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Cooperation Committee
for Cambodia

Comité de Coopération
Pour le Cambodge

Member Satisfaction Survey 2019

Partnerships for Sustainable Development in Cambodia

CONTENTS

ACRONYMS	2
ACKNOWLEDGEMENT	3
FOREWORD.....	4
EXECUTIVE SUMMARY	5
1. INTRODUCTION.....	6
2. OBJECTIVES.....	6
3. METHODOLOGY	7
4. KEY FINDINGS FROM THE SURVEY	7
4.1. Respondent’s Profile	7
4.2. Evaluation on CCC’s Services.....	10
4.2.1. <i>Process being membership with CCC.....</i>	10
4.2.2. <i>Decision factors for being membership with CCC.....</i>	11
4.2.3. <i>Level of satisfaction over services provides by CCC</i>	12
4.2.4. <i>Level of satisfaction over responses by CCC.....</i>	12
4.2.5. <i>Participation and engagement with CCC events</i>	13
4.2.6. <i>Member participants rating the important of CCC services</i>	14
4.3. Organization Improvement.....	16
4.4. ICT and Visibility for Organization.....	16
4.4.1. <i>Communication channels</i>	18
4.4.2. <i>CSO visibility channel to the public.....</i>	18
4.5. GPP Certification and Expression over the System.....	19
4.5.1. <i>Understanding the current GPP system and application</i>	19
4.5.2. <i>Benefits from GPP certification system.....</i>	21
4.6. Open Comments and Suggestions.....	22
4.6.1. <i>For improve the quality and depth interaction among CCC members</i>	22
4.6.2. <i>For CCC as general.....</i>	24
4.6.3. <i>For Government-Civil society partnership dialogues (CCC and CSOs).....</i>	27
5. CONCLUSIONS.....	29
Appendix 1: Questionnaire for the survey.....	30

ACRONYMS

Apps.	Applications (for ICT/ICT tools)
BoD	Board of Director
CCC	Cooperation Committee for Cambodia
CMD	Communication and Membership Development
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
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
LNGOs	Local Non-Governmental Organizations
MoFA	Ministry of Foreign Affairs (and international cooperation)
MoU	Memorandum of Understanding
MoLVT	Ministry of Labor and Vocational Training
N/A	Not Applicable/Not Answer
NAC	National Accounting Council
NSSF	National Social Security Fund
SDGs	Sustainable Development Goals
SPSS	Statistical Package for the Social Sciences

ACKNOWLEDGEMENT

On behalf of the Cooperation Committee for Cambodia (CCC), we would express our sincere thanks to CCC members, especially organization's Senior Management such as Executive Director, Country Director, and key senior representatives for spending their valuable time to complete the survey and meeting during member visits.

Thanks also for CCC component managers and staff in providing inputs into updating the survey form as well as the draft report. Extended thanks to Ms. Chan Somaly for her good communication with our members for data collection process, Ms. Luy Theary for reviewing the online survey system, and Mr. Chen Sochoeun for preparing the draft report. Much appreciate to Ms. Sin Putheary, and other Senior Management Team for their review and comments to improve and finalize the report.

We do expect that this survey would be key documents for CCC and members to better understand each other and constantly keep more effectively work together.

FOREWORD

Cooperation Committee for Cambodia (CCC) as membership-based organization, has been designed this Member Satisfaction Survey to evaluate the services and reflect the performance of CCC itself toward the needs of members. Following the years of experiences listening to members' feedback and comments, we are adjusting our strategy to make our services and response aligned with the suggestions of our members.

There are many significant points that CCC members appreciated and joined the platform. First is becoming CCC member able them to strengthen the solidarity and networking among themselves. Second is to bring members a common voice to advocate for space and amply their concerns to the policy makers, and so on.

This is the 30th Member Satisfactory Survey that intended to reflects the performance of CCC as secretariat and the services for members in the time of speed technology and development trend. Therefore, members and CCC could receive enough and accurate information from one to another which are the learning from this survey to fulfill the suggestions and needs. Moreover, political, social, and economical context of Cambodia have changed constantly under local development agenda as well as global impacts, so the survey keeps informing the effectiveness of working together in the active manners and solidarity to collectively address the issues related to civil society.

Ms. Sin Putheary,

Head of Communications and Member Development, CCC

May 2020

EXECUTIVE SUMMARY

Member Satisfaction Survey has been evaluated annually on the services and interventions of CCC as well as monitoring from previous year performance. It also seeks open comments and suggestions for improvement and new interventions. This result is generated from 66 online responded organizations who are CCC members, and combining with some qualitative information from member visit.

Resulting from the survey have positively indicates of CCC services to members since sense of solidarity, information and networking, capacity and learning, funding opportunity, and so on. Members still highly emphasized satisfactory level which aggregate at 98.5 percent (versus 90.2% from last year survey). The respondents also express high level (93.4%) of the CCC's responses to members on the needs for any assistance and inquiries. Deeper learning at the outcome level, respondents rate a level of impressions on important of various areas of changes, which the overall result constitute of 98.5 percent after engaging with CCC's services.

For ICT communication channels, most respondents use *Email, Facebook and Messenger* as popular Apps. for their correspondence and communication to the public. Moreover, nearly all respondents used organizational account/page to promote visibility of CSOs to the public.

More regarding to new modality of GPP system which was revised and launched in last quarter of 2019, there are over one third of respondents aware of it, but challenges in applying due to some critical criteria. Interesting, they raise benefits in applying such as organizational strength, gaining trust among donors and stakeholders, promote visibility, increase funding opportunity, and so on.

Overall, the services are still relevant and important for member's needs. However, there some comments and suggestions focus on some areas that CCC should consider for improvement in relevant to communication approach, information sharing, capacity development, consultation and supports, as well as promoting the visibility/marketing from the quality services/work appreciation to better serve the benefits for CSO sector in Cambodia.

1. INTRODUCTION

Cooperation Committee for Cambodia (CCC) as longest and largest membership-based organization plays significant functions since 1990s in coordination, governance, and promoting the enabling environment and financial sustainability for Civil Society Organizations (CSOs) in Cambodia. NGOs and Associations who are members of CCC are from almost two hundred both local and foreign organizations, and are working in different sectors across Cambodia. In recent years, the trend of becoming CCC members from provincial as well as local based organizations has increased but the fully participation over certain activities occurred challenges among certain members whilst development and financial contexts have changes over times.

CCC had conducted this satisfaction survey as part of the monitoring tool and learning feedback from members. With notes, certain services of CCC to members have been developed in order to better response to our members whilst many others had been ongoing actively services namely capacity development and learning forums, information sharing and networking, resources opportunity, sharing of knowledge and experiences and other benefits/supporting. Therefore, this members' satisfaction survey means to understand the needs of its diverse membership and ensure services aligned with changing circumstances.

The report here will reflect the key profile of organizations, services interventions, change level from engagement with CCC, as well as comments and suggestions on certain services and other open comments and recommendations for further improve and deeper understanding for CCC, and Government-CSO partnership dialogue platform.

2. OBJECTIVES

The overall objective of this survey is to assess CCC member satisfaction over the services and engagement, as well as seeking suggestions/feedback for improvement on CCC performances. The specific objectives:

- To reflect on the quality and quantity of services delivered by CCC in 2019
- To use feedbacks from CCC members in order to improve interventions in 2020
- To identify emerging needs from CCC members so that CCC can manage to stay responsiveness.

3. METHODOLOGY

This survey is conducted as part of the annual monitoring for learn as organizational level. The data collection is depended on the online survey which developed within Google Form. The questionnaires (*please see in appendix*) are developed from the modified questions from the previous years through consultation with other component managers within CCC. 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, Offline Form also sent through email at the same time. CCC also followed up by email and some encouragement through phone call as well as make any clarifications as needed.

The duration of survey is from late February 2020 to mid of April 2020. Moreover, the data is analyzed with descriptive statistic, and try to reflect on last year survey to find out any significant changes or feedbacks. Certain figures are generated through Tag Crow (<https://tagcrowd.com/>). There are certain open questions which all answers are compiled and quantified in order to get the most and the less suggestions/comments. Noticeably, certain new inputs or suggestions have been proposed by discussion with CCC Senior Management Team (SMT), and Communication and Membership Development (CMD) Team and other horizontal CCC components.

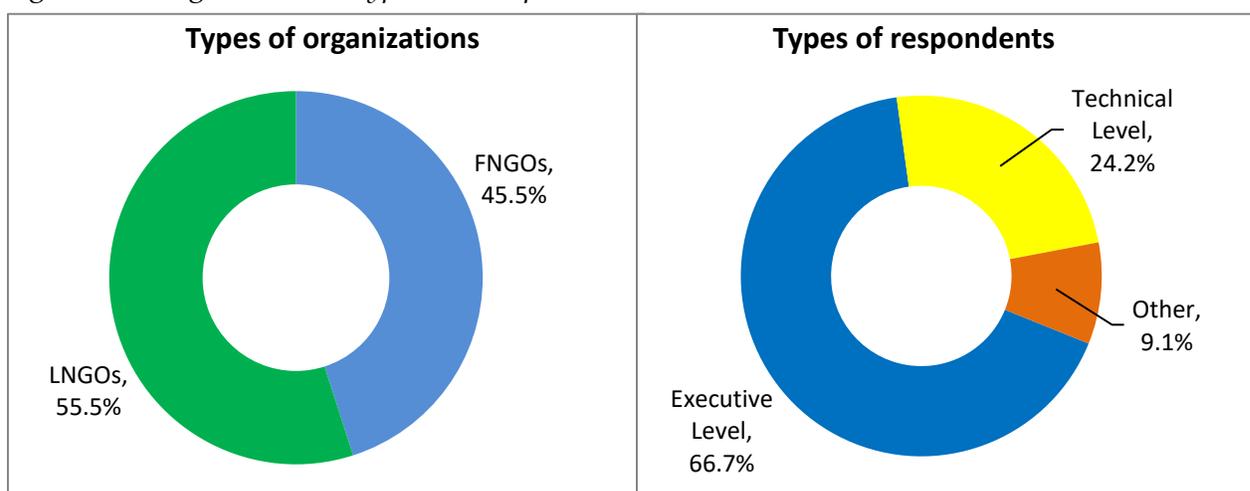
4. KEY FINDINGS FROM THE SURVEY

4.1. Respondent's Profile

The respondent's profile to be discussed in this report, focusing on organizational types, respondent's hierarchies and respondent's sex as well as respondent's number years of working. It also contains the key sectors where the organization is working. As a result, 66 of 172 active organizational members who keep in the list of CCC in 2020 had responded. Amongst 66 respondents represented for Foreign Non-governmental Organizations (FNGOs) (45.5%) while Local Non-governmental Organizations (LNGOs) (55.5%) and this is given a significant importance reflection to current CCC's performance of its services in collaboration and cooperation with its members.

In addition, respondents who are considered as executive position, which refer to senior management level such as director/executive director or country director/country representative, manager and acting director, represented dominantly (66.7%) versus respondents who are technical level which refer to officer from administration or finance, project and so on (24.2%), while the remaining (9.1%) of categories themselves in others mostly responsible for M&E and other middle position. This indicates credible and reliable data in terms of representing their organization’s reflection respectively into this survey.

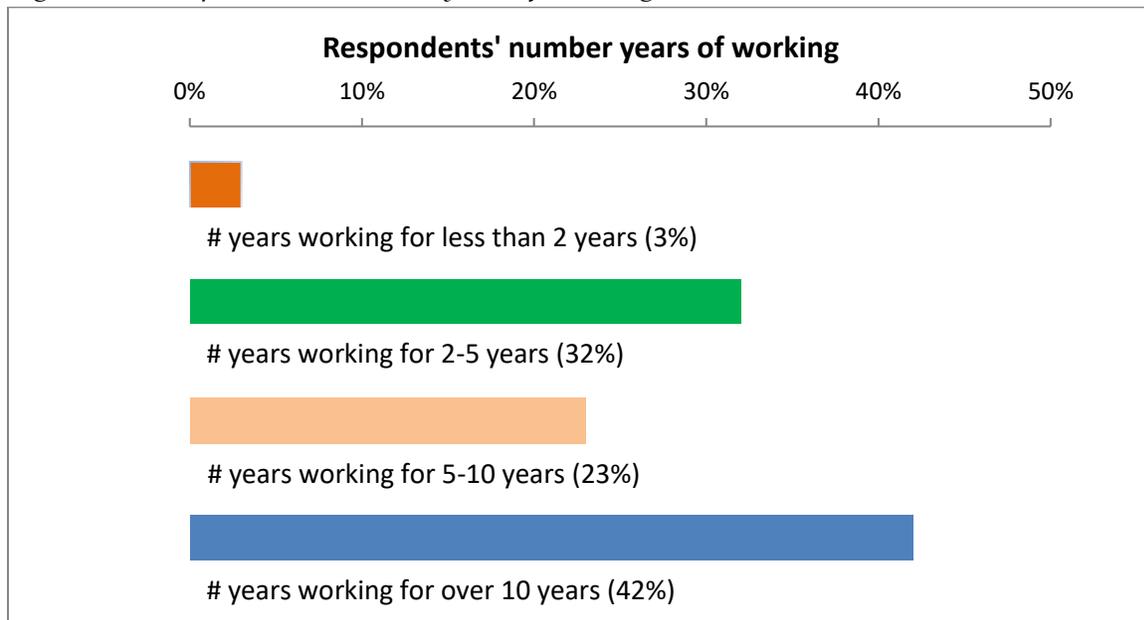
Figure 4.1. Organizational types and respondent’s hierarchies



This different type of respondents is assumed that the executive respondents are key people who are mostly involved in decision making processes for their organizations, whilst the technical level who are mostly senior program staff could somehow better reflect of their actual engagement with certain technical aspect of involvement with CCC. However, this overall result reflects the organization rather than individual perspectives, therefore, gender perception is irrespective within the analysis.

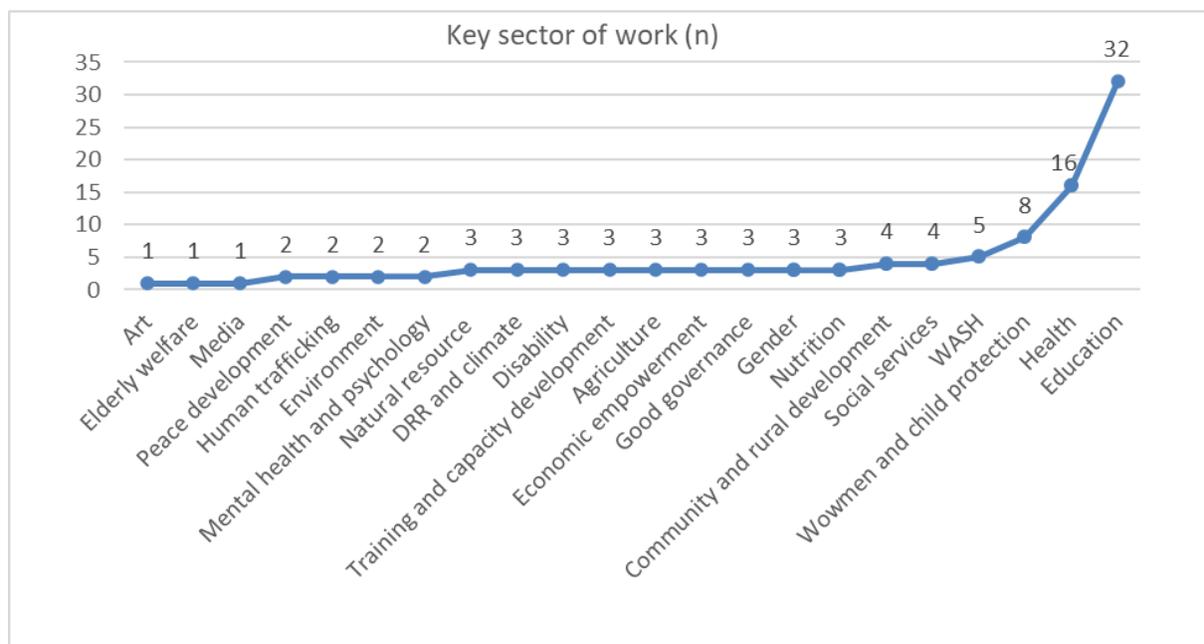
For credibility of data analysis process, the respondents’ year of working are observed which working from at least one year until 42 years. The major dominant result with their working experience is from ten year and up to 42 years which represented the large percentage, in total 42 percent (Figure 4.2). There are only 3 percent of respondents who work in their organizations of less than two years. The larger number of year working could be significant result of expressing the maturity of engagement with CSOs services as well as CCC.

Figure 4.2. Respondent's number years of working



At least 22 sectors of working have been classified from the answers of open question. This result expresses of respondent' s organizations who are working on diverse sectors, and the majority frequency are Education (32) and Health (16). Then follow by Women and Child Protection (8), and other sectors which smally scattering around the data.

Figure 4.3. Sector of organizational work



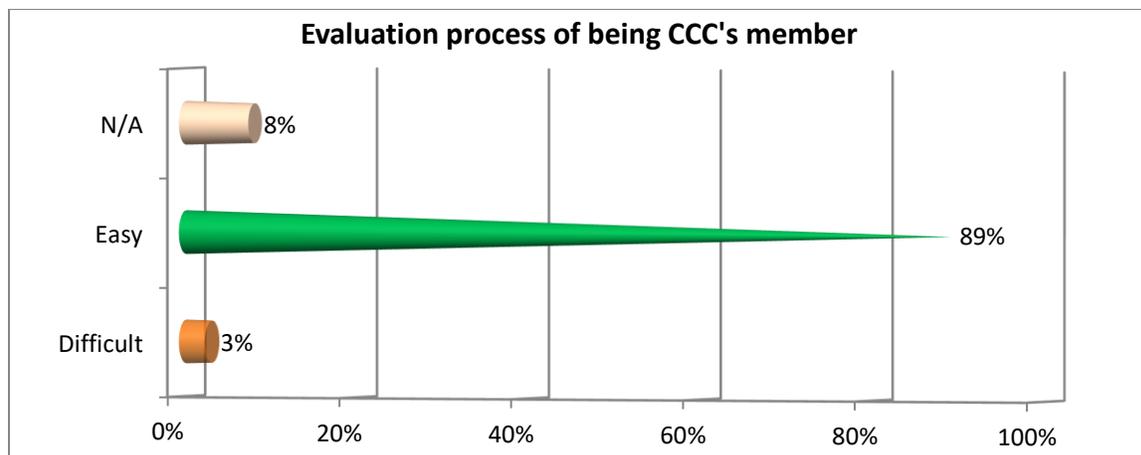
4.2. Evaluation on CCC's Services

This evaluate the services of CCC and engagement with CCC on different platforms namely: (a) the process being membership, (b) factors that influence to become CCC's membership, (c) degree of organization's satisfaction and evaluation on the overall CCC's services, (d) participation in CCC's events which ranks from Bi-monthly Meeting, Annual General Meeting, to Learning Forum, and Consultation/Workshops etc.

4.2.1. Process being membership with CCC

The process being CCC member is clearly identified with the promotional materials as well as website of CCC for public understanding. The required documents to complete the application process also well expressed. Following Member Bylaw to apply in being of CCC's member, both foreign and local organizations are required to have sufficient support documents, for instance, member application form, expression of interest letter, and other supporting letters and documents including overseas headquarters recognition (for FNGOs) and MoU document expressing the legality where they registered in Cambodia, and other reporting such as annual reports. If documents are completed it will spend about two months for observer stage, then seeking endorsement by ExCom to be officially member of CCC as final stage.

Figure 4.4. Evaluation of being CCC's member



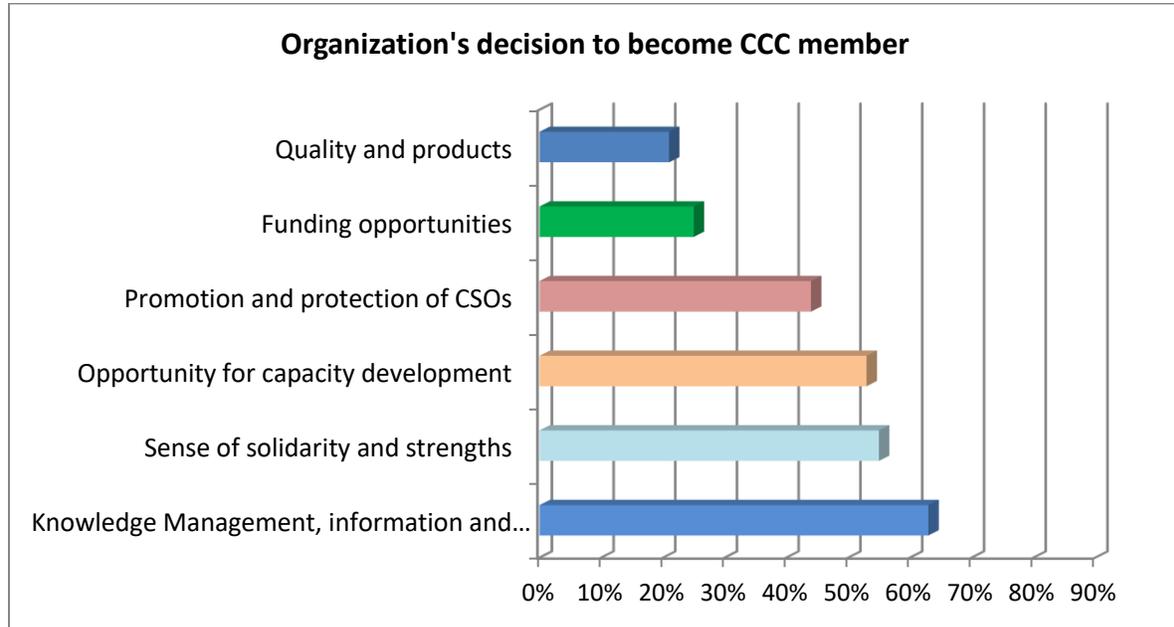
Member organizations appreciate the processing of being CCC member and 89 percent considered as easy to become CCC's members. This response notes on recent organizations who have already become CCC's member. Other respondents feel relax

during this survey in responding to the questions of N/A (8%) as being membership for longer years. However, this special notes on the respondents who indicates of difficult expressions (3%) in getting involved in the process of being CCC's member from the concerning of not having financial support to pay for membership fee, and sometime wait a longer time for approval to me completed membership status.

4.2.2. Decision factors for being membership with CCC

In figure 4.5 shows a number of choices of the given themes¹ in relation to be CCC's membership. Results noted that among those expected benefits from membership participation among all are majority are "*Knowledge management, information and network*" which formulate of 63 percent, follows by "*Sense of solidarity and strengths*" possess at 55 percent, similarly on "*Opportunity for capacity development*" is 53 percent, and Promotion and protection of CSOs is 44 percent. Moreover, "*Funding opportunities*" (25%) and "*Quality and products*" (21%) is comparing lower than other factors.

Figure 4.5. Organization's decision to become CCC's member



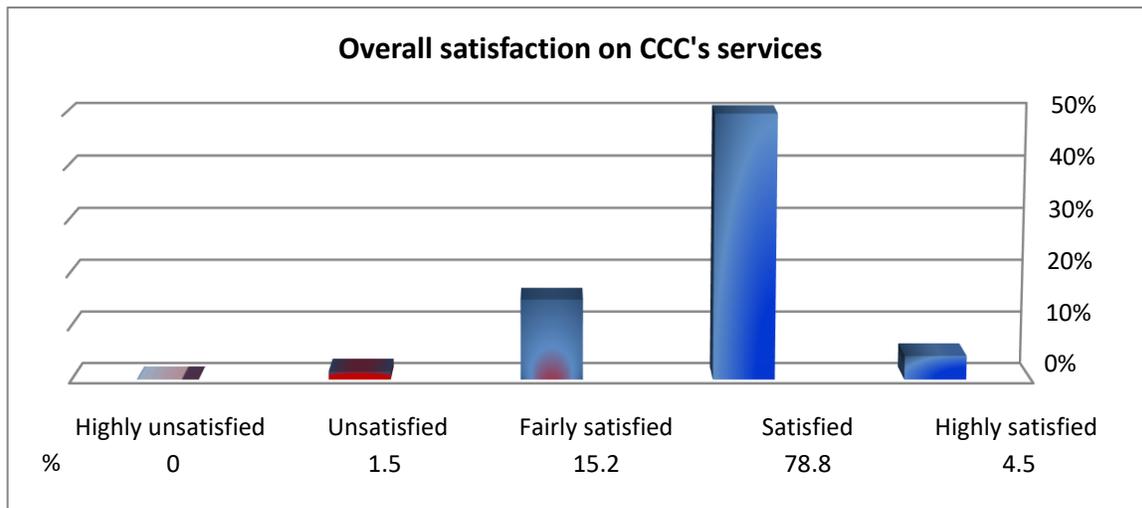
¹ (i) Sense of solidarity and strengths (ii) quality and products, (iii) knowledge management, information and network, (iv) promotion and protection CSOs and (v) opportunity for capacity building and learning and (vi) funding opportunities.

4.2.3. Level of satisfaction over services provides by CCC

Generally, majority of respondents expressed their satisfaction with CCC's overall services. The survey result indicated positive satisfaction level, which the total percentage of aggregation of all (three levels) ranking from "fairly satisfied, satisfied, and highly satisfied, present at 98.5 percent (versus 90.2% comparing to level of satisfaction survey last year in 2019) which better than last year. More detail looks at deeper level, just ranking of "Satisfied and highly satisfied" are standing at 83.3 percent.

Consistency, the level of unsatisfied which substitutes only small number, and this result generates only one organization (1.5%) which also lower comparing to last year (9.8%). This indicates of improvement for CCC performance over the services. However, it should be noted for further improve the services thus only single organization who don't positively response due to the suggestion to CCC to have a lawyer services to accommodate to their problem and need.

Figure 4.6. Respondent's satisfaction on CCC's services

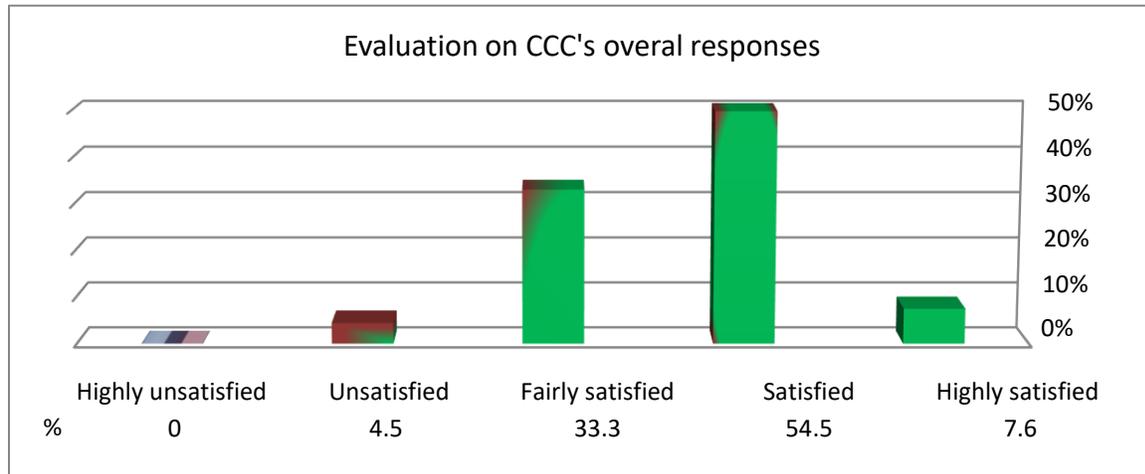


4.2.4. Level of satisfaction over responses by CCC

The figure 4.7 shows degree of CCC's responses when member organizations need assistance from CCC. The results highlighted the consistency on CCC's services and CCC's responses which indicated similarly high percentage of respondent's satisfactory expression. In aggregation of number of percentages is 93.4 percent (which comparing to last year 95.1%) that nearly all respondents expressed their satisfaction level on CCC's responses. There is only small number of 4.5 percent indicates of unsatisfactory

expression. In overall, nearly all respondents expressed their appreciation with CCC's responses and services.

Figure 4.7. Evaluation on CCC's responses

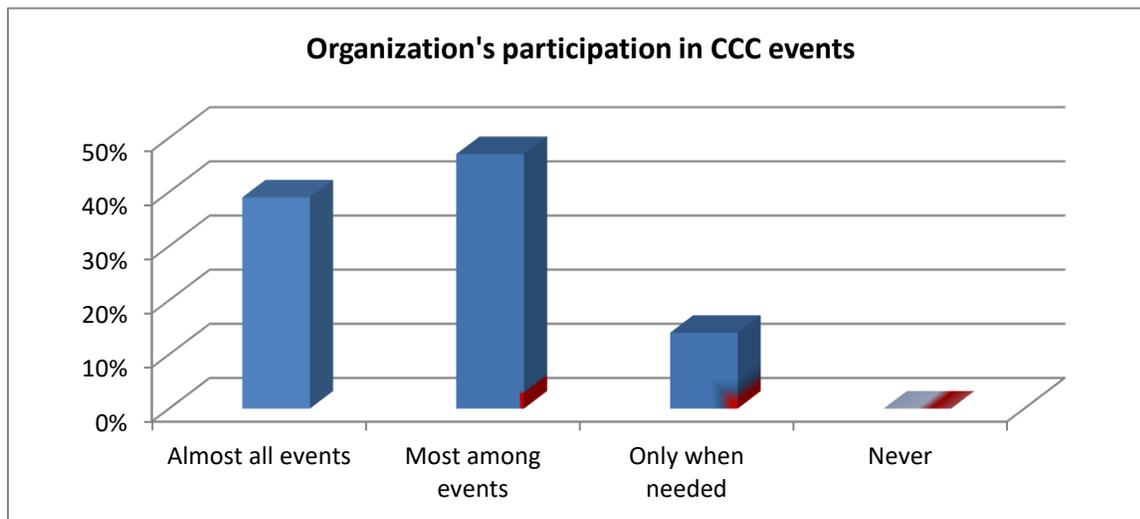


4.2.5. Participation and engagement with CCC events

This part explains the participation and engagement of member organizations in the CCC's events and communication channels. Some of the compulsory events as indicated in member bylaw is annually scheduled whilst some other is an adhoc which conducted based upon the emerging needs. Certain compulsory events mention in bylaw namely bi-monthly member meetings, annual general meeting, learning forum to consultation and workshop training etc. Certain trainings and consultations are adhoc upon the available and emerge. The data indicates of at least have some levels of engagement and participation *"only when needed"* (14%), and the second level of more participation is rated at *"Most among events"* (47%) which is the highest. Whilst another large proportion of the respondents had participated *"all most all the events"* invited by CCC constitute at 39 percent.

"We appreciate with the services and events organized by CCC for our members, it benefits a lot from our participation such as the legal consultation, as well as sharing documents and information for members. However, we also difficult as organization bases in Siem Reap that unable to joint fully to all events if not support from CCC".
 One of the members in Siem Reap.

Figure 4.8. Organization's participation in CCC's events



4.2.6. Member participants rating the important of CCC services

CCC's services are diverse in terms of an umbrella organization to benefits for member organizations, and of those aiming at responding to the needs of the members. Table 4.1 below list of fourteen key interventions or services, which are rated dependent on each organization's need and relevant to their organizational work and interest. The evaluation is based on the rating scale from "Less important (1)" level to the "Most important (5)" level.

In overall, there are high percentage which substitutes high rate of important level from 3-5 to all interventions/services, whilst low important level substitutes with only small proportion, which ranking from less than ten percent to all.

Further look on specific level of important among different topics/theme, it is indicated that "Services on legal support and guidance to comply with laws" still much appreciate on top similar resulting to last year, which rating the top among others of level 5 with 34.8 percent. The second follow by "Financial Management Learning forum" which receives 27.3 percent, and then the third appreciate to "Learning forum on human resources management" which result in 25.8 percent.

For specific look at the second level of importance "level 4", all interventions/services have been rated similar over forty percent for all in all.

Table 4.1 Rating of CCC's services

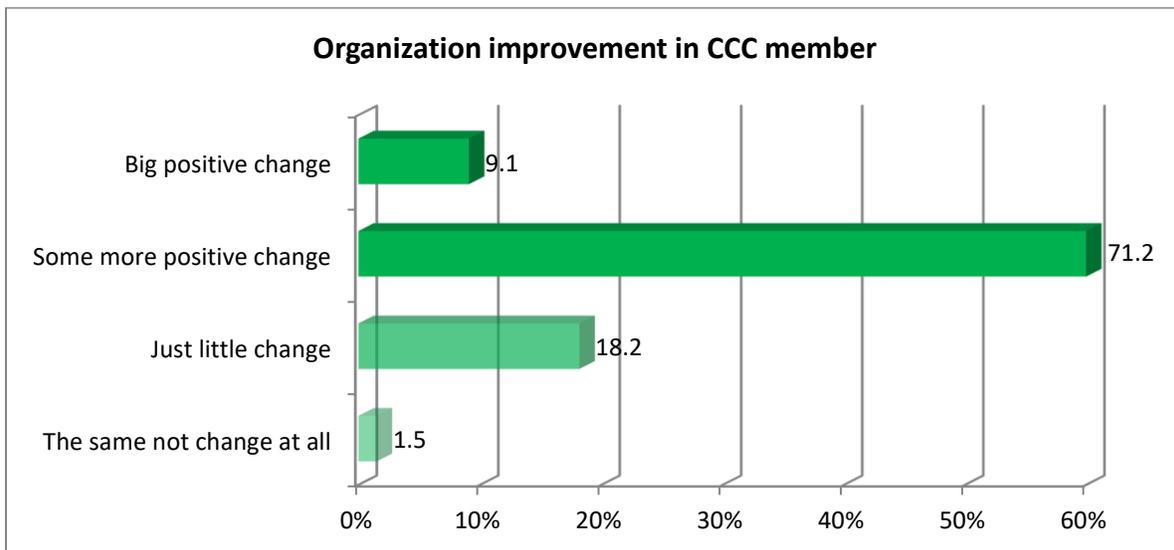
Rate level of importance over the following CCC services (1 to 5, 1 = Less important, and 5=Most important)	1	2	3	4	5
	(%)				
1) M&E learning forum	3.0	0.0	31.8	48.5	16.7
2) ICT learning forum	3.0	1.5	42.4	47.0	6.1
3) Financial Management learning forum	3.0	0.0	21.2	48.5	27.3
4) Human Resource Management learning forum	1.5	3.0	21.2	48.5	25.8
5) Training on Resource Mobilization/Local Fund Raising	3.0	4.5	42.4	30.3	19.7
6) Training on Video production	1.5	9.1	47.0	40.9	1.5
7) Training course on Do No Harm	3.0	6.1	42.4	40.9	7.6
8) Member bi-monthly meeting	3.0	3.0	40.9	42.4	10.6
9) Services on legal support and guidance to comply with laws (e.g. Tax, LANGO, Labor law etc.)	3.0	4.5	21.2	36.4	34.8
10) Assessment for GPP certification	4.5	9.1	33.3	36.4	16.7
11) Civil society fund/Small grant for civil society	3.0	9.1	37.9	39.4	10.6
12) Publication on Researches and Guidelines (Research: enabling environment, CSO public image, CSO road map, Member satisfaction survey,..., and Guideline: CBOs, M&E, ICT/Social Media Practical Guideline, and so on.)	3.0	6.1	36.4	47.0	7.6
13) General information sharing of CCC (Grant opportunity information sharing, NGO database, Email, CCC website, Facebook, Twitter,...)	3.0	7.6	30.3	42.4	16.7
14) Multi-stakeholder engagement (government-CSOs, CSO-Private sectors, and so on) for policy discussions and development.	3.0	6.1	28.8	43.9	18.2

4.3. Organization Improvement

This part assesses the changes within the organization level and specific area after engagement and get intervention through membership with CCC. The organizational change rate into four levels from (1) “*The same not change at all*” to the (4) “*Big positive change*” whilst by thematic/areas rate into five levels, i.e. from (1) is the less and (5) is the most. Majority is appreciated with the change level resulting from the interventions from engagement with CCC membership.

In overall change, most of respondents give high rating of CCC’s services impact to the organizational change, which the aggregated data for all positive level of change up to 98.5 percent. More specifically look, the figure rate within organizational improvement at the level (4) of “*Some more positive change*”, which result as majority (71.2%) among other levels. While the highest level (4) of “*Big positive change*” represent at 9.1 percent. Other reflected at the level (3) “*Just little change*” of 18.2 percent. However, only small number of respondents (1.5%) raise that their organization have not been seeing any change. This reflect how important of the intervention impacts on their organization. Thus, in other word, this organization already have strong programming and management in place.

Figure 4.9. Organization improvement/changes



Moreover, also appreciate the change (improvement) level by areas within organizations after engaging with CCC’s services in this table below. Those including: *human resource, financial management, M&E and Report, ICT, Understanding and compliant to the Laws, and*

Programing and policy development. Interestingly, the respondent’s remarks the indication about the most important change (5) to *Understanding and compliant to the Laws* as high percentage proportion (6.6%) and following by *financial management* (4%).

In further look at important change of level (3) “*some important change*”, there are majority percentage at this level which all similarly around one third. Slice different which heading by *M&E and Reporting human resource* substitute 21.1 percent, and follow by *human resource management* (20.5%). In contrast, the last rating of no important change also emerges small number scattering similarly around lest than five percent into all areas, which only few organizations who is working on education sector and have recently resumed with CCC membership platform where the engagement with CCC services is still limited, therefore, it could not express any significant change/improvement from all interventions.

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

Events/Services	No important change at all	Very little important change	Some important change	More important change	Most important change
1. Human Resource	4	12	31	17	2
2. Financial Management	7	7	26	20	6
3. M&E and reporting	7	13	32	14	0
4. Information Communications and Technology	9	14	30	12	1
5. Understanding and compliant to the Laws (Law on Associations and Non-governmental Organizations (LANGO), Labor Law, Taxation, etc.	7	6	24	19	10
6. Programing and policy development (i.e. Sustainable Development Goals (SDGs), National Strategic Development Plan (NSDP), and other development policies)	6	14	28	17	1

4.4. ICT and Visibility for Organization

4.4.1. ICT channels for promote CSOs to the public

Figure 4.10 reflected the means of internal communication channel within organizations following many Apps being used both internally and externally. The findings gave a broad channel of different Apps have been used, which show similar result from last year's survey which "Email" is commonly used for formal communication, and follow by other popular Application tools including Facebook, Telegram, Facebook, and Messenger.

Figure 4.10. Means of ICT communication channel for organization



In contrast, further detailed about the level of frequency of use to different types of communication tools/applications, the results in the table 4.3 indicates clearly that certain Apps. are not commonly use which Viber is the most and follow by Twitter, LinkedIn, Line, and WhatsApp, and so on.

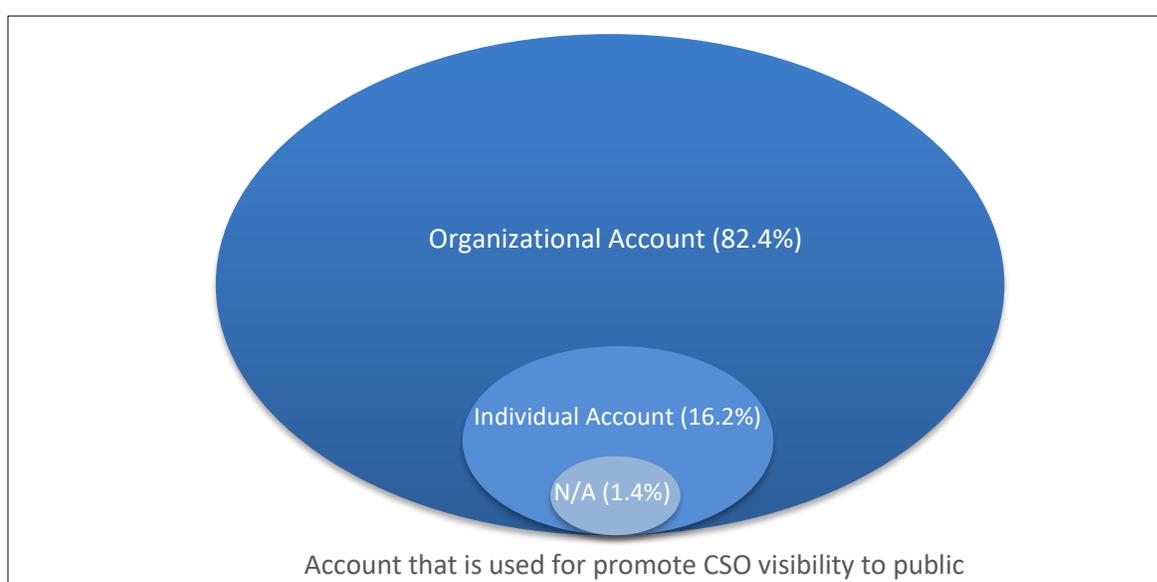
Table 4.3. Frequently use of ICT tools/App. to promote the visibility of CSOs

	1=Never	2=Rarely	3=Sometime	4= Most frequently	5=Generally
1. Email	0	1	3	24	38
2. Facebook Messenger	9	10	16	19	12
3. Facebook	6	10	12	24	14
4. Twitter	38	19	8	0	1
5. Skype	11	22	13	16	4
6. Telegram	4	3	24	18	17
7. WhatsApp	22	11	17	11	5
8. Viber	40	20	4	1	1
9. LinkedIn	38	19	5	2	2
10. Line	37	16	9	2	2
11. Google	13	9	13	18	13

4.4.2. ICT account for promote CSO visibility to the public

This below figure 4.11 explores the account and page that is used to promote of CSO visibility to the public through social media applications. The result reveals that nearly all organization (82.4%) have commonly used their organizational account/page to disseminate their visibility and information to the public, and 16.2 percent have personal account/page to share information about CSOs and their organization. There is only 1.4 percent which not response to the question/Not answer or may not having promote their work to public through any social media yet.

Figure 4.11. ICT Account for promote CSOs' work and their visibility



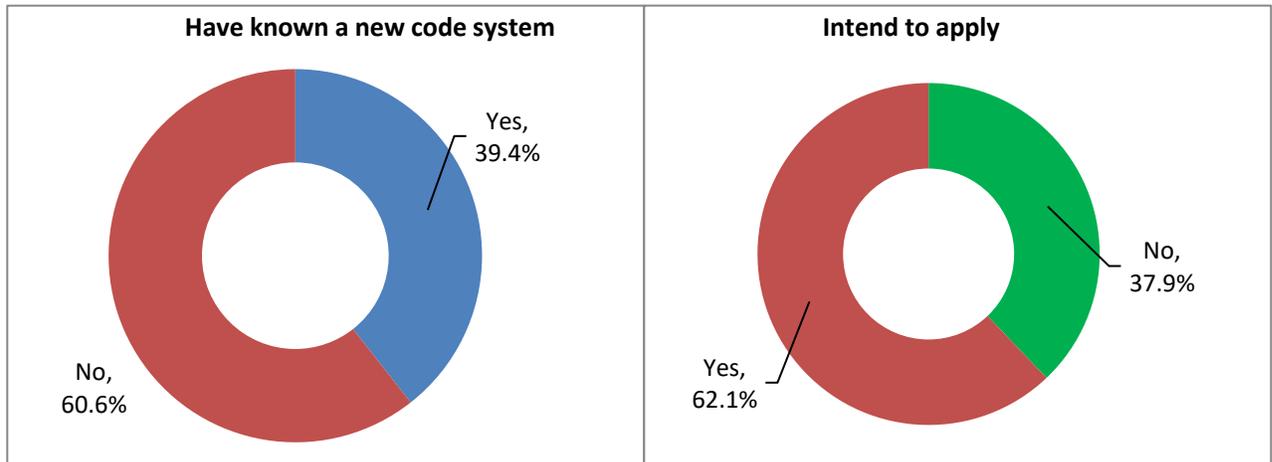
4.5. GPP Certification and Expression over the System

4.5.1. Understanding the current GPP system and application

Good governance and professional practices, a certification system for NGOs and Association in Cambodia had been revised certain codes and criteria to fit the trend of development and changes. New modality was also developed and launched in last quarter 2019 which consists of both capacity assessment and certification. The modality for certification had been divided into three awards: **1) Good governance, 2) Good resource management, 3) Dynamic program practice**, which NGOs can apply each or all of these.

This below figure seeks to understand about the new code as well as if they intend to apply. As a result, over one third have known the revise code, whilst many other still not heard what all had been revised, and how the new modality certification is. However, with short introduction about the three different modalities, over two third of the respondents interest and intend to apply for certification.

Figure 4.12. If having known new modality of the certification and application



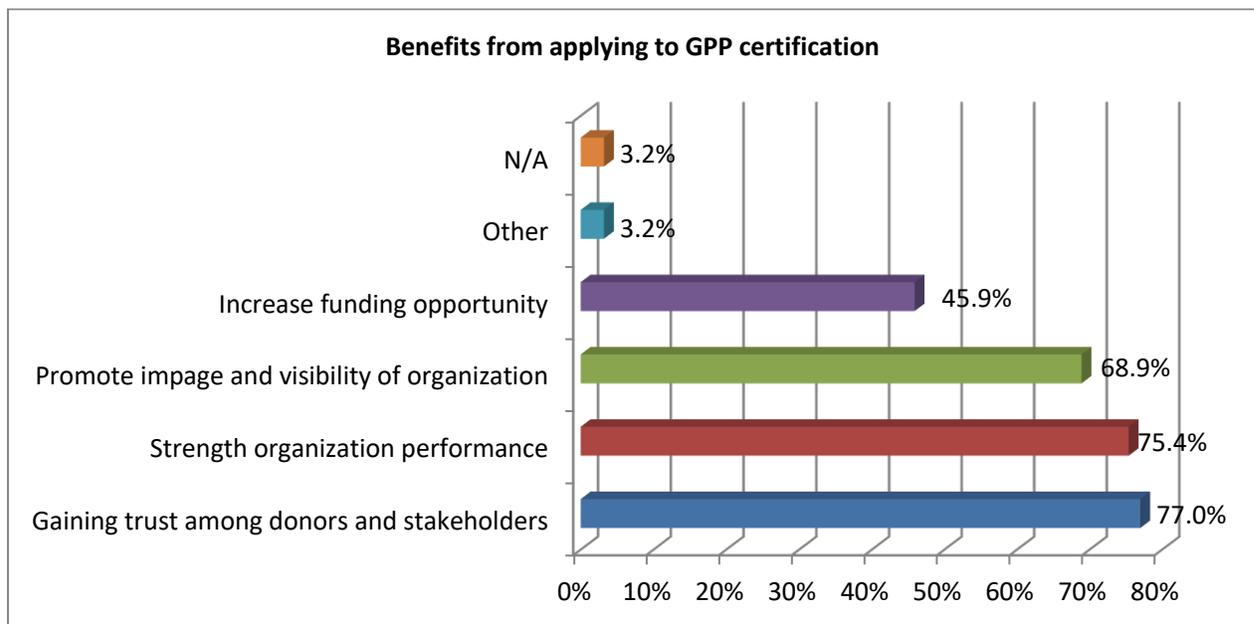
Furthermore, reflection from the past experiences moving forward to the current system, there are certain challenges and concerns raise to the question ask “What could be the challenges do you foreseen being apply for GPP certification? The result had been compiled and quantified as below:

Foreseen challenges in applying for GPP certification system	Frequency
Limit of documentation and policies (Policies are not yet update, Loosing certain documents, Correspondent documents will not comply, Too many documents required which experiences from the previous contacts)	11
Long process and time consuming	10
Funding challenges and payment	6
Not match with the standard for the model of organizational operation <i>(The system is not much applicable while NGO operate by local staff and own income generation)</i>	3
Not require by donor, and have high demanding requirements	2

Human resource of the organization, as well as finance resource supporting for processing the certification process	1
Staff capacity and understanding of the project	1
Difficult in fulfill with complete criteria in the application process to accept for certificate	1
Don't have enough staff and time to participate in the assessment process (research team, working group and hosting visit)	1
N/A	15

4.5.2. Benefits from GPP certification system

Figure 4.13. Benefits from applying to GPP certification



The result is not quite different from last year because the respondents appreciated the benefits of GPP certification as describe specific in last year survey, however, this year results had been compiled into the main benefits in figure 4.13. Among those key benefits, “*gaining trust among donors and stakeholders*” received the most recognition from respondents (77%), and then follow by “*strength organizational performance*” (75.4%) as well as “*promote image and visibility for organization*” (68.9%), and later “*increase funding opportunity*” (45.9%). Whilst another two categories of 3.2 percent respectively expressed other benefits, and could not give the answer.

4.6. Open Comments and Suggestions

4.6.1. For improve the quality and depth interaction among CCC members

In giving the floor for members to have open comments and suggestions to getting in-depth interactions amongst members, certain organizations just appreciate and give no further comments, however, there are many suggestions had been made which are consolidated into key thematic as following such as capacity development, ICT, services and interventions among members, consultation and advocacy and so on.

Information, Communication and Technology

- ✚ Update the focal contact person very year or encourage to member to inform to CCC if they have any change, and closely monitor to add focal person as request into CCC Telegram channel - which so far it had been late to activate, though inform via verbal and writing in email.
 - ✚ Share contact of email and phone number of members for easier communicate
 - ✚ Want to access focal person to contact them by their professional skill and field of expertise because sometime need to consult or asking some questions to them such as how to comply relate to tax, labor law, NSSF, how to prepare submission report to MoEF & NAC.
 - ✚ Want to join all events, so please help to announce, and keep sharing knowledge and update news, especially laws.
 - ✚ Should promote the culture of sharing to the best of each member ability, though some information is confidential but between members should all open to everyone.
 - ✚ Sharing of hot news and important information and experience on NGO's related activities.
 - ✚ Organization already have a very strong face to face engagement with CCC's staff members but should be more response and active in social media and online.
 - ✚ Keeping informed to all members via Apps. and any workshops is good.
 - ✚ Form telegram group for relevant platform such learning forum, taxation etc., and better coordinate for the monitoring and response.
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- ✦ Needs to communicate with all participants to share results of every meeting or learning events and post all documents in the web or learning platform.
 - ✦ To get a clearly reflection or feedback, CCC may consider to conduct interview with members by face to face as they may have more suggestions rather than online survey which difficult to write and presence.
-

Services and interventions for members

- ✦ Small organizations do not have available budget for traveling to joint with CCC events in Phnom Penh, and those are commonly not supported from donors.
 - ✦ Should prepare annual work plan regarding events that will be carried out each year and share with members, and organize regional events, therefore they are able to participate.
 - ✦ In the bi-monthly meeting or annual meeting, should have some space for members promoting their organization, speak about the challenges and needs with more participants interactions.
 - ✦ Try to make the activities that support member stronger/Empower member organizations as much as possible and not merely strength CCC.
 - ✦ Transparency with all members, treat equal, and understand the situation of LNGOs.
 - ✦ Should translate new law or decree from Khmer Version into English Version
 - ✦ Exposure visits among members who are good modelling.
-

Capacity development services and trainings

- ✦ Offer more capacity development for members, and especially Finance, HR & M&E learning forums
 - ✦ More capacity building, and please try to get more productive courses related to HR, Finance, Law, Taxation and M & E, i.e. should provide training session not less than one day.
-

Consultations and advocacy

- ✦ Continue building capacity of NGO members responding to the hard political situation in this country
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- ✚ Should be marketing or gathering CSOs, CBOs, FNGOs and LNGOs to be membership, and for collective voice and solidarity to raise our concern and issues to government.
 - ✚ Should create a firm committee to bring all concerns from members to government with effective solution and also stand for all members in all situation.
-

Other suggestions

- ✚ Share funding opportunity for NGOs, continue current services and communication
 - ✚ Re-consider on lower fee cost for GPP as it is a bit expensive
 - ✚ Person can be talk about Tax and Finance recuse
 - ✚ Should follow up very closely with members to know what is the challenges, needs, and how to improve quality of staff and the programming.
 - ✚ Should consider on the fee, and take care equally without discrimination for those who pay and not pay.
-

4.6.2. For CCC as general

Further giving to have open comments and suggestions in order to identify the gap which need to do more or less as well as wishes to see new services, supports and interventions, many organizations had appreciated and encourages to continue the currents services, however, there are certain suggestions to fill some gaps and response to their specific needs.

All comments and suggestions or advices had been reflected for CCC consideration to further nourishing of all infrastructures with members. Generally, important comments and feedbacks also emphasize on various specific issues including capacity development, resource mobilization and supports, communication and services, consultation and advocacy, coordination and so on. Those are consolidated and listed as below:

Capacity development services and community of good practices

- ✚ More capacity development services and forums on the challenges facing for most members, i.e. taxation
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- ✦ More capacity development and services on communication with donors, stakeholders and strengthening organization as well as organizational sustainability.
 - ✦ Should do more on capacity development on programing, financial management, M&E and reporting, proposal training, resource mobilization, community organization, SPSS, and more forum on HR and legal compliance.
 - ✦ To provide the update of Tax, Monthly tax payment, NGO law and any relevant to Government regulations, etc.
 - ✦ Practical support to specific case such as M&E should have one standard or system, Financial should be practical, Tax should be clear and able to apply by all as still have difference practice apply, LANGO still no common or unique from other NGOs.
 - ✦ Should have lawyer help to support member when they need for consultation about the law.
 - ✦ Need more information on NGO tax declaration, especially new forms require from the government
 - ✦ Help our members to find a trainer to teach on how to fulfill financial report form of NAC because so far their form is complicated to understand.
 - ✦ Increase the effectiveness of problem solving being raised by members
 - ✦ Focus more on capacity of doing fundraising, including local fund, and knowledge for member to comply the laws (LANGO, Tax, Labor law...)

Resources mobilization and supports

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- ✦ Support in facilitation and process for seeking the funding opportunity
 - ✦ Help seeking small grant providing to membership of CCC
 - ✦ If possible, work with private sector (Cambodia Chamber of Commerce/ private associations (Korean, Chinese, else), embassies) to interact for local fundraising's opportunity for NGOs.
 - ✦ Resource mobilization both local and international.

Communication and services

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- ✦ Should include the concept of Child Protection, Prevention from Sexual Harassment, Exploitation and abuse in every activity.
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-
- ✦ Panel of communication available, good for created group on Telegram, it helps each other of good practices.
 - ✦ It is time for having a new salary and benefits survey
 - ✦ Should have visit members at least one time per year
 - ✦ Encourage each member to take turn to share/present about their work instead based on request.

Organized regional events

-
- ✦ Increase more regional meeting so that NGOs that based in the provinces that participate more, i.e. forum in the province such as Battambang or Siem Reap
 - ✦ At least once a year plan the bi-monthly meeting in another major city (i.e. Siem Reap, Battambang) to more closely engage with organizations in those cities and make it easier for those organizations to join.
 - ✦ Currently CSOs are talking about social entrepreneurs/enterprise but none of NGO leaders have well known to develop the business plan and social marketing which necessarily need to have platform for sharing of knowledge and experiences.
 - ✦ Could develop a team who work specifically or closely with members in support, could especially be in a position of solving issues of bookkeeping, HR practice... rather than just sharing contact of person/NGOs to approach them directly.

Consultation and advocacy

- ✦ Should convince government for CSO space as much as possible for members wish related to law and regulation compliance
- ✦ Building stronger network among CSO through evidence-based advocacy to suggest changes on government's policies and to support members.

Membership fee and services

-
- ✦ Membership fee should be reconsidered because the current fee is high for difficult funding members.
 - ✦ Should consider the equal membership fee for those equal services to members
 - ✦ Changing human resource and staff turnover in CCC is the concern for membership as well.
-

Other suggestion for new services

- ✚ Please consider offering an independent reporting mechanism for members. For example, a phone line where the CCC could receive complaints from beneficiaries, and then submits them anonymously to that member organization for review. We are willing to pay extra membership fees for this.
 - ✚ It would be great as well if CCC website or Official Facebook page could has hotline contact (something like Customer Service) to collect, solve or refer problems of members.
 - ✚ Facilitation in processing of MoU with MoFA.
 - ✚ In coordination and supports for members CCC should come with the process, *1-Collect the need and challenge of the member; 2-Reply back to the need and challenge; 3-Support and Empower with the need of members; 4-Try to support to members in implementation some activities; 5-Information sharing (network, fund, scholarship, capacity building,...); 6-Update activities with members base on the recent need, and 7-Promote member as possible.*
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4.6.3. For Government-Civil society partnership dialogues (CCC and CSOs)

In seeking comments on the platform of Government-Civil society partnership dialogues, there are much appreciation and consider it is great opportunity for discussion and keep relationship among CSOs and the states, however, there are many suggestions raised as below in order to improve the gap and better response to the needs of CSOs. Among those are recorded as below, certain comments address to CCC and CSOs:

- ✚ Each meeting, the agenda may really not fit to the needs and not clearly response to CSOs, therefore, next meeting it should be deal for agenda, as well as have some practical ideas, i.e. discussion about NAC with coming along clear annual reporting, and more realistic and practical model that could be used.
- ✚ More times for questioning and answering sessions
- ✚ Good to work together but should be understand the ground context to top level of all NGOs members, and practical supportive to them.
- ✚ Increase number of meeting events that have more dialogue opportunity with government in different sectors, especially on SDG implementation

- # Have been good collaboration with national authorities but local authorities is difficult to understanding their own roles to cooperation the work while no traveling fees and per diem supports from donors
- # Clarify more about withholding tax under 50,000 Riels
- # Help promotion on about system Tax to membership CCC
- # Should have more attendant from members, and fine way encourage them to joint
- # Show us the result clearly on the point that government responds to NGOs
- # Negotiate and update all related laws and Prakas for the benefit of both
- # Dialogues with Tax Department and other relevant ministries
- # Please consider to advocate on the LANGO and Withholding tax exemption.
- # Standing on NGO side and talking about our right
- # CSOs should work together to inform to the government that CSOs does different from the private companies, thus shaping the same legal compliance would not applicable, therefore it should have different legal contents.
- # If possible, to have working group with MoLVT as there are many movements related to labor law while less involvement of NGOs for inputs which results regarding CSOs as private sector.
- # CCC need to continuous the coordination to lead CSO to advocate with government and donors with the urgent issues and other requirement challenges
- # CCC has already done good, please keep on the service for the future, and we're pleased to participate in partnership dialogues. CCC should lead very closely and regularly dialogues with civil society and government and follow up what is achievement and why is not achievement what is need to do more follow up on key asks.
- # CCC should encourage or involve members to sit in National Technical Working Group either as member, resource person, or just observer.

5. CONCLUSIONS

CCC as membership-based organizations play significant roles in development of civil society as well as Cambodia as whole through its crucial services and interventions with member organizations. Results from this survey reflected the positive responses from member organisations. Nearly all respondents indicate that CCC's services are high satisfactory level in aiming at *"sense of solidarity and strengths"*, *"knowledge information networking"*, *"capacity and learning"*, *"funding opportunity"*, and last follow by *"quality and products"*.

Overall, the total aggregation of the respondent's reflections on CCC's services at satisfactory level is at 98.5 percent (versus 90.2% from last year survey). The respondents also express high level (93.4%) of the CCC's responses to members on the needs for any assistant and inquiries. Moreover, the respondents expressed high level of participation in CCC's events and provided the significant impression. They rated CCC's services at important consideration of various themes. Meanwhile, participant organizations also noted the level of organization improvement/changes at 98.5 percent as a result of engaging with CCC's services. For ICT communication channels, most respondents use *Email, Facebook and Messenger* as popular Apps for their correspondence and communication to the public. Moreover, nearly all respondents used organizational account/page to promote visibility of CSOs to the public.

Regarding to GPP system within the new modality of certification, there are over one third of respondents be aware of GPP, but expressed some challenges to complete the criteria and the process. Furthermore, the system benefits in many areas such as organizational strength, gaining trust among donors and stakeholders, promote visibility, increase funding opportunity, and so on.

In conclusion, the services are still relevant and important for the need to members. However, there some comments and suggestions focus on some areas that CCC needs to fill the gap and improve relevant to communication and information sharing, capacity development, consultation and advocacy, as well as resources mobilization and other supports for better serves the benefits for members and CSO sector in Cambodia.

Appendix 1: Questionnaire for the survey

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(For CCC)

QUESTIONNAIRE

MEMBER SATISFACTION SURVEY

The member satisfaction survey is conducted every year with CCC members with three main objectives:

- To reflect on the quality and quantity of services delivered by CCC in 2019
- To use feedbacks from CCC members in order to improve CCC services in 2020
- To identify emerging needs from CCC members so that CCC can manage to stay responsive to these needs

Please kindly spend about 15 mn of your time to respond to this questionnaire. All information is treated confidential and is used for the data analysis only.

Much thanks for your participation!

1. GENERAL INFORMATION	
Name of organization:	
Type of organization:	a. Local NGO b. Foreign NGO
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. EVALUATION ON CCC MEMBERSHIP PROCESS AND SERVICES	
2.1. How do you evaluate to the process being member of CCC (Current process)?	a. Easy b. Difficult (Please specify)___ c. Don't know/N.A.
2.2. To become a member of CCC, what factors influenced your organization's decision? (More than one answers)	a. Sense of solidarity and strengths of CSO sector b. Quality of products/services c. Knowledge and information network d. Promotion and protection 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 of CCC	a. Highly satisfied b. Satisfied c. Fairly satisfied d. Unsatisfied e. Highly unsatisfied
2.4. How do satisfy with the responses from CCC on your inquiries?	a. Highly satisfied b. Satisfied c. Fairly satisfied d. Unsatisfied e. Highly unsatisfied
2.5. How often did your organization participate in CCC events (Annual General Meeting, Bi-monthly Meetings, Learning Forums, Consultation/Workshops, etc)?	a. Almost all events b. Only a few events c. Only when needed d. Never participated

2.6 HOW DO YOU RATE THE IMPORTANCE OF THE FOLLOWING CCC SERVICES? (1 TO 5, 1 = LESS IMPORTANT, AND 5=MOST IMPORTANT)	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) Member bi-monthly meeting	1	2	3	4	5
9) Services on legal support and guidance to comply with laws (e.g. Tax, LANGO, Labor laws, auditing and accounting, etc.)	1	2	3	4	5
10) Assessment for GPP certification	1	2	3	4	5
11) Civil society fund/Small grant for civil society	1	2	3	4	5
12) Publication on Researches and Guidelines (Research: CSO public image, CSO Road Map, Member satisfaction survey,..., and Guideline: CBOs, M&E, ICT/Social Media Practical Guideline, and so on.)	1	2	3	4	5
13) General information sharing of CCC (Grant opportunity information sharing, NGO database, Email, CCC website, Facebook, Twitter, ...)	1	2	3	4	5
14) Multi-stakeholder engagement (Government-CSOs, CSO-Private sectors and so on) for legal, policy discussions and development.	1	2	3	4	5

3. IMPROVEMENT & CHANGE AFTER ENGAGING WITH THOSE CCC'S SERVICES AS MEMBERSHIP ORGANIZATION

3.1. What are the positive changes for your organization after engagement in services as CCC member?

a. Big positive changes
 b. Some more positive changes
 c. Just little changes
 d. The same, no change at all

3.2. Please indicate the following areas that had been changed (improvement) within your organization
(1 = No important change at all, followed by 2,3,4, 5=Most important change)

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 (e.g. Tax law, NSSF, LANGO, Labor Law, Financial Report Standard, ...)	1	2	3	4	5
6) Programing and policy development (SDGs, NSDP, DCPS, etc., and other development policies)	1	2	3	4	5
7) Other (please specify)	1	2	3	4	5

4. PLEASE TICK ALL ICT TOOLS/APP. THAT YOUR ORGANIZATION USE FOR COMMUNICATION

4.1. Please select the following as level of use within your organization
(1=Not use at all, following 2, 3, 4, 5=Most popular)

1) E-mail	1	2	3	4	5
2) Facebook Messenger	1	2	3	4	5
3) Facebook	1	2	3	4	5
4) Twitter	1	2	3	4	5
5) Skype	1	2	3	4	5
6) Telegram	1	2	3	4	5
7) WhatsApp	1	2	3	4	5
8) Viber	1	2	3	4	5
9) LinkedIn	1	2	3	4	5
10) Line	1	2	3	4	5
11) Google	1	2	3	4	5
12) Other (specify).....	1	2	3	4	5

4.2. What is the common way that you use to promote the visibility of CSO's work and your organization? *(more answers)*

a. Personal Account (page)
 b. Organizational Account (Page)
 c. Other (please specify): _____

5. ENGAGEMENT WITH GOVERNANCE & PROFESSIONAL PRACTICES (GPP) CERTIFICATION SYSTEM	
5.1. Are you aware of the new modality of the GPP certification system? <i>(New modality consists of both capacity assessment and certification. NGO can apply each or all of the three awards: Good governance, Good resource management, Dynamic program practice)</i>	a. Yes b. No
5.2. Does your organization intend to apply for new GPP certification modality?	a. Yes b. No
5.3. What could be the challenges do you foreseen being apply for GPP certification?
5.4. What GPP certificate can benefit to your organization? <i>(more answers)</i>	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): _____
6. OTHER COMMENTS AND SUGGESTIONS FOR IMPROVEMENT CCC SERVICES TO MEMBERS	
6.1. Suggestions to improve the quality and depth interaction among CCC members	
6.2. Comments and suggestions (i.e. on how to improve CCC services to response CCC members' needs, CCC should do more, and do less) and New services that you wish to receive from CCC for next years.....	
6.3. Any suggestion about the engagement of CCC and civil society organization in the government-civil society partnership dialogues	

Much thanks!



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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