



Member Insights

Phnom Penh
Cambodia
May 2017



DEVELOPMENT
INNOVATIONS



Contents

- 1. Introduction2
- 2. What is Member Insights?3
- 3. What is the objective of Member Insights Cambodia?4
- 4. Process.....5
- 5. Results – Demographics8
- 6. Results – Member Insights9
- 7. Recommendations18
- 8. Acknowledgements20

1. Introduction

Civil society organizations (CSOs) play a critical role in public life: understanding citizens' daily challenges, providing services to address those challenges in the short-term, and pursuing long-term policy solutions. In Cambodia, there are hundreds of CSOs, but a wide variability in management capacity, technical capability, and staffing has given rise to domestic and international organizations that exist to help these CSOs carry out their important social role more effectively.

Domestically, the [Cooperation Committee for Cambodia](#) (CCC) functions as a membership association for Cambodian civil society organizations (CSOs), and boasts roughly 170 members. Since 1990, CCC has worked to strengthen the professionalism, accountability, governance, and effectiveness of Cambodian civil society organizations, operating across all sectors of development. From the international community, there is a wide range of donors, foundations, and non-governmental organizations (NGOs) that support Cambodian CSOs, including [USAID's Development Innovations](#) (DI) project, implemented by DAI Global, LLC, a consulting firm based in Bethesda, MD, USA. DI helps local CSOs, technology companies and social enterprises design and use information and communication technologies (ICTs) that address Cambodia's development challenges, and carried out Member Insights in May of 2017.



Definition

2. What is Member Insights?

Member Insights is a rapid, inexpensive research method designed to highlight how organizations in a targeted ecosystem use technology & communicate. The process explores communications as an organizational practice and focuses on which platforms broadly-relevant internal information flows, as well as how the organization engages distinct external audiences: current beneficiaries, prospective beneficiaries, and the general public.

Procedurally, Member Insights is carried out by a team of two people, via small-scale focus groups with CSO staff members in the places where they work. This on-site approach gives the research team a more complete picture of an organization than internet-based survey methods. The process is based on DAI's [Digital Insights](#) methodology, which is derivative of Silicon Valley's Consumer Insights process: rapid, user-centered research to guide design. Just as Digital Insights is the first step in a process to design digital tools and engagement methods for individuals, Member Insights is the first step in a process to design improved engagement and training programs for organizations. In this case, the focus was Cambodian CSOs, but as an approach Member Insights can be applied to businesses, governmental units, and even families.

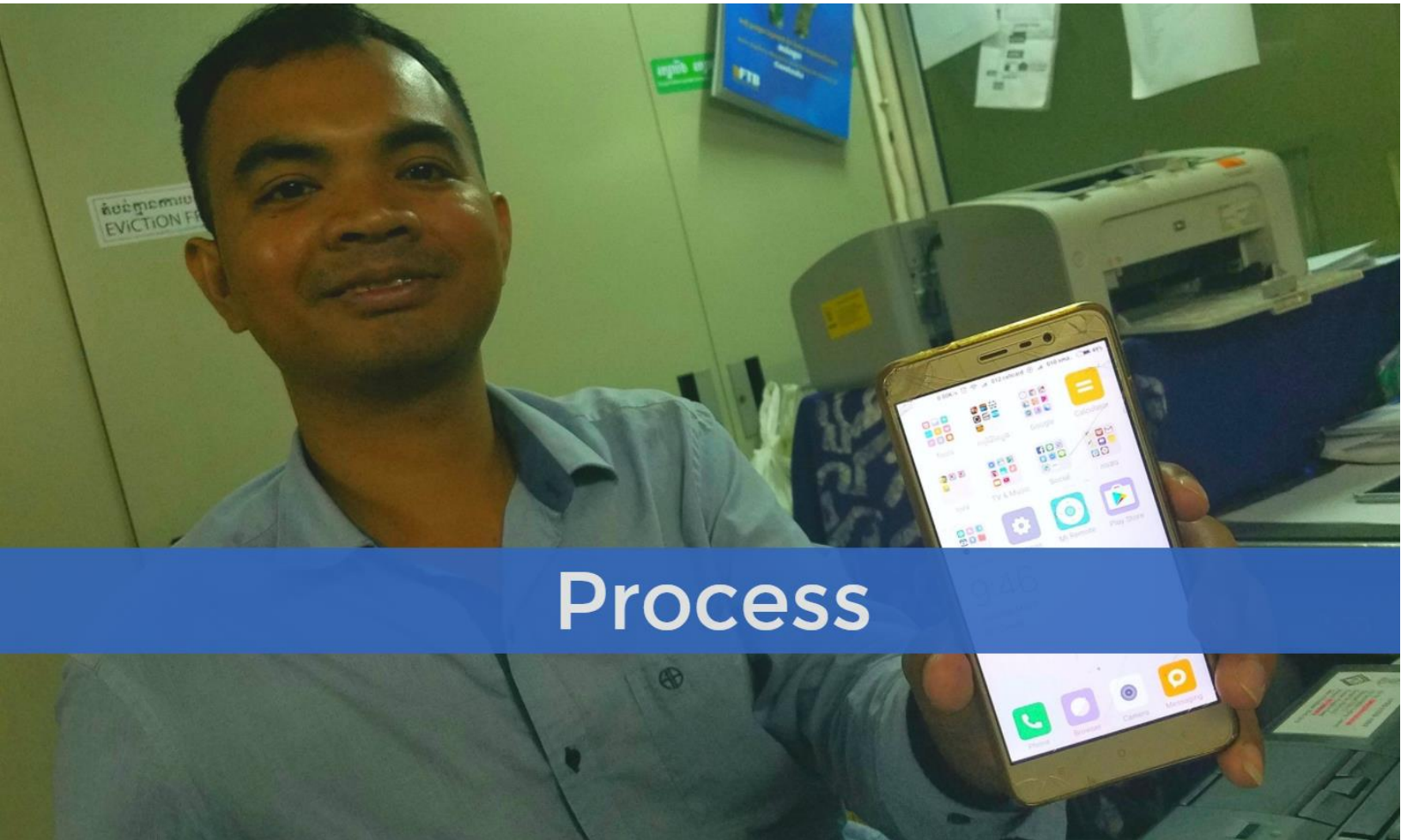
Member Insights, like Digital Insights, is a non-scientific, rapid survey methodology. It is intended to surface non-obvious insights about how a limited and specific population uses technology and communicates. The argument in favor of insights over long-form research is resource-based; as opposed to a traditional researcher, a digital designer can collect the basic information he or she needs to know using a rapid, insights-based methodology, and then test those assumptions with users.

Done right, a digital design process is both iterative—consistently producing new versions of a tool or process for user testing—and agile—able to change directions based on what insights surface during testing. An agile process, including Member Insights as a first step, is necessary given rapidly changing profiles of access and adoption of new technologies among local populations around the world. There are no P values or confidence intervals; the intent is to challenge general assumptions about a population to provide evidence for early choices in the design process such as: How do people seek and share information? What types of mobile phones do people use? Which apps and software platforms are popular?

It is important to distinguish insights-based research from monitoring & evaluation, which collects a baseline and observes change over time based on an input. M&E is useful in measuring the impact of introducing a digital tool, but the level of scientific rigor necessary to establish a defensible claim to cause and effect is far beyond what is necessary for digital design.

3. What is the objective of Member Insights Cambodia?

DI carried out Member Insights to help strengthen CCC's ability to engage member organizations and the individuals who work there, and to enable CCC to make evidence-based decisions about future capacity development offerings (e.g., trainings, forums, workshops) for CSO members, the development of ICT tools and platforms for members, and to inform future fundraising efforts. By involving CCC staff in the research process, DI intends to transfer this simple, rapid methodology to CCC, as the DI contract ends in August of 2018.



4. Process

This section describes the steps involved in executing Member Insights, which was carried out during May of 2017 in Phnom Penh.

Step 1: Identify research objective. While Member Insights could have been applied in support of DI’s own CSO engagement and CSO-focused training courses, CCC is a major strategic partner and will exist beyond DI’s end date. This is why the method was targeted to CCC.

Step 2: Specify narrow target population. We chose Phnom Penh-based CSOs due to their proximity to the DI and CCC offices. The CSOs were chosen for their proximity, their availability, and willingness to be participate.

Step 3: Design questionnaire. The questionnaire was initially designed in Washington, and was based on previous Digital Insights studies. After multiple rounds of review by Cambodian DI and CCC staff, a final

product was produced. The survey was completed in English; however, most interviews took place in Khmer.

Step 4: Pilot. Before visiting any CSOs, the questionnaire was piloted with for language, word choice, and general understandability.

Step 5: Execute. The research team—DAI’s Adam Fivenson, DI’s Pork Ponn, and CCC’s Bansok Ros—visited 20 CSOs around Phnom Penh over the course of two weeks. Data was collected on paper for two primary reasons: first, to ensure a comfortable face-to-face interaction with CSO staff, and second to avoid any potential technical challenges associated with digital data collection, such as internet outages, distracting typing sounds, or battery issues. Thirdly, paper allows for the addition of questions during the discussion, whereas most forms of digital data collection are more rigid. Future iteration of Member Insights will seek a mixed data collection method.

Step 6: Digitize data. Local staff transcribed paper questionnaires into Google Forms to ensure data was uniform and clean upon entry.

Step 7: Analyze data. The research team spent significant time reviewing the data, using free visualization tools such as Infogr.am and TagCrowd to surface trends and answer the key research questions.

Step 8: Identify key insights. While this research provided thousands of data points, the Member Insights team tasked itself with surfacing the most surprising and immediately useful information.

Step 9: Present Results. The results of Cambodia Member Insights were presented to both CCC staff and to a public audience at The Asia Foundation’s TekHub on May 25th, 2017.

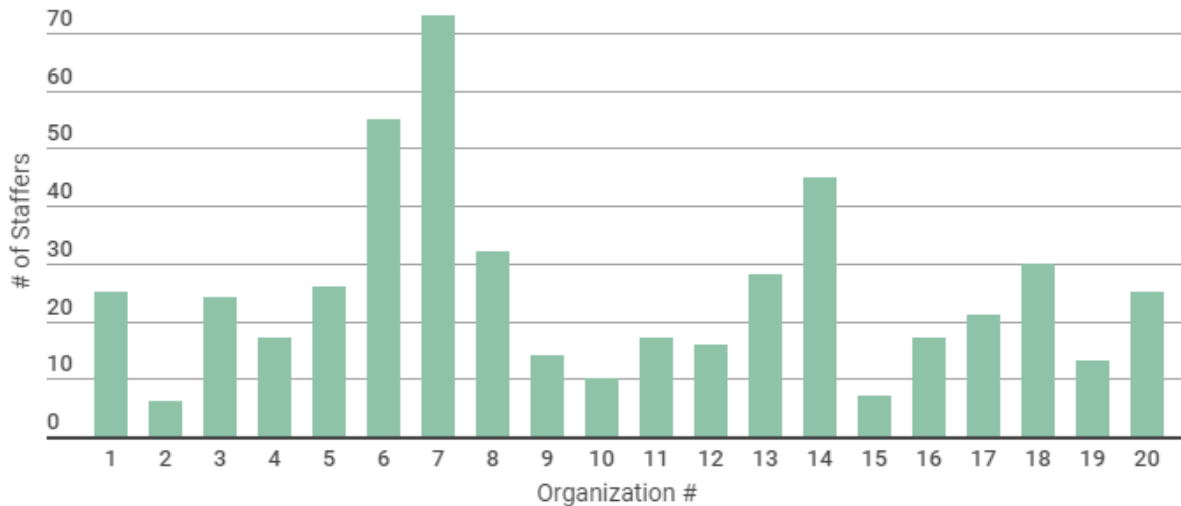


Results

Demographics

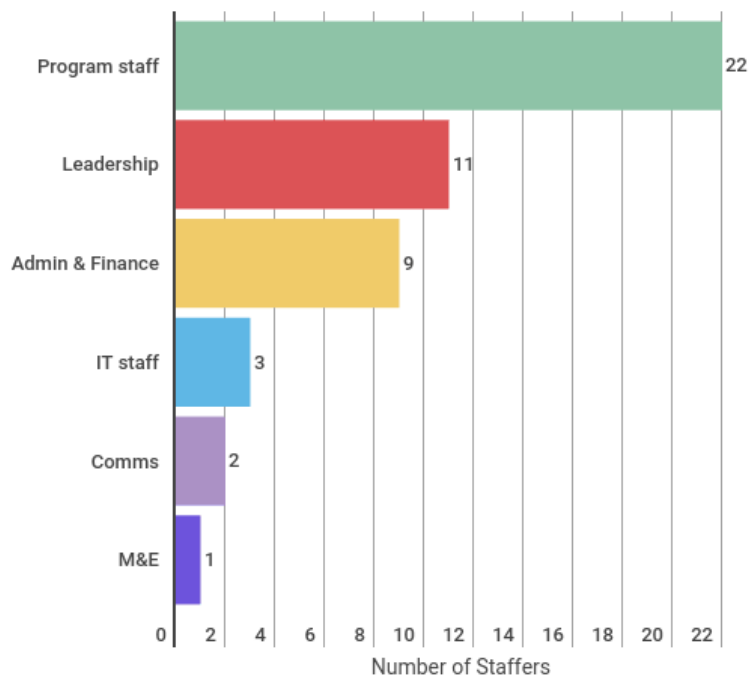
5. Results – Demographics

We interviewed 20 Phnom Penh-based Cambodian NGOs, all CCC member organizations. In terms of the general profile, these organizations averaged 25 staff members, with the largest having 73 staffers and the smallest having 6. All of these organizations were Phnom Penh-based, but half also have operations around Cambodia.



The Member Insights team interviewed a total of 48 people, across those 20 organizations. These staffers averaged 4.5 years with their organizations, and ranged from 27 to 57 years old, with an average age of 36. Most were program staff, although Executive Directors and administrative were interviewed as well. 60% were male and 40% were female.

Interviewees by Job Title





Results

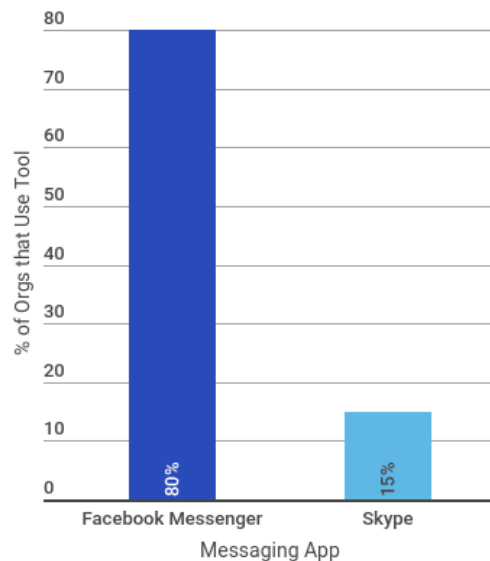
Member Insights

6. Results – Member Insights

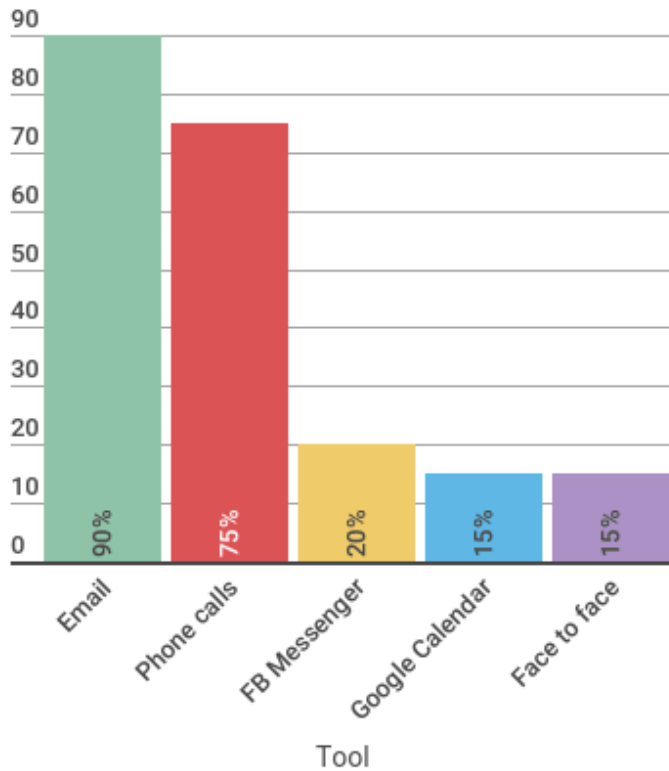
a. Internal Communication

85% of the 20 organizations interviewed have an active internal group chat of some kind. Facebook Messenger was by far the most common choice, with 80% of orgs identifying the app as their internal group chat tool of choice. 15% of organizations said they used Skype. These two groups are not necessarily distinct, as organizations were able to give multiple answers.

Informal Internal Group Messaging



Formal Internal Communication Channels



To measure how the CSOs communicate broadly-relevant internal information, Member Insights asked how leaders schedule large staff meetings for a future date. Emails and phone calls were the most common channel for such communication, although FB Messenger, Google Calendar, and face-to-face discussion were also mentioned by staffers at multiple organizations.

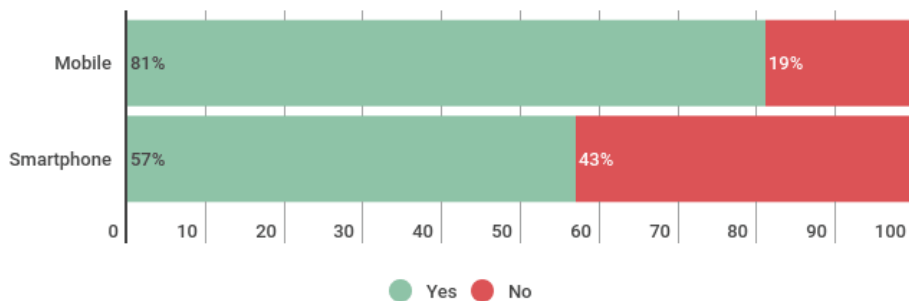
b. Perceptions of Tech Adoption

Member Insights asked CSO staffers to estimate the percent of their beneficiaries that have mobile phones and smartphones. This measure is based on the belief that CSO staffers will have more understanding of their beneficiary population than the Member Insights team (a belief that undergirds the entire study).

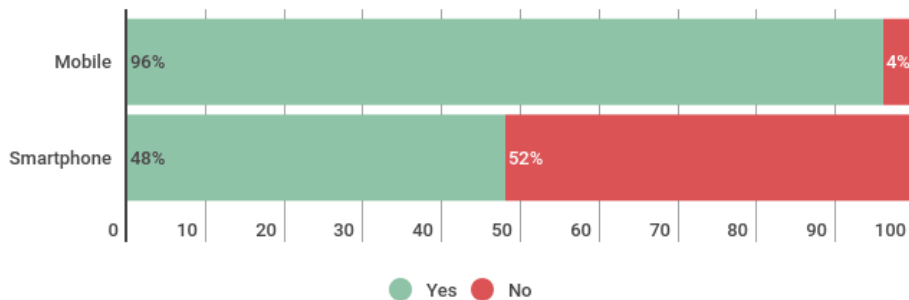
Below are two graphics. The first is shows the average across responses given to the Member Insights team; the second shows the same results from the excellent [Mobile Phones and Internet Use in Cambodia 2016](#) which was produced by The Asia Foundation, Open Institute, and Development Innovations.

As is clear from the graphics, Member Insights saw a lower number of mobile phones but more smartphones than the Mobile Phone survey. There are some key reasons why this might have been the case. First, the data source. The Open Institute Survey was a scientifically executed survey of more than 2000 Cambodians in the places where they live; however, it is focused on understanding all Cambodians, while Member Insights is concerned with marginalized populations. Given that context, fewer mobile phones makes sense, although why Member Insights data shows a perception of higher smartphone adoption than the Mobile Phone survey is unclear.

Member Insights 2017



Mobile Phones and Internet Use in Cambodia 2016



c. *External Communication*

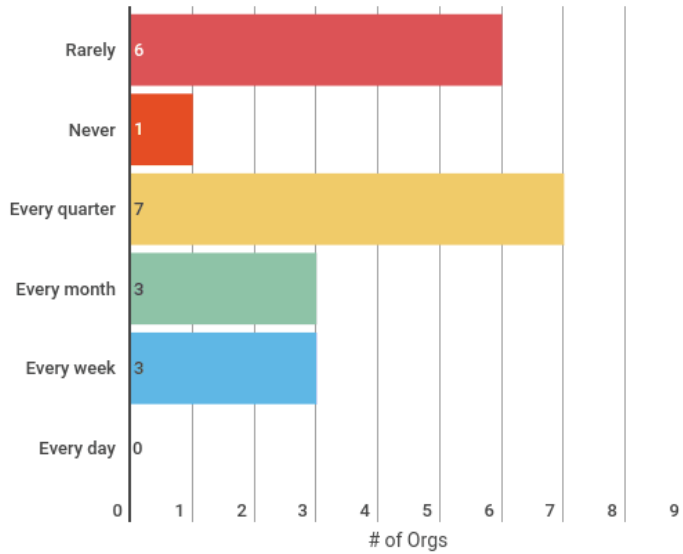
To understand how each organization communicates with the public, Member Insights asked about each organization’s web site and Facebook presence.

It was noteworthy that all organizations had a web site, while only 90% had a Facebook page. Despite that, updates to their Facebook pages happened with far more regularity than their web sites. Most organizations said they updated their Facebook pages every week or every day, while most organizations updated their web site rarely or once per quarter. See graphic on the right.

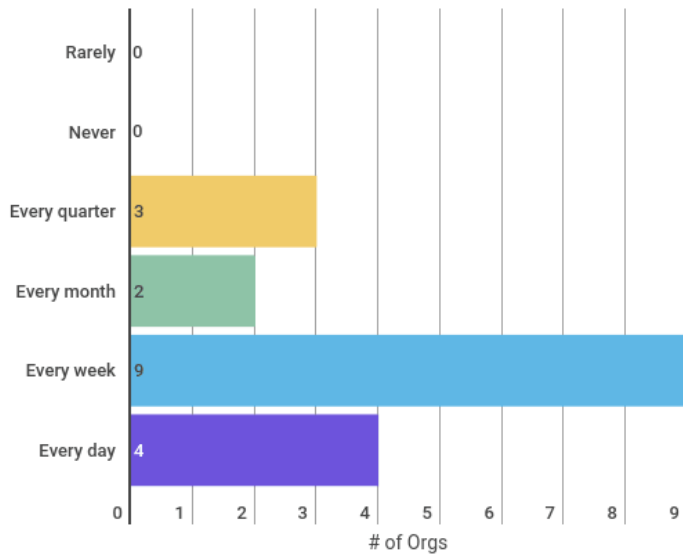
This is likely due to the ease with which a Facebook page is updated, as well as the accessibility of outreach metrics within the Facebook platform. Conversely, a web site often requires some level of HTML or at least knowledge of a new interface such as Wordpress or siteleaf to update.

Website vs. Facebook:
Frequency of Updates

Website

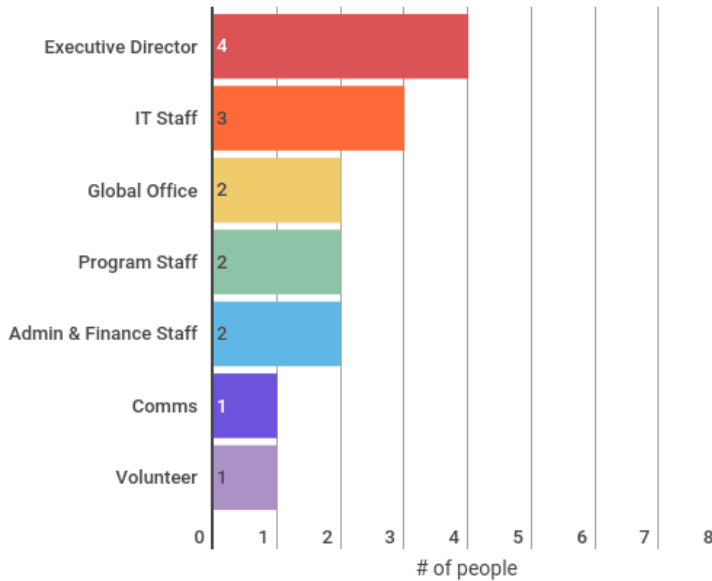


Facebook Page

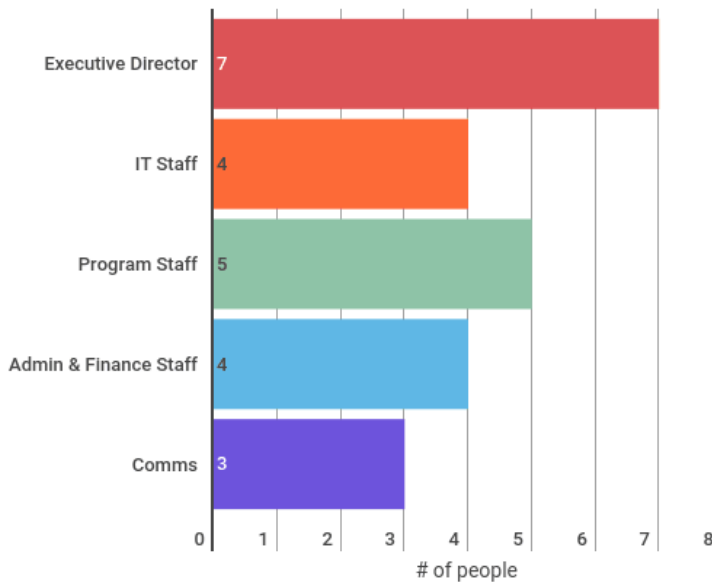


Website vs. Facebook: Who Updates?

Website



Facebook Page



Member Insights also asked who is in charge of updating the organizations' web sites and Facebook pages.

Both were most commonly updated by Executive Directors, but IT, Program, and Administrative staff were also commonly involved, as per the graphics to the left.

Surprisingly, only 15% of the organizations interviewed had their communications staff involved in updating their public presence. As Member Insights did not analyze staffing charts, the reason for this is not clear but some possible reasons are 1) a lack of understanding of the importance of communications and outreach as a fundraising tool, 2) a lack of funding for communications staff (or some relationship between those two factors).

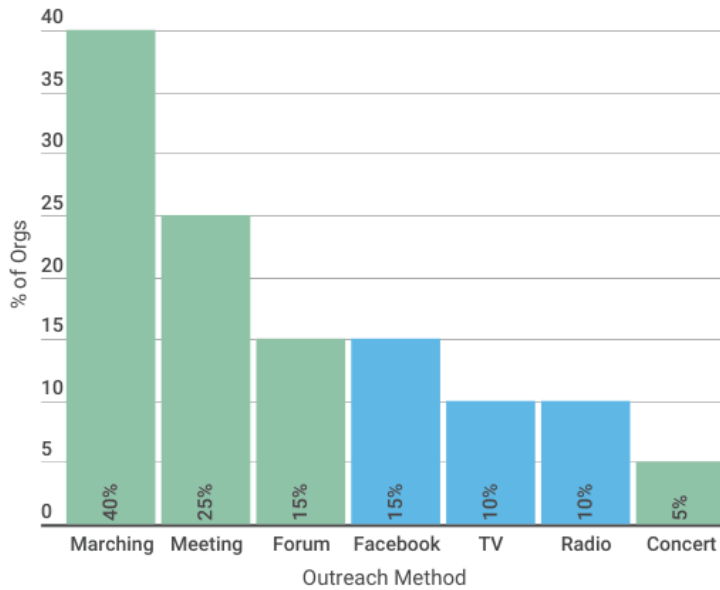
d. Outreach and Fundraising

80% of the organizations interviewed host periodic events with their beneficiaries, and 85% have run some kind of public outreach campaign over the last two years.

Conversely, only 15% of the 20 organizations interviewed had attempted a fundraising campaign over the last two years.

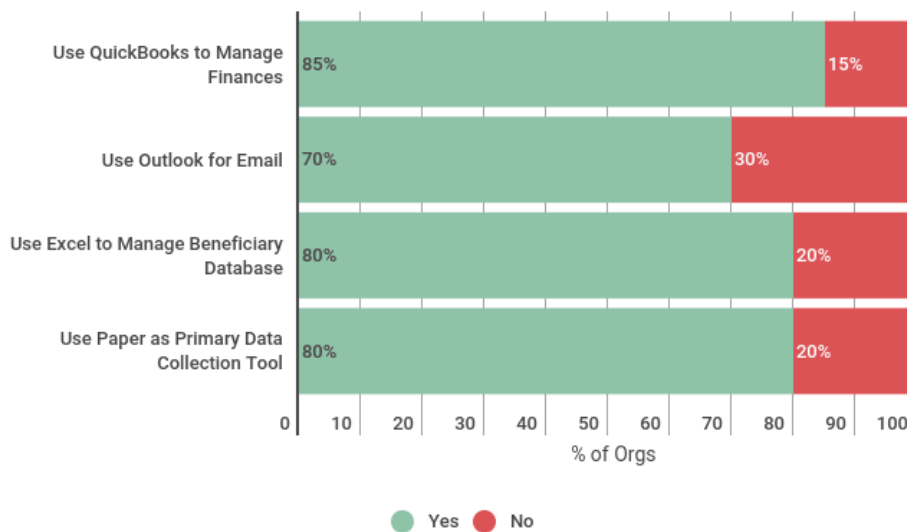
As per the graphic to the right, marches, meetings, and forums were all common methods of in-person public campaigns and appear in green; while mediated outreach methods like Facebook, TV, and radio appear in blue.

Method for Public Campaigns



e. Operations

Operational Technology



From an operational standpoint, the Cambodian CSOs we interviewed used primarily basic technology tools in support of their operations. QuickBooks was mentioned by 80% as their accounting software of choice, and 70% use Outlook for email. Conversely, 80% said they use Excel to manage their beneficiary database, instead of a more

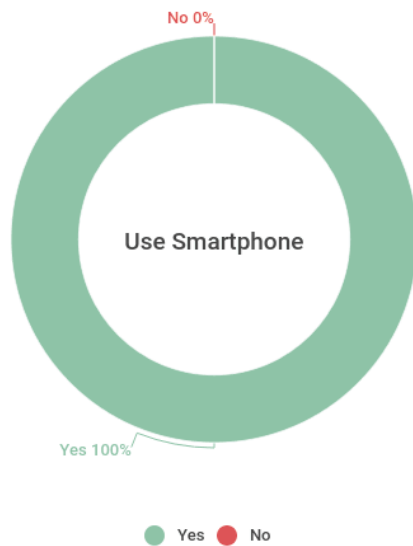
customized client relationship management (CRM) software such as [CiviCRM](#), [FreeCRM](#), or [SuiteCRM](#). The same number (80%) said they used paper as their primary data collection tool. These observations highlight the opportunity to help these organizations improve the efficiency and effectiveness of their operations through the introduction of some basic tech tools, particularly in beneficiary and data management.

Note that the above chart shows the number of organizations that use the listed technology in green and the number that do not in red. Those listed as “no” should not be understood to be neglecting their accounting, not using email, or using only paper to collect data. To the contrary, one of the three organizations that did not use QuickBooks instead used Peachtree; another used Oracle. Those who did not use Outlook either used their personal email (20%), or Gmail (10%). The broader point is that these organizations are doing these tasks, but they may be using sub-optimal tools to do so.

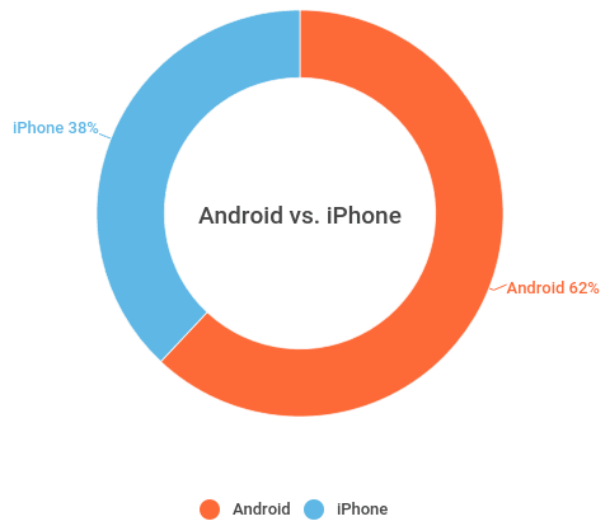
f. Staff Mobile Use

All 48 CSO staffers interviewed by the Member Insights team had smartphones. The fact that all CSOs were based in Phnom Penh should make this no surprise. Among those interviewed, almost two thirds use some form of Android phone, while the rest use an iPhone.

Use Smartphone



Android vs. iPhone

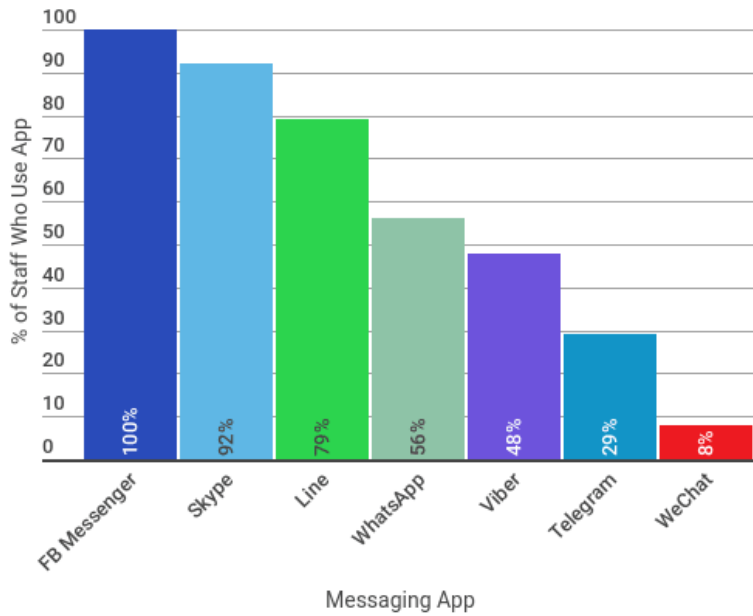


g. App Use

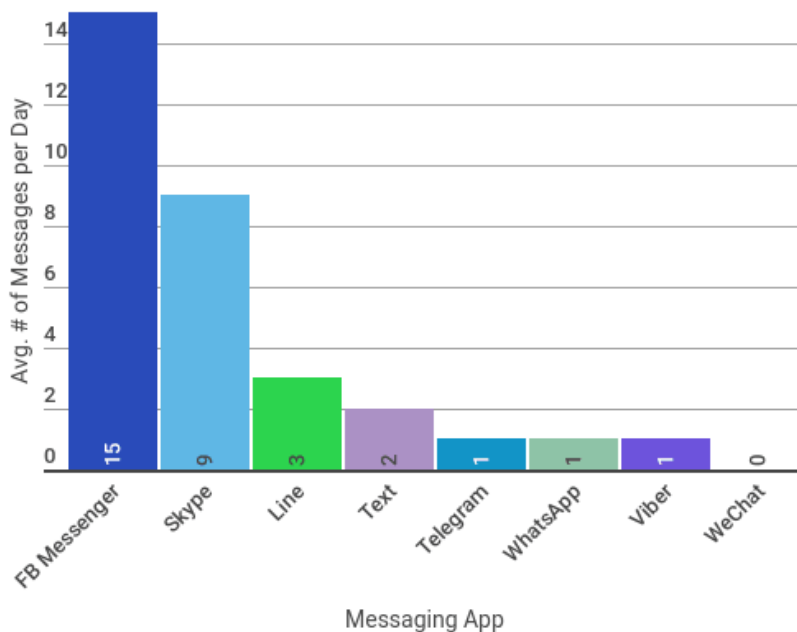
Understanding which messaging apps CSO staffers use, and how they use them is a key first step to using those apps as communication channels to reach those staffers.

In terms of installs (not actual usage, which follows) FB Messenger was by far the most popular messaging tool, followed by Skype, Line and WhatsApp.

Which Apps Do You Have Installed?



How Many Messages Do You Send Per Day?



Member Insights also gauged which apps are the most popular communication tools, by asking the number of messages sent per day in each platform and averaging the responses across all respondents. FB Messenger was the most popular, followed by Skype and Line.

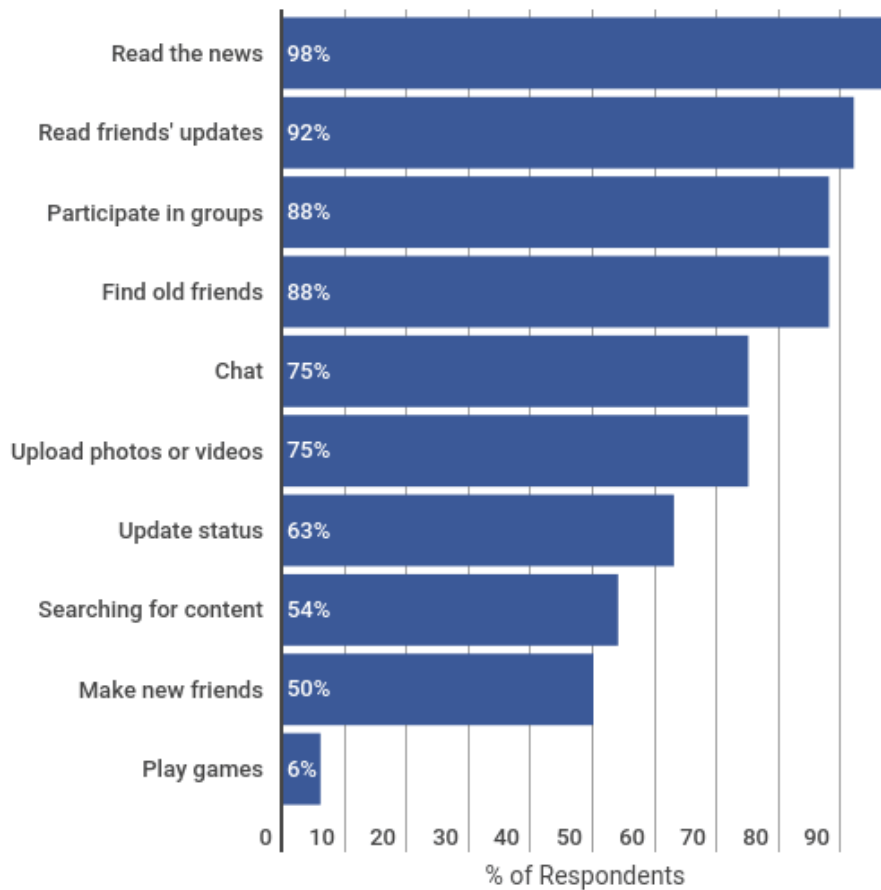
Surprisingly, CSO staffers only sent two messages per day by text message. This speaks to the

popularity of messaging apps.

h. Facebook

Due to Facebook’s ubiquity in Cambodia, Member Insights sought to get a stronger understanding for how the 48 individuals interviewed used the tool. Based on the results, the newsfeed is the easiest way to reach them. From an outreach perspective, this means that sharable content will be very valuable, but groups are also a viable engagement tool, if they’re managed effectively and provide consistent, useful content.

Facebook Usage Among Cambodian CSO Staffers





Recommendations

7. Recommendations

This section is divided by audience.

a. For CSO support organizations

In terms of communications, the Member Insights team recommends that organizations which seek to support Cambodian CSOs—such as CCC and DI—consider meeting CSO staffers on the same platforms they’re already using to communicate. Based on our findings, we recommend FB Messenger as a principal engagement platform, not simply as a peer-to-peer tool, but as a tool for community development. For example, CCC could establish a new FB Messenger group for CSO staffers and publish content, both shared and original, relevant to CSO workers. The platform could also be used to announce public events, happy hours, workshops, and informal gatherings. Given the popularity of FB Messenger, and the fact that the tool is so popular among Cambodians, it is a nearly guaranteed way to stay “top of mind” among the audience that CCC seeks to reach and influence. Another idea would be

the establishment of a Facebook group, which would provide similar content, given the popularity of FB groups among the target audience.

Additionally, Member Insights gathered specific requests from CSOs on the types of training they most needed. The most popular requests were database management (beneficiary, M&E, & partner), M&E training, HR management, and digital data collection. The Member Insights team also recommends training in Google's suite of free tools, including Google Docs, Google Calendar, and Google Maps. These recommendations are based on a combination of question & answer and direct observation.

b. For CSOs themselves

The Member Insights team observed a number of areas where CSOs themselves should seek support to improve their technical capacity. The first and potentially most urgent is public communications. These CSOs should be making greater effort to leverage their work to communicate the impact of their work to the public. The subsequent increase in public awareness should be used to launch awareness and fundraising campaigns (preferably a combination of the two). Online and in-person fundraising, in particular, is an area that Cambodian CSOs did not demonstrate experience. This may be due to the historical strength of their relationships with donor organizations, but as donors such as USAID and others shift budgets and funding strategies, CSOs should be looking seriously at new revenue streams. Public fundraising should not only be seen as a sustainability method, it is an advocacy tool that builds public equity in an organization and its mission.

c. For donors and international organizations

The Member Insights team recommends building on this research to further explore ways of using new technologies in support of the work of Cambodian CSOs. Two areas of particular interest are beneficiary-facing research to better understand how the people that Cambodian CSOs service use technology and communicate. The Mobile Survey from 2016 gives a general idea, but its target population is distinct from CSOs' target population: marginalized Cambodians. A second area for exploration is the use of Facebook. We know that people are using it, but it would be worth the investment to explore more deeply how it can be leveraged for awareness, fundraising, and campaign management.

8. Acknowledgements

Member Insights was commissioned by USAID Development Innovations, with the support of Cooperation Committee for Cambodia (CCC).

It was executed by:

- Adam Fivenson, ICT New Business Specialist, DAI Global, LLC
- Pork Ponn, M&E Specialist, Development Innovations
- Bansok Ros, Research Specialist, CCC

The research team would also like to thank all individuals and organizations who volunteered their time to participate in the collection of this data. We have purposely not included their names or organizations, as the data collected is not attributed to any one individual or organization.