

Member Satisfaction Survey 2023

Partnerships for Sustainable and Democratic
Development in Cambodia.

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ACRONYMS

Apps.	Applications (for ICT/ICT tools)
BoD	Board of Director
CCC	Cooperation Committee for Cambodia
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
DNGOs	Domestic Non-Governmental Organizations (or useable as LNGOs, which refer to Local Non-Governmental Organizations)
DRR	Disaster, Risk, Reduction
EXCOM	Executive Committee
GDT	General Department of Taxation
GPP	Governance & Professional Practices
HR	Human Resources
ICT	Information Communication Technology
FNGOs	Foreign Non-Governmental Organizations
LANGO	Law on Associations and Non-Governmental Organizations
M&E	Monitoring and Evaluation
MoFA	Ministry of Foreign Affairs (and international cooperation)
MoI	Ministry of Interior
MoU	Memorandum of Understanding
MoLVT	Ministry of Labor and Vocational Training
N/A	Not Applicable/Not Answer
NSDP	National Strategic Development Plan
NSSF	National Social Security Fund
SDGs	Sustainable Development Goals
WASH	Water, Sanitation and Hygiene

ACKNOWLEDGEMENT

On behalf of the Cooperation Committee for Cambodia, we would like to extend our heartfelt thanks and acknowledged to all relevant stakeholders who had been engaged for inputs in this survey since the beginning to the end of the study.

Initially, we would much appreciate CCC members, especially organization's Senior Management such as Executive Director, Country Coordinator/Director, and key senior representatives and other colleague representing member organizations for spending their invaluable time to complete the survey, and sharing all inputs during CCC member visits.

Extended thanks all in puts from CCC colleagues for engagement since earlier stage to the end of the report. Much appreciation to Ms. Saing Sochantrea for her good communication with our members for data collection process, Mr. Lav Bunrithy for reviewing and sharing inputs on the survey form, Mr. Be Borey and Mr. Chan Pheakdey for all comments and proof reading, and specially thanks Mr. Chen Sochoeun for preparing the report. Much credible appreciation to Ms. Sin Putheary, and other Senior Management Team for giving advices and direction to improve this study.

Last but not least, thanks to all our donors and stakeholders who financially supported and contributed in producing this study, as well as to CCC's vision for sustainable and democratic development in Cambodia.

FOREWORD

The Cooperation Committee for Cambodia (CCC), a leading membership-based organization for domestic and foreign organizations in Cambodia, has played a significant role since 1990s. Many services and interventions have been designed to response to the need of the member organizations.

The Member Satisfaction Survey is conducted every year to evaluate the services and reflect the performance of CCC itself toward the needs of members. Results from the survey is commonly being used to streamline our strategy and to improve the services.

The COVID-19 pandemic, the war in Ukraine, and the increase of militarization in ASEAN affected the economy, civil space, and environment. This can be solved through the collaboration of all stakeholders.

This 32nd member satisfaction survey would be a key document for CCC and its members to have a broader picture of the development trend, and put more collective efforts together for civil society and development in Cambodia.

Ms. Sin Putheary,

Executive Director, CCC

May 2023

EXECUTIVE SUMMARY

This survey was conducted by CCC as an annual basis in order to monitor and evaluate the services and interventions of CCC. This result was reflected for last year services and intervention 2022, which participated from 95 respondents who are member of CCC. Other in-depth learning from members were also explored through member field visit.

Result from the survey had positive evaluated on CCC services and interventions through its key mandates as member-based organisations for networking, information sharing, learning and capacity development, etc. Member of CCC who participated in the survey, highly rated satisfactory level up to hundred percent, and also full rate for satisfaction level on the responsiveness of CCC over their inquiries. Somewhat extend, deeply explored into the changes resulting from engagement with CCC, received 95.6 percent.

The communication protocol with members is appreciated, which commonly well work out by *'Email'*, *'Telegram'*, and other follow up *'Telephone'*. *'Facebook'* is commonly used for promotion of CSO visibility to the public, and then follows by small number who also use *'YouTube'* and even smaller for *'Twitter'*. However, certain suggestions expressed for secure connections, whilst a dozen of others suggested beyond communication services. Those relevant comments to communication mostly refer to application use such *'Signal'*, *'WhatsApp'*, and *'LinkedIn'*. Moreover, it is recommended to use secure encrypt for communication application.

For new modality of GPP system, nearly half of respondent had known the system while more than half didn't know yet. One third of the respondents wish to apply for the certification, and they foresee many benefits from access to the certification system since organizational strength, gaining trust among donors and stakeholders, promote visibility, increase funding opportunity, and so on.

The interventions and services of CCC still highly appreciated and response to member's needs, though, some comments and suggestions since more access to funding partners for members, focus on specific on member based in the provinces, and so on. All are important for CCC to take into concern for future planning to be more satisfy and benefits for CCC member.

1. INTRODUCTION

The Cooperation Committee for Cambodia (CCC), a leading membership-based organization for domestic and foreign organizations in Cambodia, has played a significant role since the 1990s. Remarkably, during three decades CCC has actively worked as an enabling agent to facilitate CSOs to have a collective effort, institutional governance and accountably actions for democratic and sustainable development in Cambodia. Currently, CCC had been implementing its fourth phase of the Governance Hub Program (GHP 2021-2023) which is under the vision of sustainable and democratic development in Cambodia. It contains two main goals: 1) improved enabling environment for CSOs; and 2) sustainability and functionality of the CSO Resource Hub at national and sub national levels.

CCC as a membership-based organization works with one hundred and eighty-eight both NGOs and Associations that have been operating their program in different areas and sectors across Cambodia. In 2022, the trend of becoming CCC members had gradually increased and CCC endorsed 11 organizations¹ to become new members. On the contrary, three organizations withdrew as they didn't have funding to continue their operation. Several organizations were also facing with funding challenges for program operation as well as and are looking for opportunities under the facts of facing certain global development challenges, financial shortage, and under the context of legal compliance and enabling space for civil society as non-profit entity.

Therefore, CCC conducted this survey as part of the monitoring tool and getting feedbacks. With notes, several services of CCC have been developed in order to better response to our members, whilst certain others have been maintained since capacity development and learning forums, information sharing and networking, resources opportunities, sharing of knowledge and experiences, etc.

The report had been generated and analyzed on the main contents including the key profile of respondent organizations, member engagement and communications, rating on services and interventions and its impacts, as well as open comments and suggestions or recommendations among CCC and its members.

¹ Among these organizations, there were six foreign non-governmental organizations and five domestic non-governmental organizations.

2. OBJECTIVES

The overall goal of this survey was to assess CCC member satisfaction, and feedback over the services and engagement, as well as seek suggestions and feedback for improvement on CCC performances. The specific objectives: 1) to reflect on both quality and quantity of services delivered by CCC in 2022; and 2) to identify emerging needs, and generate feedbacks for improvement as well as better manage to stay responsive to CCC members.

3. METHODOLOGY

This study was designed as an online survey with CCC members, and combined certain qualitative evidence from member visit². The data collection was primarily generated by an online Google Form. The questionnaires (*please see in appendix*) were designed from the modified questions of the previous years through consultation with other component managers within CCC, and references to the current phase of operational interventions within 2022. Finally, it had been sent to individual CCC members through the given contact address of directors and copy for information to the focal person of CCC members. Beside online with Google Form sending by email, and group telegram sharing link for the survey. It was then followed up by two-times through email and telegram. The certain encouragements were made through sporadic communication by short message, and telephone call within individual organization.

The duration of the survey was from mid-February 2023 to mid-March 2023. There were 95 responses within the online Google form. Certain organizations with less comments for feedback hesitated to participate and did not respond to the survey. The data was generated and analyzed in descriptive statistics. The analysis also tried to reflect on last year finding to compare any significant changes or feedbacks. The scope of analysis for this survey reflected the organization level rather than individual perspectives, therefore, gender perception was not mainstreamed into the study. The open questions including comments and suggestions were compiled and categorized into thematic areas for better understanding. The draft finding, new inputs or suggestions had been shared and discussed with CCC teams and also CCC members.

² CCC has commonly conducted physical visit to its certain members for in-depth learning about CCC services and interventions as well as learning about their challenges, and seeking for suggestions.

4. KEY FINDINGS FROM THE SURVEY

There were several areas for the finding section that had been brought for analysis in the study from respondents' profiles, engagement with CCC, change and improvement, and other deep exploration of specific services and interventions to comments and suggestions.

4.1. Respondent's Profile

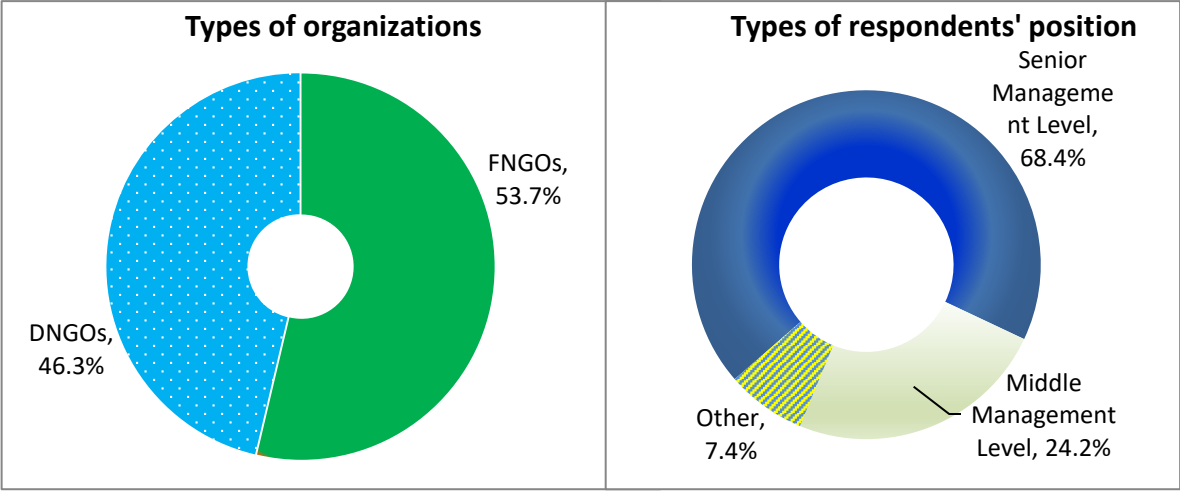
The profiles for respondents in the survey covered key information including: organizational types, respondent's hierarchies and sex, and their number of years of working. The key sectors where the organization being work with their beneficiaries, i.e. education, health, and so on was also included. As a result, 95 of 188³ in CCC member list in 2022 had responded. Among 95 responded, there were two organizations had double answers between the director and member focal person which was included. The proportion of respondents was parallel to the proportional number of members in which foreign organization little higher number than domestic organization⁴. Consistency, 42 (46.3%) was domestic non-governmental organizations (DNGOs), whilst the rest (53.7%) was foreign non-governmental organizations (FNGOs). This reflected all angles of engagement for CCC's performance and amongst its types of members.

For respondents' position, it had been categorized into three types: 1) Senior management level; 2) Middle management level; and 3) others. The majority of them (68.4%) were at the senior management level who were the organizational leaders and functioning in key decision-making roles. Senior management refers to the director/executive director or country director/country representative, and acting director, who were dominantly represented in the survey. Followed by middle management level (24.2%) which refer to managers, member focal persons with CCC, and other key program that were delegated to participate in the survey. The rest (7.4%) of other categories who were supporting staff including administration or finance, and other M&E roles. This indicated credible and reliable data in terms of representing their organization's reflection respectively.

³ About half a dozen of members don't have funding for operation and don't have any feedback, whilst certain number keep on hold with the survey and don't have feedback, so they hesitate to participate in the survey.

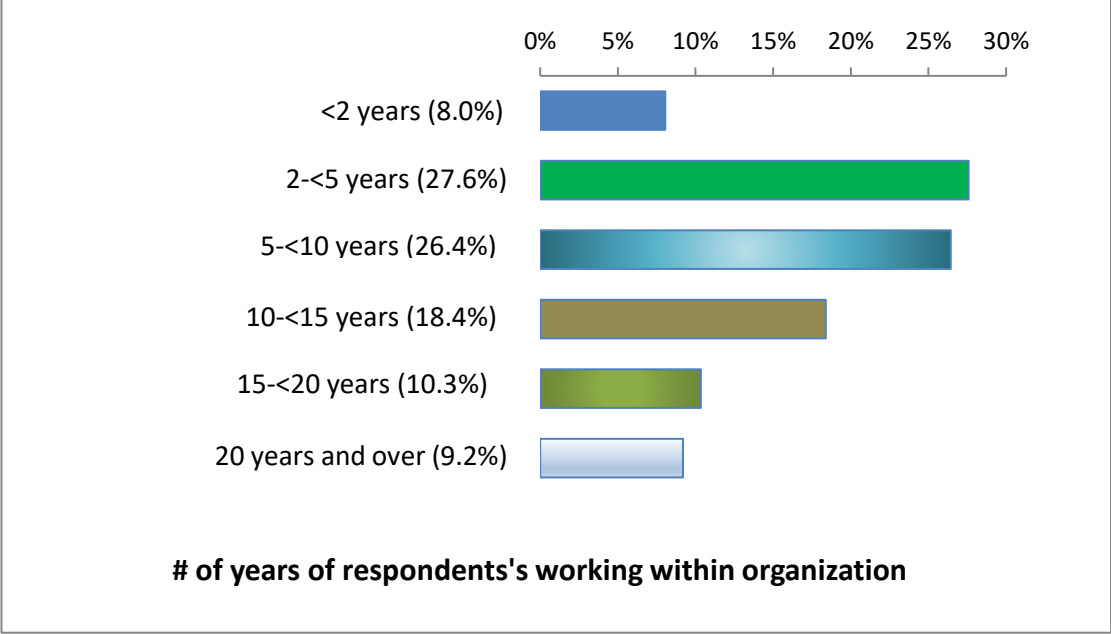
⁴ There were 100 FNGOs and Associations (53%), and 88 DNGOs and Associations (47%).

Figure 4.1. Organizational types and respondent's hierarchies



The information about backgrounds of respondents had added credibility to the data for analysis. The majorities of them had been longer stay within the organization, ranking from at least two years and up to 30 years. Therefore, they have had more or less engagement with CCC, and a greater understanding of its services and interventions.

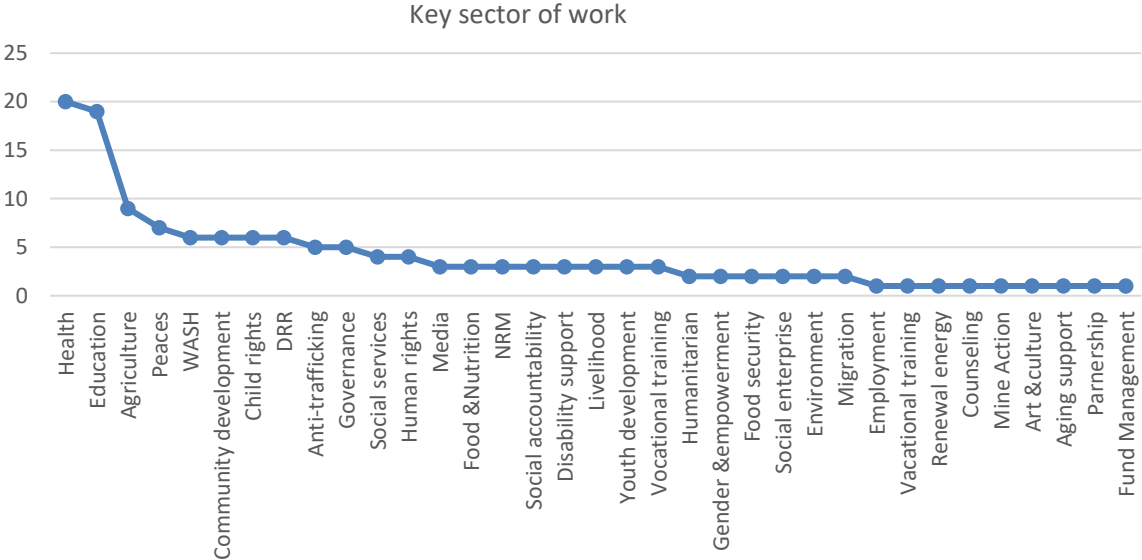
Figure 4.2. Respondent's number years of working



The organizations that were members of CCC having both domestic and foreign NGOs and associations. They had been working on diverse sectors and spreading their projects of work or programs in diverse sectors in the whole of Cambodia.

The organizational members who participated in the survey work in at least 35 sectors. Among these, certain organizations had been working in more than one key sector. The majority of area of working were in Health (20) and follow by Education (19). Then follow respectively by Agriculture, Peace, WASH, Community development, Child rights, and DRR, and the rest were small frequency which diversity scattering.

Figure 4.3. Sector of organizational work



4.2. Engagement and Evaluation on CCC’s Services

This section explored the engagement with CCC and evaluate on the services which were provided, especially in 2022. The engagement here ranks among key actors and factors that catalyze to CSOs to being membership in CCC, the foreseen benefits, and frequent of participation in CCC’s events. In deeper look at the survey, it was evaluated CCC’s services as whole, and key specific areas.

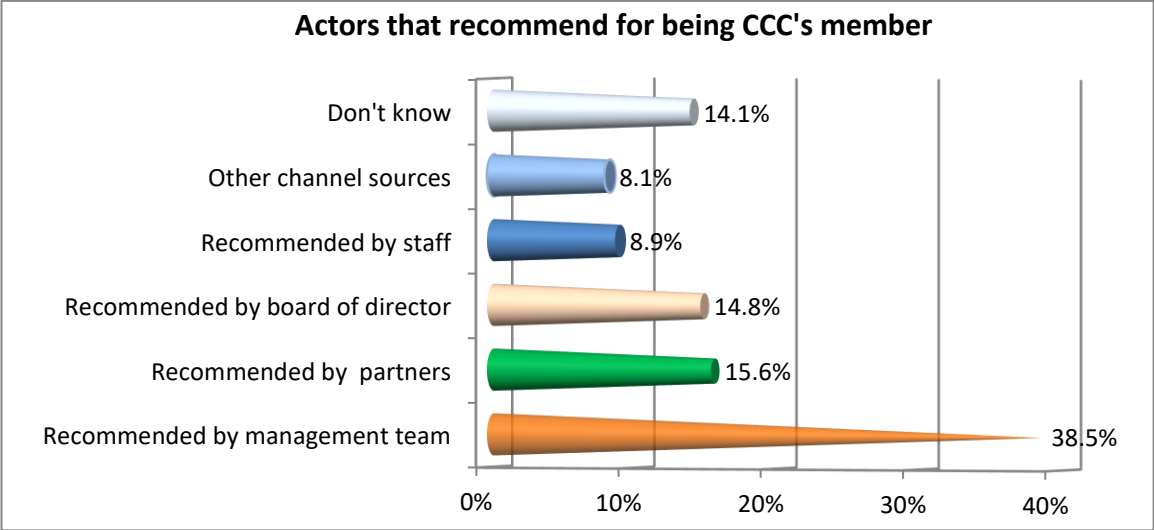
4.2.1. Channels recommended to become membership with CCC

Following the member by-law, becoming a membership of CCC could be for both foreign and domestic organizations. They were required to have sufficient supporting documents, for instance, member application form, an expression of interest letter, and other supporting letters and documents including an overseas recognized letter from the headquarter as recognized entity (for FNGOs), and MoU document expressing the legality of registration in Cambodia, and other referent documents such as an annual report and so on. If documents were completed it would spend

about two months for observer member stage, and finally seeking for endorsement by EXCOM to be officially a member of CCC⁵.

Results of the survey from sources actors who influence to become the members of CCC, indicates of diverse stakeholders. The benefits grid and procedure leaflet were the key promotional materials being used and shared for members and non-members in various meetings and other means of communications such as email, website, field visits, etc.

Figure 4.4. Actors recommended for being CCC member



Following the survey results, diverse sources of information and actors influenced and recommended the organization to engage with CCC membership platform. The most commonly used actors were majority recommended by the management team (38.5%), who were generally the key organizational persons taking certain level of organizational decision and other high level of operational task. They could foresee the importance of being together as a network or membership platform, which would be beneficial to working with CCC. Respectively, partners⁶ (15.6%) who were the key actors spreading the information from hand to mouth about the services of CCC, and could catch the interest of other organization to joint with CCC. Followed by the board of directors who were the top leading roles and/or advising roles in strategic direction and management (14.8%), and followed by staff (8.9%). For the last of the other

⁵ For more information about being membership of CCC, and benefits of being joint this membership platform, can access in this link: <https://www.ccc-cambodia.org/en/membership>

⁶ Partners here refer to other organizations and including funding partners who know CCC from both their past and current engagement with CCC membership platform.

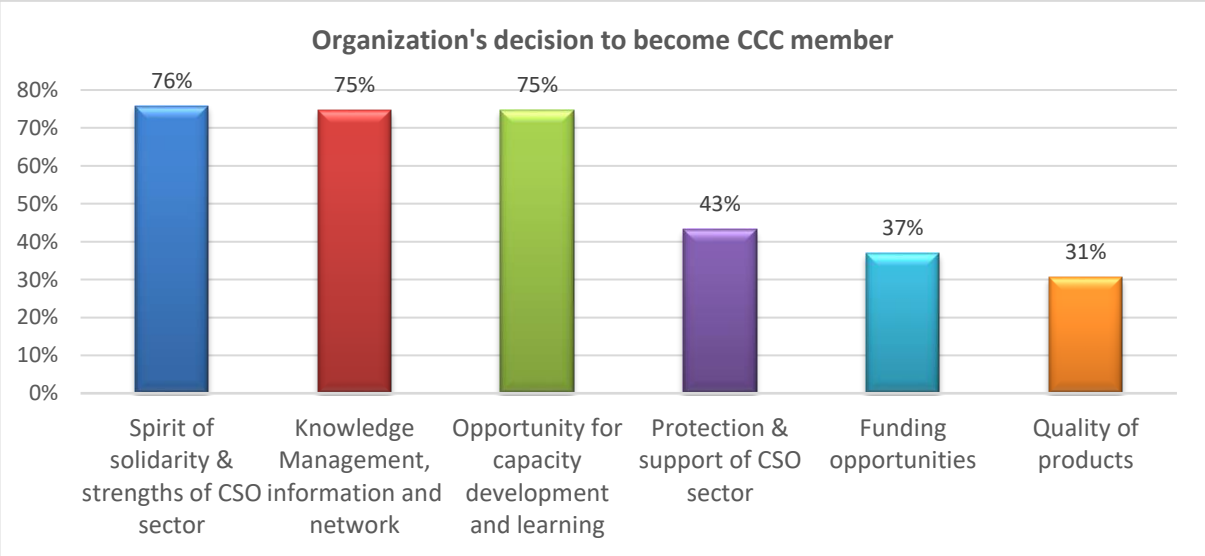
sources, refer to experience from previous organization work, own decision making based on experience and knowledge from different sources of CCC, etc.

Among those in the category of 'don't know' or 'n/a' which substituted of 14.1 percent, the common reason for those respondents who were unable to response due to the fact that their organizations had been members of CCC for years, and staffs may have more turned over, so that they could not provide an actual information for specific actors, which encouraged the organization to joint CCC's membership platform⁷.

4.2.2. The factors that influenced the decision for being CCC's membership

The functions of networks or membership organization play commonly diverse beneficials roles for their members since the spirit of solidarity and strengths, products and services, knowledge management and information, protection and supports, networking and opportunities for funding, capacity development and learning, and so on.

Figure 4.5. Organization's decision to become CCC membership organization



The results from this survey indicated of several factors that foreseen the benefits for being membership of CCC. These factors influence the organizational decisions to be a member of CCC membership platform.

⁷ CCC was initiated since 1990s under the status of international organizations with twenty-four members. For more information about CCC and its history please see <https://www.ccc-cambodia.org/en/about-us/history>

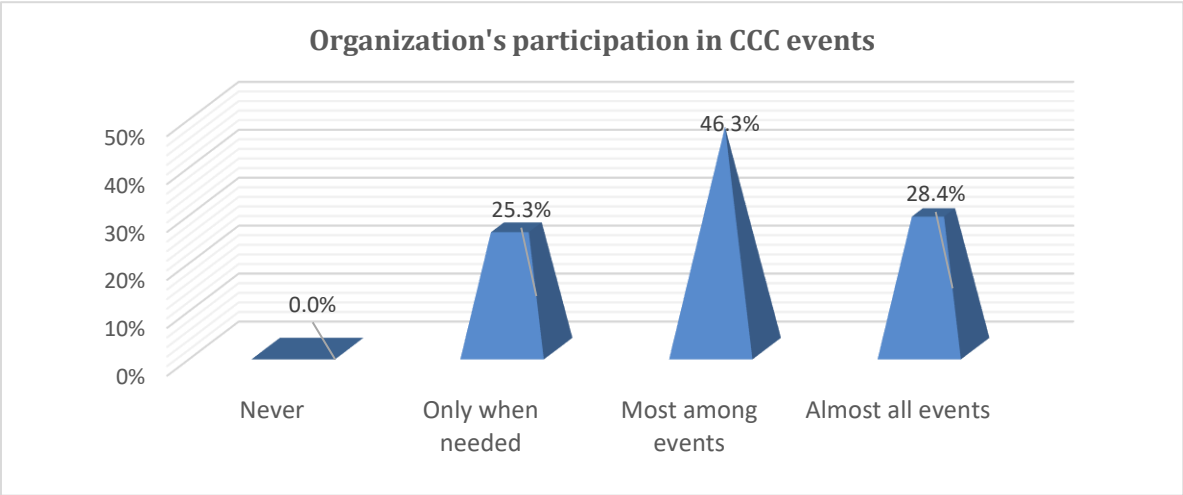
Among these factors had been strategized into the services and interventions for its members. The most prominent factor was 'Spirit of solidarity & strength of CSO sector', which received 76 percent. Only slice different follow similarly by 'Knowledge management, information and network' (75%) and 'Opportunity for capacity development and learning' (75%).

The other factors remain about one third, which include 'protection and support of the CSO sector', 'funding opportunities', and 'quality of products'.

4.2.3. Members' participation in CCC events

There were diverse interventions and services for member participation and engagement through physical, online, and other communication channels. Those events rank from Bi-monthly Meetings, Annual General Meeting, Learning Forums, Consultations/Workshops, and including capacity development/training course, etc. Most of the compulsory events were scheduled into annual event calendar. Some events were conducted as *ad hoc* meetings upon the suggestions and situations, mostly in the form of consultations and workshops.

Figure 4.6. Organization's participation in CCC's events

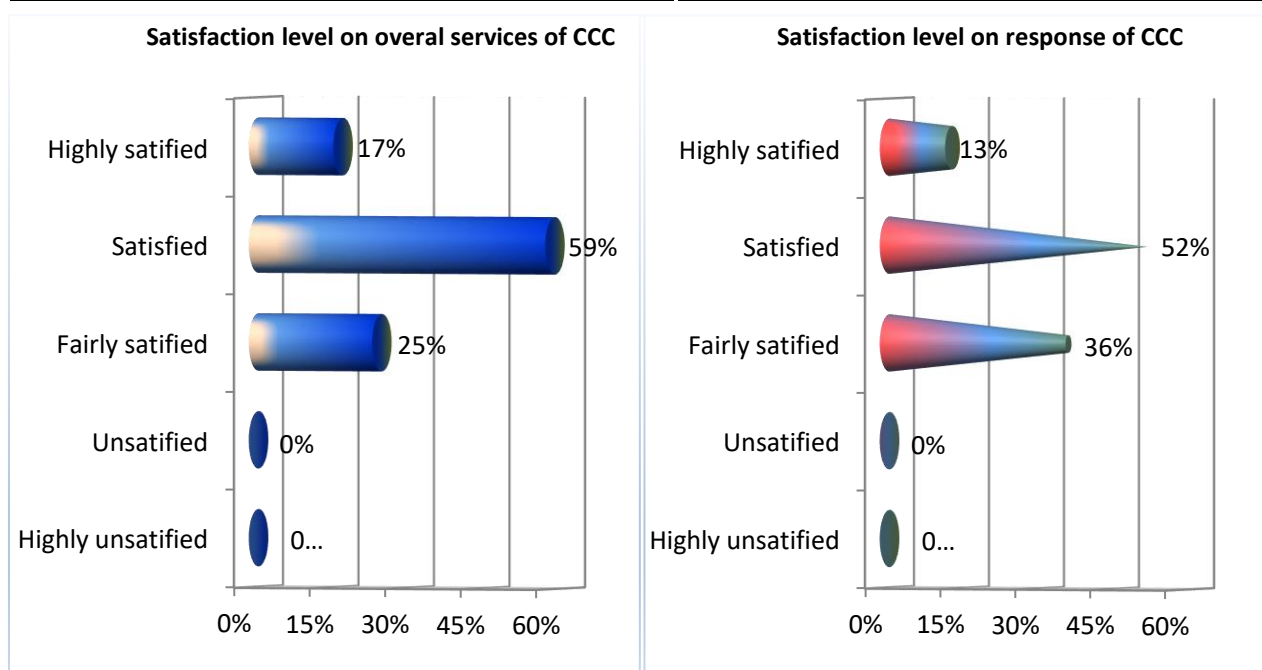


The results from the data below shown the frequent participations of CCC members in the events or meeting conducted by CCC. More or less, all the respondents had participated in CCC event in 2022. For those members who participated in almost all events of CCC was 28.4 percent, while the highest rate of 46.3 percent was most among the events.

4.2.4. Satisfaction level on overall services and response of CCC

The two figures below try to get the member’s evaluation of the overall services provided by CCC and a specific response from CCC to any inquiry or request for support. In reference to the Likert ranking of satisfaction, five rating scales were used for the survey ranking from highly 1) Highly unsatisfied to 5) Highly satisfied. The result from both evaluation areas indicated a parallel percentage for each level, which totally all rate the positive satisfaction level to CCC.

Figure 4.7. Satisfaction level on overall services of CCC Figure 4.8. Satisfaction level on response of CCC



It is an interesting result that CCC had received all good rating for its performance in 2022, which no respondents (100%) had evaluated any unsatisfied with both overall services and interventions of CCC. Specifically, on all those of satisfactions, 15 percent rate themselves highly satisfied with all services and interventions, the following level was the majority of 59 percent, and lastly, 25 percent rated themselves fairly satisfied. Similarly, a rating of satisfaction for the response of CCC while they were seeking inquiries or information from CCC. This is different from last year, which few organizations had rating that were unsatisfactory in some areas that could may not reach their expectations and requirements.

4.2.6. Rating the important of diverse services and interventions

Many services and interventions had been developed and planned into the strategic documents for 2021-2023; and those services and interventions were operationalized to more benefits solely for CCC members. There were three main roles of CCC to fulfil: coordinator, advocate and institutional governance strengthening.

In this regard, at least fifteen interventions had been planned and conducted for the benefits of CCC members in 2022. Those services and interventions had been categorized for member evaluation, which commonly from learning forum and community of good practices, training courses and capacity development, regularly meeting among members, consultation, workshop and so on.

In the table 4.1. below, the evaluation was based on the five-rating scale from 'Less important (1)' level_ to _the 'Most important (5)' level.

The assessment of the importance was likely dependent on each organization's needs, interest, relevant to their organizational/program work, and so on. The data trend in table 4.1 indicated high percentage of rating to the importance scale from level 3 to level 5 in all interventions and services. For the top rating in level 5 was slice different rated to 'Legal support and guidance to comply with laws (e.g. Tax, LANGO, Labor law etc.)' (44.1%), and 'Financial management learning forum' (40.9%).

Whereases the low important level substitutes with only a few items with around one percent for level 1, which emerged for Local Funding Raising Training and Civil Society Fund which could provide on certain targets.



"We appreciate all the work that CCC has done during the past years with members. We look forward to partnering with CCC for many year more to come."
Quoted from our member on services and interventions from CCC.

Table 4.1. Rating of CCC's services (percentage)

Rate level of importance over the following CCC services (1 to 5, 1 = Less important _ to _ 5=Most important)	1	2	3	4	5
	(%)				
1) M&E learning forum	0.0	2.2	24.7	<u>53.8</u>	19.4
2) ICT learning forum	0.0	4.3	39.8	<u>43.0</u>	12.9
3) Financial management learning forum	1.1	2.2	16.1	39.8	<u>40.9</u>
4) Human resource management learning forum	0.0	3.2	19.4	<u>43.0</u>	34.4
5) Training on resource mobilization/Local fund raising	1.1	4.3	31.2	<u>40.9</u>	22.6
6) Training on video production	0.0	12.9	<u>47.3</u>	31.2	8.6
7) Training course on Do No Harm	0.0	3.2	35.5	<u>45.2</u>	16.1
8) Training course with CBO groups	0.0	6.5	<u>43.0</u>	41.9	8.6
9) Member meeting (i.e. bi-monthly meeting)	0.0	1.1	28.0	<u>54.8</u>	16.1
10) Legal support and guidance to comply with laws (e.g. Tax, LANGO, Labor law etc.)	0.0	4.3	12.9	38.7	<u>44.1</u>
11) GPP community of practices & their new certification	0.0	8.6	35.5	<u>40.9</u>	15.1
12) Civil society fund/Small grant for civil society	1.1	11.8	<u>34.4</u>	32.3	20.4
13) Researches and guidelines publications (COVID-19 impacts survey on CSOs, Member satisfaction survey,... and Guideline: CBOs, M&E, ICT/Social media practical guideline, and so on)	0.0	5.4	34.4	<u>47.3</u>	12.9
14) General information sharing of CCC (grant opportunity, information sharing, NGO database, Email, CCC website, Facebook, Twitter,...)	0.0	4.3	24.7	<u>48.4</u>	22.6
15) Multi-stakeholder engagement (government-CSOs, CSO-Private sectors, and so on) for policy discussions and development	0.0	6.5	17.2	<u>47.3</u>	29.0

4.3. Organizational Improvement

The part was explored the organizational improvement and changes of CCC's members as a result of their engagement in CCC's services and interventions. The scaling in this survey to see the changes or improvements had been categorized into four levels from the keep the same/not change as the lowest, and big positive change as the highest.

Reference to figure 4.9. illustrated the overall changes within the organization in associating with CCC. If we aggregated the data to see all the level of changes, it could leverage up to 95.6 percent, which remain only 4.4 percent who choose to keep the same/not change for their organization. This result explained the great impacts of their participation and interventions by CCC for those membership organizations.

More specifically looked by level, the top rating at level 3 for 56 percent, and the highest-level rating is (level 4) 'Big positive change', at 8.8 percent.

Figure 4.9. Organizational improvement/changes

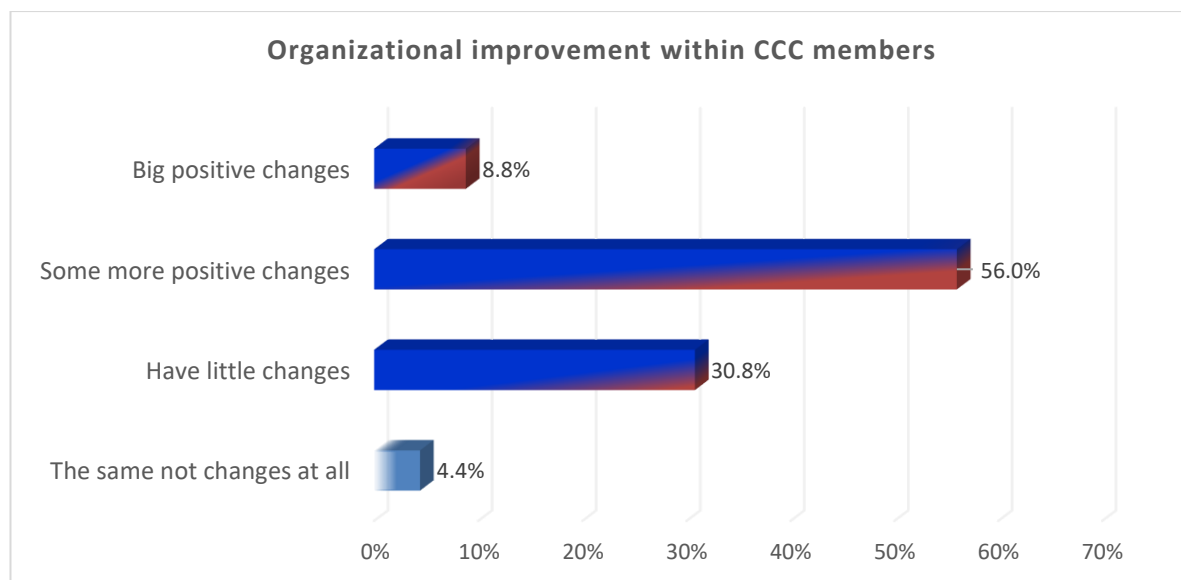


Table 4.2. had been more deepened to find out the level of important change on specific interventions into their respected sectors. The scale for rating this assessment was developed into five levels: (1 is the lowest) no important change at all, (2) very little important change, (3) some important change, (4) more important change, (5 is the highest) most important change.

Several key areas associating with organizational performance include ‘human resource’, ‘financial management’, ‘M&E and Reporting’, ‘ICT’, ‘Understanding and compliant to the Laws’, and ‘Programing and policy development’. The result of changes in this section indicated that the ‘most important changes’ (level 5), ‘Financial management’ stay on top amongst the six areas, and followed by ‘Understanding and compliance to the Laws’. This result consistence to the above rating of importance which associating in these areas.

Whilst the change at level 4 (more important change), ‘understanding and compliance to the laws’ stay on top (36), and follow the same by ‘human resources’ (24) and ‘financial resource’ (24), and then ‘policy development and programming’ (22).

In scaling down to look at another important change of level 3 (some important change), majority percentage at this level was driven by ‘M&E and reporting’ (36), and followed by ‘policy development and programming’ (33), and then ‘ICT’ (31).

Table 4.2. Level of important change on certain interventions from CCC (Frequency)

Interventions/Services	No important change at all	Very little important change	Some important change	More important change	Most important change
1. Human resource	2	16	27	24	3
2. Financial management	1	16	22	24	9
3. M&E and reporting	5	16	36	15	0
4. ICT	4	17	31	18	2
5. Understanding and compliance to the laws (LANGO, labor law, taxation, etc.)	2	9	18	36	7
6. Programing and policy development (i.e. SDGs, NSDP), and other development policies	4	13	33	22	0

4.4. Communications between CCC and Member Organizations

The approach for communication protocol from CCC with member had been classified by type of information and position within the organization. The common communication channels with CCC members are email, and telegram group. Other necessarily follow-up by phone call. There are different group of email have been classified into the type of recipients in accordance with types of information. For general information such as member announcements for recruitment, closing office for public holidays, etc, which were shared by 'info's email group' to member organizations. CCC 'member director's email group' which was shared for important email and need more engagement and attention from director/country representative. For 'member focal person's email group', which was shared for certain general information from CCC which intend to focal person level rather than further reach to the director who is a commonly busy person in the organization. However, certain member just put the same person for contact among these two groups. Whilst other group's emails were used for expertise group, namely Finance, Human Resources, ICT, and M&E. Similarly, the communication by Telegram channel was created the similar protocol. For 'Executive director/Country representative, and Focal Person' are only a single group, which member organization could propose their focal person into 'CCC Member Director Group'.

4.4.1. Means of communication prefer used by member organizations

In this part, it is intended to explore about the common use and members' preferences in communications for their organization as well as engagement with CCC. Beyond, 'Email' and 'Telephone', which exclude of 'Fax' as out of date, which commonly used, there were many social medias and other online platforms that could be used to communicate for work and other communication to the public. 'Facebook' is commonly used for public communication and promotion of CSO visibility. This was followed by small number who also used 'YouTube' and even smaller for 'Twitter'.

For online communication, 'Telegram' is the most popular and referable, then followed respectively by 'Messenger'⁸, 'Signal' and 'WhatsApp' (please see below in Figure 4.10).

⁸ Messenger is commonly integrated for communication with Facebook account.

Figure 4.10. Types of common communication used by CCC members

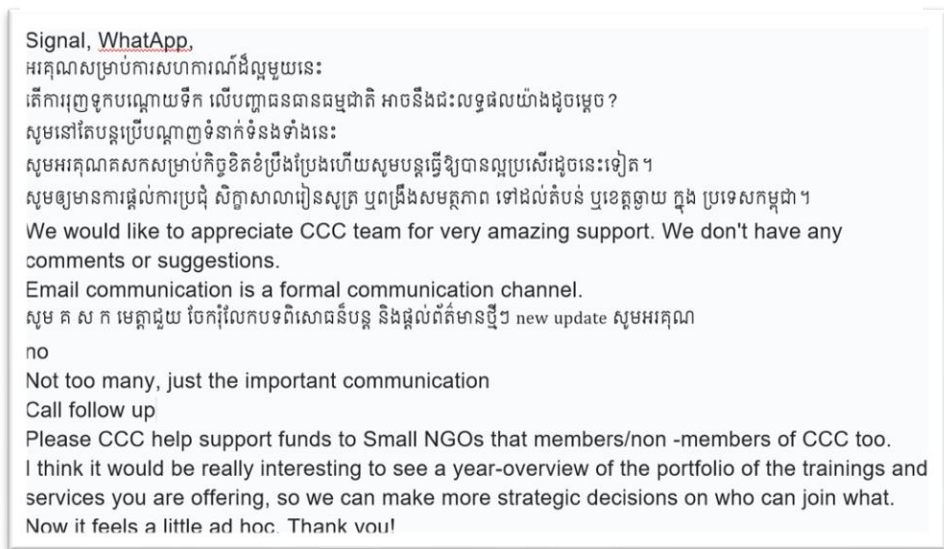


4.4.2. Comments on communication between CCC and member organizations

This part is an open comment from CCC members in the survey which intended to get ideas or suggestions to improve the area, which specific to mutual communications between CCC and member organizations. Many comments just appreciated what CCC had been doing for members, and encouraged CCC to keep up this good work

with the current status of communication protocol. Many others just raised that they don't have comments due to their satisfactions, and have likely no other words

Figure 4.11. A piece of directly generate text from the survey



to raise. However, certain suggestions were expressed for secure connections, whilst a dozen of others suggested beyond communication services. Those relevant comments to communication mostly refer to application use such 'Signal', 'WhatsApp', and 'LinkedIn'. Moreover, it is recommended to use secure encrypt for communication application. Few wishes to CCC make phone follow up call for any information if they may miss to response or necessarily need to engage.

Other single and diverse suggestions such as the encourage CCC to conduct more field visit, timely sharing of information, longer advancing of information sharing for all opportunities and so on.

4.5. GPP Certification and Expression on the System

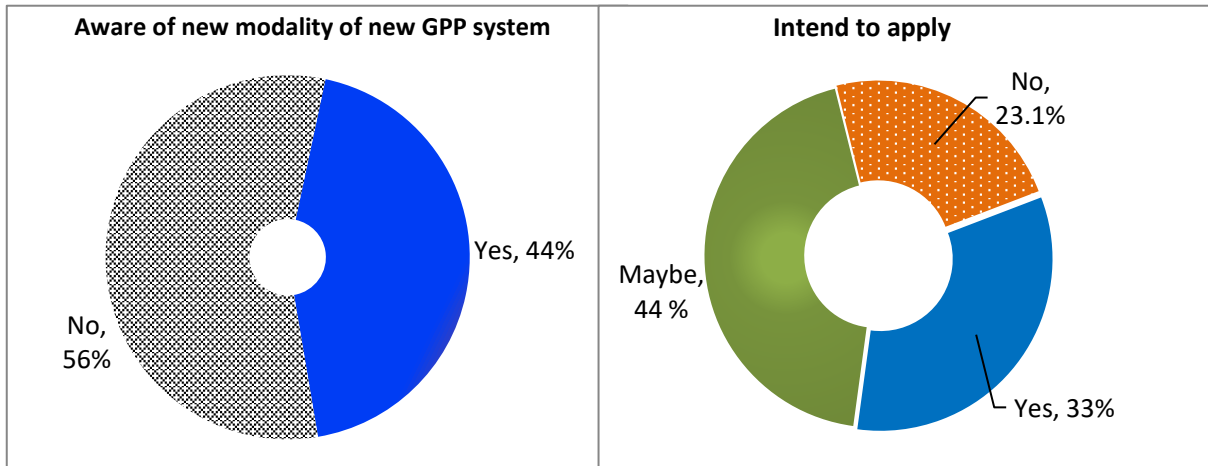
4.5.1. Understanding the current GPP system and application

Governance & Professional Practices (GPP) also known as the GPP System, is an independent, voluntary-based certification system. It had been initiated since 2005 and had been developed and updated over times. The code had been revised in its certification process and criterion to fit the trend of development and changes. The new modality, which was developed and launched in last quarter 2019, consists of both capacity assessment and certification. The modalities for certification had been divided into three types of awards: Gold, Silver, and Bronze. These types of awards indicate well-management organization in '*Good governance*', '*Good resource management*', and '*Dynamic program practices*'. NGOs and associations could apply each or all of these or/and for all. Advancing for application for certification process, it was needed to participate into the community of good practices where they can reciprocally learn amongst the group. The system is hosted by CCC, but under the final management and decision of the NGO Code Compliance Committee (NCCC), which is the independent committee that makes the final decision on GPP application, either to recommend fulfilment or approve certification⁹ or the need to be more improvement.

Following the survey results as shown in below figure, among the 75 respondents, nearly half of them aware of the system while more than half didn't yet know about it. In this regard, the system needs to be more efforts to make the promotion and dissemination of the new modality to CSO community. One third of the respondents wish to apply for the certification, whilst nearly half just response maybe. This express the hesitation and may difficult to make clear decision, and that is likely need to be more learning and understanding of this system as well as its benefits. Whilst the rest of nearly one quart had responded; they chose as not intend to apply for this certification.

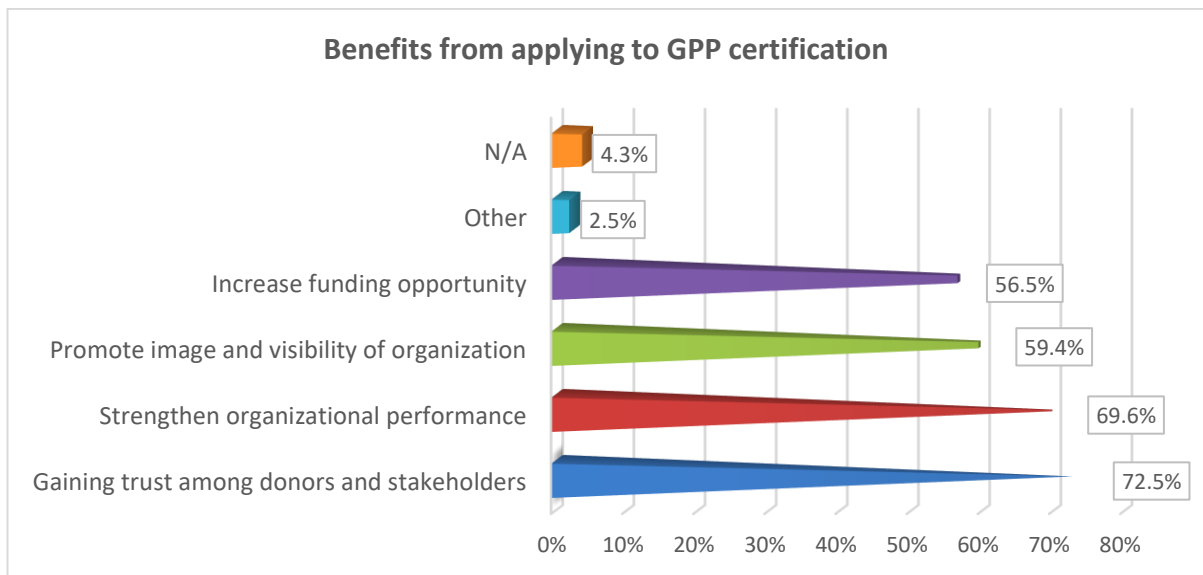
⁹ Some more information about GPP, please visit <https://www.ccc-cambodia.org/en/what-we-do/governance-system-and-tools>

Figure 4.12. Having known new modality of the new GPP system



4.5.2. Benefits from GPP certification system

Figure 4.13. Benefits from applying to GPP certification



From being foreseen the benefits of applying GPP certification, there were several key benefits rated respectively since '*gaining trust among donors and stakeholders*' which substitute of 72.5 percent, and followed by '*strengthen organizational performance*' (69.6%) as well as '*promote image and visibility for the organization*' (59.4%), and '*increase funding opportunity*' (56.5%).

The category of '*Other*' was 2.5 percent which explained by the benefits of good example of CSO work and governance, and help to remind for staff and organizations in the implementation of the work. The 4.5 percent of '*N/A*' as they cannot tell at this stage, are not sure to know the system, and are not in discussion at the moment.

4.6. Open Comments and Suggestions

This is one of key part of the survey which design to have two open comments and suggestions in the last questionnaire form. The first is seeking for instance, a better response to CCC members' needs, quality and quantity services/interventions, or what CCC should do more of and do less of, etc. While the second, seeking for any new suggested interventions/services from CCC.

4.6.1. For quality and deeply interaction, do more and do less with CCC members

All comments and suggestions had been classified and quantified as the following, which over a dozen of respondent had appreciated about the work of CCC and their engagement with members, so they just thanked and encouraged to keep up a good work with no more comments at this part.

Other suggestions for the meeting were related to 1) minimizing the bi-monthly meetings, 2) the meetings (events) should increase participatory approach, 3) consider to have small team meeting on each specific topic, and 4) well manage time for the meeting. On the other hand, participants could straight forward to the issue that they want to raise.

However, several diverse comments and suggestion had been generated, most commonly about training and capacity development, communication, and feedback to current meeting status. Several other single comments which are all generated below:

a) Training and capacity development (n=11)

- more training for administrative staff
- more training on resource mobilization, photo and video
- prepare the training with reference to the training needs assessment, and select the rights participants
- the recruitment of participants for specific training need to be in similar level and background rather than mixed differently.
- courses on about strategic planning, organizational development, M&E, financial policy, and fundraising
- have often/ regular learning events related policies or procedure update
- provide more training and services for member based in the provinces.

b) Donor engagement and funding opportunities (n=6)

- funding access for members. Seeking more funding opportunity, and donors for provincial based organizations as commonly limit capacity to proposal competition, and lack of funding for operation
- fund raising opportunities to share with all NGOs' partners
- resources sharing by sectors
- more explain to donors for budget support to partners
- more regular grant opportunities newsletters.

c) Communication (n=3)

- communicated by telegram, email and follow up communication
- communication through telegram and group email is great with specific persons, and more helpful for reaching out the information on time
- should invite most of NGO members participate in person rather than virtually.

d) Legal regulations and other policies information sharing and support (n=3)

- sharing information on legals and other government policies.
- more focus on information sharing among organizations
- more sharing on legal compliance and penalty, duties of NGOs to fulfil the requirement set by the new law, regulation and implementation.

e) More member visit (n=2)

- conduct exposure visit to NGO members at least one per year
- more visit members to see its challenges and progress, and seeking way to support as necessary and possible.

f) Other single suggestion:

- could please share by soft and hard copy of NGOs salary survey
- member in the province could try to joint physically rather than online
- sharing research reports
- improve working group quality with ministries on legal compliances and requirements, especially with MoFA and MoI
- dedicated person to be focal point for FNGOs and support in organising FNGO meetings
- intervention on MoU extension, taxation, etc.

- conduct some meetings, trainings or forums in provinces more frequently than usual
- should do more advocacies, and providing training to members, than others
- reduce member fee or exempt for member facing funding issues
- provide/ share information of new GPP certification system on how to apply.

4.6.2. Suggested new interventions and services from CCC

Majorities of member organizations shared just appreciations and thanks with the services and interventions which conducted by CCC in 2022. Therefore, they just they just encouraged CCC to continue to keep up these good works, and several other just wrote 'N/A' to the question about seeking the need for any new interventions or services. However, there were some ideas had been raised and was extracted for future consideration as below:

- Conduct leadership program for top management to have time to share and learn from each other, such as manager camp/retreat.
- Collaborative grants between multiple members (e.g. consortium model).
- More advocacy and giving voice of NGO regarding difficulty to fulfil the new legal requirement, and intervention related to laws and including taxation to avoid punishment.
- Help to reference members to donors where they can better engage and access to funding.
- Inform back to member where any gaps member's performance and implementation.
- More sessions/meetings in provinces, rather than in the capital city.
- Increase participatory approach, capture the impact of members, and highlight key contribution of member in all dialogue.
- GPP system should focus on support for member to review for improvement and minimize member resources for longer access to the system.

5. CONCLUSIONS

The Cooperation Committee for Cambodia as membership-based organization had continued its significant roles for development and civil society in Cambodia. The current phase of Governance Hub Program (GHP 2021-2023) implementation, and especially the key interventions and services provided by CCC in 2022. The functions as member-based organization were generally focused on promoting solidarity and collective efforts, networking, knowledge management and information sharing, as well as capacity development and community of practices and so on; and these were seen well fulfilment in relevant to the needs of member organizations.

The results of the survey indicated of high appreciation from members for services and interventions in the past year of 2022. By aggregating the data, to what extent the level of satisfaction had reached all completely, which no respondents rated any unsatisfactory, which was found to be a few percent from the last year survey. The same result was obtained for the satisfactory response of the CCC to member inquiries. On the other hand, if we further look into the benefits and whether they lead to changes for member organizations, the aggregate data leverage up to 95.6 percent of the ratings from those member organisations.

With the new modality of GPP system, nearly half of respondents knew about the system, while more than half didn't yet know about it. This needs more effort in the promotion and dissemination of the new modality to the CSO community. One third of the respondents wish to apply for the certification. They foreseen many benefits from access to the certification system since organizational strength, gaining trust among donors and stakeholders, promoting visibility, increasing funding opportunities, and so on.

Overall, the interventions and services of CCC have been relevant and received much appreciation from members, who encouraged CCC to keep up these good works. Yet still certain comments and suggestions had been identified to better respond to specific needs as well as feedback for more benefits to members since more access to funding partners for members, focus on specific on member based in the provinces, and so on, which CCC could take it for concern to be more effectively, and benefits for the CSO sector as well as to achieve its vision of sustainable and democratic development for Cambodia.

Appendix 1: Questionnaire for the survey

QUESTIONNAIRE MEMBER SATISFACTION SURVEY

The member satisfaction survey is conducted with CCC members with the objective to: 1) reflect and monitor on both quality and quantity of services delivered by CCC in 2022; and 2) identify emerging needs and feedback for better manage and services response to CCC members.

Please kindly spend about 15mn of your time to respond to these questions. All individual information is treated confidentially and is used to generate data analysis only.

Much thanks for your participation!

1. GENERAL INFORMATION	
Name of organization (optional):	
Type of organization:	a. Domestic NGO/Association b. Foreign NGOs/Association
Major sector of organization (education, health,):	
Respondent title:	a. Senior management b. Middle management c. Other (Please specify)
Respondent's years of working within the organization:	
2. OVERALL EVALUATION ON MEMBERSHIP, SERVICES AND INTERVENTIONS	
2.1. What were channels recommended/raised to your organization to become a member of CCC? <i>(can be more answers)</i>	a. Recommended by board of director b. Recommended by management team c. Recommended by staff d. Recommended by partners e. Other channel sources f. Don't know/N.A. g. Other (Please specify)
2.2. To become a member of CCC, what are factors influence your organization's decision? <i>(can be more answers)</i>	a. Spirit of solidarity and strengths of CSO sector b. Quality of services/intervention/products c. Knowledge management and information network d. Protection and support of CSO sector e. Opportunity for capacity building and learning f. Funding opportunities g. Other (specify)
2.3. Indicate your degree of satisfaction on the overall services and interventions of CCC	a. Not at all satisfied b. Slightly satisfied

	<ul style="list-style-type: none"> c. Moderately satisfied d. Very satisfied e. Extremely satisfied
2.4. What degree do you satisfy with the responses from CCC on your inquiries?	<ul style="list-style-type: none"> 1. Not at all satisfied 2. Slightly satisfied 3. Moderately satisfied 4. Very satisfied 5. Extremely satisfied
2.5. How often did your organization participate in CCC events (i.e. Annual General Meeting, Bi-monthly Meetings, Learning Forums, Consultation/Workshops, etc)?	<ul style="list-style-type: none"> a. Never participated b. Only when needed c. Some more among those events d. Almost all events

2.6. How do you rate the importance of the following CCC services and interventions? <i>(1 to 5, 1 = Less important, and 5=Most important)</i>	1	2	3	4	5
1) M&E learning forum	1	2	3	4	5
2) ICT learning forum	1	2	3	4	5
3) Financial management learning forum	1	2	3	4	5
4) Human resource management learning forum	1	2	3	4	5
5) Training course on resource mobilization/Local fund raising	1	2	3	4	5
6) Training course on video production	1	2	3	4	5
7) Training course on Do No Harm	1	2	3	4	5
8) Training course with CBO groups					
9) Member bi-monthly meeting	1	2	3	4	5
10) Legal support and guidance to comply with laws and government regulations (e.g. Taxation, LANGO, Labor laws, accounting and auditing, etc.)	1	2	3	4	5
11) GPP community of practice and the certification system	1	2	3	4	5
12) Civil society fund/Small grant for civil society	1	2	3	4	5
13) Publication on researches and guidelines (CSO impacts survey, member satisfaction survey,..., and guideline: CBOs, M&E, ICT/Social media practical guideline, and so on.)	1	2	3	4	5
14) General information sharing of CCC (Grant opportunity information sharing, NGO database, Email, CCC website, Facebook, Twitter, ...)	1	2	3	4	5
15) Consultation and workshop with multi-stakeholder engagement (government-CSOs, and so on) for legal, policy discussions and development.	1	2	3	4	5

3. IMPROVEMENT & CHANGES AFTER ENGAGING WITH THOSE CCC'S SERVICES AND INTERVENTIONS AS MEMBERSHIP ORGANIZATION

3.1. What is the level of positive change for your organization after engaging in services and interventions as CCC member?

1. The same, no change at all
 2. Have little changes
 3. Some more positive changes
 4. Big positive changes

3.2. Please indicate degree of positive change (improvement) on specific following areas within your organization <i>(1 = No important change at all, followed by 2,3,4, 5=Most important change)</i>	1	2	3	4	5
1) Human Resource	1	2	3	4	5
2) Financial Management	1	2	3	4	5
3) M&E and Reporting	1	2	3	4	5
4) Information Communication and Technology	1	2	3	4	5
5) Understanding and compliance to the laws and other regulations (e.g. Taxation law, LANGO, Labor Law, accounting & auditing, ...)	1	2	3	4	5
6) Programing and policy development (SDGs, NSDP, etc., and other development policies)	1	2	3	4	5
7) Other (please specify)	1	2	3	4	5

4. UNDERSTANDING OF ONLINE COMMUNICATION AND THEIR CHALLENGES

Please list the five most used communication channels that you prefer for engagement with/through CCC.
(can be more answers)

- a. Email
- b. Telegram
- c. Telephone
- d. Messenger
- e. Facebook
- f. Twitter
- g. YouTube
- h. Other (specify)

4.1. Comments and suggestions and for better communication channels with/through CCC

5. ENGAGEMENT WITH GOVERNANCE & PROFESSIONAL PRACTICES (GPP) CERTIFICATION SYSTEM

5.1. Are you aware of the new modality (GPP community, three types of awards) of the GPP certification system?

- a. Yes
- b. No

5.2. Does your organization intend to apply for new GPP certification modality?

- a. Yes
- b. No
- c. Maybe

<p>5.3. What could be the benefits you foresee for access to GPP certification? (can be more answers)</p>	<ul style="list-style-type: none"> a. Strengthen organizational performance b. Gain trust among donors and stakeholders c. Promote image and visibility of organization d. Increase funding opportunity e. Others (specify):
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6. OTHER COMMENTS AND SUGGESTIONS FOR IMPROVEMENT ON CCC SERVICES AND INTERVENTION TO MEMBERS

<p>6.1. Comments and suggestions, (i.e. for better response to CCC members' needs, quality and quantity services/ intervention, or what CCC should do more and do less...)</p>	
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<p>6.2. Any new suggested interventions/services from CCC</p>	
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Much thanks 😊!



About CCC

The Cooperation Committee for Cambodia (CCC) is a leading membership based organization for NGOs in Cambodia with nearly 190 members working on various development sectors. CCC has been playing unique roles as the Governance Champion, Coordinator and Advocate to realize enabling environment for CSOs and sustained CSO Resource Hub at the national and sub-national levels.

Vision

Sustainable and democratic development for Cambodia.

Mission

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

Goal

- Improved enabling environment for CSOs
- Sustained functionality of CSO Resource Hub at the national and sub-national levels.

Values

- Integrity
- Responsiveness
- Quality
- Cooperation
- Inclusiveness

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