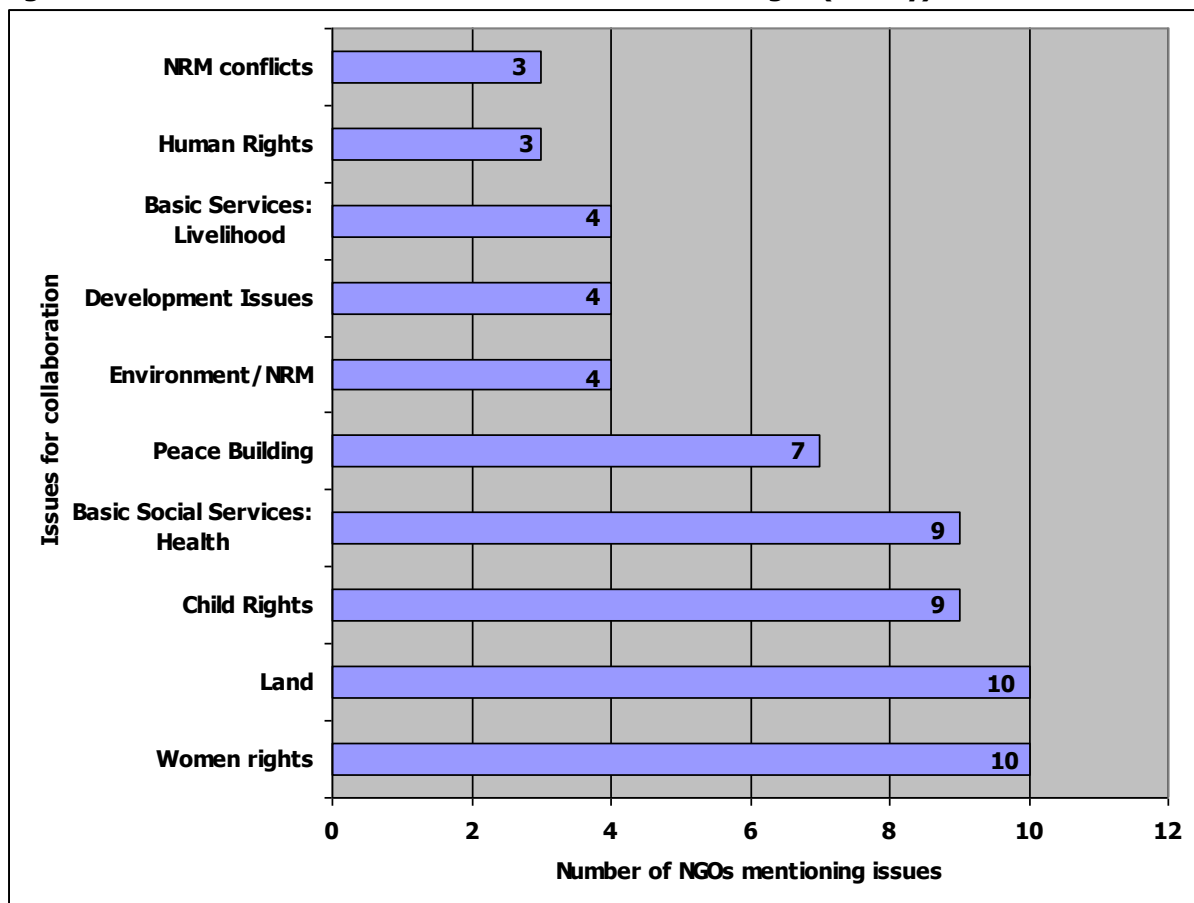
The questionnaire also contained a set of questions related to the ongoing development of a ICCO-Kerkinactie Democratization and Peace Building program:

- Four questions exploring shared interests;
- Two questions probing offers current partners can make to other NGOs within the context of a program and needs that current partners hope can be addressed (by other NGOs) within the context of a program;
- One question explores problems current partners have with donors (one objective of the developing program focuses on donor coordination)
- Two questions directly ask for expectations for and fears about the consequences of ICCO-Kerkinactie changing from funding individual NGOs to framing their support by a program.

The first survey question exploring shared interests, probes for issues – e.g. child rights, land, HIV/Aids - around which the NGO likes to increase collaboration with other NGOs. The aggregated list is depicted in Figure 26.

Annex 2 contains the underlying table and the original answers underlying the aggregated categories of issues.

Figure 26: Issues around which more collaboration is sought (survey)



N = 26

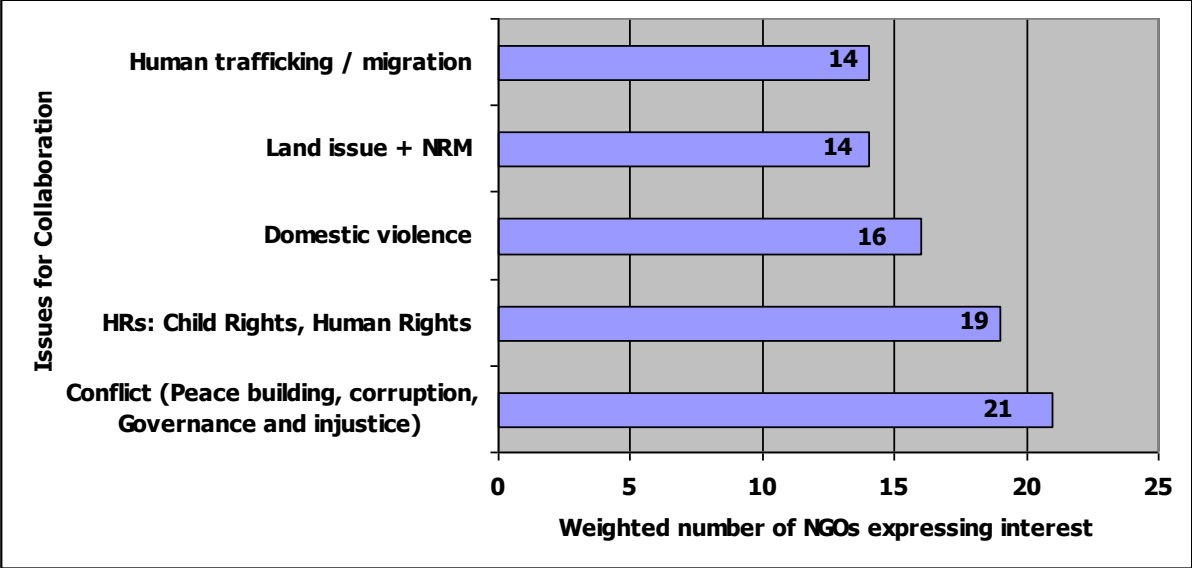
Only those mentioned three times and more

The same question was asked during the partner meeting in November. During this meeting a sub-group of NGOs present formulated a list of issues and in a second stage others expressed their interest to either play a lead role, be an active partner, or stay informed about collaborative efforts regarding each issue (See annex 3). This resulted in a picture of perceived issues of collaboration that only partly overlaps with the survey result.

Obviously, the above results are too general and would need further discussion amongst interested NGOs to explore if and how the wish for collaboration could be operationalized.

Although for many of the NGOs the issues they mentioned make a lot of sense in light of their organizational objectives, if one looks at the issues of collaboration from a network perspective, i.e. defines a shared issue as a "relationship" between two NGOs, the resulting picture is much less coherent than figure 13 above (which is based on stated objectives). See figures 26.1 and 26.2 in annex 2.

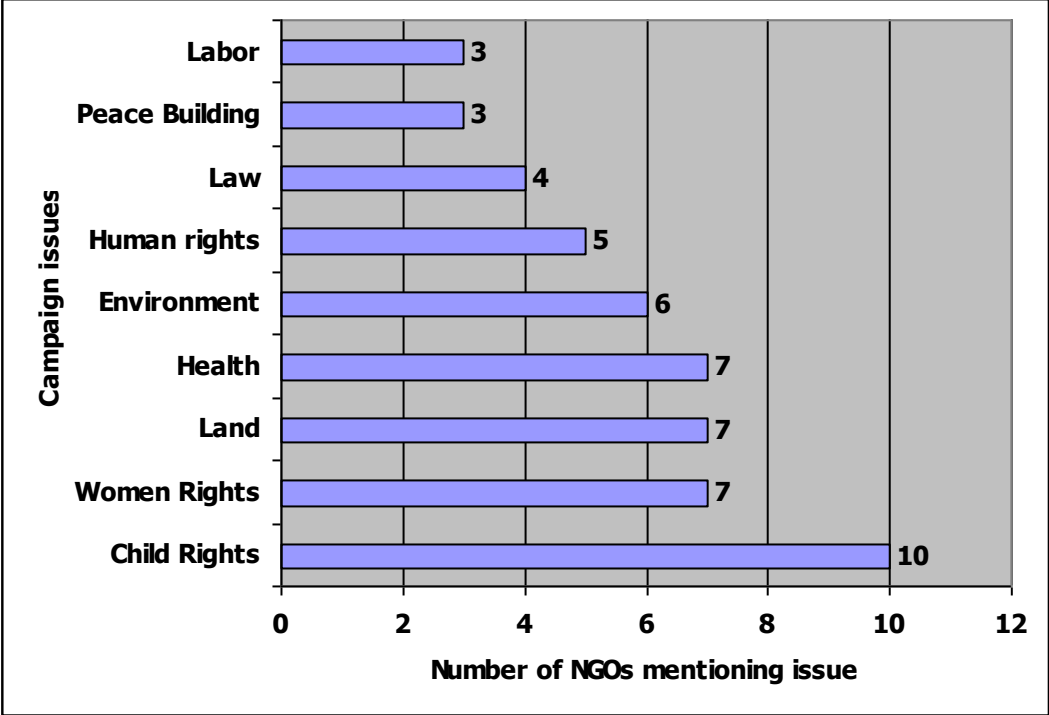
Figure 27: Issues around which more collaboration is sought (Partner meeting Nov 2006)



Weighing: NGO indicating interest to be lead partner = 3, NGO indicating interest to be part = 2, NGO wanting to remain informed = 1

The second question exploring shared interests looked at issues around which the NGO would like to see a campaign organized that it can participate in.

Figure 28: Issues for campaigning



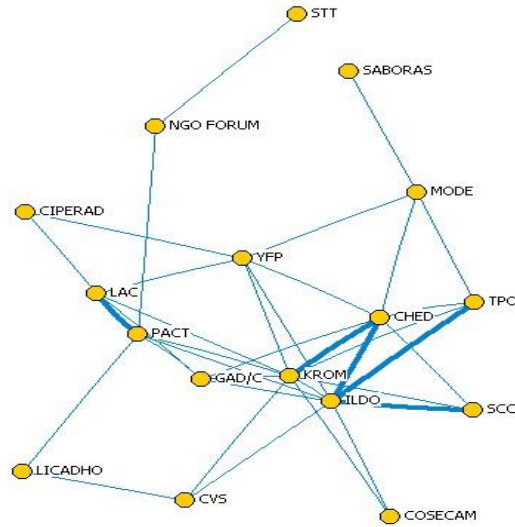
Annex 2 contains the underlying table and the original answers underlying the aggregated categories of issues.

There is a lot of similarity between issues mentioned for collaboration and issues mentioned as interesting candidates for campaigns.

But again, when one looks upon these issues from a network perspective, i.e. defines a shared issue as a "relationship" between two NGOs, the resulting picture is much less coherent than figure 13. See figures 28.1 and 28.2 in annex 2.

Because of the similarity in issues mentioned we also constructed a simplified network picture based on the combined information of both questions. When one does *not* take account of the number of shared issues between NGOs, the network picture is not that dissimilar from figure 13 (see figure 29.1 in annex 2), but as soon as one takes this into account the answers to these questions do not seem to cohere into a picture that reflects expected "natural" coalitions between NGOs. In figure 29 below, only relationships representing 3 or 4 (thin link) and 5 or 6 (thick link) shared issues are represented. It then becomes evident that there is little "as expected" in this picture.

Figure 29: Collaboration issues and issues for campaigns combined into a simplified network of relations between NGOs



Reasons for this can be (a combination of) any of the following:

- The survey was only answered by a subset of NGOs;
- Some NGOs answered these questions from the perspective of what they consider important development issues, irrespective of what their own organization is working on;
- For some NGOs the objectives in their policy documents do not provide the full picture of their core interests;
- Collaborations and campaigns are more specific (and often more time-bound) than objectives and can thus convey a different story about an NGO.

The third and fourth survey question exploring shared interest asked for issues that the NGO considers in need of more research in order to inform their programs, and suggestions for pilot or experimental projects to try things out (Experimental meaning that one does not know in advance if they will be successful or not). These questions generated lots of ideas and suggestions the bulk of which is very NGO specific; most of the rest is too broad to be of much use for further exploration of real shared interests. Only a very limited number seem candidates that are specific enough so as to be understandable as a research question or a project idea, but general enough to be of potential interest to a group of NGOs. Annex 2 contains tables with all original answers.

Table 7 below lists the research ideas that are potentially interesting for a larger group of NGOs. Table 8 list the suggestions for the potentially uinetresting pilots/experimental projects mentioned. These tables also draw on the outcomes of the group discussions around these same questions during the November 2006 partner meeting (see annex 3).

Table 7: Research needs that are potentially interesting to address with a group of interested NGOs

General sectors for which most suggestions are made	Nr. of ideas mentioned
Gender	11
Natural resources Management	10
Health	8
Youth	7
Issues that seem most interesting for shared research of ICCO-Kerkinactie partners	
Grassroots advocacy	
Attitude/behavior change	

The suggestions for pilots were on the one hand even more NGO specific; this resulted in a more even distribution of suggestions across general sectors like gender or youth. On the other hand this list contained more suggestions are seem potentially interesting to implement as experimental ways to use the program space as a learning environment.

Table 8: Suggestions for experimental projects which are potentially interesting to implement with a group of NGOs

Exchange visits between NGOs
Field trips with partners NGOs
Work on specific projects with individuals and different profile NGOs, unions and private sector
Work with different partners on campaigns
Shared PME
Linking psychosocial Intervention to community development
Livelihood/community development and psychological problem

The question asking for offers the NGO can make to others to help them acquire skills and ideas resulted in a predictable replication of what each is focusing on in their own work. Therefore that question did not add much information above and beyond general knowledge about what NGOs are doing. What is remarkable though is that nearly all (27 out of 28 who filled the questionnaire) are willing to make offers. We believe it is fair to say that in general there is not much peer learning going on between NGOs. The willingness expressed by our partners suggests that there are opportunities to be explored here. Annex 2 contains a table listing the offers made.

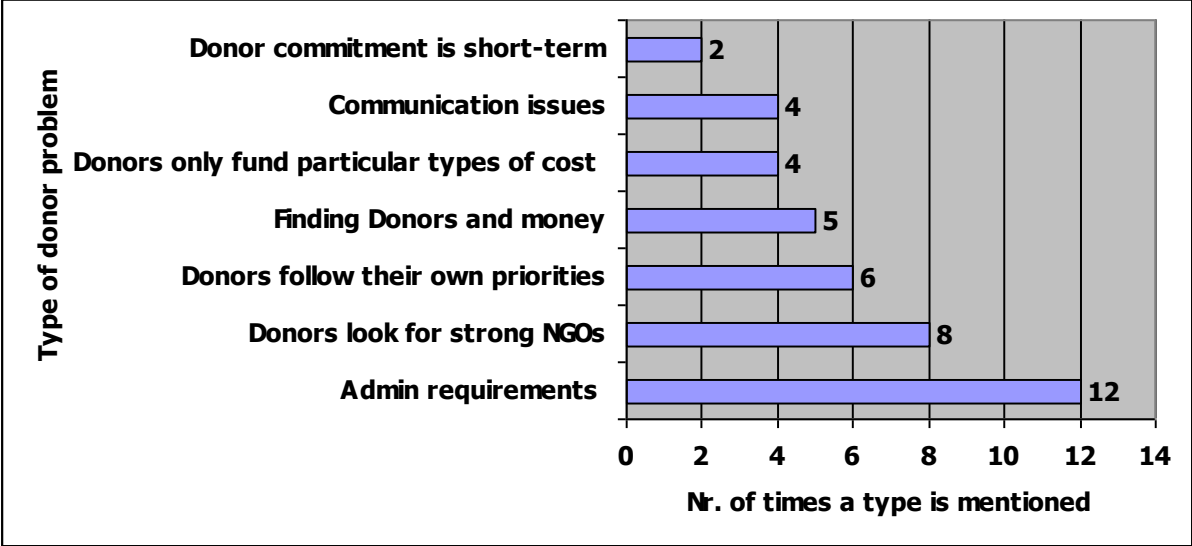
The question asking about core competencies, resources, or skills that one's NGO currently lacks and that other NGOs could help with, e.g. through exchange visits, did generate quite a lot of needs that could easily be addressed through peer learning arrangements. In fact, all that is best learned by direct exposure to more or less successful examples of what one is interested in.

An observation to add to the offers and needs lists is that there is a certain overlap between those issues that are most suitable for peer learning (exchange visits, etc.), those for which there is both many offers and needs (e.g. CD, grassroots mobilization) and issues that came up as in need of research and/or exploring in pilot projects (how to stimulate grassroots advocacy, how to link counseling and CD work, etc.). It seems worthwhile to explore possibilities for using peer learning modalities in combination with a broader knowledge generating objective as an experimental pilot of

both increasing our collective understanding of Cambodian development reality and building individual capacity of participating NGO staff.

As one objective of the program is going to addresses donor coordination, problems with donors were explored. Figure 30 shows, predictably, that money, i.e. accessing funding, and donor conditions for and attitudes towards funding, is by far the dominant issue for NGOs. Admin problems, i.e reporting formats etc.) come in second. A worrisom and still substantial third are communication and agenda setting issues.

Figure 30: Donor problems around money, priority-setting and admin requirements 1



N = 14

Annex 2 contains the actual answers given to the question about donor problems that underlie the aggregation in figure 30.

Table 11 aggregates these answers even further into three broad categories:

Table 11: Donor problems around money, priority-setting and admin requirements 2

Money	Donors look for strong NGOs	8	19
	Finding Donors and money	5	
	Donors only fund particular types of cost	4	
	Donor commitment is short-term	2	
Admin Requirements	Admin requirements	12	12
Priority setting	Donors follow their own priorities	6	10
	Communication issues	4	

N = 14

The survey directly probes positive (hopes) and negative (fears) expectations regarding the implications of the ICCO-Kerkinactie decision to program its support. The Expectations regarding the program show great diversity but aggregating the answers does result in meaningful categories. The detailed overview of expectations is available in annex 2.

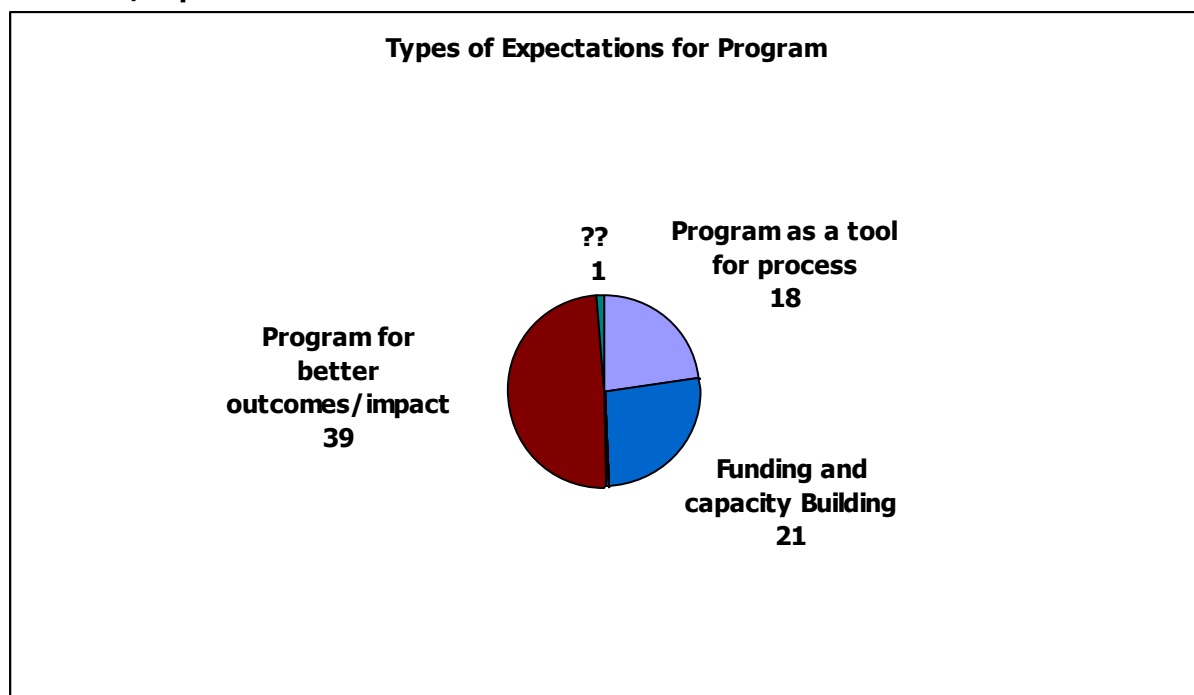
The positive expectations predominantly focus on improved effectiveness of one’s own work (see table 12). To a certain extent this reflects confusion about what differentiates program level objectives from organizational objectives. There are also a fair number of expectations for the program to facilitate capacity building, networking, and advocacy. Fears (see table 13) focus on funding consequences but in addition doubts about added value, donor driven directions and unrealistic expectations are voiced.

Table12: Most expectations regarding programming focus on expected outcomes/impact

Types of Expectations	Nr.	
Focusing on outcomes/impacts of own activities and/or program as a whole	39	39
Continued Funding	6	21
Program is going to steer funding	1	
Program is not additional burden	1	
Assist in finding funding	1	
Flexible support	2	
Democratization and positive peace within NGOs	2	
Support for Capacity Building	8	
Partner Networking	4	18
International networking	2	
Advocacy	5	
Communication between ICCO and Partners	3	
Program as bridge between NGOs and Government	2	
Governance body for program	2	
??	1	

N = 22

Figure 31: Most expectations regarding programming focus on expected outcomes/impact



N = 22

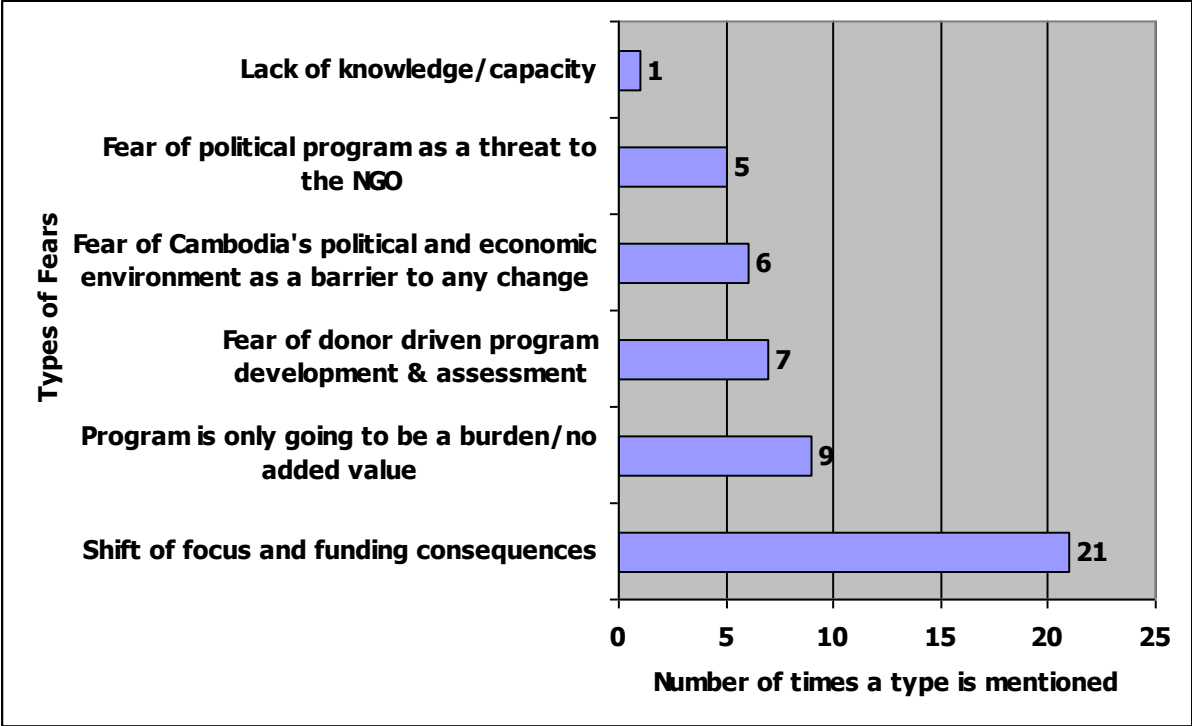
The largest category is the one containing expectations about better outcomes/impacts of especially the activities implemented by one's own NGO¹². Paraphrased this is the category of "as long as it helps us do better what we do now, it is fine with us". For at least some of the partner NGOs this also indicates difficulties thinking beyond *organizational* objectives and envisioning *program* level objectives. This interpretation is in line with input received during the partner workshop that took place in November 2006, during which this difficulty was expressed by quite a few NGOs present¹³.

The fears about the consequences for funding are most prominent. Annex 2 contains a detailed overview of all answers.

¹² Some answers can be read as focusing on outcomes that are broader and seem to address the program as a whole. One answer argues that the focus on Democratization and Peace building is regrettable.

¹³ See memo: Developing a ICCO-Kerkinaktie Cambodia Program on Democratization and Peace-Building: Update after the Partner meeting on 25 November 2006

Figure 32: Funding dominates fears, followed by low expectations about program added value



N = 19

3. THE FUTURE

In itself this generic baseline was not conceptualized to be directly foundational for the ICCO-Kerkinactie Democratization and peace building program to be. It is only one of the various inputs in program development: in casu a chart of the existing partner landscape to feed discussions regarding possible program objectives. By way of concluding this partner mapping we nevertheless will try to understand the relevance of some of the results of this mapping for program development.

The very first input for programming was an ICCO decision for Democratization and Peace Building as the focal theme for Cambodia¹⁴. This decision was formally made mid-2004 upon advice from the Cambodia desk officers (funding and personel secondment). Desk officer country visit reports constitute the next bits of input (starting with a spring 2004¹⁵, continued with spring 2005¹⁶). Autumn 2005 an in-country external consultant was hired for an identification mission, including a situation analysis and suggestions for program focus and program development¹⁷. Given the program development in partnership assumption, underlying ICCO-Kerkinactie’s approach, this mapping confirms the validity of the choice of the Democratization and Peace Building theme.

Above and beyond the theme as the most appropriate choice of the three available “corporate” options, this mapping also confirms that many core ingredients of the identification mission situation analysis can be taken on board when developing the actual program on the basis of (but not limited to) existing partnerships.

¹⁴ The ICCO 2003-2006 business plan included three focal themes: ‘Access to Basic Services’, ‘Sustainable and Fair Economic Development’ and ‘Democratization and Security’. For Cambodia it did not yet contain an indication of a more exclusive focus on the Democratization theme (if any it contained a focus on Access to basic Services). A mid term Review of this plan in 2004 resulted in a decision to concentrate on one focal theme with possibly one supporting theme per country. The decision for Democratization and Peace Building – a 2003 reformulation of the original theme label – as the focal theme for Cambodia (and Access to basic Services as the supporting theme) is formally described in the yearly plan for 2005.

¹⁵ Herman Brouwer Reisverslag Cambodja-Vietnam-Thailand, 28 Februari -19 Maart 2004

¹⁶ Herman Brouwer Reisverslag Burma-Cambodja, 18 April – 1 Mei 2005

¹⁷ Center for Advanced Study (November 2005) ICCO Identification Mission: Democratization & Peace Building in Cambodia

The situation analysis resulted in “a basic programmatic conclusion that ...in order to enhance the responsiveness of the state to the needs of the poor, it’s necessary to focus attention on demand-side approaches and on how best to support the underlying social and non-governmental structures which underpin the Cambodian (and any other) state”¹⁸.

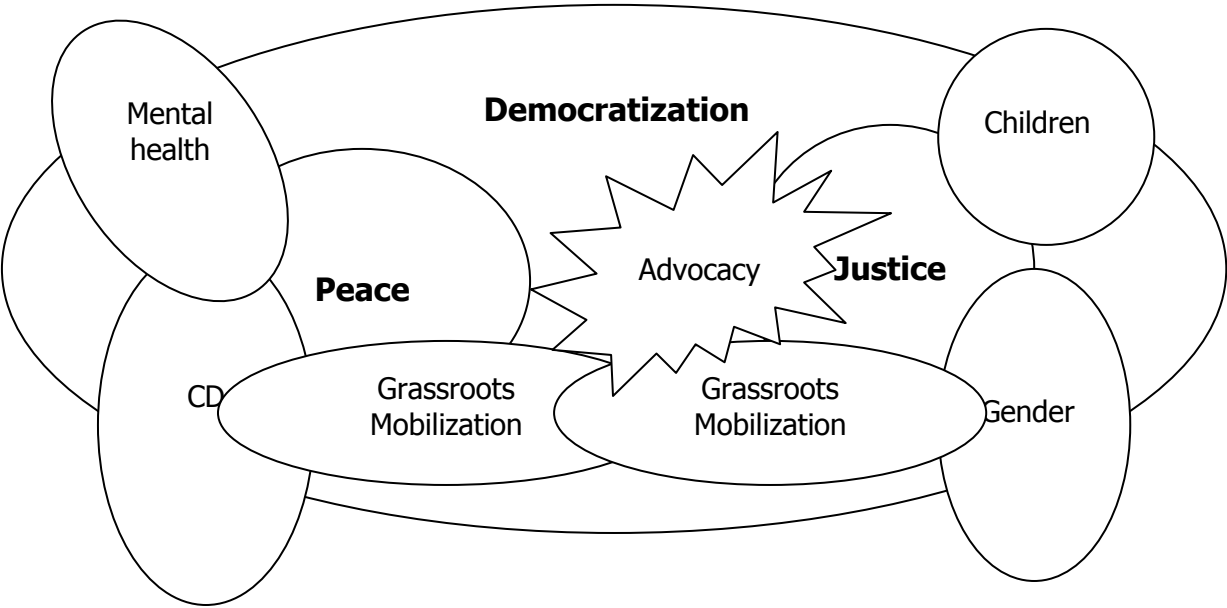
Among other things it suggested:

- That livelihood issues are the most feasible entry point for supporting local public demands for accountability and responsiveness has also become more evident.
- That the plethora of NGO activity that has developed with donor support is in need of cross-sectoral (development - Human Rights) and cross-level (local - national) linkages to increase impact and that there are many questions marks about how to best facilitate such linkages is increasingly clear.

The clustering evident in the current ICCO-Kerkinactie partner network of shared objectives (see figure 13) can be recognized as providing a good starting point for developing a program that takes the above suggestions into account.

Figure 33 below visualizes a program outline at this moment in the programming process. It builds upon the current partner networks and looks for bridges between community development, mental health and peace building organizations (the peace ‘pillar’) and human rights, legal aid, gender and child rights organizations (the justice ‘pillar’), and between the two pillars through grassroots mobilization and advocacy in order to strengthen democratic space.

Figure 33: ICCO-Kerkinactie program outline



The mapping also resulted in some practical suggestions for what kind of collective action is considered helpful to support natural coalition formation of NGO partners.

¹⁸ CAS (2005), Executive summary. p.ii