



គណៈកម្មាធិការ
សហប្រតិបត្តិការសម្រាប់កម្ពុជា
Cooperation Committee
for Cambodia
Comité de Coopération
Pour le Cambodge

Member Satisfaction Survey 2024

Partnerships for Sustainable and Democratic Development in Cambodia.

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ACRONYMS

BoD	Board of Director
CCC	Cooperation Committee for Cambodia
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
DNGOs	Domestic 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)
Mol	Ministry of Interior
MoU	Memorandum of Understanding
MoLVT	Ministry of Labor and Vocational Training
N/A	Not Applicable/Not Answer
SDGs	Sustainable Development Goals
WASH	Water, Sanitation and Hygiene

ACKNOWLEDGEMENT

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Our sincere gratitude is to CCC members, especially senior management like executive directors, country coordinators/national directors, and key representatives and focal persons who have spent valuable time to answer the questionnaires in the online survey with constructive feedback. We appreciate your time and dedication to completing the survey; please accept our deepest thanks.

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Our deepest thanks go to Mrs. Sin Puthary, Executive Director, and the Senior Management Team, and different components of CCC for their guidance, comments, and input which significantly improved the quality of this study.

Eventually, we would like to extend our thanks to all our respectful donors and stakeholders who provided financial support. Your contributions were vital in making this study a reality and advancing CCC's vision for sustainable and democratic development in Cambodia.

FORWARD

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 respond to the priority needs of the member organizations.

CCC offers a variety of services to build up the capacity of its member NGOs and especially to provide an enabling environment for its members to operate their programs or activities without fear. These services are delivered through its Governance Hub Program (GHP), which focuses on seven key strategies, such as Governance system and tools, Learning and capacity development, CSO Resource Hub, Research, Multi-stakeholder engagement and inclusive partnership. CCC provides resources and guidance in areas like governance systems and tools, helping NGOs operate efficiently and transparently. They also offer training programs to strengthen the skills and knowledge of NGO staff, allowing them to be more effective in their work.

Additionally, CCC serves as a platform for collaboration and advocacy. They facilitate communication and partnerships between NGOs, government agencies, and other stakeholders. They also support NGOs in conducting research and developing policy recommendations to influence positive change in Cambodia's civil society landscape. By providing this comprehensive package of services, CCC equips its member organizations to better serve the Cambodian people.

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 are commonly being used to streamline our strategy and to improve the services.

This member satisfaction survey 2024 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.



Mrs. Sin Putheary,

Executive Director, CCC

June 2024

1. INTRODUCTION

The Cooperation Committee for Cambodia (CCC), established since 1990, is a leading membership-based organization for domestic and foreign organizations in Cambodia. CCC has played a significant role for three decades as an enabling agent to facilitate CSOs to have a collective voices and efforts, institutional governance, and accountable actions for democratic and sustainable development in Cambodia.

Under the vision of sustainable and democratic development in Cambodia, CCC was implementing the Governance Hub Program (GHP) from 2021 to 2023 in which the coverage time frame for the survey. The fourth phase of GHP contains two main goals: 1) Improved enabling environment for CSOs; and 2) Sustained functionality of CSO Resource Hub at the national and sub-national levels.

According to CCC's Bylaw, members can receive a significant benefits such as networking with various national and international organizations, information sharing among members and CSOs, a share voice of CSOs, organizational development and peer-learning, access to all publications and using online CSO database, advisory services on all NGOs operational matter, stay informed on update and debate on policies of the government and development partners relating to NGOs at the national, the regional and the international levels. For benefit in details will be set out in a separate document.

Therefore, CCC has provided services and interventions to member organizations; all of which were determined by the needs of members and current issues affecting the functioning of member organizations.

Among various platforms that CCC's members can raise their needs and concerns and seek the support from CCC, Member Satisfaction Survey (MSS) is a part of the monitoring tool and getting feedback. Conducted once a year MSS has become the biggest means of communicating to members and a tool to evaluate services of CCC that had been developed for better response to our members, whilst certain number of interventions were maintained.

CCC develops a report which is generated based on the analysis on the overall satisfaction of members on CCC's services and interventions, communications, and the member's engagement in CCC's events and activities which organized by CCC and its members. The result shows the impact of services and interventions brings the positive changes to the members., There are also the comments and suggestions or recommendations from members that will be considered for the next actions by CCC.

2. OBJECTIVES

In overall, Member Satisfaction Survey is a tool to closely monitor the membership's efforts of CCC, while it was conducted with two main objectives. The first one is to evaluate the quality and quantity of services delivered by CCC to members in the whole fiscal year 2023. The second one is to identify and address the emerging demands of members for better services and responses.

3. METHODOLOGY

The online survey was used as the tool to collect the responses from the target group which refers to all members of CCC. The survey consists of a questionnaire (see appendix 1), the group of questions which are divided into five sections (1) general information from the respondents; (2) the overall evaluation on membership, services, and interventions; (3) the improvement or changes of CCC member organizations; (4) communications; and (5) comments and suggestions for improvement. The questions were modified in reference to survey from the previous year, the annual report 2023, the consultation with different components within CCC, and the latest phase of operational interventions within 2023.

In addition, four online surveys of learning forums (Monitoring and Evaluation, Finance Management, Information Communication Technology, and Human Resource Management) were respectively designed and sent out separately by group of the four learning forums conducted by CCC for the period of 2023. Another one was sent out to the level of senior management team of the members of CCC.

The links of the online surveys of Member Satisfaction and Learning Forum were sent to individual CCC members through emails based on the given contact address of directors and focal person respectively. The follow-up announcements were sent in Telegram group chats (CCC Member Director, HR, M&E, FM, and ICT). CCC also sent reminders two times through email and telegram group chats to alert the target groups to participate in the surveys which lasted from mid-April to the end of May 2024.

Finally, the data were analyzed in two categories, quantitative and qualitative. The quantitative parts include the general information from the respondents, the evaluation of services and intervention from CCC, and the perceived improvement or positive changes of members and channels of communications. Whereas the qualitative data includes the open questions for comments and suggestions from members and were compiled and categorized for better understanding.

4. EXECUTIVE SUMMARY

The report on member satisfaction was conducted on an annual basis to monitor and evaluate services and intervention of CCC, in accordance with CCC Bylaw, stated that members of CCC are entitled to provide comments or recommendations on activities and operations of CCC. The report was produced based on the data from the member satisfaction survey 2023 and four learning forum satisfaction surveys which were conducted from April to May 2024 with 160 total participants.

The results from the survey evaluated the services and interventions to its members in 2023. Significantly, CCC's members who participated in the survey were satisfied with the services and responses from CCC. Respectively from the survey, 78 percent of the respondents were satisfied with the services of CCC while 82 percent were satisfied with the responses from CCC. The satisfaction was also linked to the engagements from members with CCCs' activities finding indicated the majority of members participated in almost all CCC's events.

The engagement from member organizations with CCC's services and interventions showed the positive changes in member's organizational development as 97 percent of respondents who rated that their organizations have improved from little changes to more changes due to their engagements in the interventions or services from CCC. The main positive change reported by the respondent was the Understanding and compliance to the laws and regulations (e.g. Taxation law, LANGO, Labor law).

In terms of communication electronic mail is still the most preferred means of communication between members and CCC as it was rated by 97 percent of respondents, followed by Telegram (91%) as the second most preferred tool for online communications and the majority of members in the survey appreciated the effort of CCC in communications with members

Overall, the services and interventions from CCC received positive feedback from members that encouraged CCC to maintain the good quality of the existing services. There are still some areas that CCC should improve in membership work, particularly on strengthening member organizations to comply with the laws and regulations. That includes coordinating more workshops on LANGO and Taxation, as well as sharing the legal compliance processes and requirements with all members. All the comments and from members would be considered for the better responses and services from CCC.

5. KEY FINDINGS FROM THE SURVEY

Remarkably, there were in total **160 among 183 members organizations participating in the surveys** in 2024. It illustrates the high level of participation of members in the call from CCC. The descriptive key findings were categorized into five key areas, including the highlights of background information of the respondents, the perceived evaluation on membership, services, and interventions from CCC, the reported improvement or positive changes of member organizations resulted from the engagement with CCC, communications between CCC and members, and the comments and suggestions for improvement on services or interventions.

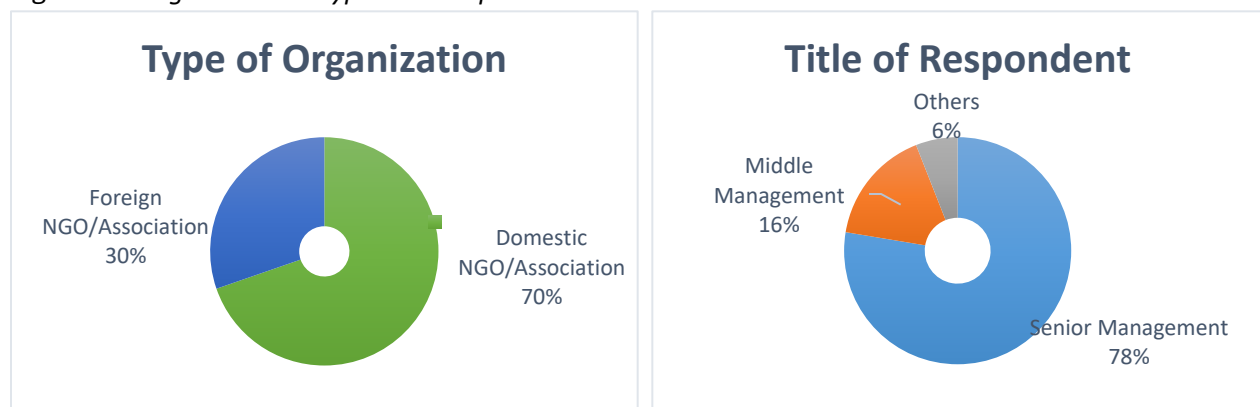
5.1. Background Information of the Respondents

The member satisfaction survey targeted the perception of CCC's members over its membership efforts; therefore, the background information such as types and sector of the organization and the respondent's title as well as years of working with the organization are an important point connecting to the other results of the survey.

Among the respondents who participated in the survey, 70 percent were from domestic non-governmental organizations (DNGOs), while 30 percent were from foreign non-governmental organizations (FNGOs). The result indicated that more DNGOs got engaged in CCC's interventions and would like to share their concerns and suggestions for CCC.

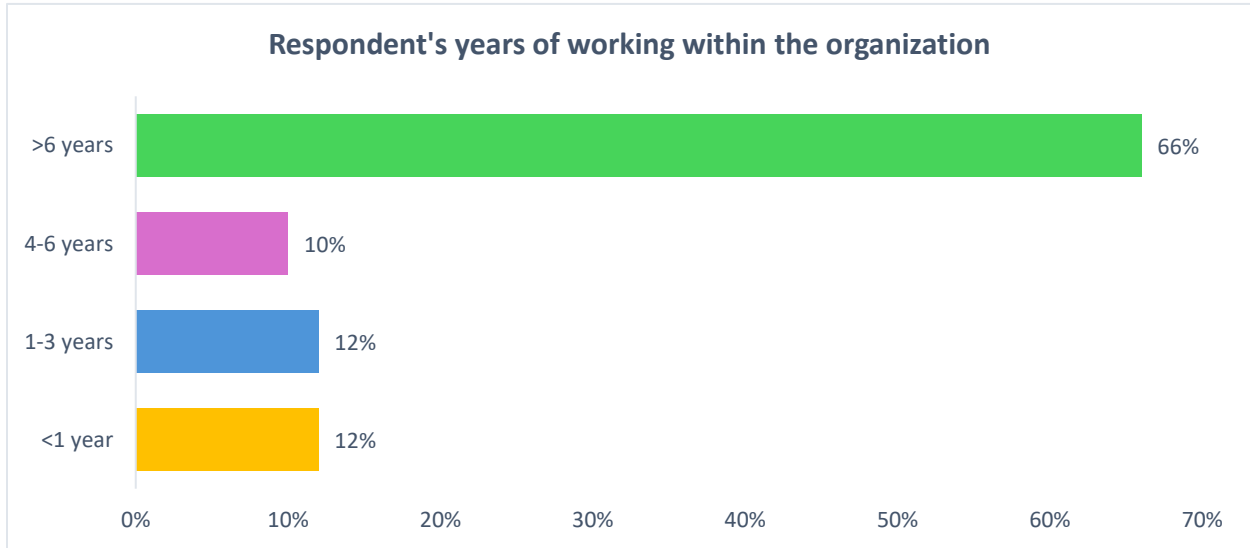
The title of the respondents and number of years they have worked for their respective organizations determine the level of involvement they have with CCC and how the credible and reliable data are in terms of representing their organization's reflection. The result indicates that 78 percent of the respondents were in the senior management who are the organizational leaders and functioning in key decision-making positions. Specifically, they are the directors or executive directors or country directors/country representatives, or acting directors and were listed as the main contact of members.

Figure 5.1 Organizational types and respondent's hierarchies



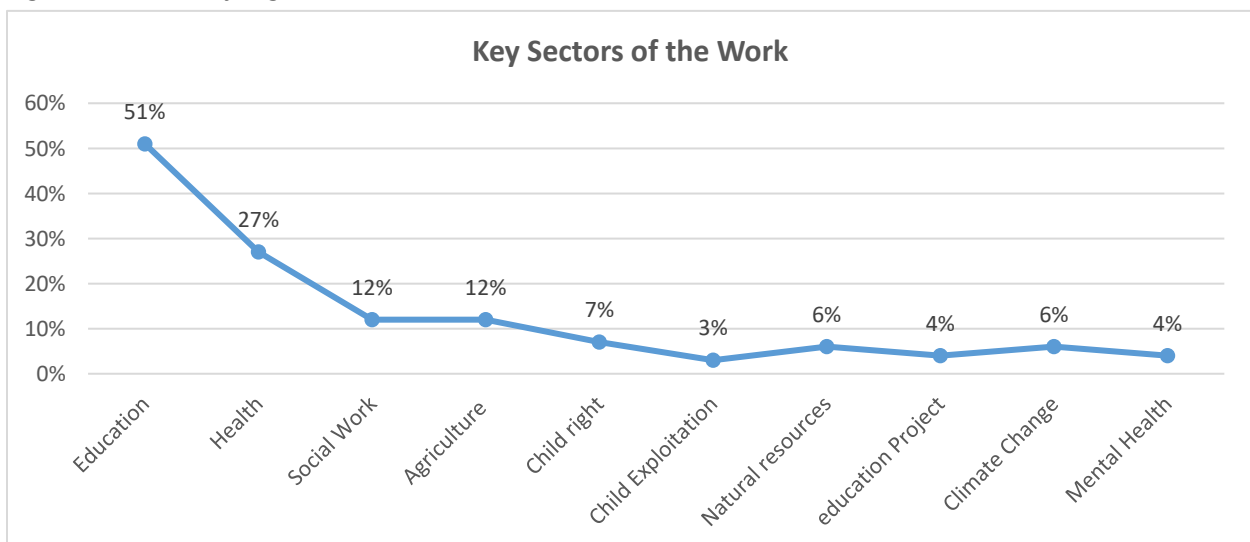
The information about the experience of the respondents working with the respective organization added credibility to the data for analysis. Most of them have stayed longer within the organization. 66 percent have worked with their organizations for more than six years, which indicated that they have been engaged with CCC with a great understanding of its services and interventions.

Figure 5.2 Respondent's number years of working



CCC has over 180 members, both DNGOs and FNGOs, whose sectors clustered in more than 30 fields, running dynamic programs and projects throughout Cambodia. Some of them focused on one particular sector, such as education, human rights, or health, while the others operated their programs with combined sectors, for instance gender and education. The respondents from the surveys are from members who work across sectors. Most of them work around Education (51%), followed by health (27%).

Figure 5.3 Sector of organizational work



5.2 Engagement and Evaluation on CCC's Services

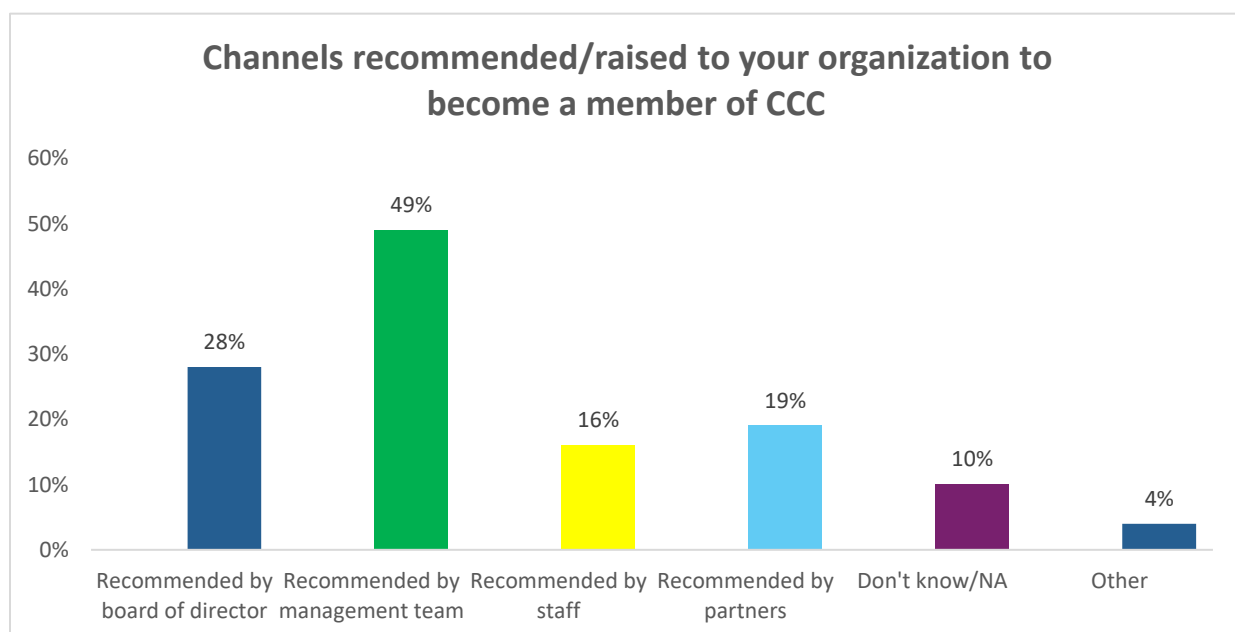
CCC is the largest membership organization in Cambodia. Through the membership, CCC commits to provide a range of benefits to members that decided to become our members. Furthermore, there were actors who recommended their respective organizations to become members of CCC and the foreseen factors that inspired CSOs to apply for CCC membership. In addition, CCC explored the level of satisfaction from members on engagement with CCC and evaluated the services which were provided, especially in 2023.

5.2.1. Channels recommended to become membership with CCC

Information about CCC's membership and how to become members is available through various communications products and channels. Visibility materials such as the leaflet of member benefits grid and procedure were mainly used as promotional materials to share information to CSOs not just only members but also non-members. Other online communications, such as emails, website, Facebook, and offline communications including field visits, events for members and non-members were widely utilized to spread the information.

The results from the survey show the different sources of actors who influenced to become a CCC member. They include the board of directors, management team, staff, partner organizations, and others. Among them, the management team played an important role in introducing their organization to become a member of CCC. According to the survey, 49 percent of the respondents reported that their organization became CCC's member through the recommendation from management team which is a group of top managers who manage the daily operations and strategic direction of the organization, and they could foresee the importance of being together as a network or membership platform, which would be beneficial to working with CCC.

Figure 5.4 Channels recommended for being CCC members



5.2.2. The factors that influenced the decision for being CCC’s membership

Besides the influence from the actors, the decision to become a member of CCC depends on the factors that members expected from membership with CCC. They include the services and interventions from CCC, networking, capacity building and information sharing. Before the members decided to join CCC, some had one or several reasons behind their decision. And from the survey there were seven categorized factors that influenced the CSO to become CCC’s members, including spirit of solidarity & strength of CSO sector, quality of services and interventions, knowledge management and information network, protection for CSO sector, opportunity for capacity building and learning, funding opportunities and other.

Among all the factors, ‘Spirit of solidarity & strength of CSO sector’ and ‘Opportunity for capacity building and learning’ are the most influencing factors on the decision members. According to the survey, they rated the same at 70 percent. This indicates that members joined with CCC because they believe that the membership would bring solidarity for the strong CSO community and that CCC could provide the capacity building to strengthen their organizations. The result also reflected the CCC’s mission to work in inclusive partnership for good governance, enabling environment and sustainability of civil society organization in Cambodia.

Figure 5.5 Organization’s decision to become CCC member



5.2.3 Members’ participation in CCC events

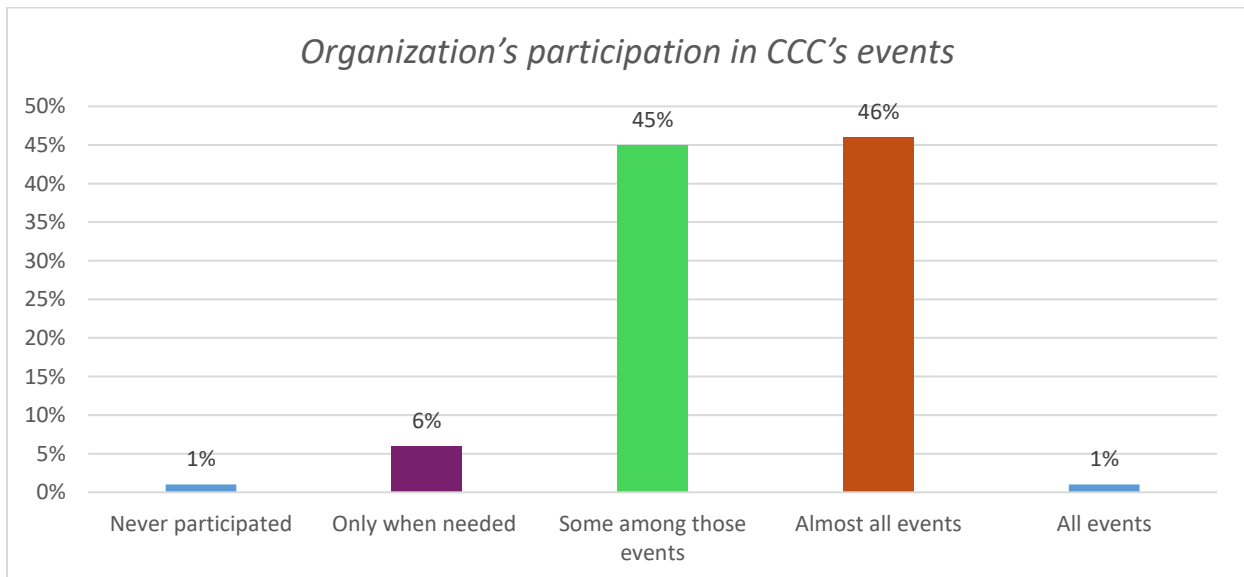
CCC held several diverse events for members to participate in and get engaged physically and online. Based on the annual report 2023, CCC hosted 345 Events with 11,274 (4,893 Women 2,116 Youths) participants. These included the networking events for CCC’s member only, such as

Annual General Meeting and Bi-Monthly meetings, workshops, and forums for both members and non-members. Most of the compulsory events were scheduled into the annual event calendar which was shared with all members in advance, and some were conducted as ad-hoc meetings upon the suggestions and situations, mostly in the form of consultations and workshops. In addition, CCC would send out the invitations through emails and Telegrams to respective focal persons to participate in the events. And the information of upcoming key events was posted on our website.

Based on CCC Bylaw all CCC’s members are entitled to participate in any or all events of CCC, except Executive Committee (EXCOM) meetings. However, the decision to join in any events of CCC was made by the members based on the availability of their representative and schedules of their works.

The result of the survey indicated CCC’s members were highly participatory in CCC’s events as the majority of the respondents (46%) reported that they had participated in almost all events and slightly followed by those (45%) who joined some of all events. This result significantly suggested CCC to continue playing roles in coordinating and organizing participatory events that benefit its members.

Figure 5.6. Organization’s participation in CCC’s events



5.2.4 Members Satisfaction

The members of CCC, as stated in CCC Bylaw, are entitled to raise issues, provide comments, and offer recommendations on all matters relevant to the activities and operation of the CCC. All the feedback was thoroughly considered by CCC management for better services and responses to members. In 2023, CCC provided several services and interventions which were classified in 14

groups, such as learning forums (HR, ICT, M&E and FM), trainings, events, legal supports, information sharing, and multi-stakeholders engagement.

In the survey, respondents who were the representatives from member organizations were asked to rate the satisfaction from not satisfied to very satisfied on the overall services and interventions of CCC in 2023 and the responses from CCC to the requests and inquiries from members through physical or online communications platforms.

The results from both evaluation areas indicated a parallel percentage on the level satisfaction, which the majority rate the positive satisfaction to CCC’s efforts with zero unsatisfaction on both services and responses. Respectively, 78 percent of the respondents were satisfied and very satisfied with the services of CCC when 82 percent were satisfied with the responses from CCC.

Figure 5.7. Overall Satisfaction

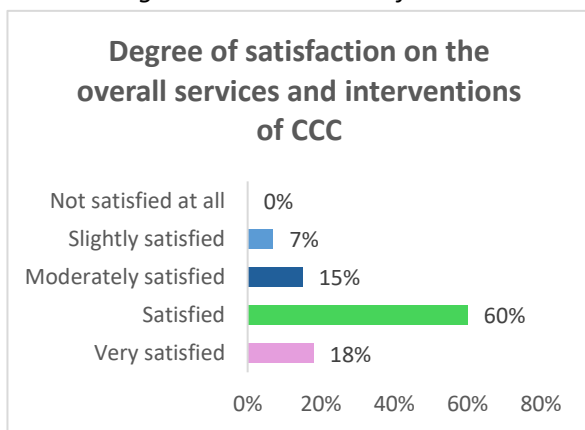
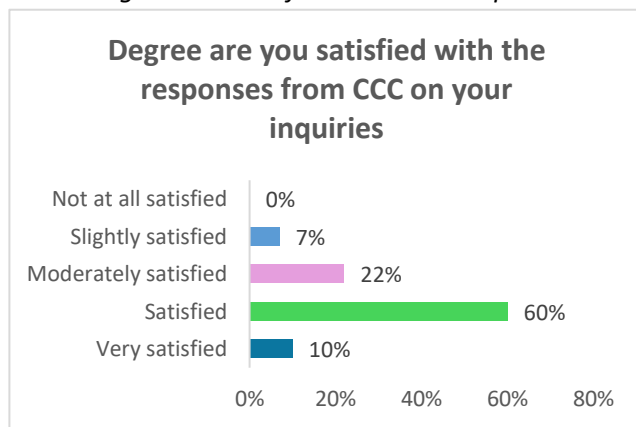
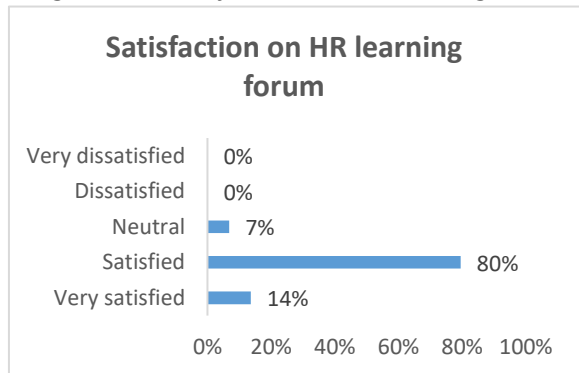


Figure 5.8. Satisfaction on the response



The overall satisfaction from members is consistent with the result of satisfaction from members on HR Learning Forum Survey, one of the four learning forum surveys, which was conducted to specifically evaluate the quality and quantity of the learning forum. Remarkably, 94 percent of the respondents were satisfied and very satisfied, while none reported dissatisfied with HR learning forums in 2023.

Figure 5.9. Satisfaction on HR Learning Forum



The result demonstrated that CCC had effectively delivered its services and provided efficient interventions to members in the right manners, and CCC’s membership was valued by members through their engagements through CCC’ events, joint efforts and advocacies on laws and regulations that concerned CSOs in Cambodia. And through the engagement of members brought positive changes. Based on the annual report 2023, CCC’s members were actively provided inputs

on the Taxation Law, Law on Accounting and Auditing, Law on Association and Non-Governmental Organization (LANGO).

5.2.5 The importance of CCC services and interventions

CCC provided numerous services and interventions to members, based on the strategic plan 2021-2023; most of them mainly benefit CCC members. At least fourteen interventions were planned and executed in 2023, including learning forums (HR, M&E, ICT, and FM), trainings (resource mobilization or local fundraising, video production, Do No Harm), the Holistic Institutional Development (HID), networking events (Annual General Meeting and Bi-Monthly Meetings), legal supports and guidance, publications, and information sharing. According to the CCC annual report 2023, members were actively engaged in various interventions, showing the significant level of involvements and the recognition on the importance of various efforts from CCC.

Therefore, members were asked to evaluate each categorized intervention to specifically rate the importance of each, which likely depended on the needs, interests and relevance to respective organizational development, programs operation and staff. The assessment was defined by the respondents rating on the importance of each intervention from level 1 (least important) to level 5 (most important).

Findings from the survey confirmed that all interventions by CCC in 2023 were rated important as the majority of the respondents scored each intervention from level 3 to level 5 of the importance. Remarkably among all services and interventions, the support on legal and guidance for members to comply with laws and government regulations (Taxation, LANGO, Accounting and Auditing, etc.) was evaluated as the most importance with 38.9 percent of the respondents rated it in the level 5 of the importance. The finding suggested that members had prioritized the support from CCC on the compliance with laws and regulations that concerned them and CCC should continue providing such services.

Table 5.1. Rating of CCC's services (percentage)

Rate of the importance of CCC services and interventions (1 to 5, 1 = Least important and 5 = Most important) <i>Number of respondents: 67</i>	1	2	3	4	5
	%				
1. M&E learning forum	0	4.5	35.8	37.3	22.4
2. ICT learning forum	1.5	4.5	47.8	37.3	9
3. Financial management learning forum	0	4.5	29.9	31.3	34.3
4. Human resource management learning forum	0	9	28.4	40.3	22.4
5. Training course on resource mobilization/local fund raising	1.5	9	34.3	26.9	28.4
6. Training course on video production	3	14.9	40.3	31.3	10.4
7. Training course on Do No Harm	1.5	11.9	41.8	32.8	11.9
8. Holistic Institutional Development (HID)	3	14.9	38.8	34.3	9
9. Annual General Meeting	1.5	7.5	26.9	41.8	22.4
10. Bi-monthly meetings	3	7.5	32.8	44.8	11.9

11. Legal support and guidance to comply with laws and government regulations (Taxation, LANGO, Accounting and Auditing, etc....)	1.5	4.5	23.9	31.3	38.9
12. Publication on research and guidelines (member satisfaction survey, Survey of salary and benefits of Cambodian CSO staff, Member profile handbook, practical guidelines, and so on)	3	4.5	29.9	43.3	19.4
13. General information sharing of CCC (grant opportunity information sharing, NGOs database, Email, CCC website, Facebook, Telegram ...)	1.5	7.5	19.4	44.8	26.9
14. Consultations and workshops with multi-stakeholders' engagement between government and CSOs for discussion and development of laws and policies.	1.5	6	19.4	47.8	25.4

5.3 Organizational Improvement

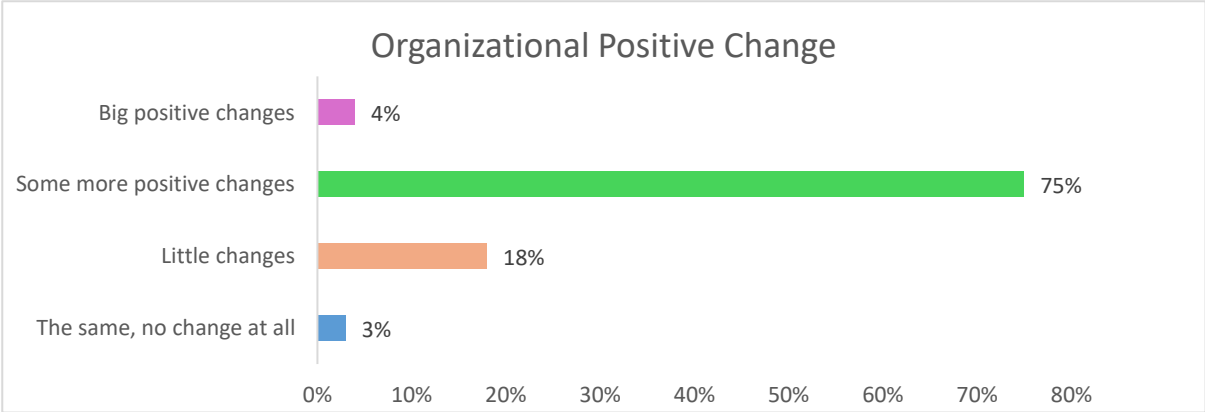
All services and intervention from CCC aimed at strengthening members in organizational development, improved capacity building for the staff, organizational sustainability and compliance to the laws and regulations. CCC’s members also expected positive changes for their organizations upon their engagements in the interventions from CCC.

There were proven records of impacts from the interventions of CCC to its members, such as more understanding on tax compliance and obligations and members discharged from the cash penalty for missed submission to Accounting and Auditing Regulator (ACAR), as stated in the annual report 2023, published by CCC.

To figure out more on the level of positive changes and specific changes to the members’ organization experienced from the interventions of CCC, members were asked to rate organizational improvement and the degree of changes to specific areas of change, such as human resource, financial management, M&E and reporting, information communications and technology, and understanding of compliance to laws and regulations.

On the organizational improvement or change, there was a remarkable finding of positive changes reported by members in the members satisfaction survey. It was accumulated as 97 percent of respondents who rated that their organizations have improved from little changes to more positive changes due to their engagements in the interventions or services from CCC.

Figure 5.10. Organizational improvement/changes



The finding on improvement in CCC’s members was parallel to the degree of satisfaction and the engagement of members in CCC’s events which could be concluded that members have seen positive changes through their engagement in CCC’s various services and interventions and they are satisfied with the efforts from CCC.

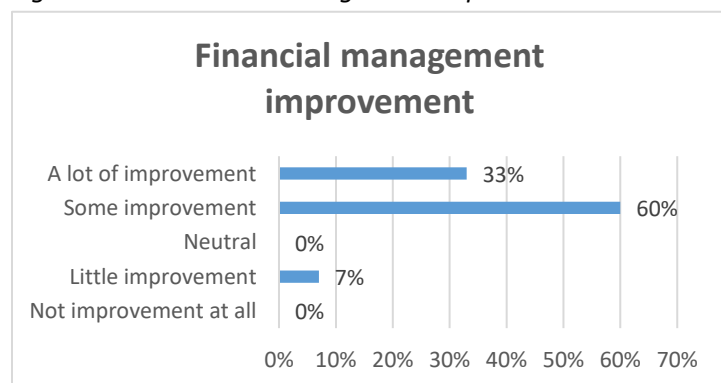
Furthermore, CCC’s members rated the degree of the positive changes in their organizations, ranging from 1 (No important change at all) to 5 (most significant change), in five specific areas and other variations, which were categorized as ‘Other’ in the survey. The results from the survey demonstrated a high level of change in the specific areas of organizational development including human resource, finance management, M&E and reporting, information communication technology which were rated in level 3 of significant change by the majority of respondents. resulting from interventions from CCC in 2023. In addition, understanding and compliance with the laws and regulations was in the level 4 of significant change as rated by 49.3 percent of the respondents in the survey.

Table 5.2. Level of important change on certain interventions from CCC (Percentage)

Degree of positive change (improvement) on specific areas (1 = No important change at all to 5 = Most significant change) Number of respondents: 67	1	2	3	4	5
	%				
Human Resource	3	13.4	43.3	37.3	3
Financial Management	4.5	7.5	41.8	35.8	10.4
M&E and Reporting	7.5	13.4	44.8	29.9	4.5
Information Communication and Technology	9	11.9	49.3	28.4	1.5
Understanding and compliance to the laws and regulations (e.g. Taxation law, LANGO, Labor law)	1.5	3	25.4	49.3	20.9
Other	10.7	6	55.2	25.4	3

The degree of positive change in specific areas reported by the respondents represented the impact of specific interventions from CCC on the organizational development of its members. Specifically, 41.8 percent of the respondents in the member satisfaction survey, scaled level 3 of positive change in finance management of their organizations which was equivalent to the finding in the finance management satisfaction survey from which 60 percent of the respondent rated that their organization having some improvement in financial management.

Figure 5.11. Financial management improvement



“After learning from CCC’s finance learning forum, we are able to make our organization to meet the requirement from Government and donors. Moreover, our team as well as I also gained more knowledge in the accounting and finance sector. So, we are capable to manage our finance management stronger.”

5.4 Communications between CCC and Member Organizations

Communications is the core part for the CCC membership. CCC has been utilizing various means of communication to communicate with members. The communication channels are used based on information type and roles of member focal persons. Common channels include email and Telegram groups, with phone calls used for follow-up.

For general announcements like recruitment or holiday closures, CCC used the "info's email group" to reach member organizations. More critical communications requiring attention from directors or country representatives were sent via the "member director's email group" while the less critical information intended for focal points is distributed through the "member focal person's email group". For specific information such as finance, ICT, HR and M&E, communication also occurred via email groups dedicated specifically to the groups. The CCC employed a similar structure for its Telegram channel, with a single group for "Executive Director/Country Representative and Focal Person". Member organizations can propose their focal point for inclusion in this group.

Even though CCC have been actively applied various means of communications for sharing to and getting information from members, existing channels of communications were evaluated by members on their preference to use for communications and open for suggestions on the other potential communications channels, which could be useful and safe.

Electronic Mail (Email) is still the most preferred means of communication between members and CCC as it was rated by 97 percent of respondents, followed by Telegram (91%) as the second most preferred tool for online communications.

Figure 5.12. Types of common communication Channels

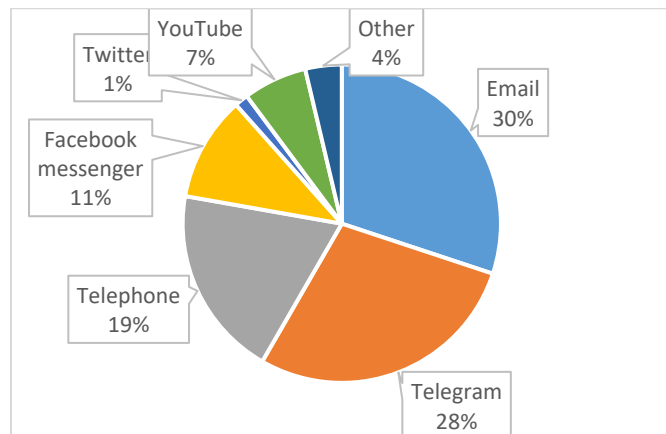


Figure 5.13. Some extracted comments

"Those are useful to use and receive the information. Email is the best and easy to find later."

"Fine with so far communication!"

"CCC should have the focal person with phone number of Telegram number as hotline number to provide one channel communication with members"

"CCC ought to use e-mail to members and Telephone because easy for members. if using telegram, a lot of documents difficult for me to searching it."

Information sharing and communication between CCC and member organizations is the key to achieving mutual understanding and membership cooperation. It is considered the vital element of work that CCC put high focus on. All comments and suggestions from members are always

welcome and used for the key factors to improve responses from CCC for better deliverables to individual CCC member.

In the member survey 2023, there were many comments that appreciated what CCC had been doing for members and encouraged CCC to keep up this good work with the status of communication protocol. However, certain suggestions were expressed on how CCC communicate with members, particularly email. The suggestion from members that CCC should send an email based on the level of the staff and their staff responsibilities and double check the message to members is engaging and have reached out or not. Another suggestion is that “CCC should have the focal person with phone number of Telegram number as hotline number to provide one channel communication with members.”

5.5 Open Comments and Suggestions

As stated in CCC Bylaw, members and Associates have the right to raise issues, provide comments, and offer recommendations on all matters relevant to the activities and operation of the CCC. And CCC looks in in-depth into what it can serve all members and play better roles as membership - based organization and as the resource hub for the CSO at the national level. Besides services and interventions which are already in place, CCC is open for constructive feedback from all members for better responses, and improved quality of the services and intervention.

A key element of the CCC survey involved two open-ended questions designed to gather member feedback. The first question focused on improving CCC's responsiveness to member needs, the quality and quantity of services offered, and strategic direction. This invited suggestions on what the CCC should prioritize or de-emphasize in its efforts. The second question specifically solicited ideas for new interventions or services that the CCC could implement. All comments and suggestions had been classified and quantified as the following, what CCC should continue to do, do more and do less.

What CCC should continue to do (N=3)

- Strengthen and maintain the quality of its services and be the representative of members at national and international level.
- Provide capacity building to CSOs, building network between CSO network at the provincial level with sub-national and national government, strengthening capacity of CSO Network at provincial level on project management, fund raising, good governance, democracy and laws and regulation and compliance.
- Regular information sharing to active members should be maintained.

What CCC should do more (N=12)

- Conduct more forums on taxation.
- Capacity Development should be renovated to another level.
- Provide special consultation for the member who needs it.

- Strengthen members capacity on HR related issues, organizational development, M&E, ICT and production video, fund raising and Guide member organizations to donors in seeking funding.
- Conduct resource Mobilization workshop.
- Support provincial NGO Network to organize public engagement dialogue.
- Local Fundraising Alumni group chat should be often active and joint action sometimes in applying this skill as part of coaching.
- CCC would be better observing the government laws that concern NGOs and general condition and other cases and share them all members to be compliance with legal framework of the government.
- Increase the effort to support DNGOs in preparation of the documents, resources to compliance with the laws and regulations of the government.
- CCC should provide services and interventions on human rights law.
- Better respond to the requests and questions from members
- Materials from each meeting should be shared to members.

What CCC should do less (N=2)

- Setting up the meeting with members that overlaps each other and cause the low participation.

5.6 Suggested new interventions and services from CCC

It is the commitment from CCC to members that the interests of members would be considered and integrated in the strategy such as Governance Hub Program (GHP) phase fourth (2021-2023). And from survey of member satisfaction, CCC's members had rated satisfied with CCC services and intervention. Therefore, in the comments section, several member organizations appreciated the services and interventions from CCC in 2023 and they encouraged CCC to continue to keep up these good works. However, there were some comments were extracted for future consideration as following:

- Build and provide access to provincial network on ICT course and laws/regulation compliance, financial report reparation for ACAR.
- Engage members to donors and initiate social enterprise support.
- Collective action event or Campaign with member to make influence on government policy or social awareness through social media or in-person platform. Such as waste management, tree planting, plastic reduction, injustice, etc.
- Meetings and training of CCC should be hybrid (online and offline).
- Safety Advocacy approach, Green Environment approach, Public Relation, and Social Entrepreneurship trainings

- Explore effective strategies to influence funders to increase the resource flow to support local initiatives through CSO and local NGO.
- More training or presentation related to LACMS & FWCMS System

6. CONCLUSIONS

The Cooperation Committee for Cambodia (CCC), a largest membership-based organization, is striving to contribute to enabling environment and sustainable development in Cambodia. Membership is the main focus of its operation in which several services and interventions were developed to benefit member organizations, including building network among members, capacity building and organizational development, compliance to the laws and regulations, and information sharing; all of these were designed to address the needs of member organizations.

The results from member satisfactions survey yielded positive feedback on CCC's services and interventions during 2023 as the data analysis revealed the high satisfaction on overall services. The interventions from CCC were valued as important for CCC's members and that inspired members to get actively engage, resulted in the positive changes in organizational development of CCC's members.

Communication between CCC and its members is the center of the membership. Results from the survey demonstrated that existing communication channels, such as email and Telegram, were preferred by members. Therefore, CCC would continue to use these platforms for communication with members. In addition, members suggested CCC enhance communications with fast response to the requests from members.

Therefore, CCC's interventions and services were on the right track, which were highly appreciated by members. There were suggestions from members on the areas that CCC should continue to work on, such as maintaining the quality of its services. CCC took all comments and suggestions into consideration for the improvement of its services and interventions that addressed specific needs of members. By considering these suggestions, the CCC can further enhance its effectiveness and amplify its positive impact on the Cambodian CSO sector, ultimately contributing to enabling environment, sustainable and democratic development in Cambodia.

Appendix 1: Questionnaire for the survey

Members Satisfaction Survey 2023

Dear respected member,

The member satisfaction survey is conducted with CCC members to (1) evaluate the quality and quantity of services delivered by CCC to members in 2023 and (2) identify and address the emerging needs of members for better services and responses to CCC members.

Please kindly spend about **15 minutes** to respond to the questions. The respondent should be senior management or middle senior management. All individual information and responses are **confidential** and used only for data analysis of this survey report.

GENERAL INFORMATION

1. Name of your organization *



Enter your answer

2. Type of your organization *

- Domestic NGO/Association
- Foreign NGO/Association

3. Major sector of your organization (education, health,...) *

Enter your answer

4. Title of the respondent *

- Senior management
- Middle management
- Other

5. Respondent's years of working within the organization: *

- <1
- 1-3
- 4-6
- >6

OVERALL EVALUATION ON MEMBERSHIP, SERVICES AND INTERVENTIONS

6. **What were channels recommended/raised to your organization to become a member of CCC?**
*(can be more than one answer) **

- Recommended by board of director
- Recommended by management team
- Recommended by staff
- Recommended by partners
- Don't know/N.A
- Other

7. **What factors influenced your organization's decision to become CCC member?**
*(can be more than one answer) **

- Spirit of solidarity and strengths of CSO sector
- Quality of services/intervention/products
- Knowledge management and information network
- Protection and support of CSO sector
- Opportunity for capacity building and learning
- Funding opportunities
- Other

8. **Indicate your degree of satisfaction on the overall services and interventions of CCC. ***

- Not satisfied at all
- Slightly satisfied
- Moderately satisfied
- Satisfied
- Very satisfied

9. What degree are you satisfied with the responses from CCC on your inquiries? *

- Not at all satisfied
- Slightly satisfied
- Moderately satisfied
- Satisfied
- Very satisfied

10. How often did your organization participate in CCC events (Annual General Meeting, Bi-monthly meetings, learning forums, consultations/workshops, etc.) *

- Never participated
- Only when needed
- Some among those events
- Almost all events
- All events

11. How do you rate the importance of the following CCC services and interventions? *

(Please rate 1 to 5, 1 = Least important and 5 = Most important) *

	1	2	3	4	5
M&E learning forum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ICT learning forum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial management learning forum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human resource management learning forum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training course on resource mobilization/local fund raising	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training course on video production	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training course on Do No Harm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holistic Institutional Development (HID)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Annual General Meeting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Bi-monthly meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legal support and guidance to comply with laws and government regulations (Taxation, LANGO, Accounting and Auditing etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Publication on researches and guidelines (member satisfaction survey, Survey of salary and benefits of Cambodian CSO staff, Member profile handbook, practical guidelines, and so on)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General information sharing of CCC (grant opportunity information sharing, NGOs database, Email, CCC website, Facebook, Telegram ...)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consultations and workshops with multi-stakeholders engagement between government and CSOs for discussion and development of law and policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

IMPROVEMENT AND CHANGES AFTER ENGAGING WITH CCC'S SERVICES AND INTERVENTIONS.

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

- The same, no change at all
- Little changes
- Some more positive changes
- Big positive changes

13. Please indicate degree of positive change (improvement) on specific areas within your organization. (1 = No important change at all, followed by 2,3,4, 5 = Most significant change) *

	1	2	3	4	5
Human Resource	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
M&E and Reporting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information Communication and Technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding and compliance to the laws and regulations (e.g. Taxation law, LANGO, Labor law, Accounting and Auditing...)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Please specify what positive changes have you made?

Enter your answer

UNDERSTANDING OF ONLINE COMMUNICATIONS AND THEIR CHALLENGES

15. Please select the five most used communications channels that you prefer for engagement with/through CCC.

*(can be more than one answer) **

Email

Telegram

Telephone

Facebook messenger

Twitter

YouTube

Other

16. **Comments and suggestions on communication channels for better communications with/through CCC**

Enter your answer

OTHER COMMENTS AND SUGGESTIONS FOR IMPROVEMENT ON CCC SERVICES AND INTERVENTIONS TO MEMBERS

17. **Comments or suggestions (e.g. for better responses to CCC members' needs, quality and quantity of services or interventions, or what CCC should do more or do less...)** *

Enter your answer

18. **Any new suggested interventions/services from CCC**

Enter your answer

About CCC

The Cooperation Committee for Cambodia (CCC) is a leading membership based organization for NGOs in Cambodia with 184 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

Strengthen civil society organizations (CSOs) by providing them with an improved enabling environment and democratic space.

Values

- Integrity
- Responsiveness
- Quality
- Cooperation
- Inclusiveness

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