

# Members Satisfaction Survey

# 2017

**Contents**

Abbreviations and Acronyms..... 3

Acknowledgement ..... 4

Foreword..... 5

Executive Summary..... 6

1. Introduction ..... 7

2. Objectives..... 7

3. Methodology..... 7

4. Findings ..... 8

**4.1. Respondent’s Profile.....8**

**4.2. CCC’s Services to its members .....10**

**4.3 Improvement of organization development.....15**

**4.4 Financial Sustainability .....16**

**4.5. Respondent’s comments on improvement CCC services .....20**

5. Conclusion and Recommendations..... 22

Appendix 1 Organizations need assistance for GPP Certification..... 24

Appendix 2 Organizations don’t apply for GPP certification ..... 24

Appendix 3 Organizations want to be partner in bidding for funding..... 25

Appendix 4 Organizations merge and join bidding together for sustainability..... 25

Appendix 5: Questionnaire for the survey..... 26

## **Abbreviations and Acronyms**

CCC	Cooperation Committee for Cambodia
CMD	Communication and Membership Development
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
GPP	Good Practices and Professionalism
ICT	Information Communication Technology
INGOs	International Non-Governmental Organizations
LANGO	Law on Association and Non-Governmental Organizations
LNGOs	Local Non-Governmental Organizations
MoU	Memorandum of Understanding
NSDP	National Strategic Development Plan
RBC	Responsible Business Conduct
SDG	Sustainable Development Goals
SMT	Senior Management Team

## **Acknowledgement**

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## **Foreword**

Member Satisfactory Survey 2016 is the 27 survey conducted among CCC members. The survey was commenced in late 2016 until early February 2017. We applied online survey with Google Form and the respondents are required to email back to the CCC. This is an opportunity for CCC members to reflect their feedback, comments, and the expression on the CCC's five important themes that are mainly addressed on CCC membership, services, improvement of organization development, the projection of financial sustainability and other comments/suggestions.

Given this opportunity, the findings of member's reflection and comments are attributed to the coordination efforts of all members to spotlight of solidarity and strengthen all kinds of support in order to navigate the democratic process, human rights, and sustainable development in Cambodia. In addition, the findings have been significantly reflected the important satisfaction of members towards the five themes given.

Meanwhile, the results of this survey could help CCC to improve better services for members. This report provides more useful inputs and outputs for CCC members to work effectively. Besides the understanding of CCC members, we also expect that all members will also catch up these key findings and used them in their daily work.

## **Executive Summary**

The Members Satisfaction Survey has significantly addressed valuable findings that enables CCC members, partners, and relevant stakeholders to a better response to their needs, challenges, and proposed for the concrete solutions. The trend of the survey shows that CCC services and role are crucially necessary elements for its members and Cambodian CSOs.

The findings have reflected with the most positively significant importance outputs, for instance, the members emphasized their satisfactory reflection (89%) in following with 84% of useful services as well as other necessary elements with satisfactory indications of high percentage proportions. However, there are several critically important reflections/comments that need to be improved, for instance, technical capacity on ICT (Information Communication and Technology), and conceptions of CSR (Corporate Social Responsibility) and RBC (Responsible Business Conduct). In addition, the relevant topics in relation to upgrading capacity building on fundraising proposal, sharing information, Law on Associations and Non-Governmental Organizations (LANGO) are the priority. To wrap up, the finding shows the possibility of a joint financial sustainability for the future.

## **1. Introduction**

The Cooperation Committee for Cambodia (CCC) plays its important functions as a membership organization for Civil Society Organizations (CSOs) in Cambodia. With its active 170 members including International Non-Governmental Organizations (INGOs) and Local NGOs (LNGOs), CCC still stands stronger with its performance on good governance, accountability, transparency and effectiveness of CSOs. To operate/coordinate across all sector at national and subnational levels, in which its mission not only pinpoint for development paradigm but also inject evidence-based advocacy in aiming at improving democratic process, human rights and sustainable development in Cambodia at large. Different services have been provided by CCC such as information sharing and networking, capacity development, resources opportunity, sharing of knowledge and experiences, and many other benefits and supporting.

In connection to get reflections from its members, CCC had been conducted annually to assess the Members Satisfaction Survey to explore the feedback from members of our entire work. This has been done to understand the needs of its diverse membership and ensure services are aligned with both member needs and the changing donor landscape in Cambodia, including the role of the private sector. CCC also offers an innovative approach to inspire and support members to collaborate and share responses to complex development issues.

This survey conducted at the organizational level in which the data was collected by the online survey questionnaire (Google Form). The designed questionnaires were sent to individual CCC member through the given contact address of high management level. The assigned staffs were also included by appointment on behalf of their organizations. In addition, CCC also followed up by email and/or phone call in order to be clarified of their responses.

All data was retrieved from the Google Form with accurate verification and checking for inconsistencies, misspellings, and other errors. The report will be presented in the five main categories as (i) CCC membership, (ii) CCC services (iii) improvement of organizational development (iv) financial sustainability and (v) summary comments.

## **2. Objectives**

The immediate objective is to assess CCC members on their satisfactory reflection services and seeking improvement on CCC in response to its members.

## **3. Methodology**

This survey was mainly focused on CCC's members in aiming at reflecting on their satisfactory expression about CCC's services and their organization's decisions to become CCC's member. The designed methodology is set into two steps (i) fulfilment into the Google Form through an online survey and (ii) data analysis process (spreadsheet data from the designed questionnaire in the Google Form) and Tag Crow (<http://tagcrowd.com/>) analysis. The Google Forms (see appendix 4) were sent to CCC's members to be filled in from December 2016 to earlier February 2017 among 160 active members that compose with International Non-Governmental Organizations (INGOs) and Local Non-Governmental Organizations (LNGOs).

The questionnaire mostly followed the 2015 survey form with the updated version and additional important inputs from the CCC Senior Management Team (SMT), and Communication and Membership Development Component (CMD) and other horizontal CCC components. There are five parts with 23 questions which prepared in the Google Form for online survey. This survey was conducted by requiring respondents to fill in the Google Form and emailing back to CCC.

## 4. Findings

### 4.1. Respondent's Profile

CCC conducted Google Form Survey with 160 active members which they are all CCC member organizations. Amongst all respondents, CCC received the filled forms from 93 respondents while several of them just only replied-thanks with noted but not have any further comments or suggestions for filling the given Google Form. There are few reasons in relation to certain difficulties of using Google Form (Post-reminder by calling/re-emailing). CCC tries to capture/reflect about their satisfactory expression in meaning to improve/strengthen its network membership.

The respondent's profile is categorized into four sub-themes, for instance (i) organization types, (ii) respondent's number of years working, (iii) CCC's membership, and (iv) respondent's hierarchy. The respondent's hierarchy is also classified into two levels- *Executive Level* and *Operational and Technical Level (O&T)*. The executive level is considered as the significant important level in terms of overall information as they are mostly involved in decision-making processes for their organizations. The executive level consists of those people who hold senior/high positions<sup>1</sup> in their organizations. Whilst the *Operational and Technical level (O&T)* is supposed those who hold junior positions and engaging with the operation and technical terms rather than management or decision-making processes.

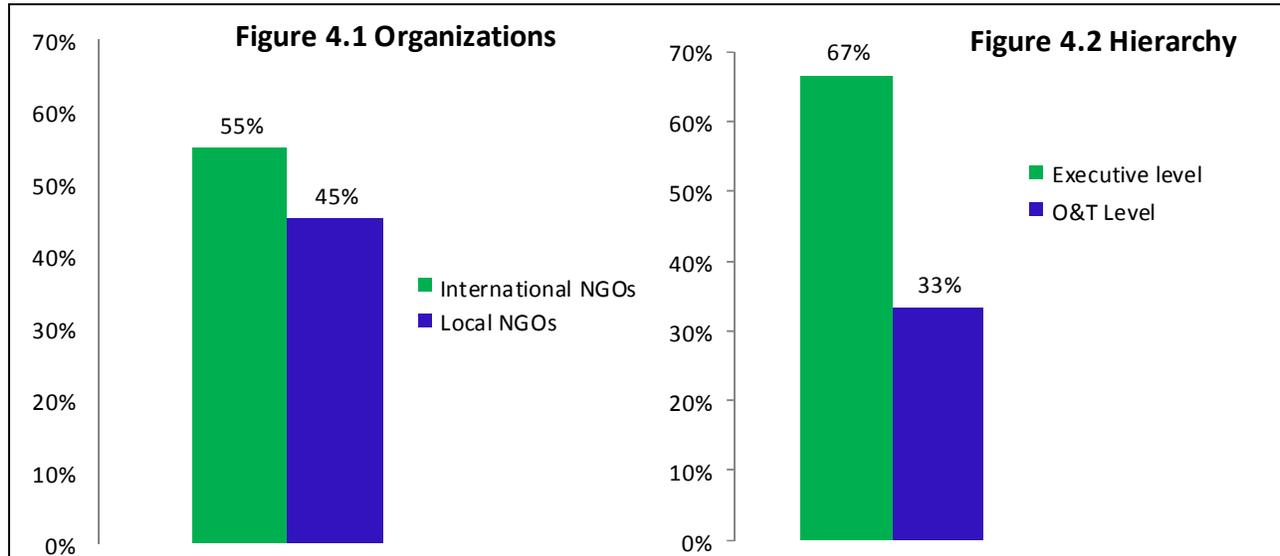
A number of the percentage of International Non-Governmental Organizations (INGOs) and Local NGOs (LNGOs) are a similar proportion of the respondents (Figure 4.1) and the number of membership organizations a bit higher for INGOs. In addition, respondents who come from INGOs (56%) and LNGOs (44%) were observed at the executive level. A number of respondents who come from LNGOs of each level are lower percentage if compared to INGOs where stand for a leading percentage for both executive and O&T levels (Table 4.1).

Generally, it is indicated that percentage of *executive's* respondents (67%) is double dominant if compared to O&T respondents (Figure 4.2). Furthermore, it is considered that respondents who are at the executive level may provide more credible importance information in relation to overall aspects about their satisfactory expression and they also reflected to CCC's membership in terms of strong solidarity, capacity building and financial sustainability while O&T respondents addressed about their practical challenges, for instance, capacity building and sharing information. These reflections may alert both CCC and its members on how to improve

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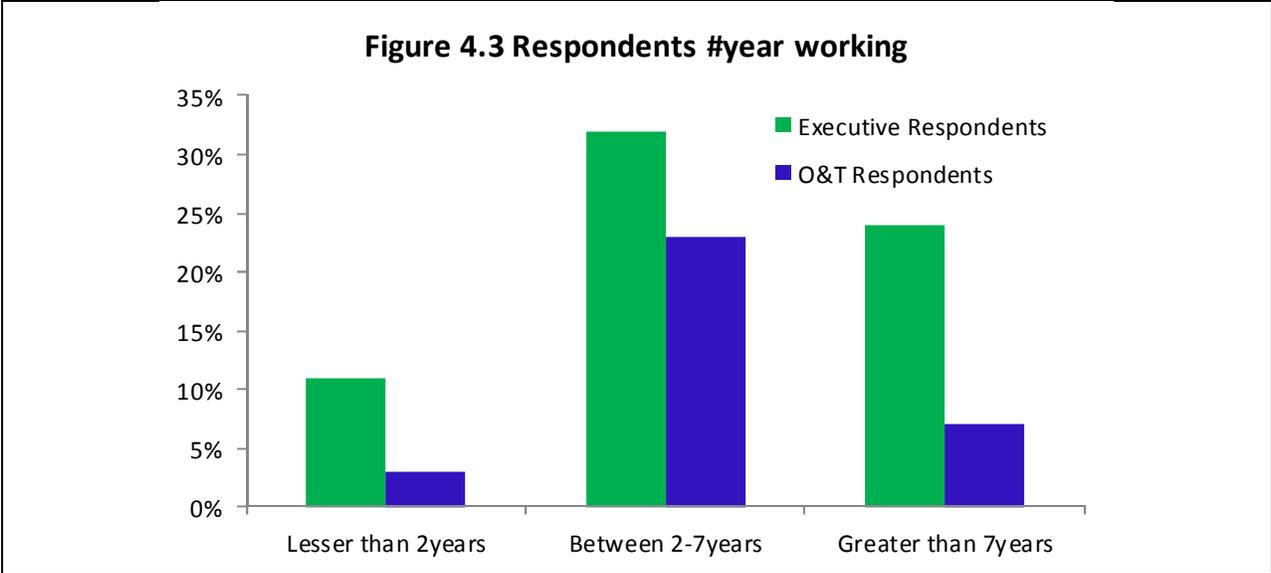
<sup>1</sup> Executive Lever consists of *Executive Directors, Country Directors, Country Representatives, and/or Admin & HR Managers as well as other people who are at the Senior Management Level of their organizations.*

work together for strengthening democracy, human right and contribution to Cambodian development.



From data analysis process observed that *executive* respondents (11%) out of 14% of the total respondents who have worked lesser than two years. Meanwhile, 32% out of 55% of the *executive* respondents who have worked in between 2-7years and the rest are O&T respondents (23%). It is similar for *executive* respondents who have worked greater than 7-year indicated about 24% versus 7% of the O&T respondents (*Figure 4.3*). This indicates the high background to associate with their organizations and has more opportunity to engage with CCC services. In other words, the executive level is dominant with the diverse cross-cutting reflection of a number of the year working as CCC's membership.

In general, it is indicated that *executive* respondents are leading percentage in terms of a number of year working categories and this means that *executive* respondents represented dominantly in reflection to information sharing and their satisfactory expression.



**Table 4.1 Respondent’s profile is at a glance**

Items	Organization Types	Executive Level	O&T Level	Respondents (n=93)	
				Executive	O&T
International NGOs	55%	56%	52%	67%	33%
Local NGOs	45%	44%	48%		

As aforementioned, the *executive* level consists of those who hold high/senior positions and/or senior management level of their organizations. The *O&T* level is supposed those who hold junior positions and engaging with the operation and technical terms rather than management or decision-making processes. *Table 4.2* shows the sort of the respondent’s positions in according to the classified hierarchies. The *executive* level consists of 16 entitlements while *O&T* level is entitled of 17 varieties which range from specialists down to ordinary staffs such as finance assistant, IT assistant, M&E Officer and/or project staff and so.

**4.2. CCC’s Services to its members**

CCC is also interesting to be expressed about membership approval process from its members. Application for CCC’s membership is required two months to be completed before getting approval from CCC Executive Committee. However, getting involved in the process of such application has some difficulties from one organization to another. Practically, it is noted that LNGOs face little of some difficulties to fulfil into the complex application but most INGOs do. Certain organizations have not sufficient the required documents and CCC needs to be fulfilled into the CCC’s requirement. It is noted that INGOs may take longer to have their fulfilment because they are required to get acceptance from their overseas headquarters of certain papers, for instance, letter of approval from overseas headquarter to certify as non-profit organizations. In addition, INGOs are also required to attach a paper or memorandum of understanding (MoU) where they have registered in Cambodia either at Ministry of Interior or Ministry of Foreign Affairs and International Cooperation.

**Table 4.2 Respondent's position by sort and categories**

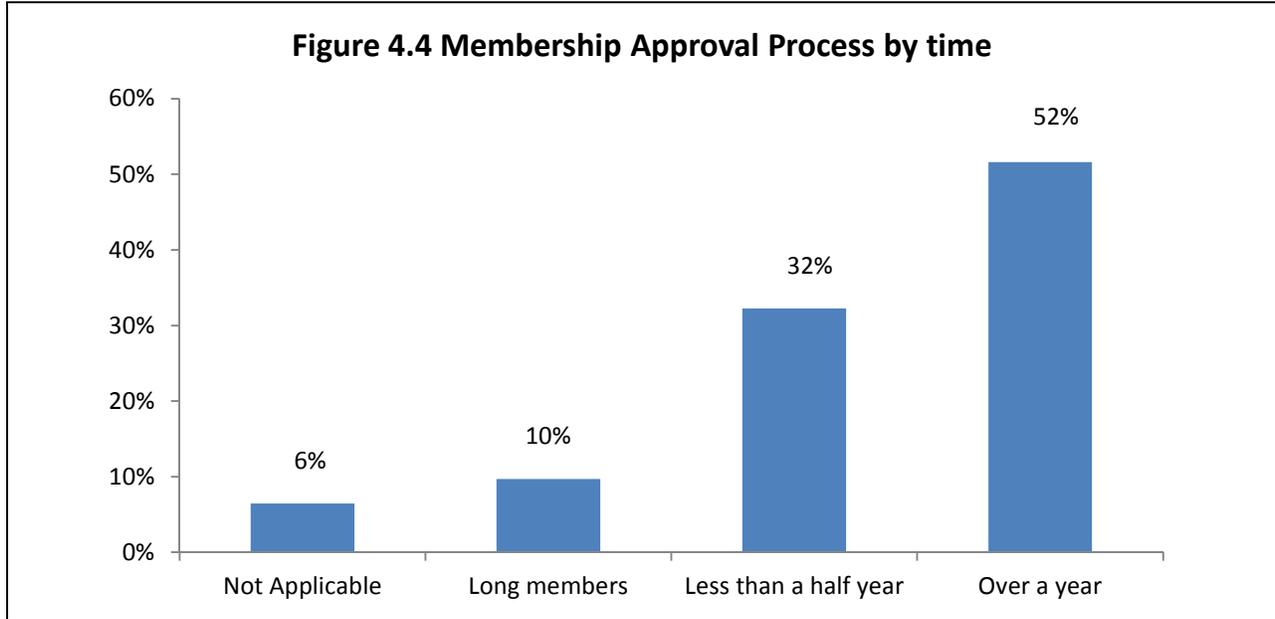
No	Executive Level	Operational & Technical Level
1	Executive Director	Membership Development Specialist
2	Country Director	Accountant/Financer
3	Country Representative	Assistant Manager
4	Country Manager	Admin Officer/Project Staff
5	Country Operation Manager	Liaison Program Manager
6	Managing Director	Finance Monitoring Officer
7	Director	HR & Admin Officer
8	Deputy Director	Finance and Admin Manager
9	Founder and Executive Director	M&E Coordinator/Officer
10	Finance, Admin and HR Manager	IT Coordinator/ IT Assistant
11	HR Director/Manager	Public Relation Officer
12	Head Office Manager	Business Support Services
13	National Director	Office Manager
14	Organizational Development Manager	Project/Program Coordinator
15	Senior Finance Manager	National General Secretary
16	Senior Coalition Manager	Finance Assistant
17		Finance Monitoring Officer

*Figure 4.4* indicated some critically important consideration on how to make fulfilment approval process fast and less complex or because of it is not given sufficient time availability or assistance gap from CCC. It is quite surprising that majority of respondents emphasized about their time spending/consumption as long period of time for a year or over a year to become CCC's membership and this represented the majority percentage (52%). Other respondents (32%) said they spent more or less a half year to be accepted as CCC's membership. For long member (10%) represented for those organizations that have completed/done their membership for a long time ago and they have become CCC's memberships, for three years or five years. In reflection, CCC itself should be, by this result, improving its application requirement in according to bylaw and/or law-related in order to make application simple and easier to be applied. In connection with what factors that influence organization's decision of the respondents, are observed in *Figure 4.5* below. There are five significant factors that require respondents to address about reflection on their decision to become CCC's membership.

Indication in *Figure 4.5* shows a number of choices of five topics<sup>2</sup> in relation to CCC's membership. It is noted that, among those topics, two topics (i) *knowledge and information network* and (ii) *sense of solidarity and strengths of the sector* are standing for the majority choices.

<sup>2</sup> Five factors consist of (i) Sense of solidarity and strengths (ii) quality of products/services, (iii) knowledge and information network (iv) promotion and protection CSOs and (v) opportunity for capacity building and learning.

Furthermore, there is an additional topic, advocacy that is considered as one complementary topic to become CCC's membership as the respondent's choice referred.



**Table 4.3 Respondent organization's decision to become CCC's member**

No	Influential factors related to respondents organization's decision	Percentage (n=93)
1	Sense of solidarity and strengths	87%
2	Quality of products/services	34%
3	Knowledge and information network	88%
4	Promotion and protection of CSOs	60%
5	Opportunity for capacity building and learning	74%

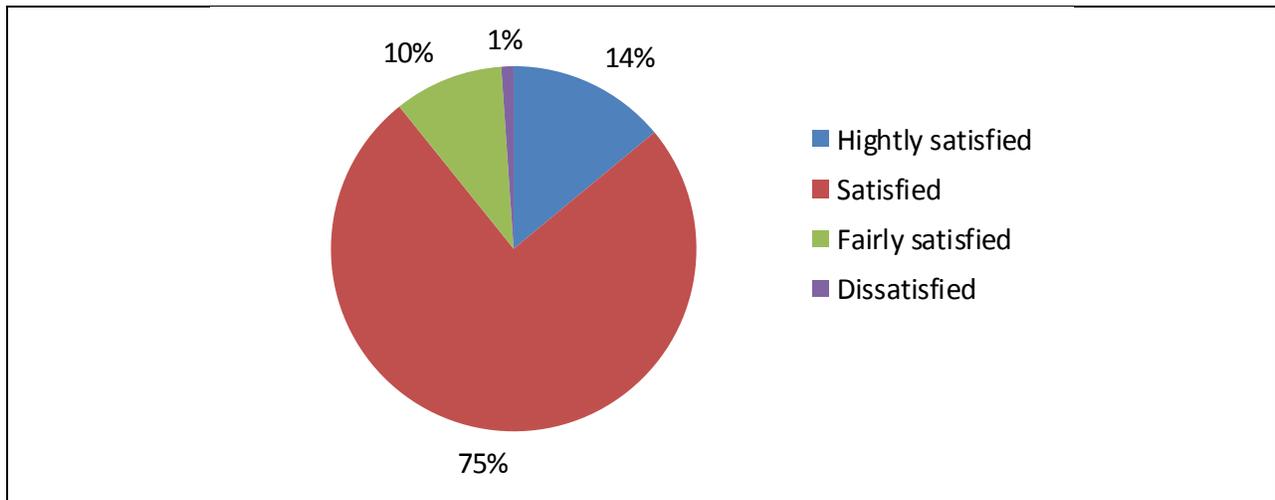
However, it is also noted that one of the given five topics, "Quality of product/services, (34%)" were emphasized at the lower impression of those topics. In other words, CCC's products and services should be improved not only quality and effective service delivery but also simplify membership application form. Table 4.3 indicated by the respondent's choices.

**Figure 4.5 Respondent’s decision perspectives for CCC’s membership**



What degree do respondents express their satisfaction in relation to CCC’s services? Data analysis indicated that the total aggregation of respondent’s expression on “*highly satisfied*” and “*satisfied*”, represented 89% of their satisfactory expressions. Meanwhile, there is minority percentage of respondent’s fairly satisfaction and this should be appreciated and CCC should take into account for further improvement by upgrading member’s capacity in response to their further reflection.

**Figure 4.6 Respondent’s satisfactory expression**



What are the most useful CCC’s services that respondents range their grades? There are 11 given criteria in relation to CCC’s services from members. Majority respondents graded their choices which are significantly important indications in terms of knowledge and information sharing and this is also seen as a positive symbol of CSO solidarity and strengths as it already emphasized in *Table 4.3*.

**Table 4.4 Respondent's selected criteria on CCC's services**

Themes	VeryImportant	Important	Neutral	Unimportant
M&E-Learning Forum	44%	47%	9%	0%
ICT-Learning Forum	29%	46%	25%	0%
HRM-Learning Forum	44%	46%	10%	0%
Finance Manament-Leaning Forum	48%	35%	16%	0%
Digital Mobil-Data Collection (M&E App)	20%	46%	29%	4%
Bi-Monthly Meeting-AGM	20%	55%	24%	1%
Training Advocacy-Leadership	31%	45%	24%	0%
TrainingGovernanProfession Accountability-GPA	40%	45%	14%	1%
Online-NGO-Database	22%	60%	18%	0%
INFO-Sharing(Website/FB/Email,Twitter,SMS)	32%	54%	14%	0%
Sharing Grant/Fund-Information	47%	40%	12%	1%

Table 4.4 and Table 4.5 alike, respondents gave their thoughts in relation to the suggested criteria with a high impression of all items. According to data analysis process, it is indicated that total aggregation of all respondent's thoughts on their ranges/grades of "Very important and important" represented 84% of all new CCC's services items. In other words, CCC itself should build and/or strengthen its capability as key resources in equipping to its member. The respondents also indicated their choices on the given items as "Neutral" and these can be understood that the respondents may hesitate to select as they neither understand nor satisfy to the given criteria of CCC's services. However, it is suggested to draw certain attention in meaning to reflect their satisfactory remarks.

In a separate reflection, CCC required its members to draw their attention on important single question in relation to *GPP Certification*, it is also noted that 58% of respondents expressed their need from CCC GPP team to help and it is considered as critically important remark as they may concern on how *GPP Certification* could be applied and accepted in according to GPP's requirement criteria (see appendix 1). However, percentage proportion of the respondents (42%) gave their answers with no need assistance in applying for *GPP Certification*. This means that they are able to fulfil GPP's requirement criteria after they received coaching and mentoring from GPP team. In addition, most of them don't want to apply *GPP Certification* at all. It is also observed that 32% out of the total respondents, they neither apply nor need assistance from CCC GPP team (see appendix 2).

Besides, asked how often the respondent's organization participated in the CCC's events, it is also observed that 49% of the respondents attended in almost all events whilst another similar proportion of the respondents (41%) participated in few events. In addition, 10% of respondents said they attended in when needed. This means the total aggregation of respondents who didn't attend for almost all events, indicated as a similar proportion (51%) versus 49% of respondents who often attend in almost all CCC's events.

**Table 4.5 Respondent’s ranging on initiatives CCC’s Services**

Themes	VeryImportant	Important	Neutral	Unimportant
Resource Mobilization	39%	51%	10%	1%
CSO Foundation	38%	45%	17%	0%
Understanding CSR & RBC	26%	47%	24%	3%
Business & HR, the related International Mechanism (e.g., UN Guiding Principles on BHR, OECD, Guidelines for Multinational Enterprises)	25%	53%	23%	0%
Effective Engagement in Multistakeholders Initiatives (Government, CSO, Private Sector Platform)	34%	54%	12%	0%
Effective Engagement with Private Sector as a development actor	39%	52%	10%	0%
Understanding tax requirements	35%	49%	15%	0%
Legal Representation (e.g., if ARRESTED)	32%	53%	14%	1%
Legal Support & Guidance to comply with laws (e.g., tax laws, NGO Registration, Applying labour law etc)	41%	47%	12%	0%

### 4.3 Improvement of organization development

It is not different remarks that most respondents gave their thoughts of choices on positive changes of organization development, as a total aggregation of the degree remarks of “*very important and important*” had reflection a large percentage proportion (74%) in general. Remarkably, it is also observed from data analysis, the respondents addressed their understanding on organization improvement after becoming CCC’s membership, represented 80%, that they said “*Yes*” whereas the rest (20%) indicated “*No and others*”. In addition *Figure 4.7 or Table 4.6* may provide more detailed individual items in relation to the given criteria.

**Table 4.6 Respondent’s indication on positive changes of organization development**

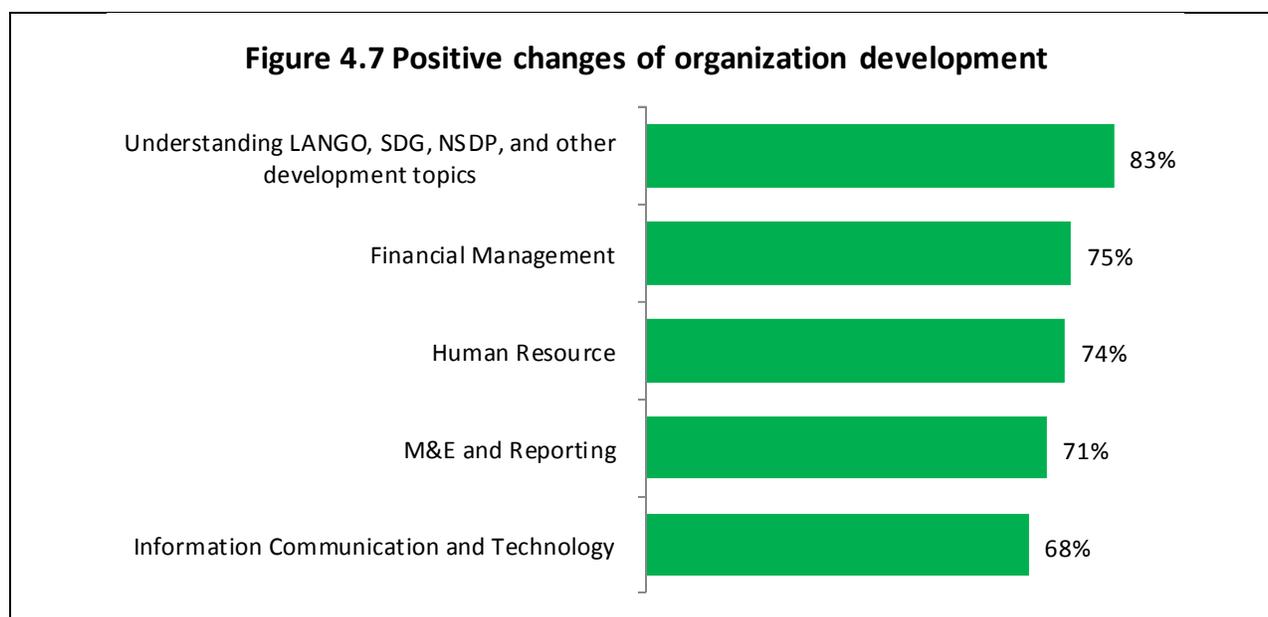
Themes	Very Important	Important	Neutral	Unimportant
Human Resource	27%	47%	25%	1%
Financial Management	38%	38%	24%	1%
M&E and Reporting	27%	44%	28%	1%
Information Communication and Technology (ICT)	24%	44%	29%	3%
Understanding LANGO, SDG, NSDP, and other development topics	33%	49%	17%	0%

In regarding to the respondent’s thoughts on the degree of positive changes in organization development, most of them emphasized on “*Understanding LANGO, SDG, NSDP and other development topics*”(83%) and following with “*financial management*” (75%) where they chose as the most important choices among each given five important choices on positive changes in their organization development. These mean that most respondents are interested in positive changes of organization development has resulted from their attention on grading the given criteria which already emphasized. In addition, if compared among the given five items (*Figure*

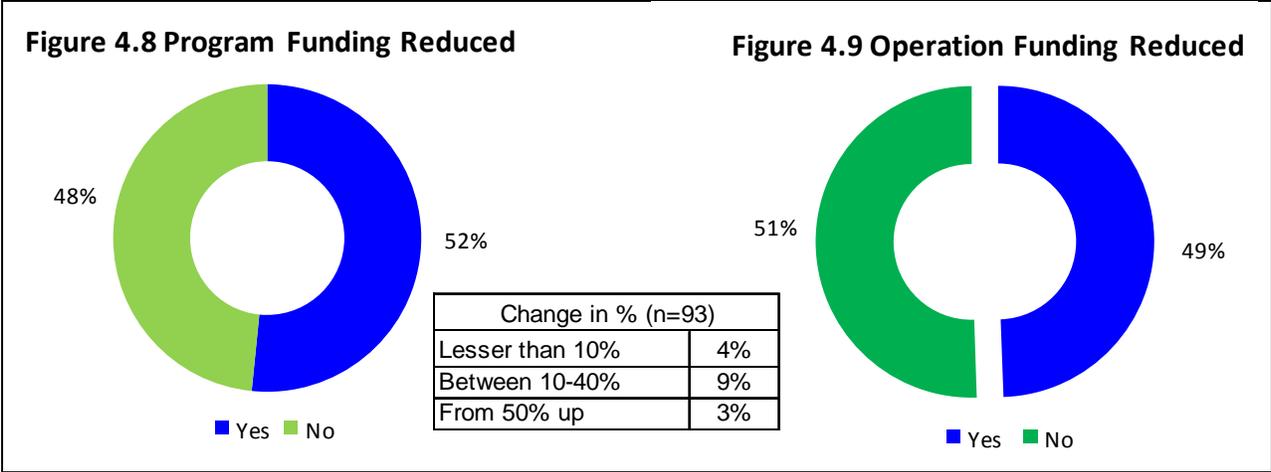
4.7) it is noted that ICT (*Information Communication and Technology*) stands for the lowest choice or least priority. However, a recent survey on “*Member Insights, 2017* ” which conducted by CCC and Development Innovation has revealed that CSOs should seek support to improve their technical capacity in aiming at making greater effort to leverage their work to communicate the impact of their work to the public. Therefore, in this reflection to the respondent’s least choice on ICT is real as it is revealed of consistent findings from both studies. Ideally, CCC should improve the pre-existing ICT mechanism and draw this opportunity from its members by equipping them with new technical capacity through CCC new technological training courses.

#### 4.4 Financial Sustainability

In response to the questions on reducing fund for program implementation (Figure 4.8) and operation implementation (Figure 4.9), the respondents indicated similar proportion about their notion on program/operation fund reduction through the Yes/No question. In addition, 16% of respondents also illuminated certain changes in percentage for both *Figure 4.8* and *Figure 4.9*. Those respondents categorized their fund reduction into three items (i) 4% of respondents said their fund reduction less than 10%, (ii) 9% of respondents said their fund reduction is between 10-40% and (iii) other respondents (3%), said that their fund reduction is from 50% and up.



When asked respondents on their suggestion on sustainable financial management, then they came up with varieties of their thoughts (*Figure 4.10*) and those ideas are classified into groups and also ranged in four colour spectra, *Green, Blue, Grey and Red*. The *Greenish* is assumed as tenable suggestion whilst *Reddish* is assumed as infeasible or no longer run and some respondents transformed their performance to become profit organizations. The blue colour can be somehow feasible/possible suggestion at the certain duration and the *Greyish* is considered as an inevitably defunct organization or they can run in limited budget availability.



Majority of respondents emphasized their thought on "Share fund information" and this may reflect that they are able to draw opportunity to get fund from funding partner. "Knowledge of fundraising" is considered as significant item too. In addition, several respondents addressed their confidence on "CCC Guidance fundraising" as ones of key mechanisms as CCC is able to stand firmly for more than two decades. However, another several respondent also expressed their thoughts on "Corporate Social Responsibility" but it is currently infeasible channel. Certain respondents addressed on "Generating income" and this is considered as possible financial sustainability but no longer play their role as non-profit organizations. Some respondents expressed "No comment and N/A" and this can be foreseen to have no way to escape from upcoming financial unsustainability.

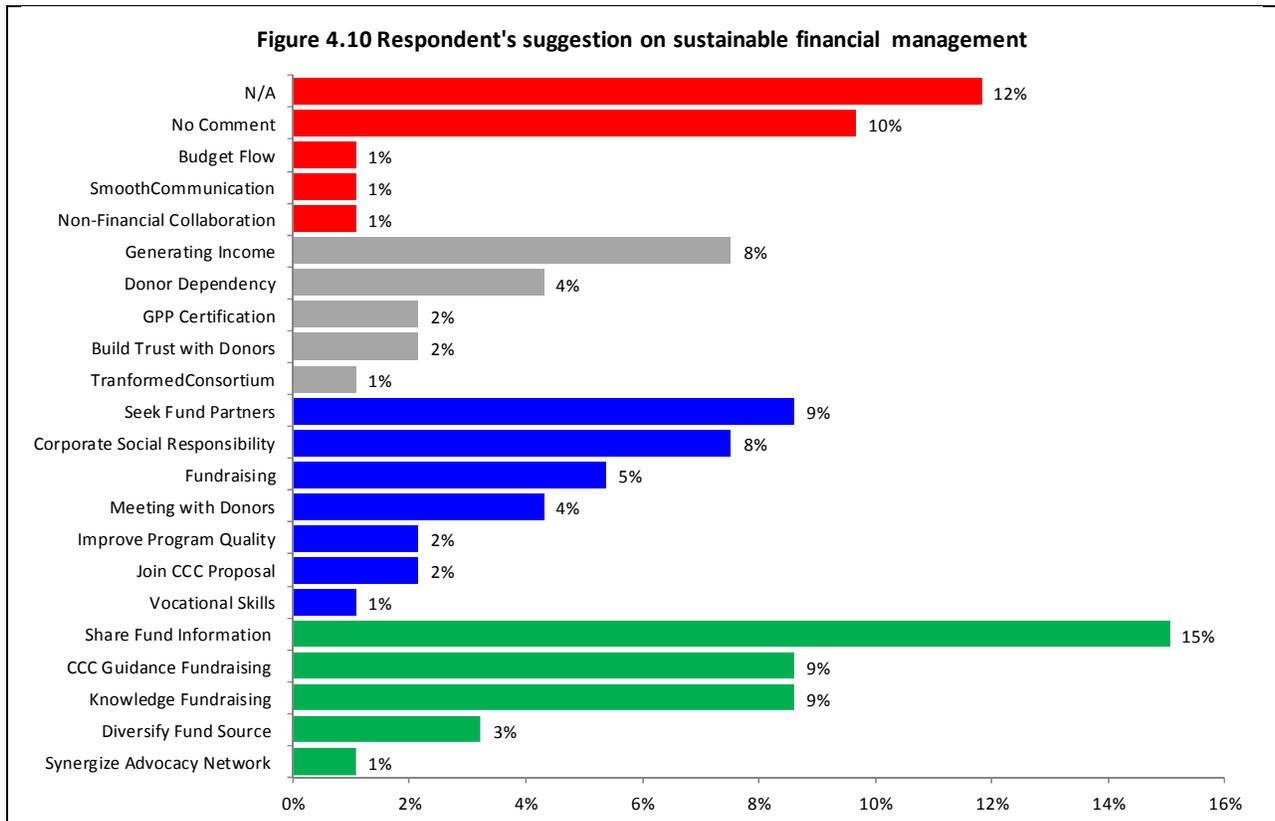
Besides, 70% of respondents emphasized to be partners with other CSOs to put in a joint bidding for funding. This is considered as positive signal of their efforts to share common missions and goals together and CCC should draw attention to those organizations to be worked out together in a joint bid for funding in aiming at achieving the shared goals among the relevant sectors, for instance, health sector and/or advocacy sector etc., (Table 4.7). It is also observed that organizations that are willing to be a partner for a joint bid for funding, they should work for fundraising together (Appendix 3). Meanwhile, CCC should play a role to mobilize those organization to have a discussion about fundraising preparations.

Another 27% of respondents also addressed their emergence with other organizations if assisted in financial sustainability. However, only 23 organizations reflected their consistent vision for both questions (Table 4.7) is aiming at securing financial sustainability. See Appendix 4 for those organizations which are willing to merge with other CSOs, and reduce staff number and willing to be a partner with other organizations in a joint bid for funding. This is also an opportunity for those organizations to have a common strategy, mission, as all in one or one for all under one organization together.

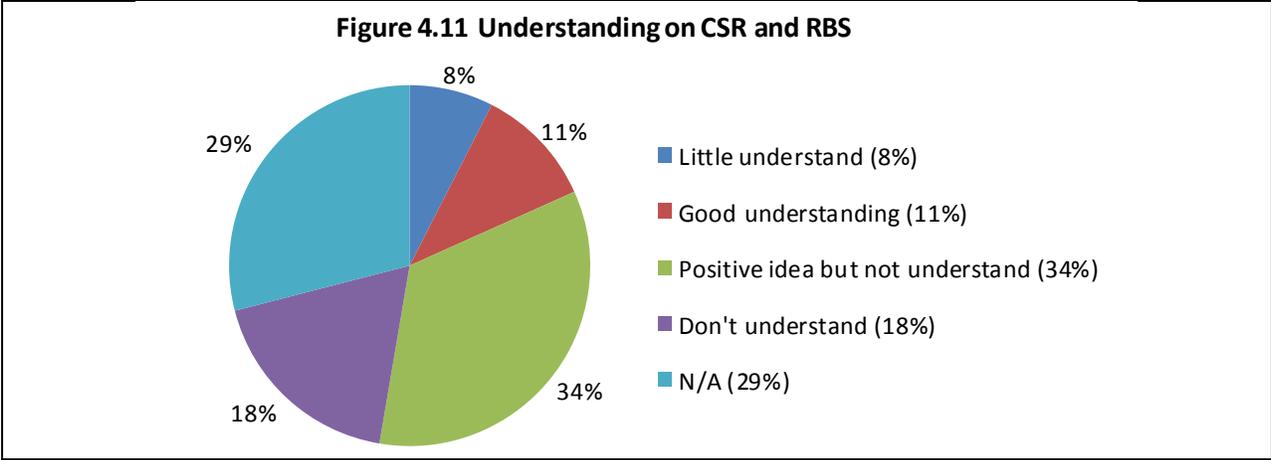
**Table 4.7 Finance related question**

Finance related question	Yes	No
Would your organization be a partner with other CSO in a joint bid for the fund?	70%	30%
Would you be prepared to merge with another organization, and reduce staff numbers, if it assisted in financial security for the program?	27%	73%

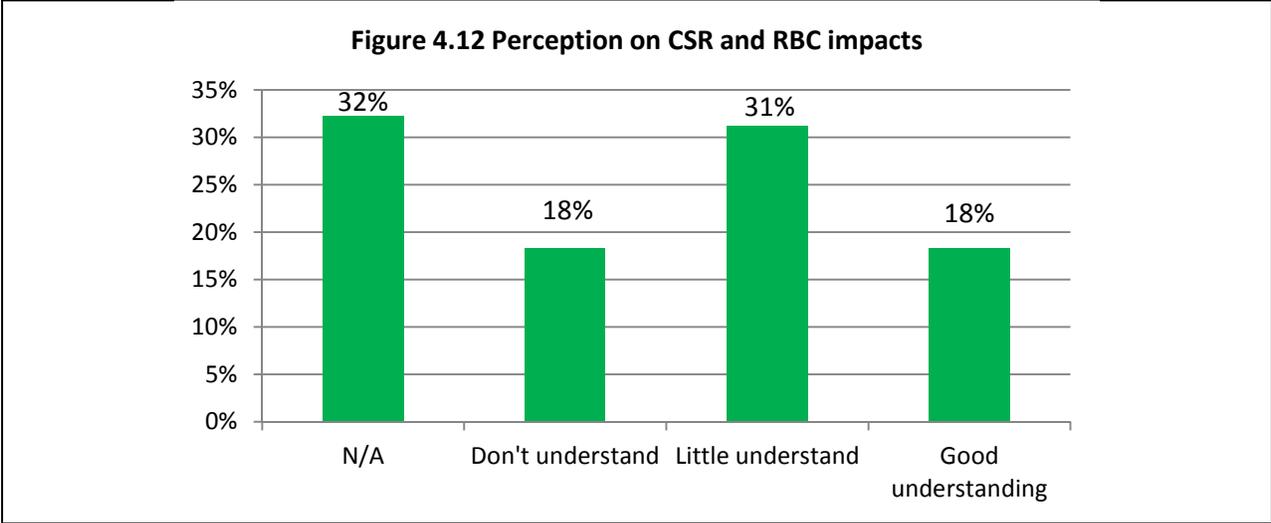
Regarding to what degree that respondents understand on corporate social responsibility (CSR) and responsible business conduct (RBC), indicated that majority of respondents lack their understanding in general, if aggregated three series<sup>3</sup>, they represented large percentage proportion (81%) whereas only small number of 11% of the respondents are able to understand and the rest percentage represented 8% of the respondents who have little understand. Ideally, it is an opportunity for CCC to build up its members to get understanding more broadly on CSR and RBC. In other words, it is also assistance gap from CCC to its members, and it could be partly recommended to upgrade its capability (*Figure 4.11*).



<sup>3</sup> Combination of "N/A" (29%) plus with "Don't understand" (18%) and with "Positive idea but don't understand" (34%).

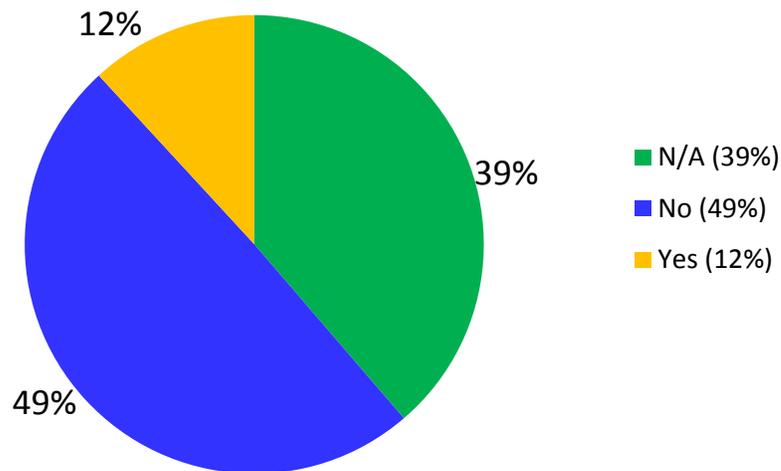


Meanwhile, it is also observed that respondent’s perceptions on CSR and RBC are a similar reflection to catch up their thoughts on CSR and RBC at large. Only 18% of respondents addressed their good understanding of CSR and RBC. In addition, respondents who catch their perceptions (indicated as *Little understand*) on CSR and RBC which represented 31%, almost triple number if compared between their understandings against perceptions on CSR and RBC impacts (Figure 4.12). It is suggested that CCC should conduct training with feasible reflection in relation to CSR and RBC in order to improve CCC members on these themes.



In a similar way, there is a minority of respondents who engage in CSR and RBC. But, majority percentages of respondents who answered “No” and “N/A” they represented 49% and 39% respectively (Figure 4.13). In reflecting what degree that respondents engage with CSR and RBC, and it is indicated that lower degree while some respondents who answered “Yes” about their engagement (12%). The engagements can be observed, for instance, “getting the fund to help marginalized children”, “health and education sectors”, “supporting vulnerable entertainment workers”. Further, few respondents addressed by referring to their overseas headquarters as indirect engagement. Only one respondent preferred to choose CCC GPP framework as a part of the mechanism of bridging to CSR and RBC.

**Figure 4.13 Respondent's engagement on CSR and RBC**



#### **4.5. Respondent's comments on improvement CCC services**

The respondent's comments/expressions were observed and the data process classified those comments/expressions into three categories (i) respondent's comments, (ii) respondent's expressions and appreciation and (iii) respondent's unavailability of their comments (N/A) or no comments. Generally, it is noted that almost half percentage proportion of respondents have "no comments and N/A" which represented 49% whilst the rest as they stand together for 51% with "comments and expression/appreciation". Below, consolidated comments that came from the respondents are highlighted.

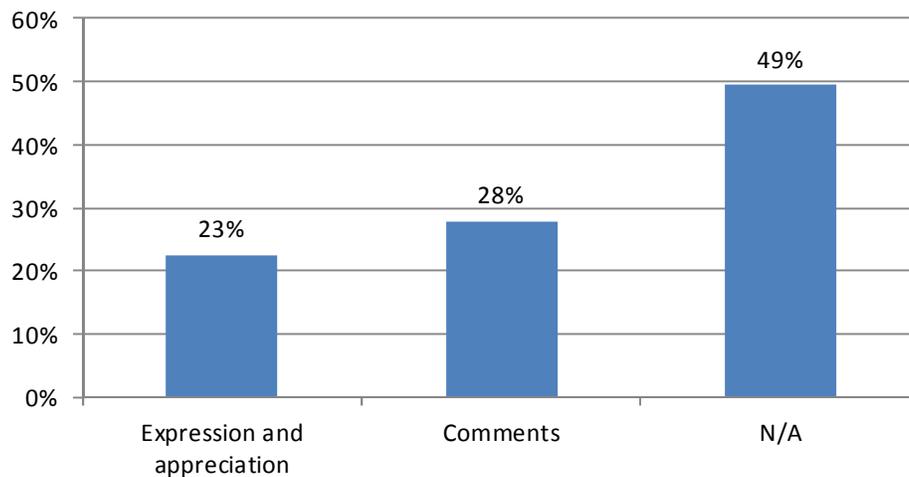
**Respondent's comments**-there is a bunch of comments to CCC specifically and generally:

In relation to **legal themes**, it is suggested CCC share information i.e., LANGO, tax law, labour law, collective legal advice and legislation affected NGOs and promoting a joint advocacy effort (i.e., cyber-law, LANGO, awareness on tax collection and tax payment).

In relation to **capacity building**, it is suggested that:

- CCC to provide/notice information to members on time for meetings, training and agenda.
- CCC should equip more capacity on fundraising, proposal writing, socioeconomic changes, effective M&E, skills of good governance, finance, administration and human resource management including procurement.
- CCC must do more such as tourism training which related to environment and communities.
- CCC should mobilize members to educate voters.
- CCC should focus more on quality than quantity.
- Suggest CCC to recheck each training and seeking new methodology and better coordination. However, a critical comment was also addressed that, the existing CCC forum has not provided enough to sharpen audience capacity and little outputs from CCC training and it is suggested to have a check for better improvement in future.

**Figure 4.14 Respondent's comments/expressions**



**Meeting and membership-** is suggested that:

- CCC to notice on the result of subcommittee and analysis on the current situation.
- CCC to charge as same price of 200\$/year as NGO Forum to become members or reducing cost. Some small NGOs are very difficult to find a financial contribution to CCC for membership.
- CCC should improve membership as a plan by 20% increase but currently, CCC cannot accomplish because CCC registration procedure looks a bit complicate and take time to respond.
- Besides, CCC should reduce the frequency of general membership meeting from bi-monthly to quarterly or semester.
- CCC should do less CSO congress and keep away from private sector until they become more political.
- CCC does common strategy and advocacy but less with awareness or just closed door meeting, and it is recommended to find an alternative around.

**Other suggestions and facilities-** is need:

- CCC to support the process of changing the new name of INGO after 2018.
- Suggest CCC coordinate and reactivate provincial/regional network to be more active and promoting collective voices.
- CCC should also focus on disability issues.
- CCC should do as a service provider to members like audit and evaluation.
- CCC could work more to engage with investors to share with membership organizations who are interested to focus in Social Business Impact.
- CCC should mobilize NGOs, Development Partners and Private Sector to create Social Development Enterprises i.e., agribusiness, cooperative etc.
- Strongly suggest CCC update and finalize E-mail list immediately as HAC has such email problem to get information from CCC.
- CCC should create a proper succession plan, research and analysis on the status of INGOs and LNGOs, stronger clarify and value for INGOs (not as same as LNGOs).

**Moreover, it is suggested that:**

- CCC should predict and notice to its members on what happens for next 10 years and CCC should seek to sustain NGOs partners and invest more work to support members to have financial sustainability.
- CCC should balance its work on coordination and liaison for all members.
- Most CCC meetings were driven by Human Rights & Advocacy NGOs as a panellist. Development NGOs feel excluded while attending meetings/forums/events.
- CCC should initiate with members to reflect on works of NGOs since 20 years till now.
- CCC should strengthen cooperation network stronger and try to help weak organization partners in order to avoid from closing an office or leading CSO to become weak gradually.

**Respondent's expression and appreciation-and CCC highlighted following:**

Some respondents gave comments about their satisfaction with CCC services with better coordination, more creative and initiative, important topics and meaningful presentation plus questions. Said, CCC has maintained to share information, i.e., legal procedure requirement, funding/grant opportunities and capacity building. Other respondents expressed that CCC provides information on funding opportunities, and CCC has done with a great job already. CCC is seen as a leading coordination in defending the human rights campaign and it's encouraged to continue. Several respondents also remarked that CCC improves internal communication, constantly share information i.e., LANGO, and tax law and so on, and CCC organizes regular meetings and forums to build its members. CCC is important to prepare bi-monthly meeting as a place for learning, sharing, discussion, solution and updating current situation. It is important that CCC pays attention to the request of individual CSO in terms of its support needs. Again, several expressed their thankfulness to CCC for its great work and CCC always integrated a gender perspective in the discussion issues.

## **5. Conclusion and Recommendations**

Generally, the findings have tipped CCC to gain incredible illumination from the respondents' reflection and feedbacks in every single question. The majority of respondents emphasized their satisfactory expression including comments and appreciation to CCC services, membership, improvement of organization development and financial management at the most significantly important grades. However, there are also certain critically important comments that CCC itself has to draw attention in meaning to self-improvement in terms of effective capability. Given the reflection through this survey, several recommendations will be wrapped up with feasible future improvement for both benefits of CCC and its members.

- It's suggested to CCC for assistance gap to help shorten the period of time for a membership application. Besides, *GPP Certification*, need CCC's assistance to be fulfilled and accepted in meeting to the GPP requirement criteria.
- Regarding CCC's services, are satisfied-89% vs. useful services (84%), but it is also advised for future improvement on technical capacity, especially ICT for the benefit of CCC and members in particular.

- Although respondents floated their thoughts to be with partners and merge with other organizations if assisted in financial sustainability it is advised that CCC should stand beyond to help lead/mobilize/trigger such perspectives to be feasible sustainability in future.
- It's suggested that CCC should build up capacity its members to get an understanding on CSR and RBC. Further, it is also included other important themes such as proposal writing for fundraising, tourism and environment for communities.
- Other supplementary recommendations including sharing information, which related to i.e., LANGO, tax law and other legal related and it's promoted to join advocacy efforts with collective voices, suggested to consider to reduce cost for membership, and it's also advised to update/ check Email contact list, and shifting bi-monthly meeting to quarterly.

## Appendix 1 Organizations need assistance for GPP Certification

No	List of organizations that need assistance to apply for GPP Certification		
1	Cooperation Committee for Cambodia	19 Banteay Srei	37 Heifer International - Cambodia
2	Cambodia Family Support	20 CHEMS	38 Hands of Hope Community
3	Khmer Community Development	21 Khemara	39 Legal Aid of Cambodia (LAC)
4	Buddhism for Social Development Action	22 samaky	40 Live & Learn Cambodia
5	NGO Education Partnership (NEP)	23 Fountain of Hope	41 Good Neighbors Cambodia
6	Catholic Relief Services (CRS)	24 LWD	42 Khmer NGO for Education
7	Building Community Voices (BCV)	25 CWS	43 Prison Fellowship Cambodia
8	Cambodian Disabled People's Organisation	26 Chab Dai Coalition	44 Action For Development
9	Alliance for Conflict Transformation (ACT)	27 CHEC	45 Cambodia YMCA
10	Cambodia Disable People's Organization	28 Amrita	46 Rainwater Organization
11	Cambodian Center for Independent media	29 FH Cambodia	47 Khmer Youth Association
12	Medical Teams International	30 ARM	48 First Step Cambodia
13	Cambodian Rural Development Team	31 CABDICO	49 Jesuit Service Cambodia
14	Gender and Development for Cambodia	32 HelpAge Cambodia	50 Caring for Young Khmer
15	M'lup Russey Organization	33 Life With Dignity	51 World Relief Cambodia
16	Heifer International Cambodia	34 FH Cambodia	52 Phare Ponleu Selpak
17	M'lup Russey Organization	35 Kdei Karuna	53 Krousar Yoeung Association
18	Japan international volunteer center	36 VIC	54 PEPY Empowering Youth

## Appendix 2 Organizations don't apply for GPP certification

No	Organizations don't apply for GPP certification	
1	ACR/Caritas Australian	16 ActionAid
2	ADD International	17 BORDA
3	Cambodian Center for Independent Media (CCIM)	18 CAFOD
4	ChildFund Cambodia	19 Chab Dai Coalition
5	ERIKS Development Partner	20 Danmission
6	Exceed Worldwide (Former of the Cambodia Trust)	21 FIDR
7	International Relief and Development	22 Forum Syd
8	Johanniter International Assistance	23 France Volontaires
9	Mennonite Central Committee	24 ICC
10	Norwegian People's Aid	25 Kamonohashi Project
11	Plan International Cambodia	26 Maryknoll Cambodia
12	Services for the Health in Asian and African Regions	27 Mission Alliance
13	Union Aid Abroad APHEDA	28 New Humanity
14	World Education Cambodia	29 SNV Cambodia
15	World Renew	30 Sunshine Cambodia

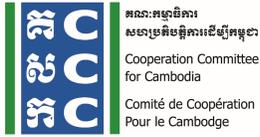
### Appendix 3 Organizations want to be partner in bidding for funding

No Organizations want to be partner with other CSOs to put in a join bid for funding	
1 Alliance for Conflict Transformation (ACT)	22 ACTED
2 Action For Development	23 Danmission
3 Building Community Voices (BCV)	24 ADD International
4 Cambodia Family Support	25 CHEC
5 Cambodian Center for Independent Media (CCIM)	26 BORDA
6 Cambodian Center for Independent media (CCIM)	27 Chab Dai Coalition
7 Cambodian Rural Development Team (CRDT)	28 First Step Cambodia
8 Cambodia Disable People's Organization	29 ICC
9 Non-Timber Forest Products -Exchange Program Cambodia	30 iDE
10 Exceed Worldwide (Former of the Cambodia Trust)	31 Kdei Karuna
11 International Relief and Development	32 Khemara
12 Johanniter International Assistance	33 Samaky
13 ERIKS Development Partner	34 Sunshine Cambodia
14 Services for the Health in Asian and African Regions	35 This Life Cambodia
15 Hagar International Foundation	36 Union Aid Abroad APHEDA
16 Heifer International - Cambodia	37 World Education Cambodia
17 Heifer International Cambodia	38 World Relief Cambodia
18 Plan International Cambodia	39 Norwegian People's Aid
19 Prison Fellowship Cambodia	40 Khmer NGO for Education
20 NGO Education Partnership (NEP)	41 Legal Aid of Cambodia (LAC)
21 Good Neighbors Cambodia	42 Live & Learn Cambodia

### Appendix 4 Organizations merge and join bidding together for sustainability

No Organizations want to merge and join bidding together for financial sustainability	
1 Cooperation Committee for Cambodia	13 CABDICO
2 Catholic Relief Services (CRS)	14 CAFOD
3 Buddhism for Social Development Action (BSDA)	15 CWS
4 Khmer Community Development	16 LWD
5 Khmer Youth Association	17 CHEMS
6 Cambodia Disable People's Organization	18 Banteay Srei
7 Krousar Yoeung Association	19 Caring for Young Khmer
8 Legal Aid of Cambodia	20 Chab Dai Coalition
9 Medical Teams International	21 Life With Dignity
10 PEPY Empowering Youth	22 HelpAge Cambodia
11 Child Rights Foundation	23 Phare Ponleu Selpak
12 Rainwater Organization	

## Appendix 5: Questionnaire for the survey



ID:				
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(For CCC)

### QUESTIONNAIRE

#### **Part I: General information**

1. Type of organization: (Local NGO/ International NGO)
2. Name of organization:
3. Sex:
4. Respondent title:
5. A number of years working for the organization:

#### **Part II: CCC services to members:**

1. ***How long did it take your organization to have your CCC membership approved?***
  - a. Two months
  - b. Six months
  - c. One year
  - d. Over a year
2. ***In deciding to become a member of CCC, what factors influenced your organization's decision?***
  - a. the sense of solidarity and strengths of the sector
  - b. Quality of products/services
  - c. Knowledge and information network
  - d. Promotion and protection of the CSO sector
  - e. Opportunity for capacity building and learning
3. ***Indicate your degree of satisfaction for overall CCC services***
  - a. Highly satisfied
  - b. Satisfied
  - c. fairly satisfied
  - d. unsatisfied
  - e. Highly unsatisfied
4. ***How often did you or 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
5. ***Does your organization need any assistance from NGO GPP or coaching/mentoring team, in order to apply for GPP certification?***
  - a. Yes
  - b. No
6. ***Among CCC services, what do you think are the most useful? (1 = most important, followed by 2,3,4 etc.):***

- M&E learning forum
- ICT learning forum
- Human Resource Management learning forum
- Financial Management learning forum
- Digital Mobile Data Collection (M&E App)
- Bi-monthly meeting Annual general meeting
- Training course advocacy and leadership
- Training course on Governance, Professionalism and Accountability-GPA
- Online NGO Database
- Information sharing (includes website/Facebook/Email/Twitter/SMS)
- Sharing on grant/fund information

**7. Rank in order of importance what new services you would like CCC to provide (1 = most important, followed by 2,3,4 etc)**

- Resource mobilization
- CSO foundation
- Understanding corporate social responsibility and responsible business conduct
- Business and human rights and the related international mechanisms (e.g UN Guiding Principles on Business and Human Rights, OECD Guidelines for Multinational Enterprises).
- Effective engagement in multistakeholder initiatives (government, CSO and private sector platforms)
- Effective engagement with the private sector as a development actor
- Understanding tax requirements
- Legal representation (e.g. if arrested)
- Legal support and guidance to comply with laws (e.g. tax laws, NGO registration, labour law etc)

**Part III: Improvement of organization development:**

**1. Did your organization improve after becoming a CCC member?**

- a. Yes
- b. No

**2. Please indicate degree of change in positive on organization development provide (1 = most important, followed by 2,3,4 etc)**

- Human Resource
- Financial Management
- M&E and reporting
- Information Communications and Technology
- Understanding the of Law on Associations and Non-governmental Organizations (LANGO), Sustainable Development Goals (SDG), National Strategic Development Plan (NSDP), and another development topic

**Part IV: Financial sustainability:**

1. Is your organization facing reduced funding for program implementation? If so what is the % reduction?
2. Is your organization facing reduced funding for operation implementation? If so what is the % reduction?
3. What is your suggestion to support financial sustainability for your organization?
4. Would you be willing to partner with other CSOs to put in a joint bid for funding, even if this meant a reduced operating budget?
5. Would you be prepared to merge with another organization, and reduce staff numbers, if it assisted in financial sustainability and continuation of your program?

**Part V: Feedbacks/comments for improvement CCC services to members:**

1. *CCC is developing some new areas of work as part of its Strategic Plan 2017 – 2021. One area is in corporate social responsibility (CSR) and responsible business conduct (RBC). Please share with us your understanding of CSR and RBC.*

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2. *How do CSR and RBC impact on the work of your organization and Cambodia’s development more broadly?*

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3. *Is your organization working on CSR or RBC? If so can you please tell us about it?*

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4. *Please provide your comments and suggestions on how to improve CCC service to response CCC members’ needs. What should CCC do more of? What should CCC do less of?*

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.....

**Thank you for sparing your valuable time to complete this questionnaire.**

**Vision:**

Sustainable 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:**

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

**Values:**

- Integrity
- Responsiveness
- Cooperation
- Quality
- Inclusiveness

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