**Governance Administration**

**Session 1: What is a Community Learning Center?**

**Objectives**

* To clarify the concept of a CLC in Cambodia to the CLCMCs/ CLCSCs

**Expected outcomes**

* The CLCMC/CLSC will understand the concept of CLC in Cambodia
* The CLCMC/CLCSC will know the important role the CLC is playing in their community

**Expected Output:**

* Vision mission and values of CLC are displayed visibly in each CLC

**Notes to the Facilitator**

A Community Learning Center (CLC) is a platform for enabling flexible education programs, which many countries in Asia and the Pacific are undertaking to develop human resources, reduce poverty and promote life-long learning. A CLC is a community level institution to promote human development by providing opportunities for people in need of literacy, numeracy, income generating skills and life skills. As a community level initiative, a CLC is managed by group of community members organized into a CLC management committee (CLCMC). Community ownership is the key driving force of a CLC. CLCs are a local level response to address local needs through mobilizing local resources by local people. A CLC is a platform for community interaction and participation in social, economic and cultural activities for sustainable development.

**Methodology**

Lecture, group work, discussion

**Time**

2 hours

**Materials Required**

Large sheets of paper, CLC guideline from MoEYS

**Activity Steps**

1. ***Ask the CLCMCs: What is a Community Learning Center? Note all their answers***

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1. ***Ask the CLCMCs why are CLCs created? How could a CLC be important to their communities? Note all their answers and explain to them the MoEYS CLC objectives***

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1. ***Show them the objective of a CLC:***

*A CLC can be established with the objective of improving literacy and numeracy for primary school dropouts and illiterates. CLC programs offer a flexible learning environment which can encourage re-entry into the formal education system and/or provide the skills necessary for self-development to out of school youth and the unemployed. CLCs play a crucial role in the delivery of non-formal education (NFE). Gradually the role of a CLC needs to be expanded according to diverse social and economic needs of its community. These needs need to be uncovered by the CLCMC through community consultation and information dissemination about the opportunities and programs at the CLC in your community.*

1. ***Explain the characteristic of a CLC***

***Characteristics of a CLC:***

*CLCs are organized**and managed by local community members in collaboration with the local District Office of Education, and occasionally with support from NGOs and development partners. Some common characteristics of a CLC are as follows:*

* *A meeting place in the community,*
* *A place for reading books, newspapers and journals,*
* *A place for learning literacy, numeracy, re-entry, primary equivalency, life skills and/or vocational skills etc.*
* *A resource center for useful information about employment or training,*
* *A center to discuss community problems and problem solve,*
* *A CLC not only provides flexible education for learners, but can be used as an assembly hall for community meetings*
* *A platform for working together with varied stakeholders for the benefit of the wider community,*
* *Since the CLC is often located in remote communities, it can work with local partners and NGOs to provide services to marginalized and disadvantaged groups e.g. women, ethnic minorities, etc.*

1. ***Ask the CLCMC: Name some of the characteristic of a CLC? Note their answers***

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1. ***Ask the CLCMC: What are their visions for their CLCs? Note down all their answers***

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1. ***Ask participants why it is important to have a vision for their CLCs? Write down the answers on the flipchart, complementing with the following points if not mentioned:***

*In Cambodia, Community Learning Centers (CLC) have been conceived as a place for providing education and other information related to community development in order to flexibly respond to the changing needs of a community. The Education Law 2007 states “The Royal Government will continue to expand informal education through literacy and vocational programs, the establishment of community learning centers and the implementation of equity programs”. While referring to CLCs,* ***NFE National Plan of Action 2008-2015*** *identified CLCs as a place which can provide education and other community development related information, in order to respond to the needs of its people and out- of-school youth.*

1. ***Ask the CLCMCs: What are the main activities within a CLC?***

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***☞Because of the wide variation of social, economic and cultural contexts in Cambodia, CLC activities may differ from one CLC to another. Therefore, the functions of a CLC are flexible and diverse depending on the local community needs. CLCs provide learners an opportunity to meet, share experiences and learn from each other. To maintain quality and Ministerial accreditation of the programs, CLCMCs should consult closely with the District Office of Education.***

***9. Divide them into groups to develop the vision, mission and values of their CLCs***

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**Session 2: CLC Structure and CLCMCs /CLSCs Responsibilities**

**Objectives**

* To clarify the roles and responsibilities of the CLCMCS and CLCSCs

**Expected outcomes**

* The CLCMCs/CLCSCs will understand the roles and responsibilities of the CLCMCS and CLCSCs

**Expected output:**

No outputs for this section

**Methodology**

Lecture, questions and answers

**Time**

3 hours

**Materials required**

Flipchart, markers, ballot paper, ballot box, diagram of personnel components, marker pens, paper

**Activity steps**

1. ***Ask the CLCMCs if they have ever heard of the word “governance” and if so what does it mean? Note down the answers on the flipchart and complement with the following information:***

* *It is a term used to describe the oversight and guidance provided to ensure that CLCs act in accordance with the MoEYS legislation.*
* *It is what is required to be carried out in relation to the internal functioning and external relations of a CLC*
* *Governance focuses on issues of policy and identity rather than the issues of day-day program implementation within the CLC*
* *It is the way in which CLCs distribute and exercise powers, rights and accountability*
* *It is the conduct of policy and affairs of the CLC; the ultimate authority and responsibility for the CLC.*

***☞The key words that clarify the essence of governance include:***

* *It is about* ***ensuring*** *that the CLC has a clear mission and strategy, and that the CLC is well managed. It is about* ***giving direction****, i.e. the CLC has clear goals, objective, mission and strategy*
* *It is about* ***giving guidance****, providing wisdom, insights and good judgment*

1. ***Ask the CLCMC to name all the human resource positions in the CLC? Note down their answers.*** *\*Hint\* This is the CLC Structure*

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***☞****This diagram shows how each position relates to the others in terms of seniority, decision making and in working together in particular areas.*

1. ***Explain to them the formation of the management committee***

***☞*** *A strong, functional CLCMC is the key to success for a CLC. Motivated and capable people who have time to invest in CLC activities should be selected as members of CLC management committee. Director, Vice Director, Permanent Secretary and members the CLC must be selected by the community people. According to the nature of the CLC and types of activities to be performed, the CLCMC should work together to select members of their support committee (CLCSC).*

1. ***Show the CLC structure chart containing the three basic components of the personnel structure. Explain that these categories are used by all CLCs and include the following: the CLCMC members, or administration; the technical staff who plan, and implement activities such as teachers and trainers; and the CLCSC, who support staff to keep the CLC running on a day to day basis***

**Director (Commune Chief)**

**Planning and Management Unit**

**Vice-Director (School Principal)**

**Education and Finance Unit**

**Committee for Women and Children (CCWC)**

**Permanent Secretary (School Vice-Principal)**

**Administration Unit**

**CLCSC Representative in CLCMC**

**Chief of CLCSC**

**1 Vice-Chief of CLCSC**

**Members of CLCSC**

**Teachers/ Trainers**

**and Librarians**

1. ***Ask the CLCMCs to form small groups and distribute paper and marker pens to each group.***

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***☞ Tell them to draw how each position interacts with one another in terms of seniority and decision making. (The diagram above)***

1. ***After approximately 15 minutes, ask each small group to present their CLC charts. Display each group’s CLC chart in the training room. Encourage discussion around the lines of decision making and responsibilities.***

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1. ***The CLCMC is the governing structure of the CLC. Ask the participants to name the roles of the CLCMC members: Note down the answers on the flipchart which should include at least the following:***

* *Director (Commune Chief) Planning and Management Unit*
* *Vice-Director/Treasurer (School Principal) Education and Finance Unit*
* *Permanent Secretary (School Vice-Principal) Administration Unit*
* *Committee for Women and Children (CCWC)*
* *CLCSC Representative in CLCMC (Chief of CLCSC)*

1. ***Summarize the roles and responsibilities of the CLCMC with the following information on handouts:***

* ***CLC Director***

***-*** *Consult with other CLCMC members to develop and finalize monthly, quarterly, semi-annual and annual budget and activities planning for the CLC and submit to DoE*

*- Consult with other CLCMC members to organize different program activities as per the action plan and budget forecast*

*- Coordinate with other CLCMC members to ensure CLC activities are based on the actual needs and situations of the community*

*- Engage the commune investment plan (CIP) budget and allocate a reasonable percentage of the CIP budget into the CLC operation*

*- Report on CLC activity as required by DoE and PoE within CLC Guidelines*

*- Work closely with the treasurer to prepare CLC financial reports and required by CLC Guidelines for submission to DOE, POE*

*- Check and approve every CLC expense*

*- Attend and participate in GOCA training*

*- Consult with other CLCMC members to prepare CLC internal regulation for material utilization, student recruitment procedure, and teacher and student code of conduct*

*- Support child protection code of conduct and inclusive education policy, leading by good example and strict enforcement*

*- Lead and conduct regular monthly meeting with CLCMC and CLCSC to follow-up, and update activity progresses and results at least once a month and whenever appropriate*

*- Represent the CLCMC in other community meetings or, national or development partner workshops, lobbying support and cooperation with different agencies including; private firms, NGOs (both local and regional) for resource mobilization, internship and employment opportunities for the CLC graduates/learners*

*- Extensively disseminate information on CLC and promote a community feeling of ownership by showing that everyone has a part in setting up the CLC and can use the many services it provides*

*- Other tasks as needed by the CLCMC members*

*-- The CLC Director has to satisfactorily perform his/her duties as mentioned above. Should he/she not perform to the expectation of the other CLCMC members, he/she may be voted out by a 3/5 majority of other CLC members.*

* ***Vice CLC Director/Treasurer***

***-*** *Manage all data relating to CLC programs, finances, student committees, and activities and planning*

*- Consult with other CLCMC members; prepare budget activity planning for annual CLC activities*

*- Manage access and record keeping of both the CLC safe and bank account as the member responsible for financial resources and record keeping.*

*- Work in consultation with the Director to chart budget flows and manage bookkeeping*

*- Be a focal point for the CLC’s Social Enterprise operations; responsible for finance, record keeping and annual activity planning in consultation with CLCSC, Community Members and CLCMC*

*- Manage teacher training and refresher schedule*

*- Deal with all conflicts within the CLC including conflicts between CLCMC members and/or students and/or teachers; reporting immediately to the Director*

*- Receive and review M&E report of the CLC activities from the Administration Unit ensuring compliance with CLC management Guidelines of MoEYS M&E reporting requirements*

*- Work closely with the Administration Unit to purchase materials as required for both educational programs as well as vocational and skills training programs, including materials for social enterprise*

*- Extensively disseminate information on CLC and promote a community feeling of ownership by showing that everyone has a part in setting up the CLC and can use the many services it provides*

*- Attend and participate in GOCA training*

*- Interview, hire and terminate teaching staff; including the salary payment to NFE contracted teachers*

- *Prepare financial reports as required and submit to the Director*

*- Respond to all auditors’ inquiries regarding all transaction within the CLC*

*- Support child protection code of conduct and inclusive education policy, leading by good examples*

*- Other tasks needed by the CLCMC members*

*- The CLC Vice-Director has to satisfactorily perform his/her duties as mentioned above. Should he/she not perform to the expectation of the other CLCMC members, he/she may be voted out by a 3/5 majority of other CLC members.*

* ***Permanent Secretary***

- *Open and close facilities daily, ensuring safety and security of equipment and grounds*

*- Manage daily activities in the CLC including student attendance and security in the CLC*

*- Manage enrollment of students in the CLC, working in coordination with CLCSC to conduct enrollment activities*

*- Work closely with the CCWC to follow-up with students’ parents or guardians of students with long-term absence or irregular class attendance*

*- Maintain all related documents including student attendance records, meeting and/or workshop reports*

*- Be a focal point to communicate with the CLCSC*

*- Supervise the CLCSC to monitor and evaluate the quality of all teaching and teachers’ performance in the CLC*

*- Receive and check M&E report from the CLCSC and submit them hierarchically*

*- Carry out purchasing and maintenance of all materials as required for both educational programs as well as vocational and skills training programs, including materials for social enterprise in the CLC with the CLCSC under the approval from the Vice-Director*

*- Attend and participate in GOCA training*

*- Extensively disseminate information on CLC and promote a community feeling of ownership by showing that everyone has apart in setting up the CLC and can use the many services it provides*

*- Other tasks needed by the CLCMC members*

*- Support child protection code of conduct and inclusive education policy leading by good examples*

*- The CLC Permanent Secretary has to satisfactorily perform his/her duties as mentioned above. Should he/she not perform to the expectation of the other CLCMC members, he/she may be voted out by a 3/5 majority of other members.*

* ***Committee for Women and Children (CCWC)***

***-*** *Be a focal point to identify students/people with special needs: deaf and/or blind, etc.*

***-*** *Act as referral pathway to appropriate institutions*

*- Be a focal point to contact and follow-up with students’ parents or guardians of students with long-term absence or irregular class attendance*

*- Attend and participate in GOCA training*

*- Work closely with the CLC Director, Vice-Director and other members to organize and review different program activities reflective of the real identified needs of the community*

*- Extensively disseminate information on CLC and promote a community feeling of ownership by showing that everyone has a part in setting up the C L C and can use the many services it provides*

*- Represent the CLCMC in other community meetings or, national or development partner workshops, lobbying support and cooperation with different agencies including; private firms, NGOs (both local and regional) for resource mobilization, internship and employment opportunities for the CLC graduates/learners*

*- Support child protection code of conduct and inclusive education policy leading by good example*

*- Other tasks needed by the CLCMC members*

*- The CWCC, as a member of CLC, has to satisfactorily perform his/her duties as mentioned above. Should he/she not perform to the expectation of the other CLCMC members, he/she may be voted out by a 3/5 majority of other CLC members.*

* ***CLCSC Representative in CLCMC (Chief of CLCSC)***

***-*** *Act as a representative of CLCSC, all its activities, duties and tasks*

*- Assist the Permanent Secretary to purchase materials and enroll students in CLC activities*

*- Assist the Permanent Secretary to carry out maintenance of all materials in the CLC*

*- Monitor and evaluate the quality of all teaching and teachers’ performance in the CLC in coordination with other CLCSC members and submit report to the Secretary*

*- Act as focal point for students in CLC activity; engage with teachers in order to raise and manage issues*

*- Assist the Permanent Secretary to recruit students and ensure security within the CLC in adherence with the internal regulations, codes of conduct in coordination with other CLCSC members*

*- Be a representative of the CLCSC in the CLCMC meeting and other CLC activities to raise issues of CLCSC with CLCMC*

*- Attend and participate in GOCA training*

*- Support child protection code of conduct and inclusive education policy, leading by good examples*

*- Extensively disseminate information on CLC and promote a community feeling of ownership by showing that everyone has a part in setting up the CLC and can use the many services it provides*

*- Other tasks needed by the CLCMC members*

*- Should he/she not perform to the expectation of the other CLCMC members, he/she may be voted out by a 3/5 majority of other members.*

**Session 3: Documentation and Dissemination of CLC Activities**

**Objectives**

* To understand how the maintenance of essential documents is critical for the proper governance of a CLC
* To identify key essential documents

**Expected outcome**

* The CLCMCs will understand the importance of developing a process for maintaining and protecting essential documents, as well as how to put this into practice

**Expected output**

* No specific output as these documents are the product of other activities

**Notes to the Facilitator**

The CLC framework documents provide the indicators through which the transparent and effective functioning of CLCs is measured. Documents such as ledger books and audit reports are essential for the responsive governance of a CLC. To avoid complications, the CLC must ensure the orderly maintenance of official documents, reports and logbooks. These must be accessible for inspection by all interested and concerned persons. Therefore, all the activities of the CLC have to be well documented and made available on request by any CLC member, government authority and/or donor to ensure the transparency of its activities. All the CLCMC members must have an in-depth understanding of these documents as well as the process of maintaining them.

**Methodology**

Role play, discussion, and brainstorming

**Time**

2 hour

**Materials Required**

Role play instructions

**Activity Steps**

1. ***Ask the CLCMs: What is ‘documentation’ and how do you ‘document’ something?***

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*☞****Documentation is a systematic method of keeping records through collecting and organizing different kinds of data and evidence. Documenting CLC activities will provide records of CLC implementation and CLC programs/activities. CLCMCs must document all processes and outcomes for all programs and activities related to CLC operations. For example, student attendance must be documented by teachers and submitted to the CLCMC to record the operation of classes. Keeping a logbook for visitors demonstrates activity within the CLC, and ledgers record the cash flow and spending of the CLCMC. These documents will be used to verify that the activities occurring within the CLC are in line with the objective of the CLC, as well as ensuring that spending is transparent and in accordance with the annual activity plan and budget.***

1. ***Why do we need to document all CLC activities? Note down their answers.***

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1. ***Ask the CLCMC to spontaneously call out responses to the question, “What types of documents are important to maintain within the CLC?” Any answers will be recorded on a sheet of paper and promptly displayed. Likely answers should include those listed below. Make sure that all CLCMC members understand the purpose of each of these documents:***

* *CLC Annual Activity Plan - from District Office of Education*
* *Written report of the program activities*
* *Minute of CLCMC (and other) meetings*
* *All monitoring and evaluation reports of CLC activities, including copies of any partner and/or PoE MnE evaluation reports*
* *Community needs profile and community information from local authorities*
* *Sample of teaching curriculum from CLC*

***☞We need good documentation processes because:***

* ***Documentation increases the efficiency of CLC personnel to repeat activities based on the gained knowledge and experience. It also helps us to avoid previous mistakes***
* ***Documentation helps the CLC to show its strengths and weakness, successes and failures to other stakeholders and donors***
* ***Helps in promoting the CLC to others***
* ***Documentation and preservation of important information within the CLC helps us make informed decisions about future courses of actions***
* ***Documenting the results of monitoring helps us to track successes and problems within the CLC programs and supports us in taking appropriate actions***

1. ***Ask the CLCMC: What does dissemination mean? Note their answers:***

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***☞ Dissemination means distribution of CLC information to different stakeholders. In addition to reporting to DoE and PoE, CLCMCs need to share information with stakeholders such as members of the community, development partners, donors, local government offices, concerned ministries, corporate bodies and possibly with religious institutions from whom they seek support. Dissemination of information about the CLC can be as easy as a community gathering or meeting to share stories of success.***

1. ***Ask the CLCMC: Why would disseminating information about CLC activities within the community be of value to the CLC? Note their answers.***

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***☞ Without strong dissemination of CLC activity and progress information within our communities we cannot properly advocate for our CLC. Through dissemination of relevant information we can provide our development partners with progress updates and keep our communities engaged in CLC activities. Regular dissemination of information to potential partners can also help us in mobilizing increased technical and financial assistance.***

1. ***Ask the CLCMC: Name some techniques of dissemination? Note their answers.***

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***☞ Techniques of dissemination:***

* ***Community meetings***
* ***Exposure visits***
* ***Preparing flipcharts,***
* ***Preparing leaflets and posters***
* ***Preparing reports***

1. ***Ask the CLCMC: Who are the recipients of CLC information dissemination? Note their answers.***

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***☞In general a CLC should aim to disseminate its information to:***

* ***Community members***
* ***CLC’s development partners***
* ***Donor agencies***
* ***Relevant ministries, district and provincial-level departments***
* ***The private sector; example through NEA Job Centre in Prey Veng***
* ***Civil society organizations***
* ***The local Aja and pagoda***