



Capacity Development Need Assessment
and Curriculum Development on
**Holistic Institutional
Development for NGOs**

February 2018

Partnerships for Sustainable Development in Cambodia

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on Holistic Institutional Development for NGOs**

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INTRODUCTION

This report assessed capacity development needs of civil society organizations in Cambodia. In the broader sense, the term of institutional development (ID) is defined as the ‘abilities, skills, understandings, attitudes, values, relationships, behaviors, motivations, resources and conditions that enable individuals, organizations, networks/sectors and broader social systems to carry out functions and achieve their development objectives over time.’ However, in our assessment context, the institutional development refers to holistic institutional development which is divided into three different levels: governance, program and enabling environment. The governance level includes democratic representation, board effectiveness, leadership, human resource management and financial management. The program level includes program/program cycle management, program evaluation, do no harm policy and other program/project policies. The enabling environment includes advocacy, networking, communication and resource mobilization.

The study aims to provide an up-to-date status of institutional development assessment of CCC member organizations, provincial CSOs networks and identify their roles to improve governance, accountability and inclusive policy making. In addition, the results and data from the assessment will be used as the benchmarks to develop capacity development curriculum and training materials to strengthen civil society organizations in Cambodia.

ASSESSMENT PROCESS

Four data collection methods: desk study, focus group discussions, in-depth interviews and online survey were used. This multi-methodological approach allowed us to triangulate, cross check and validate with the views to conclude objectives and evidence-based assessment information and conclusion.

Desk Study:

Desk study was conducted to review existing and relevant reports and documents such as the Need Assessment on the Provincial NGO Networks, Cambodia Civil Society Organizations (CSO) National Capacity Development and Learning Need Assessment in Cambodia conducted by CCC and CSO Network Baseline Study conducted by VSO. In addition, the assessment team reviewed existing network’s strategic plans, strategies and relevant governance studies. The purpose of this technique was to understand the current situation of CSO organizational capacities and the current CSO governance status of Cambodia being rated by other rating institutions.

Focus Group Discussions (FGDs):

Three focus group discussions with 10 NGOs, 6 provincial CSO networks from Kampot, Siem Reap, Ratanakiri, Stung Treng, Kampong Chhnang and Sihanouk and 3 service providers were conducted to provide in-depth information on capacity development and learning needs. Consultant team facilitated the discussions and ensure that every member fully participated in the discussions. Each focus group discussion lasted about one hour and half. During this time, participants were asked to share their experience and thoughts on capacity development and learning issues and challenges facing with CSO in Cambodia and how they overcame those challenges. Specifically, the focus group discussions were designed to:

1. Assess the current status of CSO capacity development
2. Identify CSO's learning needs related to strategic planning, leadership, management, project cycle management, monitoring and evaluation, human Resource Management, financial management and resource mobilization
3. Identify effective learning and training approaches and training materials

In-depth interview

In addition to the focus group discussions, the consultant team also conducted an in-depth interviews with six training service providers (three from NGOs and three from private sector). The interviews aim to get data and information about the current popular trainings and training methodology adopted by the training institutions. The result from the in-depth interviews also informed the team to design a better online questionnaire.

Online Survey Design

After the desk study, focus group discussions and in-depth interviews, online survey/Survey Monkey software was conducted. 98 respondents from CCC member organizations and former CCC trainees participated in the survey. The purpose of the survey was to identify capacity development and learning needs from a larger sample of population. The survey identified learning needs on key institutional development dimensions including strategic planning, leadership and management, project cycle management, monitoring and evaluation, human resource management, financial management, resource mobilization, and outcome impact orientation. The survey also got information on the capacity development approaches that CSO used for learning and where they got capacity development services for their staff. In addition, the respondents were asked to share their thoughts on how capacity development institutions should improve to better meet CSO capacity development needs in Cambodia. SPSS software program was used to analyze data from the survey. Specifically, descriptive statistic, frequency and percentage were used for data analysis.

Limitation:

This organizational capacity development assessment has been conducted based on perception and answers from CSO respondents. The assessment team did not objectively assess the organizations. Thus, the results from this assessment might not reflect the reality and real level of CSO's organizational capacity. The assessment team has used different sources of data and information from both primary research and secondary data.

KEY FINDINGS

The roles of NGOs is changing

Results of desk review revealed that the Cambodian development context evolves with increased capacity of the state to deliver public services and communities becoming more engaged in their own development processes. Therefore the role of NGOs is expected to change towards community empowerment, linking people with public services, and promoting human rights based approaches in support of the more marginalised and at-risk populations, who often have not benefited from the high economic growth in Cambodia and are without adequate social protection.

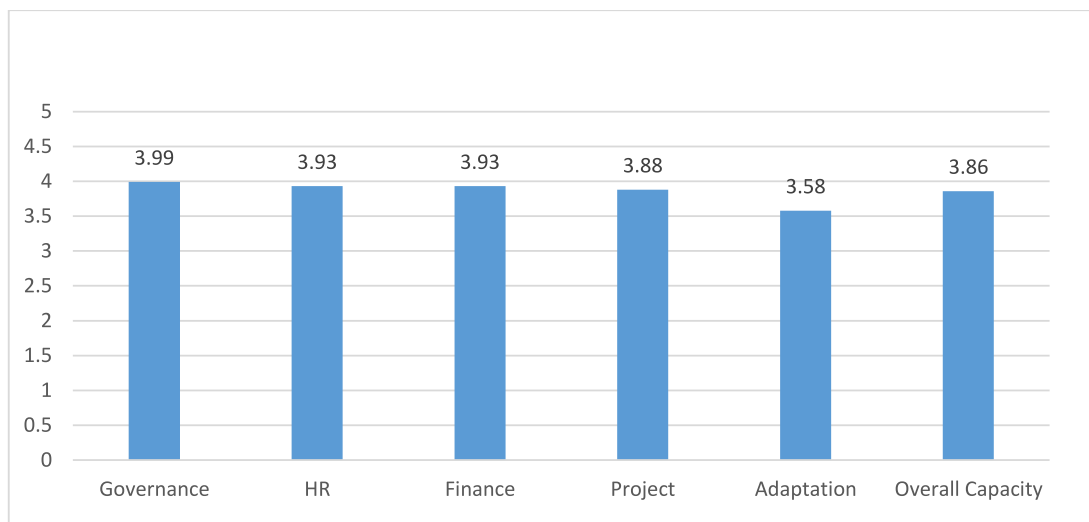
The government, as stated in the NP-SNDD¹ 2010-2019 and the IP3-III² 2018-2020, expressed its commitment for “genuine civic engagement” in the decentralisation processes. A prerequisite for constructive involvement is to empower and build confidence of civil society organizations.

The traditional view of aid and development is changing among the international donor community and governments. The private sector has been increasingly a significant driver of economic growth in Cambodia. There is increased expectations for CSOs to engage in partnerships with the private sector in order to leverage a corporate social responsibility funding, and also seek opportunities to become social enterprises.

NGO Institutional Development Assessment – Strengths and Weaknesses

In the online survey, respondents expressed their perception on the overall capacity of NGOs in Cambodia was above average. Out of five being the highest score, respondents perceived that their NGO organizational capacity average score was 3.86. Governance dimension received the highest mean score of 3.99 while adaptation capacity dimension received the lowest mean score of 3.58. Human resource management received the second highest mean score and finance, project and adaptive capacity received the lower mean score respectively.

Table 1: summary results of the online survey



¹ National Program for Sub-National Democratic Development

² The 3 year Implementation Plan of the NP-SNDD

Similar online survey had been conducted in 2012. By comparing the mean scores between the two years (2012 and 2018), the overall organizational capacity assessment in 2018 appears to be lower than organizational capacity results in 2012. The respondents reported that their organizational mean scores in 2018 on governance, project/program and adaptive capacities were lower than in 2012. Noticeably, the adaptive capacity mean score of CSOs in 2018 was much lower than that in 2012. The low scores may result from the government’s current restriction of NGO Law and crackdown on several civil society organizations.

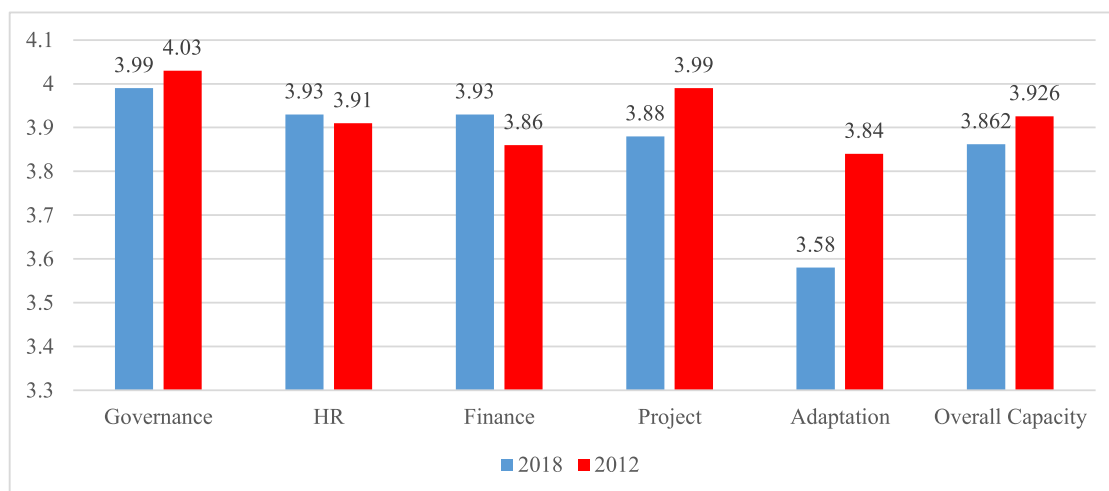


Table 2: Perceived CSO Organizational Capacity Assessment in 2018 and 2012

During the focus group discussion (conducted in January 2018), respondents expressed their general satisfactions on their NGO capacity. These include good/acceptable governance, human resource, finance and project management practices. Their assessment was drove by their perception that if their NGOs do not have strong capacity they will not be able stand-up or operate at present. Their assessment was also referred to the ability of their NGOs to comply with laws and donor requirement.

One respondent said: *“NGOs must follow the NGOs law. If we cannot fulfil the requirement in the law, the government will close our organization. Also, if NGOs do not have good system, donors will withdraw their support.”*

One respondent argued that: *“Having good governance, strong human resource, transparent finance and comprehensive administration systems were not sufficient for CSOs to be successful. Some good NGOs were closed down. What NGOs lack is an adaptive capacity. NGOs need to be innovative and flexible with the current political situation and drying fund in order to accomplish their missions.”*

Regarding to the NGOs’ governance, the respondents in the focus group discussions informed that some organizations had one man show. The executive director had a lot of power. Staff were not meaningfully engaged in policy making and major decision making. Board acted as advisory not ruled. NGOs lacked democratic representativeness. NGOs were established by a few professional individuals who saw issues and wanted to address them. For the human resource capacity, the respondents reported that there were high turn-over of staff among NGOs. Some good and capable staff were leaving their organizations to work with the government and private sector which provide them high positions, better pay and other better incentives.

Both the online survey and focus group discussions documented own perception of respondents who are staff of NGOs. Nevertheless, another source of information, the desk review highlighting significant feedbacks from the outsiders (include donors) on the capacity of the NGOs in Cambodia.

The desk review indicated a general sense that many NGOs remain attached to a service delivery approach that is far from empowering of the groups they work with. In some cases it is because the leadership has not changed for many years, and there is no organisational space to surface new ideas and energy. In other cases the leadership is hampered by the low capacity of staff to take on new ideas and approaches.

- The CCC's National Learning Agenda for CSO Capacity Development and Learning (2013 – 2015) identified capacity gaps include governance (in particular, functioning of boards, transparency and accountability), adaptive and collaborative planning; effective project cycle management (in particular, adherence to project cycle principles and demonstrating results); strategic human resource management and development; financial management; and fund raising.
- The CSO Sustainability Index for Asia (2014 to 2016) identified significant organizational weaknesses among CSOs in Cambodia, specifically the weak governance, financial viability, ability to do effective advocacy and building public image.

NGO Provincial Networks

Baseline Study Report found that the NGO networks in the eight target provinces³ had low organizational capacities⁴, knowledge management, advocacy skill, and resources mobilization strategies.

- None of the networks had proper knowledge management system,⁵ proper office or filing systems. The most common tools that were used for sharing information among the networks were meetings, emails and telephones.
- The advocacy capacity was limited among the networks. Only two networks (Ratanakiri and Siem Reap) had advocacy plans and implemented advocacy activities. All the provincial NGO networks were informal not registered and very often they faced intimidation and questioning from the provincial authorities.
- The networks had a hard time to mobilize resources and secure funds to achieve their missions and core network activities. Each network members struggled to secure funds for their own organizations and had little time and commitment for their networks.

³ Eight target civil society organization networks include: Svay Rieng, Prey Veng, Kratie, Monduliri, Ratanakiri, Stung Treng, Siem Reap and Kampong Thom.

⁴ Organizational capacities were assessed in five different dimensions including leadership and governance, human resources, finance, monitoring and evaluation and sustainability

⁵ How do CSO Networks manage and share Knowledge? What tools do they use to share information and knowledge? What are their capacities to use information, communication and technology?

Institutional Capacity Development Service Assessment

According to the CCC's NGO Directory List, there are more than 40 training service providers in Cambodia. However, only few of them, i.e. CCC, VBNK and Cord are delivering institutional capacity development (CD) services and the others are more technical specific and general training related to admin and program implementation with limited coverage of CD services. The identified needs for a particular institutional development is usually based on the assessment or suggestion from an evaluation or donor requirement.

The CD service providers have used various learning methods such as training, coaching, study tour, reflection, learning forum and follow up support. Training was a common method used by all CD service providers. Many CD services providers applied a combination of methods i.e. class training plus onsite coaching and series of modular training plus follow-up support and reflection.

There was no standard for assessing the quality of the CD service providers and the impact of their services. Each CD service provider has defined its own ways to measure and control the quality of their services. Most CD service providers reported that they documented the testimonials and feedbacks from participants in each intervention. They raised examples of successes of their services when they received repeat contracts from clients or when new clients came to use their services and recommended their services to others. Some CD service providers conducted follow-up with clients/organizations for participants' improvement.

The receivers evaluate the quality of the CD program based on how its links the working context and to the CD need of their institutions and that the CD program helps improved the impact and effectiveness of their institutions. The quality of the CD also depended on the length of the program, the methods applied, the experience of the capacity builders and the receiver themselves (i.e. if the institution assigns the right persons for the CD program and if the institution has commitment and mechanisms to support those person to applying learning at the work place).

Common reasons leading to positive impact include: (1) having a proper discussion/ clarification on background information/issues and expectation at the beginning of the CD; (2) having enough time to deliver customized learning services plus follow-up onsite coaching support; (3) applying flexible/adaptive methods based on the capacity and working context of the CD services receivers and their institutions; (4) having good relationship with the leadership of the receivers' institution with frequent communication and coordination to address the block for

CCC plays critical role in developing the capacity of its members. The CCC's Governance Hub Program (GHP) 2017 – 2021 provides range of CD interventions including

1. Training courses on Governance Professional and Accountability (GPA)
2. Training course knowledge management
3. Training course on DNH
4. Training course on project cycle management
5. Training course on report writing
6. Video production training
7. Training course on resource mobilization
8. Donor mapping
9. Training course on Proposal writing
10. Cooperation Social Responsibility/Responsible Business Conduct (CSR)
11. Training on advocacy through legal framework
12. Training course on advocacy and leadership
13. Mentoring and coaching on policies development
14. Learning forum on Human Resource Management, Financial Management, Information Communication Technology, Monitoring and Evaluation and
15. Board and ED workshop; and other knowledge management platforms.

CCC has also produced learning material to support their CD purposes. For example: the training materials for Governance and Professional Practice, resource mobilization, provincial NGO networks training, CBOs good governance and sustainability, and knowledge management.

CCC is recognized, from its members, as one among other CD institutions who provided quality and effective CD services. As indicated in the results of the online survey, 10.59% of respondent rated the quality of the CD organized by CCC as very good and 51.76% of respondent evaluated the quality of the CD organized by CCC as good.

receivers’ learning and application; and (5) having good and capable pool of trainers and mentors to transfer knowledge and skills to the trainees and mentees.

Learning Needs

The assessment found diverse learning needs for improving capacity of CSOs in Cambodia. The focus group discussions indicate three top learning needs for NGOs and NGO networks. Governance/leadership, monitoring and evaluation, and resource mobilization have been identified by NGOs and provincial NGO network as their top learning needs. Differently, the provincial NGO networks have identified network leadership and advocacy as their top learning needs.

Table 3: Learning Needs Identified NGOs, Provincial CSO Networks and Service Providers

NGOs	Provincial CSO Network	Service Providers*
1. Monitoring and Evaluation	1. Network Governance & Leadership	1. Financial management
2. Governance	2. Advocacy	2. Strategic planning
3. Resource mobilization	3. Monitoring and evaluation	3. Resource mobilization

**Service providers were asked what training topics their clients need to learn to improve their organizations.*

The assessment has also explored the learning needs for NGOs through our online survey. The results indicates resource mobilization, monitoring and evaluation and non-profit leadership are top learning needs for NGOs in Cambodia. The table below presents learning need results from the online survey.

Table 4: Learning needs from the survey

ANSWER CHOICES	RESPONSES
Fundraising/resource mobilization	68.89% 62
Monitoring and evaluation	61.11% 55
Non-profit/NGO Leadership	58.89% 53
Proposal writing	56.67% 51
Strategic planning	54.44% 49
Human resource management	52.22% 47
Information, Communication and Technology (ICT)	47.78% 43
Network/coalition-building	40.00% 36
Facilitation skill	38.89% 35
Total Respondents: 90	

Through the online survey, different learning needs were found among local and international NGOs. The local NGOs identified resource mobilization as their top learning need. However, the international NGOs identified non-profit leadership and governance as their top learning

need. Table below shows results of learning needs of local and international NGOs from the online survey.

Table 4: Learning needs identified by international and local NGOs

Learning Need of Local NGOs	Learning Needs of International NGOs
1. Fund raising/Resource Mobilization	1. Non-profit Leadership & Governance
2. Program/project monitoring and Evaluation	2. Program/project monitoring and evaluation
3. Proposal Writing	3. Proposal Writing
4. Non-profit leadership and Governance	4. Fund raising/Resource mobilization
5. Human resource management	5. Human resource management
6. Networking	6. Facilitation
7. ICT	7. Networking
8. Facilitation	8. ICT
9. Strategic planning	9. Strategic planning

Based on these different learning assessment methods, the assessment team identified 7 learning needs that are important to develop capacity of CSOs in Cambodia. These learning needs include:

1. CSO adaptive capacity
2. CSO governance and leadership
3. Program/project monitoring and evaluation
4. Resource mobilization and fund raising
5. Human resource management
6. Financial management
7. Project/Program Management

Adaptive capacity building, leadership/governance, monitoring and evaluation, and resource mobilization are the four top learning needs. Both surveys in 2012 and 2018 found that the adaptive capacity level was lower than other dimensions. This indicates the need to improve and strengthen the capacity of NGOs to adapt and be resilient to any organizational shock or change. NGO leadership/governance also need to be improved, particularly in the areas of democratic representativeness, board and staff participation in policy making. Monitoring and evaluation are important. NGOs need to know their performance, how well they achieve their goals and what impact they contribute to sustainable and democratic Cambodian society. With drying fund that many NGOs are facing, resource mobilization was identified as their fourth top priority. CSOs have indicated their desire to learn new ways of fund raising and how they can effectively mobilize both local and international resources to achieve their organizations' missions. Other learning needs such as human resource management, financial management and project/program management were also identified as their priorities.

These seven learning needs are classified into three important learning need components: 1) CSO adaptive capacity, 2) CSO governance and leadership, and 3) program evaluation. The table below details three components.

Adaptive Capacity	Governance and Leadership	Program Management
<ul style="list-style-type: none"> - Advocacy - Networking and partnership - Communication - Resource mobilization - Stakeholder engagement 	<ul style="list-style-type: none"> - Democratic representativeness - Governance board vs. advisory board - Board and executive director - Policy and system strengthening - Strategic planning 	<ul style="list-style-type: none"> - Program evaluation - Outcome and impact orientation - Do no harm policy - Child safe guard policy - Environmental and social safe guard policy

Learning Methods

With regard to the institutional development methods, most respondents preferred a participatory and practical based learning. A series of modular learning forum plus follow-up on site coaching/mentoring is identified as preferred method that lead to produce great impact of the CD programs. The receivers prefer learning sessions that have less presentation or lecturing. They preferred more group discussions and analyzed real case study. They liked the learning materials that were up to date and had clear references/sources. They valued the capacity developers who understood the working context of the receivers, had practical experience related to the topics of the CD sessions, and had good facilitation/coaching skills that could manage the knowledge and experience transfer effectively.

Majority of the CD service receivers preferred a longer program i.e. from 6 months to 1 or 2 years. The program should be divided into series of modular program by combining class learning and follow-up coaching. The gap between each learning module can be 2 months. They highlighted their preferred lengths of each class session is between 1 to 2 days learning sessions with follow-up coaching intervention.

CONCLUSIONS AND RECOMMENDATIONS

During the FGDs and the online survey, the assessment team learned a general perception of the respondent who are staff of NGOs and NGO network. The assessment team also triangulate those perception with the secondary data where the majorities of feedbacks came from the outsiders (include donors/funders). Although majorities of respondents (in both online survey and FGDs) expressed their general satisfactions on their current capacity of their NGOs, some of them expressed concerns on some organizational issues i.e. governance and their NGOs' adaptive capacity to respond to the present situation of restriction of the NGOs' law and resource scarcity. Those concerns are matched with the feedbacks from their NGOs' stakeholders (specifically the donor/funder communities).

The assessment team found the top seven learning needs for NGOs and NGO networks include: 1) NGO adaptive capacity building, 2) non-profit leadership/governance, 3) resource mobilization and fund raising, 4) program/project monitoring and evaluation, 5) human

resource management, 6) financial management and 7) Program/project Management. These learning needs are important to build capacity of NGOs in Cambodia.

To build and strengthen organizational capacity of NGOs in Cambodia, we would like to recommend that service providers such as CCC and other organizations should develop their curriculum around the seven learning needs above.

Improve and strengthen civil society organizations in Cambodia, the assessment team highly recommend three learning needs from above to further develop curriculum and learning materials. These three learning needs include:

- 1. CSO Adaptive capacity
- 2. CSO Governance and Leadership
- 3. Program/Project Management

We propose three different organizational learning approaches: Learning forum, mentoring and coaching and knowledge sharing platform. Learning forum organized by CCC has been identified as a good learning model. CCC should keep up their learning forums. We also see that the current CCC's guide/format for designing curriculum/manual and processes for each learning forum still applicable for future. Those guide/format will be used as reference when designing the detail curriculums and learning material for the three proposed topics above. The example of CCC's guide/format for designing learning forum is attached in appendix 2 of this report.

In addition, after each learning forum there should be follow up and support. Organizational capacity and network building professionals should be dispatched to mentor or coach selective participants at their organizations and networks. Knowledge sharing platforms such as newsletter, bulletin, Facebook page, radio, TV and other forms should be created to foster learnings among CSOs. Participants have expressed their desire to stay up-to-date and relevant to the current NGO trends and issues so that they can adapt their organizations to the changing environment.



Appendix 1: Online Survey Findings

Table 3: CSO Organizational Capacity Assessment 2018

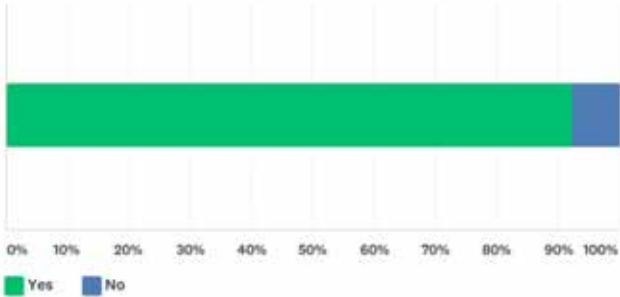
Questions	Mean Score (1-5) 1=low, 5=high
Governance	3.99
The organization has a clear defined mission statement.	4.58
The organization has a clear defined vision statement.	4.57
The Organizations key values and believes are shared by all staffs.	4.42
The organization has a long-term strategic plan.	4.24
The charter (by-law) provides an adequate legal framework for operation.	3.99
All staffs can interpret the organizations missions and purposes.	3.88
The organization has a functioning board to provide necessary support.	3.83
Staffs are involved in developing organizational policies.	3.73
The board meets at least three times a year.	3.51
The organization has five-year monitoring and evaluation plan for its whole operation.	3.18
Financial and Administration Capacity	3.93
The organization has clear financial policies and procedures.	4.25
The organization has an annual external financial audit.	4.2
Accounting practices yield accurate financial data.	4.07
The organization provides accurate information about its activities to the public and target beneficiaries.	3.97
The organization has a clear written conflict of interest policy.	3.97
The organization has comprehensive administrative system	3.9
The organization has a financial strategic plan.	3.6
The organization has stable and predictable funds.	3.46
Human Resource Capacity	3.93
Roles and responsibilities of staff and management are clearly defined and written.	4.21
The organization has clear written staff policies.	4.19
Each staff member has an annual performance appraisal.	4.12
Staffs are assigned based on their qualifications.	4.07
The organization has policies to promote gender equity.	3.98
Supervisory practices facilitate staff growth and development.	3.84
The organization has written grievance policies to protect the interest and rights of all staff members.	3.79
The organization has program for staff development.	3.76
The organization has a human resource strategic plan.	3.44
Project/Program Management Capacity	3.88
Projects/programs are developed in line with the organization's vision, mission, values, goals and objectives	4.26
The organization consults with relevant stakeholders about its projects.	3.92
Program staff has knowledge and skills in project planning and management.	3.91

The organization regularly monitors and evaluates its projects.	3.9
Project reports are completed on time as planned.	3.87
The organization collects baseline data/information at the beginning of each project.	3.83
The organization follows all stages of the project cycle from need assessment, design, planning, implementation and monitoring and evaluation.	3.8
Best practices from previous programs are documented, shared with stakeholders and inform further programming.	3.54
Adaptive Capacity	3.58
The organization maintains good relationship with its donors.	4.26
The organization maintains good relationship with relevant government agencies.	4.07
The organization has good and supportive internal relationship.	3.94
The organization engages network with similar sector organizations.	3.9
The organization has capacity to comply with government's requirements for CSOs such as Decentralization & Deconcentration Program, tax and labor law.	3.86
The organization is resilient is not swayed by new challenges.	3.44
The organization engages network with different sector organizations.	3.3
The organization has diverse contacts with media outlets.	3.23
The organization has good relationship with private sector.	3.13
The organization has capacity to comply with international standards for CSOs such as Istanbul principles for CSO development effectiveness	2.69

Appendix 2: Online Survey Results

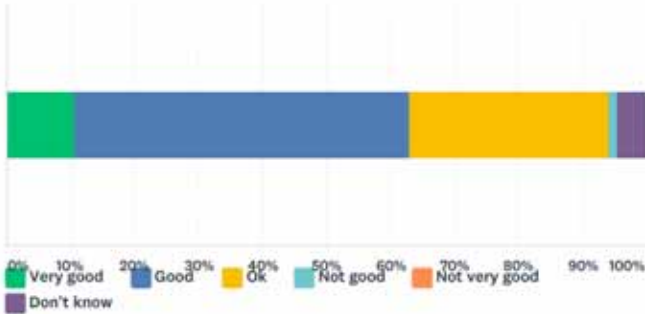
Q8 Have you or your staff attended any training or learning forum organized by CCC in the last three years?

Answered: 92 Skipped: 191



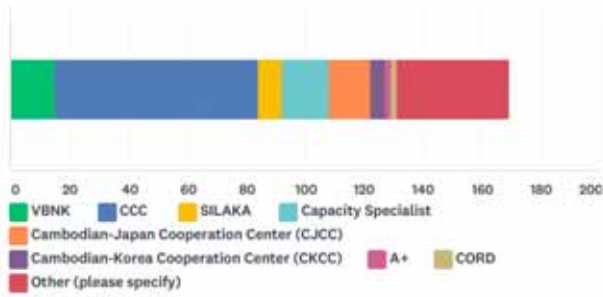
Q9 If yes, how would rate the quality of the training/learning forum organized by CCC?

Answered: 86 Skipped: 197



Q10 What training institutions in Cambodia have you and/or your staff attended in the last three years? (Check all that apply)

Answered: 89 Skipped: 194



ANSWER CHOICES	RESPONSES	
VBANK	16.85%	15
CCC	77.53%	69
SILAKA	8.99%	8
Capacity Specialist	17.98%	16
Cambodian-Japan Cooperation Center (CJCC)	15.73%	14
Cambodian-Korea Cooperation Center (CKCC)	5.62%	5
A+	2.25%	2
CORD	2.25%	2
Other (please specify)	42.70%	38
Total Respondents: 89		

Q11 From what learning methods do you learn best? (Check all that apply)

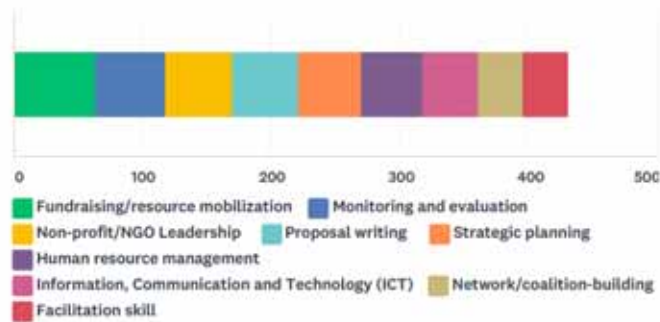
Answered: 92 Skipped: 191



ANSWER CHOICES	RESPONSES	
Participatory learning - learners actively engage in the learning process	76.09%	70
Group discussion	67.39%	62
On job training	47.83%	44
Training and following up support and coaching	44.57%	41
Case study	43.48%	40
Experimental learning	32.61%	30
Study tour	31.52%	29
Training	28.26%	26
Lecture/Presentation;	27.17%	25
E-Learning - learning online	8.70%	8
Total Respondents: 92		

Q12 What learning needs do you and/or your staff have in order to strengthen your organization? (Check all that apply)

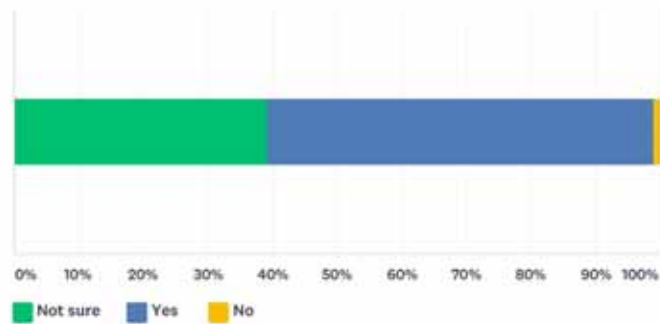
Answered: 90 Skipped: 193



ANSWER CHOICES	RESPONSES	
Fundraising/resource mobilization	68.89%	62
Monitoring and evaluation	61.11%	55
Non-profit/NGO Leadership	58.89%	53
Proposal writing	56.67%	51
Strategic planning	54.44%	49
Human resource management	52.22%	47
Information, Communication and Technology (ICT)	47.78%	43
Network/coalition-building	40.00%	36
Facilitation skill	38.89%	35
Total Respondents: 90		

Q13 Is this type of training available in the Cambodia market place?

Answered: 92 Skipped: 191



ANSWER CHOICES	RESPONSES	
Not sure	39.13%	36
Yes	59.78%	55
No	1.09%	1
TOTAL		92

Q14 If yes, why haven't you attended such training before? (Check all that apply)

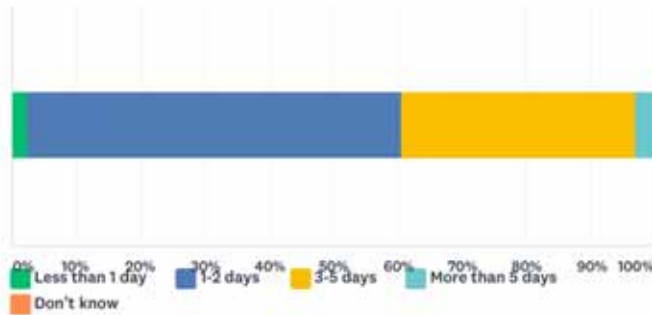
Answered: 65 Skipped: 218



ANSWER CHOICES	RESPONSES	
Lack of time	52.31%	34
Don't know where to find such a training	24.62%	16
Training not available in my area	20.00%	13
Too expensive	53.85%	35
Too long	7.69%	5
Too theoretical	32.31%	21
Trainer not qualified	12.31%	8
Total Respondents: 65		

Q15 How many days of training can you and/or your staff commit to attending considering workloads and other commitments?

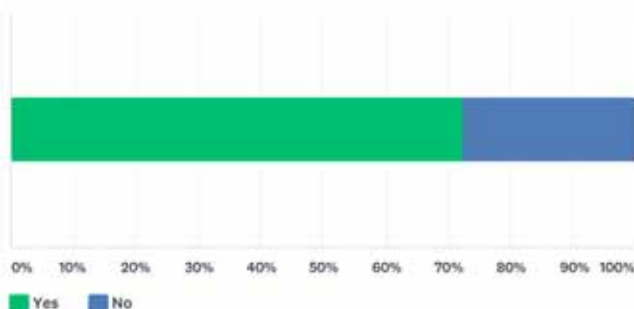
Answered: 91 Skipped: 192



ANSWER CHOICES	RESPONSES	
Less than 1 day	2.20%	2
1-2 days	58.24%	53
3-5 days	36.26%	33
More than 5 days	3.30%	3
Don't know	0.00%	0
TOTAL		91

Q16 Is your organization willing to pay a fee for you and/or your staff to attend training?

Answered: 90 Skipped: 193



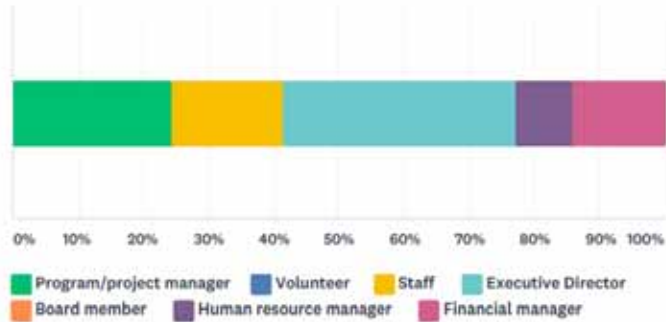
ANSWER CHOICES	RESPONSES	
Yes	72.22%	65
No	27.78%	25
TOTAL		90

Q17 To what extent do you agree or disagree with the following statements about general training needs in Cambodia?

	DISAGREE STRONGLY	DISAGREE	AGREE	AGREE STRONGLY	NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
There is a vast menu of trainings on variety of topic/subject relevant to CSOs.	2.20% 2	8.79% 8	71.43% 65	10.99% 10	6.59% 6	91	2.98
There are qualified trainers and experts available to CSOs.	1.10% 1	9.89% 9	71.43% 65	12.09% 11	5.49% 5	91	3.00
Trainings are tailored to the specific needs and capacity levels of CSOs.	0.00% 0	15.56% 14	63.33% 57	14.44% 13	6.67% 6	90	2.99
Trainings use interactive, participatory and practical methods.	1.11% 1	10.00% 9	68.89% 62	16.67% 15	3.33% 3	90	3.05
After basic or general training, there are possibilities to deepen skills through more advanced trainings.	0.00% 0	6.52% 6	69.57% 64	17.39% 16	6.52% 6	92	3.12
After training, there is possibility for staff promotion.	1.10% 1	31.87% 29	43.96% 40	9.89% 9	13.19% 12	91	2.72
Trainings incorporate self-learning through sharing of resources that can be used outside a workshop setting.	1.11% 1	7.78% 7	71.11% 64	13.33% 12	6.67% 6	90	3.04
There is a good level of follow-up and coaching to help CSOs institutionalize new skills.	1.10% 1	23.08% 21	52.75% 48	17.58% 16	5.49% 5	91	2.92
The cost of training is affordable for CSOs.	1.10% 1	26.37% 24	58.24% 53	1.10% 1	13.19% 12	91	2.68
CSOs pay attention to staff development and training.	0.00% 0	12.09% 11	73.63% 67	8.79% 8	5.49% 5	91	2.97

Q19 What is your current position in your organization?

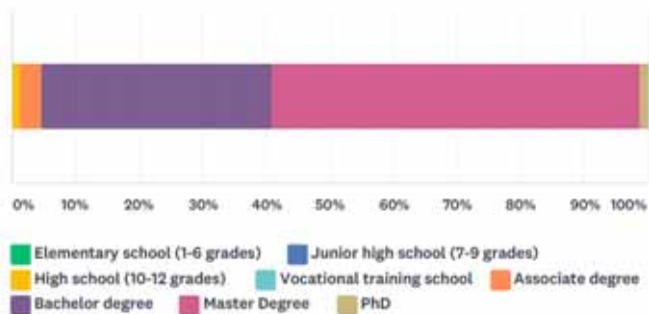
Answered: 70 Skipped: 213



ANSWER CHOICES	RESPONSES	
Program/project manager	24.29%	17
Volunteer	0.00%	0
Staff	17.14%	12
Executive Director	35.71%	25
Board member	0.00%	0
Human resource manager	8.57%	6
Financial manager	14.29%	10
TOTAL		70

Q20 What is your highest education level?

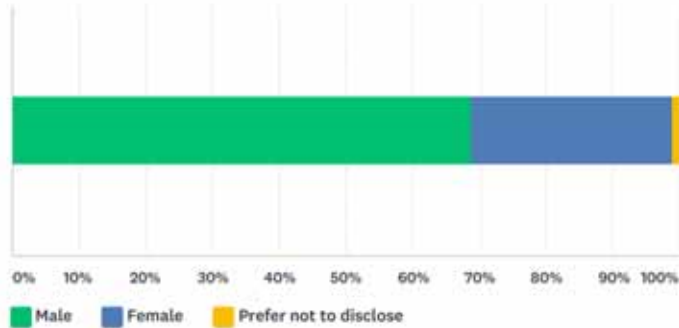
Answered: 86 Skipped: 197



ANSWER CHOICES	RESPONSES	
Elementary school (1-6 grades)	0.00%	0
Junior high school (7-9 grades)	0.00%	0
High school (10-12 grades)	1.16%	1
Vocational training school	0.00%	0
Associate degree	3.49%	3
Bachelor degree	36.05%	31
Master Degree	58.14%	50
PhD	1.16%	1
TOTAL		86

Q21 What is your gender?

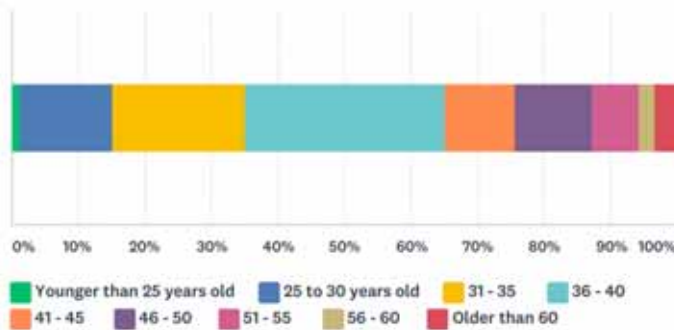
Answered: 86 Skipped: 197



ANSWER CHOICES	RESPONSES	
Male	68.60%	59
Female	30.23%	26
Prefer not to disclose	1.16%	1
TOTAL		86

Q22 What is your age group?

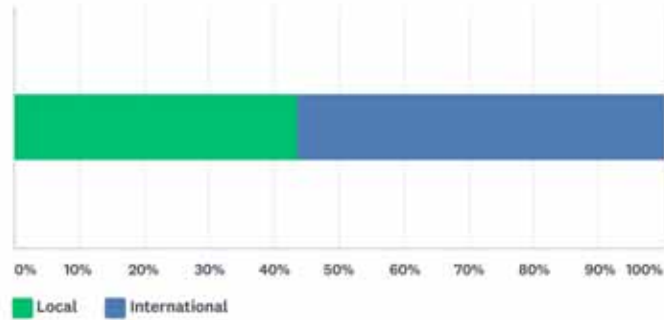
Answered: 86 Skipped: 197



ANSWER CHOICES	RESPONSES	
Younger than 25 years old	1.16%	1
25 to 30 years old	13.95%	12
31 - 35	19.77%	17
36 - 40	30.23%	26
41 - 45	10.47%	9
46 - 50	11.63%	10
51 - 55	6.98%	6
56 - 60	2.33%	2
Older than 60	3.49%	3
TOTAL		86

Q25 Is your organization local or international?

Answered: 85 Skipped: 198



ANSWER CHOICES	RESPONSES	
Local	43.53%	37
International	56.47%	48
TOTAL		85

Q26 What areas/sectors does your organization work on?

ANSWER CHOICES	RESPONSES	
Education	53.01%	44
Children	50.60%	42
Youth	46.99%	39
Other (please specify)	44.58%	37
Water and sanitation	42.17%	35
Women	42.17%	35
Health	38.55%	32
Environment	28.92%	24
Economics	26.51%	22
Land	10.84%	9
Culture and arts	1.20%	1
Total Respondents: 83		

Q28 In what provinces does your organization mainly work in Cambodia?

ANSWER CHOICES	RESPONSES	
Phnom Penh	59.26%	48
Battambang	44.44%	36
Siem Reap	40.74%	33
Kampong Thom	30.86%	25
Kampot	30.86%	25
Prey Veng	29.63%	24
Banteay Meanchey	29.63%	24
Pursat	29.63%	24
Svay Rieng	28.40%	23
Kampong Chhnang	28.40%	23
Krati	28.40%	23
Kampong Speu	25.93%	21
Monduliri	24.69%	20
Ta Keo	23.46%	19
Kampong Cham	23.46%	19
Ratanakiri	23.46%	19
Kandal	22.22%	18
Stung Treng	22.22%	18
Preah Vihear	18.52%	15
Sihanouk Ville	16.05%	13
Koh Kong	16.05%	13
Oddar Meanchey	11.11%	9
Kep	11.11%	9
Pailin	7.41%	6
Total Respondents: 81		

Q29 What was your organization's budget in 2017?

ANSWER CHOICES	RESPONSES	
Less than 10,000USD	0.00%	0
>10,000 - 30,000USD	3.85%	3
>30,000 - 50,000USD	1.28%	1
>50,000 - 100,000USD	5.13%	4
>100,000 - 200,000USD	8.97%	7
>200,000 - 300,000USD	10.26%	8
>300,000 - 400,000USD	8.97%	7
>400,000 - 500,000USD	8.97%	7
>500,000 - 1 million USD	17.95%	14
>1 million USD	34.62%	27
TOTAL		78

Vision

Sustainable development for Cambodia.

Mission

As a membership based organization, CCC works in inclusive partnerships for good governance, enabling environment and sustainability of civil society organizations in Cambodia.

Goal

A strong and capable civil society, cooperating and responsive to Cambodia's development challenges.

Values

- Integrity,
- Responsiveness,
- Quality,
- Cooperation
- Inclusiveness

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