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# **Study on Image of Civil Society Organizations Perceived by Cambodian Public**

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**Prepared for**  
**Cooperation Committee of Cambodia**

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## Proclamation

This report was prepared for the Cooperation Committee for Cambodia (CCC) by Dr. Min Sor, Mr. Khet Long, and Mrs. Sokunthea Yem.

This report is financed by Oxfam. Oxfam and CCC do not necessarily share the opinions put forward in this report. The authors bear the sole responsibility for the content.

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## Acknowledgement

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Last, but not least, many thanks go to Mr. Tucker McCravy for reviewing, quality-screening, and editing this research report.

Thank you.

Phnom Penh

The Research Team

## Acronym

ADB	Asian Development Bank
ADHOC	Cambodian Human Rights and Development Association
CCC	Cooperation Committee for Cambodia
CSO	Civil Society Organization
CNRP	Cambodia National Rescue Party
DPs	Development Partners
FGD	Focus Group Discussion
GONGO	Government non-government organization
INGO	International Non-governmental Organization
KII	Key Informant Interview
KR	Khmer Rouge
LANGO	Law on Associations and Non-Governmental Organizations
LEMNA	Law on Election of Member of National Assembly
LNGO	Local Non-governmental Organization
MoFA	Ministry of Foreign Affairs and International Cooperation
Mol	Ministry of Interior
NGO	Non-governmental Organization, No-profit Organization
RGC	Royal Government of Cambodia

## Definition of terms (CSO, NGO, Neutrality, and Independence)

In order to ensure clarity, consistency, and to set the framework for this study, a number of key definitions are provided. In particular, it is useful to distinguish between civil society organizations and NGOs, as there is common confusion in Cambodia. This study centers upon the perception of civil society organizations, but in practice the sample consists primarily of NGOs. This is explored more fully in the methodology.

### **CSO**

The term ‘Civil Society Organization’ (CSO) is often used interchangeably with Non-Government Organization (NGO), whose growth in Cambodia was spurred by the availability of external donors’ funds in the 1990s. CSOs are a diverse body and their character is often sector or theme-specific. CSOs are considered to include national and international NGOs, as well as community-based organizations (CBOs) and membership associations (mutual-help associations, resource-management associations, occupational associations, advocacy associations, business associations, ethnic associations, religious and / or recreational associations, etc.), and even professional media bodies, trade unions, parliamentary and academic organizations - according to the European Roadmap for Engagement with Civil Society in Cambodia 2014-2018 (updated 31 December 2015).

According to CCC, civil society organizations in Cambodia are generally understood to include traditional associations, ‘modern’ community-based organizations, non-governmental organizations, trade unions, youth organizations, as well as think tanks and independent research organizations, independent institutions of higher learning, students’ associations, independent media organizations and associations, and even business associations (Bañez-Ockelford 2011). There are also governmental non-government organizations, known as GONGOs. Some examples are: the associations of communes/Sangkat, the associations of veterans. In addition, student unions, press clubs, student clubs, and other alumni groups are also part of civil society. There are also a myriad of academic definitions but, in practice, civil society organizations are those that have “emerged beyond the spheres of the state”, the private (family networks) and the market (profit-driven entities), and which “have some type of formal structure and

coherent non-profit agenda”, with any financial surpluses typically ploughed back into the organization in order to further their objectives.

## **NGO**

NGO is a term usually used by governments to refer to entities that have no government status – but in the context of Cambodia, one of the most donated-to countries in the world, NGOs are generally perceived as being of service in one way or another to the poor and marginalized citizens, through health services, vocational training, agricultural or infrastructural development, family and social services, or other human-benefiting or humanitarian work (Phnom Penh Post, 28 January 2011).

NGOs are defined by the World Bank as “private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development”. The line between an “NGO”, a “nonprofit”, and “civil society” is often blurred in debates. Yet, in the case of Cambodia, it is generally true to regard NGOs as organizations involved somehow in providing benefits to the population.

Non-government and non-profit organizations are established for a specific purpose, or a set of specific purposes – often a social goal such as relieving suffering, defending the rights or promoting the interests of the poor, protecting the environment, or undertaking community development. They do not belong to any state or government apparatus, although they may collaborate with them (sometimes closely and/or over a long period of time) if there are shared goals and objectives (CCC).

## **Neutrality**

According to Article 24 of LANGO, “... domestic non-governmental organizations, foreign non-governmental organizations, or foreign associations shall maintain their neutrality towards political parties in the Kingdom of Cambodia”. ‘*Neutrality*’ is the state of being neutral, or refraining from taking sides in a dispute, conflict, or between political parties. In the context of Cambodian civil society, neutrality refers to CSOs that operate “without political discrimination, bias, or other favor to one group of individuals or another”.

## **Independence**

An NGO is a legally constituted organization that operates independently from any government. It has to be able to practice independent self-governance. Independence also refers to the autonomy of an organization that has a self-governing Board of Directors (or other governance mechanism) and makes its own decisions in accordance with its charter or by-laws. Independent organizations are not unduly influenced by external stakeholders such as governments or donors.

LANGO, Trade Union, Law and Constitutional Law do not explicitly mention independent CSOs, Associations, and/or CBOs, except in Article 24 of LANGO which clearly states, "... domestic non-governmental organizations, foreign non-governmental organizations, or foreign associations shall maintain their neutrality towards political parties in the Kingdom of Cambodia".

"The diversity of NGOs strains any simple definition. They include many groups and institutions that are entirely or largely independent of government and that have primarily humanitarian or cooperative [rather than commercial] objectives. They are private agencies in industrial countries that support international development; indigenous groups organized regionally or nationally; and member-groups in villages. *NGOs* include charitable and religious associations that mobilize private funds for development, distribute food and family planning services, and promote community organization. They also include independent cooperatives, community associations, water-user societies, women's groups, and pastoral associations. Citizen Groups that raise awareness and influence policy are also *NGOs*".

**- The World Bank**

**'NGOs** — non-governmental organizations are independent of both the government and the business sector. NGOs are not influenced by any external factors in term of their management and leadership, and must be in a position of political neutrality with regard to what they do. Their mandate is to promote the public interest and serve the public good rather than to make a profit or advance the interests of a narrow group of individuals. Their independence enables them to monitor government performance and advocate for improvements. NGOs that are respected by both the government and the business sector can help mediate conflicts or find solutions to common concerns. Finally, their independence from

government, political parties and religious institutions allows them to create a shared vision for their community. NGOs mobilize volunteers and other resources to achieve their vision and mission’.

- **Adapted from – Cousins, William.** "Non-Governmental Initiatives" in ADB’s “The Urban Poor and Basic Infrastructure Services in Asia and the Pacific”. Asian Development Bank, Manila.

## Executive Summary

Since the 1990s, CSOs have mushroomed in Cambodia and become an important force by contributing to development efforts in the country ranging from basic service delivery roles to more sensitive areas, such as advocacy, human rights, democratic development, environmental protection, etc. According to the Partnership Workshop between the Government and CSOs hosted on January 17<sup>th</sup>, 2019, there were 5,523 organizations in Cambodia at the end of 2018, including 2,297 associations (MOI records indicate). In 2018, there were 289 NGOs/associations (180 of them were categorized as associations) that were registered and recognized by the MOI. In addition, according to the latest information from the Ministry of Foreign Affairs, there are 386 registered INGOs, as of December 31<sup>st</sup>, 2018. While there may be many NGOs and some associations registered, not all of them are currently operational due to a number of reasons: 1) The lack of funding, 2) A difficult operating environment, 3) The absence of permission for operations from local authorities.

The current dynamic and economic / political climate of the country is also of considerable concern as it is significantly affecting CSOs. In general, civic space has shrunk and the trust between CSOs and the Government has decreased. However, the public’s perceptions of civil society have not been affected by this dynamic / economic-political factor alone. There are many other attributes that should be considered, such as: the performance of the CSOs themselves, the lack of public awareness, the harmonization of civil society, [and] the lack of visibility and promotion from elsewhere in civil society. Previous CSO studies have also highlighted some issues surrounding the lack of inclusive partnership mechanisms between civil society and other stakeholders. This has aided the public’s perception of civil society, which is already weak. It is important to understand and document all of the factors which produce significant influence

on the public image of civil society organizations, so that all issues and concerns are appropriately addressed.

This study aims to reflect the visibility of civil society as perceived by the public and other stakeholders. It will also produce a number of solutions for this sector to strengthen its own image. The specific research objectives are:

1. To understand the public image of civil society organizations as perceived by the public and other stakeholders, including the Government, private sector, DPs, academia, and students etc.
2. To identify and validate significant factors which influence the public image of civil society organizations - and to study their causal effects.
3. To produce a set of solutions, strategies, and recommendations for civil society organizations to strengthen their public image.

### *Methodology*

The study was rolled out among general population in the capital city of Phnom Penh and three provinces including Battambang, Kampot and Kratie. All study sites were identified and selected by CCC and consultant team based on the geographical area such as urban, rural, semi urban and coastal areas. An individual was included in the study if they were aged 18 or older, match with participant quota and lives within the 4 selected research areas.

To maximize the quality, mixed method was used to overcome the limitations quality of results of the study. These methods were to ensure in-depth interview exploring the situation and to serve complement each other to become a stronger mixed method for triangulation and precision of the information collected. Most, if not all, include both qualitative and quantitative surveys in order to provide a balance of responses coming from the interviews with all respondents. This one-two-punch strategy is much preferable to going straight to the closed-ended questions and open-ended questions with response categories that consultant team meet up to interact and interview with the respondents. *NB.* Data

collectors have to keep in mind that while asking qualitative questions via a face-to-face, do not just stick to the set questions. There is always the possibility of a follow-up, and make sure that they remain on track when giving a response to the questions since the chances of them getting carried away are high. Therefore, two very crucial aspects are needed to get it done: careful planning and coordination beforehand.

In conclusion, this document has reported its contents and/or results in a very simple manner. A mixed methodology and the reviewing of relevant documents were used for gathering data. The quantitative analysis is illustrated in the form of graphics and tables. The statistical analysis was based on all of the data derived from quantitative surveys of the **274** respondents. Furthermore, alongside, underneath, or next to each graphic and/or table are narrations in the form of descriptive, qualitative information. All of these descriptive, qualitative narratives are based on data derived from FGDs and KII interviews with the **130** respondents.

### *Sampling method & Sample size*

Technically, the convenience sampling technique was used to select respondents for this study for the reason that this research aims to do a qualitative and exploratory study, the randomization technique is impossible e.g. the target population is almost limitless, this research does not aim to generate results that will be used to create generalization pertaining to the entire population of Cambodia, this technique is used in an initial study which will be carried out for next level research by using a randomized probability sampling. This technique allows us not worry too much about taking random samples of the population at this time, but just use people who are available; like... people in the street, people we know, people who work within CSOs community itself, private sectors, relevant stakeholders, public servants, donors and so on. It can be used as many people as possible to ensure accuracy results of the study. And with that commonsense, the **404** respondents from different backgrounds, 4 provinces and different people groups in the society were selected to participate in the process of the study. To support and align with the mixed method which is used for collecting data, the total 404 respondents were split into two parts, the **274** respondents for quantitative survey, and **130** respondents for qualitative interviews (FGD&KII). The Table on page 29 below detail on sample size of each method from different locations and types of respondents.

## ***Validation***

In summation, [The total respondents from public servants participated in FGD and KII (n=36), total respondents from CSOs participated in FGD&KII (n=32)]. Through FGD&KII, both respondents from public servants and CSOs reported and shared their insights on Key Challenge 1 and Key Challenge 2. But, only respondents from public servants reported and shared their insights on the Key Challenge 3 and Key Challenge 4, whereas only respondents from CSOs reported and shared their insights on Key Challenge 5 and Key Challenge 6. *Refer to page 19 below for details on key challenges and recommendations.*

There were 60 CSOs representatives attending the validation workshop. Participants were divided by a group of 7 – 10 into 5 Groups. Each group worked on all 6 key challenges and 6 recommendations through group discussions and then gave their vote on each point.

However, according to the result of validation workshop with 60 CSOs representatives – 5 Groups voted “agree” on Key Challenges 1, 2 and 6, and 4 Groups voted “agree” on Key Challenge 4, 5. But, only two Groups voted “agree” on Key Challenge 3. *Refer to detailed validation report in Annex 1.*

## ***Results of the study***

### ***CSO image before and present***

In the past 3 to 10 years ago the image of NGOs/CSOs was perceived **83%** good while looking at the present, the image of NGOs/CSOs is perceived **61%** good [refer to Figure 1, 2 for details]. The study has found that since the 90s until late 2013, the private sectors have slowly grown with less active and therefore had more space for NGOs works. For that reason, NGOs could gain more supports from government because during that time government lacked of many things such as human resources, facilities, infrastructures, and other relevant good policies. Thus, NGOs seemed taking a lead in some roles to implement community and society development works helping to improve livelihoods of the poor in remote areas and lacking of schools with insufficient facilities, study materials, and the leak of school roofs etc. More importantly, NGOs’ works could influence government and greatly contribute to the developments of Cambodia as a whole.

However, since after 2013, the private sectors have been rapidly growing in the midst of dynamic economical politic climate. As a result, the NGOs' credits seem gradually decreased and its works have been less influence to the government. This may be due to different factors e.g. living condition of people now is improved compared with the living condition of people to the past time during 90s until earlier 2000s. In general, political economic contexts now have been changed, new government laws and regulations were issued. At the same time, there has been a shift in operating environment of NGOs/CSOs since the rise of the opposition to hold the ruling party in government to account. More specifically, the foreign policy of the Cambodian government has brought it further away from western nations and closer to Asian superpowers like China.

### *CSO roles, responsibilities & working sectors*

NGOs still play an important role in Cambodia in the following areas:

- Humanitarian development work which has helped facilitate achievements on improving the living conditions and in human development.
- Promoting sustainable community development and because of their particular nature,
- Reaching out to the poor in remote communities
- Mobilizing target people to participate in community development works.
- Build capacity of community people in needs to regain control of their lives and can work with and
- Strengthen local people to participate in development process for developing their own community.

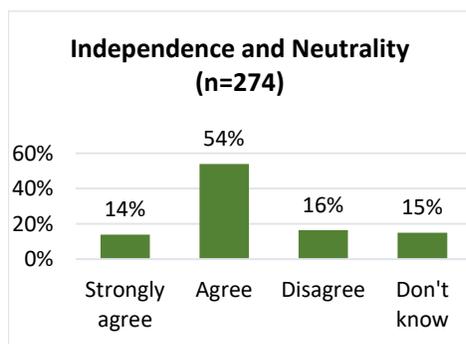
CSO roles and responsibilities, among those total (N=274) 32% reported that NGOs perform facilitate and coordinate development plan, 12% facilitate social services, 27% capacity building, 21% resource mobilization, 28% encourage harmonization, 5% don't know and 8% other. (Refer to table 1 for detail)

NGOs have their main interventions focusing on different sectors including agriculture, education, people with disability, vocational training, supporting education program for the poor children, small credit scheme in village for the poor, program for ethnic minority, raising awareness on health care and hygiene, techniques for growing plants and vegetable, advocacy, human rights and other life skills targeting children and women. NGOs have accomplished all these by providing key basic functions including service delivery (relief, when there is disaster emergency) and education toward self-reliance.

CSO's work focused sectors, among those total (N=274) reported that 34% focus on development, \*\*54% human rights, 61% health, 34% agriculture, 44% environment, 26% gender, 76% education, 14% good governance, 12% natural resources, 12% legal support, 8% social rehabilitation, 15% economics, 18% other. (Refer to table 2 for detail)

\*\*Human right is saliently understood by respondents, especially publics and community people because they could not make distinctions what is what, but they have heard all the times whenever they engage with NGOs activities...like advocacy, empowerment, participation, right-based approach, women rights, gender issue, child rights, child protection and human rights etc., thus they regarded all these as human rights.

### *Independent and Neutrality*



The study has found that majority of NGOs are neutral and independent, but a small number of the NGOs in Cambodia might not be neutral and independent, and that they may be affiliated to political parties. A few NGO leaders or staff members may have their hidden agendas while they were working in NGOs. Some of former NGO leaders had joined political parties. A few individual former leaders of NGOs have

created their own political party. Those former leaders of NGOs tried to meet and persuade community people who they used to work with while they were working in NGO; they convinced those community people to support and vote for their political party. The study has also found that the organization itself is always neutral and independent, but only a small number of individual staff who are not neutral and independent. The public perception of non-neutrality is dealt with in more detail below. This is natural for citizens in democratic society as the right and freedom provided in the Constitution of Cambodia.

## **Factors influence CSO image**

**Good image:** Most of the country's NGOs have a clear vision, mission, and programs to serve the public's interest fairly according to their vision, mission, and program's action plan. No discrimination in any politics and/or religions at the communities where NGOs are working in. Through their works, they promote accountability and transparency, open to constructive feedback and good communication while working with community people and local authorities. The study has found that NGOs work to support government development policy, especially activities which related to localized SDG of Cambodia, and NGOs always encourage and motivate participation from all stakeholders and beneficiaries in implementing their project activities. As a result, this has improved and promoted NGOs legacy and image through good participation in implementation of project activities.

The study has also found that education or training for the increase of knowledge (ability to understand), and skills (ability to do), and the change of people's mind set in order for them to become active and responsible citizens. Community people know how to go through none confrontational process and use their rights to get support from local authorities against injustice e.g. a poor family who received life skill training from an NGO and eventually the family is able to improve its family economic situation. This is an actual factor happening at the community which is a show case for others to see the real image and legacy of NGOs' works. And there are many other similar impact changes done like this by NGOs across Cambodia, especially in the remote areas.

Among those total (n=226) respondents, 62% reported that CSO works contributed to poverty reduction, 42% CSOs stay and work closely with community people, 68% CSOs works contributed to building human capital, 50% CSOs works support health care services to community people, 46% CSOs works contributed to livelihood improvement, 23% CSOs works promote community ownership, 26% CSOs works promote agricultural development, 20% COSs works increase family economic development, 24% CSOs works contribute to environment management and protection and 23% CSOs works contribute to promote community harmonization.  
(Refer to table 3 for detail)

**Bad Image:** Some NGOs are perhaps too overly self-confident and too self-assured of their expertise, skills, and accomplishments, and less willing or able to compromise or work with other CSOs, the Government, and relevant technical stakeholders while they are working and implementing their program activities. The study has found that because of this attitude some of the country's NGOs are not able to bring about success from their work due to the lack of good collaboration from relevant stakeholders and authorities. For example, many NGOs provided skills training, but could not fit with the contexts or job

market, the community people cannot apply their skills were trained by NGOs. As such, this really negatively affect NGOs' image. Again, further than that some former NGOs leaders joined with politics, and this may cause distrust in working relationship between government, local authorities and NGOs.

Some NGOs implemented their project activities in the village for only 1 or 2 years and then stopped their projects because there was no more funding supports from donors. To some extent, this kind of short working periods in community may show negative image of CSOs to the community people, local authorities and government.

**Positive Factors:** The Majority of NGOs:

- Have good working relationships with local authorities that they are working with
- In all kinds of activities aligned or being consistent to the by-law and legal requirements.
- Majority of NGOs are registered and abide with LANGO.
- Their works are highly valued and recognized by all involved stakeholders and partners.
- NGOs staff members have good attitude who serve their jobs well in the organizations while working with community people and partners.

Among those total (n=274) respondents, 49% reported that the role model of CSO including staff attitude and behavior and honesty could positively influence CSOs image, 43% reported that accountability and transparency with humble, respect and high commitment of CSO staff represent the positive factor influence image of CSO, 41% viewed that CSO works contributed to the real development represent positive factor influence image of CSOs, 32% viewed that CSOs provided good quality of service/development works, 30% claimed that CSOs stay and work closely to community people this can positively influence the CSOs image, 26% reported that CSOs are independent and 17% claimed that CSOs work promote the ownership of the community.  
(Refer to table 4 for detail)

The study has also found that NGOs:

- Have clear well planned program interventions which respond to right needs of communities and society.
- Good role model in honesty, integrity, none discrimination in what they do with the community.

Although majority of NGOs in Cambodia are already with these qualities, except a few are not with these values yet.

A small number of NGOs appear to be against government e.g. at their work, they preferably talk negative more than positive about government. The reasons for this criticism could be two folds: 1) the government's performance is low, and/or 2) the NGOs have a political agenda.

### *Negative Factors:*

A small number of NGOs appear to be against government e.g. at their work, they preferably talk negative more than positive about government. The reasons for this criticism could be two folds: 1) the government's performance is low, and/or 2) the NGOs have a political agenda. Through series of meetings and group discussions, the study has also found a few other issues e.g. 1) a small number of NGO staff members have poor attitudes or poor qualifications (low education, lack of experience, and lack of transparency in their works); although not many NGO staff, but a few whenever they directly liaised with the technical line departments like agriculture, health and/or education etc. he/she (project staff) most of times, but not always they started discussion with very limited background or specific skills related to their current job, 2) a small number of NGO/CSO staff members cheated the villagers. Here's the account: one of that association staff had a series of meetings to mobilize and organize community people to form self-help groups in the villages. The self-help groups roles were to represent the community and directly engage with CSOs to implement all kinds of community development work in their own community. One of the project activities was the small credit loan scheme. To be able to operate this credit loan scheme, each members of the groups have to put their saving first for the seed capital of the group before the Association can subsidize the rest of capital. The process went on...members gave their savings until several months. All savings were kept and managed by the self-help groups, but the staff of Association who act as technical support to the self-help groups also has the key of the saving boxes. From time to time that staff took home the saving box with money because the self-help group committee was not confident and fully trust to keep the money in the village at night time. Unfortunately, one day that staff took all money and ran away, never came back. The Association office was closed several months after this bad deed committed by their staff. This story was in Battambang. However, more or less these similar issues were also raised in Phnom Penh and Kratie, but not in Kampot Province.

### *Incidences affect CSO image*

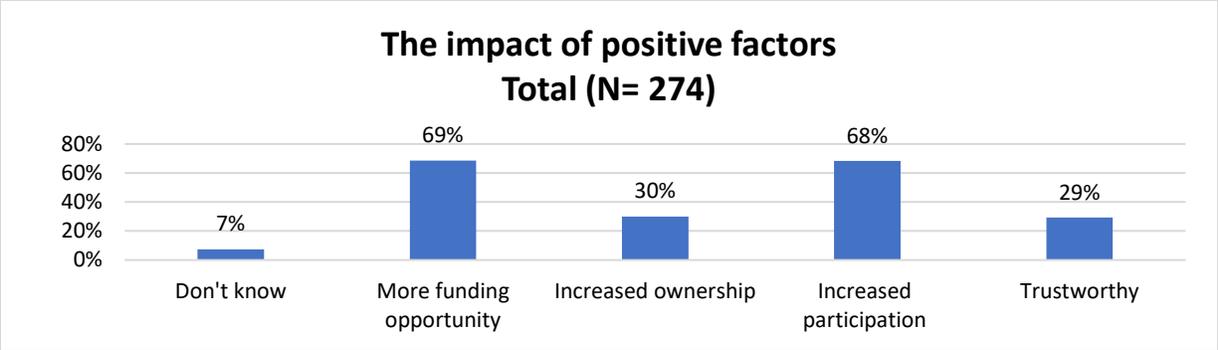
The study has found that it has been more or less some of incidences such as political climate, dealing with land conflicts etc. could affect NGOs work directly or indirectly. Other examples including arrested some of the ADHOC staff members in 2016 (Source: *Cambodia Daily*), the alleged mismanagement of the Global Fund in 2013 (Source: *Cambodia Daily*) by certain INGOs. **And according to the White Paper**

**February, 2018 on page 55 and 69-71** said that Cambodia has had many achievements over the past 20 years, but the Cambodia National Rescue Party (CNRP) ignored and disregarded any of these. Instead, it made baseless allegations and fabricated facts to mislead negatively the public both inside and outside the Country about the Royal Government. Many of its activities are contradictory to the principles of law, and they have taken advantage of several political situations under the pretext of democracy and human rights. For many years, the CNRP colluded with foreigners and some of NGOs through plots to overthrow the legitimate authorities following the CNRP's losses in the elections. Some NGOs that secretly colluded with the CNRP in organizing the color revolution formed an intertwined network to act secretly or openly in concert to directly or indirectly attack the Royal government; and in order to control the situation and facilitate the coordination with the opposition leaders and activists... as well as the planning and strategy formulation, they set an organizational structure to serve as commanding headquarters called the "Cambodian Situation Room". And in the case of land issue regarding Beng Kak Lake, a group of 20-30 protesters claimed to be the victims although majority to them were not owners of the houses in the areas; in fact, they were activists or individuals having discernible links with the opposition party which claimed to be human right defenders at Beng Kak. For example, Yorm Bopha, one of the Beng Kak land activists is a mistress of CNRP law maker Real Khemrin. The convicted Tep Vanny was honored with a Global Medal so that she was further motivated to organize protest against the Royal Government, not only on land issues, but on many other issues using human rights as a pretext.

Whatever the cases might be, NGOs want to honestly support and work with the government to tackle the conflicts; particularly, helping the land conflict victims through facilitation to engage both government and the victims of land conflict sit together and discuss for legal resolution, but government feels not always support NGOs to work on any kinds of land issue... instead NGOs are being warned/accused of provoking community people to fight against government or it appears to imply that NGOs may have hidden agendas to support color revolutions from their technical and financial supports through its project activities.

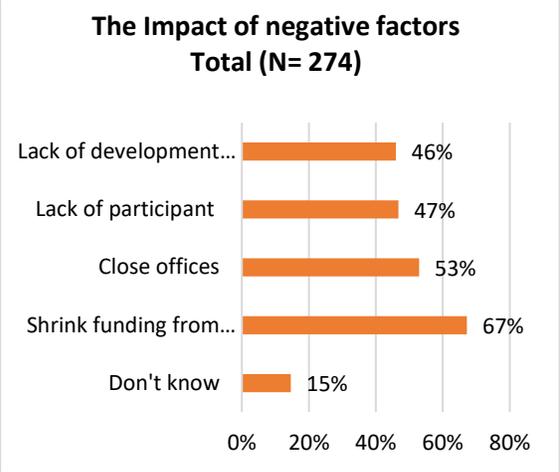
#### *Casual effects of CSO images*

*Impact of positive factors:* Out of those total (n=274) survey participants, 69% understand that the good factors that could create positive perception of public toward the good image of civil society organizations and will gain more credit for funding support opportunity with greater increase participation from stakeholders in CSO work (68%).



*Impact of Negative Factors and Consequences*

In contrast, 67% of survey respondents reported that CSOs will face a shrinkage of funding, and either close an office (53%), lack of participation (47%) and lack of development program (46%) if people have a negative thinking though toward CSOs image which influence by all negative factors. Root causes of negative factors can be from different roots e.g. unclear program design due to top-down working approach within organization, so much demand and driven by donors’ standards not based on the needs and contexts of the communities, limitation of staff capacity, some of dishonest NGOs staff members, personal human greedy, corrupted staff (individual), nepotism, political spy working in CSOs with hidden political agendas trying to spoil government through NGOs works. All in all, these causes are fragile, if all these root causes would not be properly addressed, it could consequently result in losing trust from government, face difficulty with legal compliance, lose trust from donors, lacking of or no more collaboration from all kinds of stakeholders.



**Key Challenges & Recommendations**

*Challenge #1*

There has been a marked increase in a small number of NGOs participation in the politics, particularly a few staff members of a small number of NGOs have not always clearly shown nature of neutrality and independent through their works, whereas its mandate (by-law) and the law say CSOs must be neutral and independent in their works e.g. some of former NGO leaders became politicians although some

decided to quit their job with NGO beforehand and then joined politics, but a few were unclear in their transitions from NGO job to politics.

### *Recommendation*

To avoid misunderstanding from publics, NGOs leaders or staff of NGOs should quit from their jobs with NGOs first and make sure he/she gets known publicly for they are no longer involvement with NGOs' works before they can become a politician. The transition and written resignation letter should be publicly announced via different channels which is appropriate to do it. For example, Social Medias (Facebook), Press conference, Radio & TV etc., or according to the law. He or she should public information immediately after they left the organization or do not stay long transition in the organization if he/she is 100% clear with the decision to join politics.

### *Challenge #2*

Through this exploratory study has found that the unavoidable partnership between the two actors (government & NGOs/CSOs) in order to reduce poverty, cultivate social harmony for all; neutrality is a major concern for the government whereas NGOs/CSOs concern about its independency while following the principle of neutrality inscribed in the LANGO because by experience, the law appear to be utilized for political biased by the government e.g. Government oriented NGO (GONGO)/Associations were established by government or government officials usually have more opportunities to operate their programs freely, any time, and anywhere. Unlike the majority of NGOs/CSOs who received funds from external Donors seem to have narrow space for program operations. And the bureaucracy from government authority may also influence over the independence of NGOs/CSOs. Therefore, this may have caused some concerns in level of trust create distant relationship between the two actors which could lead to misunderstanding and misinterpretation each other a lot on the ground, especially between NGOs/CSOs and the local authorities. Per se both actors could not fully understand each work well in some of communes or districts where NGOs/CSOs are working in.

### *Recommendations*

The level of distrust among NGOs and government has been increased, to some extent this can prevent meaningful dialogue and collaboration in moving together to do more helping the poor. This demand robust discussion among NGOs and between government and NGOs focusing on possible re-structure

existing working relationship and then look for new structure of working relationship in the midst of dynamic economical politics context of the country so that both actors can continue improving and increasing trustworthiness in different ways of working, but same ending results (serving the poor) and development of the Country at large. In short, mechanism and approaches in building trust and understanding between NGOs/CSOs and the government is a necessity so as reducing level of confusion and increase partnership and collaboration.

### ***Challenge #3***

A small number of NGOs/CSOs staff members cheated the self-help group members, here's the account: one of the association staff members had a series of meetings to mobilize community people to form self-help groups in the villages. The self-help groups roles were to represent the community and directly engage with NGOs/CSOs to implement all kinds of community development work in their own community. One of project activities was the village credit loan scheme. However, to be able to operate this credit loan scheme, each members of the self-help groups have to put their saving first for the seed capital of the group before the Association can subsidize the rest of capital. The process went on... and group members put their savings until several months. All savings were kept and managed by the self-help groups, but the staff of Association who act as technical support to the self-help groups also has the key of the saving box. From time to time that staff took home the saving box with money because the self-help group committee was not confident and fully trust to keep the saving box with money in the village during night time. Unfortunately, one day that staff took all money and ran away, never came back. The Association office was closed several months after this bad deed committed by their staff. This story was in Battambang. However, more or less these similar issues were also raised in Phnom Penh and Kratie, but not in Kampot Province. The study has also found other case. A small number of NGO/CSOs staff members lack of transparency during performing their works e.g. they conducted only 3 days training or workshop, but they asked the community people to sign on documents which indicated as 5 days training or workshop.

### ***Recommendation***

The concerned NGOs/CSOs should reinforce their staff policies, corruption and/or fraud and bribery policies etc. and then set a clear monitoring focusing on staff attitudes while performing their works on

the grounds with communities or any other involved stakeholders. This specific finding can be shared among NGOs/CSOs staffs to promote awareness about the issue and agree on actual action plan to effectively address the issue respectively NGOs/CSOs accordingly. The organizations have to commit fully compliant on corruption policy or zero tolerant corruption policy within the organization. And NGOs/CSOs have to create corruption policy or any other related policies as mentioned above if they do not have one yet. Ongoing raising awareness on corruption issue to staffs or do it regularly during staff events throughout the year and/or create a specific committee to address the issue immediately if there might be allegation on an unresolved corruption and/or bribery issue within the organization. The organization must prioritize new staff and schedule him/her to receive comprehensive orientation about the organization in general, but especially focus on corruption and bribery etc. policies. Some approaches to be considered like regularly spot check and/or surprise spot check could be done.

#### *Challenge #4*

NGOs usually engage community people through CBOs for them to involve in the process of annual project development plan. During planning meetings, community people always raised issues, concerns or problems in their own community, but they (community people) do not or hardly see their inputs, concerns or problem were included into the final approved annual project plan. According to the in-depth FGD and KII interviews and discussions, this criticism could be caused by lacking of information sharing (especially, taking back the final approved annual project plan) to the community people and provide them orientation on the approved plan before starting the actual implementation of the approved annual project development plan. For example, most NGOs interventions focused mainly on soft skills almost non-infrastructure activities, but the community people appear to be confusing with the concept of soft skill and infrastructure activities, this means that all their inputs or concerns they raised during the process of planning might be about infrastructure activities the most.

#### *Recommendation*

Misunderstanding may happen on this concern?

However, CSOs/NGOs should study further to find out and learn where the gaps are and then address them based on specific gaps/needs accordingly. However, it is recommended that explanation to the community people about Vision, Mission and Goal of organization has to be done properly so that they

are clear with what organization do and what organization not do, and this orientation to the community people and authorities the organization should do it since program was started in that area. More importantly, it will be never too late to do this if in case some organizations have not done it yet, they can start doing it now. The same with project or program plan (can be annual plan, 3-year plan or strategic plan), the project/program team must conduct a workshop or meeting with key community people and local authorities to make presentation and then clearly explain on the approved plan before starting the actual implementations. Even though NGOs/CSOs seem undermine on this concern raised (see this issue less important), but community people sound it important and necessity.

#### *Challenge #5*

There has been marked that the development-oriented NGOs are difficult to engage with medias. In other words, Human Rights and Advocacy NGOs are always popular to all kinds of Medias e.g. whenever Human Rights or Advocacy NGOs conducted an event, the Medias always join the event even though those Medias did not get invited to the events. Unlike development-oriented NGOs when they conducted any events and then invited the Medias to join for their press release, they (the Medias) did not come and join the event. Or most of the times, the development-oriented NGOs have to pay fee to Medias to join the event. Public TVs, Radio and Newspapers etc. always hesitate to join the events or activities of the development-oriented NGOs or they tried asking a lot of questions for clarification before they can decide yes or no. But they never asked any questions to join or to get involved with the activities or events of the Human Rights and Advocacy NGOs.

#### *Recommendation*

Any kinds of NGOs should build good relationship with media agents so that NGOs can promote their works publicly. There are different media agents in Cambodia – can be private local and international medias or state media agents/companies. NGOs can initially explore possible networking with medias, especially try-out with any interested medias and then discuss together on “possible networking initiatives” aim to support each other works related to social development news which can contribute to the development of Cambodia. Or some other alternatives can be free of charge such as – Social Media e.g. Facebook etc. or NGOs can work out with media experts to consult and seek advice from them if there are any free applications which can be used to promote NGO activities publicly beside from Facebook.

NGOs may consider conducting a workshop and invite medias to participate in the workshop, the agendas of workshop have to be about Media vs NGOs works or can be a Forum, special meeting so that Medias and NGOs could reflect and learn from each other to discover new ways of working to support each other to do more for development of Cambodia through Media-NGOs collaboration and partnership works.

In addition, NGOs can also try-out to advocate for or buy government radio/tv times with low cost supported/recognized by government and then share program schedule together for broadcasting NGO news at least 30 minutes twice per week.

### *Challenge #6*

There has been a marked increase confusion, misunderstanding e.g. whenever NGOs want to honestly support and work with the government to tackle the conflicts; particularly, helping the land conflict victims through facilitation to engage both government and the victims of land conflict sit together and discuss for legal resolution, but government feels not always support NGOs to work on any kinds of land issue... instead NGOs are being warned/accused of provoking community people to fight against government or it appears to imply that NGOs may have hidden agendas to support color revolutions from their technical and financial supports through its project activities. The reasons for this criticism/accusation could be three folds of dilemma: 1) the government's trust in a few number of NGO is low because of some cases of land conflicts were secretly backed up by politician and then dragged the case as a pretext for hum right led by NGOs e.g. Beng Kok land conflict case (Refer to page 48,49 for details), 2) a few number of NGOs staff members might have a hidden agendas (Refer to page 35 for details), and/or 3) the government's political will performance is low within their complexity dilemma.

### *Recommendation*

The level of distrust among NGOs and government has been increased, to some extent this can prevent meaningful dialogue and collaboration in moving together to do more helping the poor. This demand robust discussion among NGOs and between government and NGOs focusing on possible re-structuring existing working relationship and then look for new structure of working relationship in the midst of

dynamic economical politics of the country so that both actors can continue improving and increasing trustworthiness in different ways of working relationship, but same ending results (serving the poor) and development of the Country at large. (See details recommendation on page 55, 59)

## 1. Overview

### *Introduction*

This study report was commissioned by the Cooperation Committee for Cambodia (CCC). CCC has played a unique role as an umbrella NGO (enabling agent) since 1990 to facilitate CSOs to collectively, responsibly and accountably work together for good governance, enabling environment and sustainability of CSOs in Cambodia.

The study aimed to reflect the visibility of civil society as perceived by the public and other stakeholders. This study also looked at the perceptions of the public and other involvements including government, private sector, and development partners, Freelancers, University students, primary and high school teachers. We looked at the images of civil society organizations through their roles and contribution to the development in Cambodia, their mandate, their professionalism, their political neutrality and independence, their engagement with relevant stakeholders, and their accessibility to media.

We believe that this research report will be more or less able to contribute to the solutions for improving the public images of CSOs in Cambodia.

### *Objectives*

The main objectives of the study are as follows:

- To understand the public image of civil society as perceived by the publics and other stakeholders including the government, private sector, DPs, students, academy etc.
- To identify and validate significant factors which influence the public image of civil society organizations and to study their causal effects.

- To produce a set of solutions/strategies (Strategic Recommendations) for civil society organizations to strengthen its public images.

### *CSOs contexts in Cambodia*

#### *History of CSO Development in Cambodia*

During the period of year zero from 1975 to 1979, there was no civil society organizations (CSOs) operating in Cambodia, but the regime of Khmer Rouge (KR) represented itself as “Angkar” which literally means “Organization” to function its authoritarian leadership. The KR regime destroyed all kinds of social systems including education and human resources. The role of Organization was to watch, to monitor, to order, to punish and to kill those who were considered as internal enemies, stealers, and lazy people etc. After the collapse of Khmer Rouge regime, only few international organizations known as non-governmental organizations (NGOs) were operating its mission in Cambodia during the 1979. Their works were to provide humanitarian aid and food supplies.

Cambodia’s first local NGO was established in 1991. Many more local NGOs were created during the United Nations Transitional Authority in Cambodia (UNTAC) period from 1992–1993. Most of them involved in human rights and voter education activities. Later on some of those NGOs closed down and others switched their focus to development-based activities, which was in some ways responding to the availability of external funding. The sudden rise of NGOs was because there was favorable atmosphere created by UNTAC, plentiful financial support, and available human resources, especially the educated people repatriated from the border camps (Hughes 2003; Ou 2006). Also the Cambodian government was receptive to foreign aid and technical assistance.

According to Civil Society Brief Cambodia by ADB (2011), local NGOs in Cambodia similarly can be broadly classified into five main categories: (i) democracy and human rights organizations; (ii) development organizations involved in education, health, credit, income-generating, and other activities; (iii) support organizations focusing on human resource and organizational development training activities; (iv) CBOs; and (v) research and other analytical work and advocacy activities covering various development issues.

CSOs provide a variety of services from basic public services such as health and education, to more complex services in the areas of environmental protection, human rights violations, and savings and credit. Some other function as watchdog on the government to make sure compliance with international human rights standard and good service provider. Thus, many services depend on foreign funding and when funding declines, those services cannot be delivered. Dependence on foreign funding more or less drive CSOs to follow donor priorities rather than focusing on the communities they serve. In order to survive, CSOs have to redefine their scopes of operations and to diversify their mandates so that they are able to maximize funding opportunities, despite the fact that they are lacking the technical expertise to work in these new areas. According to the Ministry of Interior (MoI) and Ministry of Foreign Affairs and International Collaboration (MoFA), more than 5,000 NGOs have been registered with MoI or have MoU with MoFA (CCC, 2016). On the other hand, the grassroots organizations and community-based organizations (CBOs), estimated at 25,000 are also scattering in the countryside at large. Moreover, there are more than 100 CSOs networks operating throughout the country through different fields, and particularly at the national level, there are more than ten umbrella and network-based organizations while the number is doubled for the provincial CSO networks.

After long history of funding supports, some foreign donors shifted their supports as Cambodia moves to a status of middle-income and the needs of other post conflict countries such as Myanmar, Syria, Afghanistan, and Iraq and so on cause many CSOs to cease their operations especially the weak governance CSOs. Most CSOs depends largely on funding from foreign donors. If the funding cut, they cannot survive or sustain. CSOs rarely receive individual donations due to the fact that Cambodia does not have policy on tax benefits for corporate donations. Practically the local support from government, individuals, or businesses is limited. In response to this situation, some CSOs have developed strategy to generate income through social enterprises or service delivery for financial sustainability. Other CSOs have also engaged in micro-lending to generate income, but the government currently began closing down such activity among CSOs because they competed with microfinance institutions.

However, compared to many countries in the region, Cambodia has a large number of CSOs with a wide range of development philosophies and standards of governance. Anyway, some CSOs started to acknowledge that strengthening governance structures and management systems is significantly crucial that will increase their accountability and transparency, particularly to the communities and people with whom they are working with. It is time for CSOs to reflect its practices and approaches in order to act as

good role models which will effectively contribute to sustainable development and positive impacts on quality of life and good governance of Cambodia.

### *CSO's Contributions, Challenges and Its Public Image*

The Government of Cambodia and development partners recognize the important contribution of CSOs to the rehabilitation of the Country. Civil Society Organizations have played a significant role in the development of Cambodia for the past three decades and have made significant contributions to Cambodia people. It is estimated that there are currently 1315 active registered CSOs operating in Cambodia, with a combined annual operating budget in the region of US\$550M, employing approximately 55,000 staff, and working to directly benefit perhaps 20-30% of the population in some ways (CCC, 2013). Among many other development partners, ADB recognizes CSOs, including NGOs, as significant players in the development process and cooperates with them to improve the impact, sustainability, and quality of its services. CSOs practically have made significant contributions towards improvements and social transformation of the lives of the poor and marginalized. Furthermore, CSOs truly support development from the grassroots level and empowering individuals and communities. CSOs also advance their advocacy role for inclusive and fair policies and engage in protection of the rights of the marginalized and working toward societal harmony.

In recent past, development of political situation marks a considerable concern significantly affecting civil society and civic space that cause mistrust and poor relationship between civil society and the government. It is apparent that many vocal CSOs and networks have and are being targeted for suppression, particularly through the association of CSOs/networks and others with “color revolutionary activities” which is considered threatening by the government. The government perceived CSOs worsened in 2015, as the government accused CSOs advocating against the LANGO of being aligned with the opposition party according to the 2015 CSO Sustainability Index for Asia.

The new law on LANGO is another burden for CSOs. It requires CSOs to provide quarterly financial and program reports. The new Law on Election of Member of National Assembly (LEMNA) bans CSOs from conducting opinion surveys and researches. It also prohibits CSOs from implementing other activities that might favor one political party over another before, during, and after an election. CSOs that work on sensitive issues particularly in the area of human rights such as land rights and environmental rights, are often subjects to government harassment for instance some staff from CSOs like ADHOC and Mother

Nature were arrested and imprisoned for their cause of protection of human rights and environment. The Council of Ministers released a no-holds-barred book about its efforts to root out a purported foreign-backed “color revolution” in Cambodia, lashing out at superpowers like the United States for supposedly trying to cause “immeasurable catastrophe” in the country. The treatise, in 132 pages, lays out the argument for why the Cambodia National Rescue Party allegedly had to be forcibly dissolved just months ahead of national elections, rehashing and expanding many of the claims made in Cambodian People’s Party videos and speeches over the past two years. Government-aligned media outlet Fresh News published the entirety of the book on its website and said 70,000 copies would be printed and disseminated.

The book paints a picture of Cambodia on the brink of war due to the actions of the CNRP and civil society organizations (CSOs), which are said to be funded by “superpowers”. The book also criticizes media outlets Voice of America, Radio Free Asia, Voice of Democracy and Beehive Radio for exaggerating events “in order to poison the social environment” and accuses civil society organizations (CSOs) like Licadho, Adhoc, the National Democracy Institute, Transparency International, Comfrel and Nicfec of being allies of the opposition.

Beside from political and funding issue, local CSOs have great difficulty retaining professional staff because they are unable to offer salaries that are competitive with those of international CSOs or employers in other sectors. In terms of governance, CSO’s self-regulation remains weak. CSOs tend not to have codes of conduct or publish annual reports unless required by law or requested by donors. Lately, self-regulation is gradually improving, again it is still driven in part by donor or government requirements.

From this tendency, the public image of civil society somehow become affected. It is noticed that more and more portion of the public, including other stakeholders, become suspicious about the roles and contributions of CSOs. A portion of the public views, CSOs are carrying out personal or political agenda and believes that they should engage only in relief or development work. Yet, another portion of communities and vulnerable groups appreciate and trust the services provided by CSOs and can clearly distinguish CSOs from political parties or the government. Nonetheless, the public perceptions on civil society are not affected by these political factors alone. There are many other attributes that should be considered such as: the performance of the CSOs themselves, lack of awareness of the public, harmonization of civil society, lack of visibility promotion from civil society etc.

Moreover, the previous CSO studies also highlighted issues around the lack of inclusive partnership mechanisms between civil society and other stakeholders and this has also negated the public image of the CSOs which was declined due to the worsening government perceptions of CSOs and the government's efforts to paint CSOs as aligned with the opposition party, resulting from CSOs' advocacy against the LANGO. At the same time, violence against journalists and media self-censorship persists which hindered CSOs' public outreach efforts. Meanwhile, a greater use of social media helped advocacy efforts in mobilizing people for voicing out and campaigns, such as Stop and Consult against the LANGO.

## 2. Methodology

The study was rolled out among general population in the capital city of Phnom Penh and three provinces including Battambang, Kampot and Kratie. All study sites were identified and selected by CCC and consultant team based on the geographical area such as urban, rural, semi urban and coastal areas. An individual was included in the study if they were aged 18 or older, match with participant quota and lives within the 4 selected research areas.

To maximize the quality, mixed method was used to overcome the limitations quality of results of the study. These methods were to ensure in-depth interview exploring the phenomenon and to serve complement each other to become a stronger mixed method for triangulation and precision of the information collected. Most, if not all, include both qualitative and quantitative surveys in order to provide a balance of responses coming from the interviews with all respondents. This one-two-punch strategy is much preferable to going straight to the closed-ended questions and open-ended questions with response categories that consultant team meet up to interact and interview with the respondents. *NB.* Data collectors have to keep in mind that while asking qualitative questions via a face-to-face, do not just stick to the set questions. There is always the possibility of a follow-up, and make sure that they remain on track when giving a response to the questions since the chances of them getting carried away are high. Therefore, two very crucial aspects are needed to get it done: careful planning and coordination beforehand.

In conclusion, the nature of this study document has reported its contents and/or results in a very simple layout. Again, bear in mind that the mixed method and the reviews of some relevant documents were

used for gathering the data. The quantitative analysis information is illustrated in the form of graphics and tables. The statistical analysis was based on all data derived from the structure-interviews with the **274** respondents. And come alongside underneath or next to the graphics and/or tables in the form of narrations are the qualitative information descriptions. All these qualitative narrative descriptions were based on data derived from semi-structure interviews with the **130** respondents through FGDs and KII techniques.

### *Sampling method & Sample size*

Technically, the convenience sampling technique was used to select respondents for this study for the reason that this research aims to do a qualitative and exploratory study, the randomization technique is impossible e.g. the target population is almost limitless, this research does not aim to generate results that will be used to create generalization pertaining to the entire population of Cambodia, this technique is used in an initial study which will be carried out for next level research by using a randomized probability sampling. This technique allows us not worry too much about taking random samples of the population at this time, but just use people who are available; like... people in the street, people we know, people who work within CSOs community itself, private sectors, relevant stakeholders, public servants, donors and so on. It can be used as many people as possible to ensure accuracy results of the study. And with that commonsense, the **404** respondents from different backgrounds, 4 provinces and different people groups in the society were selected to participate in the process of the study. To support and align with the mixed method which is used for collecting data, the total 404 respondents were split into two parts, the **274** respondents for quantitative survey, and **130** respondents for qualitative interviews (FGD&KII). The Table below detail on sample size of each method from different locations and types of respondents.

Method type	Respondent type	Location				Total by Group in survey type	Total by survey type
		Phnom Penh	Battambang	Kampot	Kratie		
<b>FGD</b>	Government/public servants	10	6	7	8	31	<b>97</b>
	Private	10	0	0	6	16	
	Academy/Teachers	0	9	7	9	25	
	CSO	10	5	5	6	26	
<b>KII</b>	Government/public servants	1	3	1	0	5	<b>23</b>
	Private	6	2	0	0	8	
	Academy	1	0	0	0	1	

	Freelancers	3	0	0	0	3	
	CSO	4	2	0	0	6	
<b>Small group</b>	CSO	10	0	0	0	10	<b>10</b>
<b>Survey</b>	Publics/public servants	20	10	10	10	50	<b>274</b>
	Private	20	15	15	15	65	
	University Students	30	0	0	0	30	
	CSO	22	8	10	7	47	
	Community people	33	20	15	14	82	
<b>Grand total</b>		179	80	70	75	404	<b>404</b>

### *Data analysis & Triangulation*

The STATA Software was used to analyze quantitative data for this research. After completing data entry, it generated a mass of numbers were summarized, and analyzed by the Software. The characteristics of the data was described and explored by drawing graphs and charts, doing cross tabulations and calculation to generate report in percentages. The qualitative data analysis was the mass of words generated by interviews and observational data collected, and then it was described and summarized throughout analysis stages. Although the framework analysis approach is much more suited to a limited time frame than a grounded theory approach. But there's no denying that any qualitative analysis is a very time consuming and demanding process. However, 5 stages were used to go for qualitative analysis for this study. These stages are kind of general thematic analysis and framework approach.

#### *1. Transcription*

Almost all qualitative research studies involve some degree of transcription e.g. the data may be tape recorded interviews, focus groups, video recordings, or handwritten field notes etc. However, the handwritten field note was technique used for this study to collect data from the semi-structure, focus group and KII interviews with the respondents. All data was written verbatim.

#### *2. Organizing data*

After transcription, it was necessary to organize data into easily retrievable sections. At this stage, all the recorded verbatim data was grouped according to the categories/types of respondents. And then break up the field notes into sections/parts identified by thematic questions. A secure file or records were kept high confidential. Researcher did not use a software package to do the analysis, but typed into Word process using 'hard' copies (i.e. typed from hand written sheets) into Computer Words. And saved 3 copies in three separate folders of each at this point, to avoid losing data.

### *3. Familiarization*

Whenever the above procedures begun the process of familiarization. Meaning that the researcher reviewed, read and kept re-reading the data, making memos and summaries before the formal analysis begins. This is an essential stage, and is particularly important because the main researcher did not gather all the data alone.

### *4. Coding*

Prior to starting this stage, it was helpful for the researcher read through the sample interview transcripts/records in the flipchart in Khmer Language to double check on the interviews carried out with respondents in order to ensure things were not missed or may need to go back to the respondents again to explore further perceptions when necessary. This stage was time to decide how to conceptually divide up raw qualitative data. Sections of text transcripts, for example, marked by the researcher in various ways (underlining in a colored pen, given a numerical reference, or bracketed with a textual code in the margin). These sections contain data which the researcher was interested in exploring and analyzing further. In the early stages of analysis, most if not all sections of the texts were marked and given different 'codes' depending on their content. As the analysis progressed these codes was refined or combined to form themes or categories of issues.

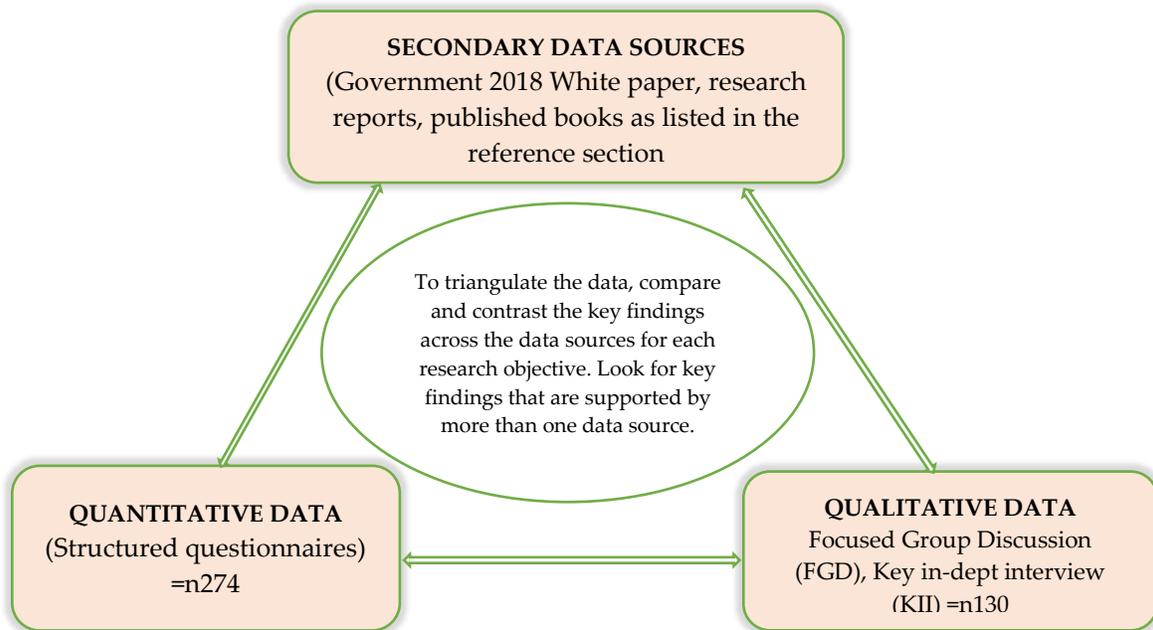
### *5. Themes*

At this stage researcher has begun to identify "themes" or emergent concepts, and engaged in re-coding to develop more well-defined categories. One of these categories could be, for example "political cause of NGOs' credit decreased". Respondents discussed this at various points, but this category could also have been identified. As usual, all the emergent themes were generated from the data itself, although researcher might later incorporate other theoretical ideas in the analysis.

Keeping a record of all thoughts and theories as when researcher went along, this often called a journal or memo keeping. These records were formed the basis of narrative analysis for the final report, and enable researcher to follow throughout processes. Whenever writing up draft sections of analysis, included some examples of *verbatim data* that support the argument. This could help researcher searching for them later, and ensures researcher was grounding analysis in real evidence. *flow charts*, diagrams, tables and other visual means were used to support the analysis. Sketch out any of these as went on along, keep it in journal, no matter how scrappy it is. It was useful in the eventual analysis. Built on from these stages, the researchers were able to create the final report of this study.

### Triangulation

In this study, the triangulation was defined as the use more than two methods of data collection to observe and explore from different angles in the aspect of perceptions on image of CSOs/NGOs perceived by publics in Cambodia. Besides, the triangulation was used to evidence and demonstrate the rigorousness of the findings.



The quantitative, qualitative and the reviews of relevant documents were used for gathering the data. The quantitative analysis information is illustrated in the form of graphics and tables. This statistical analysis was based on all data derived from the survey structure-interviews. And come alongside underneath or next to the graphics and tables in the form of narrations are the qualitative information descriptions derived from the semi-structure interviews (FGDs & KII).

### ***Training and Monitoring***

All data collectors and any other affiliated staff participated in a one-day training. There were 6 data collectors who joined the training. The topics covered included background of CSO in Cambodia, goals and objectives of the research, research design and methodologies, participant recruitment, and research ethics and data collection procedures. The data collectors were divided into three teams and each team consist 2 members for the survey. For qualitative study, the members of consultant team facilitated the focus group discussion and conducted key informant interview. The two qualitative and quantitative arms were complementary and implemented simultaneously.

The principal investigator was responsible for the overall monitoring of the data collection and analyses. A research coordinator worked with interviewers to ensure that proper informed consents were provided and the data collection process was followed in compliance with the study protocol.

### ***Ethical Considerations***

All participants were explained about the study in Khmer language and asked for verbal informed consent. Efforts were made to protect the confidentiality and identity of the participants. Face-to-face interviews were kept confidential and done in a private location. The participants were assigned code numbers, and anonymity was ensured in the questionnaire and database. The confidentiality and the protection of the identity of respondents were emphasized during the training of data collection staff.

### ***Validation***

In summation, [The total respondents from public servants participated in FGD and KII (n=36), total respondents from CSOs participated in FGD&KII (n=32)]. Through FGD&KII, both respondents from public servants and CSOs reported and shared their insights on Key Challenge 1 and Key Challenge 2. But, only respondents from public servants reported and shared their insights on the Key Challenge 3 and Key Challenge 4, whereas only respondents from CSOs reported and shared their insights on Key Challenge 5 and Key Challenge 6. *Refer to key challenges and recommendations on page 52 below.*

There were 60 CSOs representatives attending the validation workshop. Participants were divided by a group of 7 – 10 into 5 Groups. Each group worked on all 6 key challenges and 6 recommendations through group discussions and then gave their vote on each point.

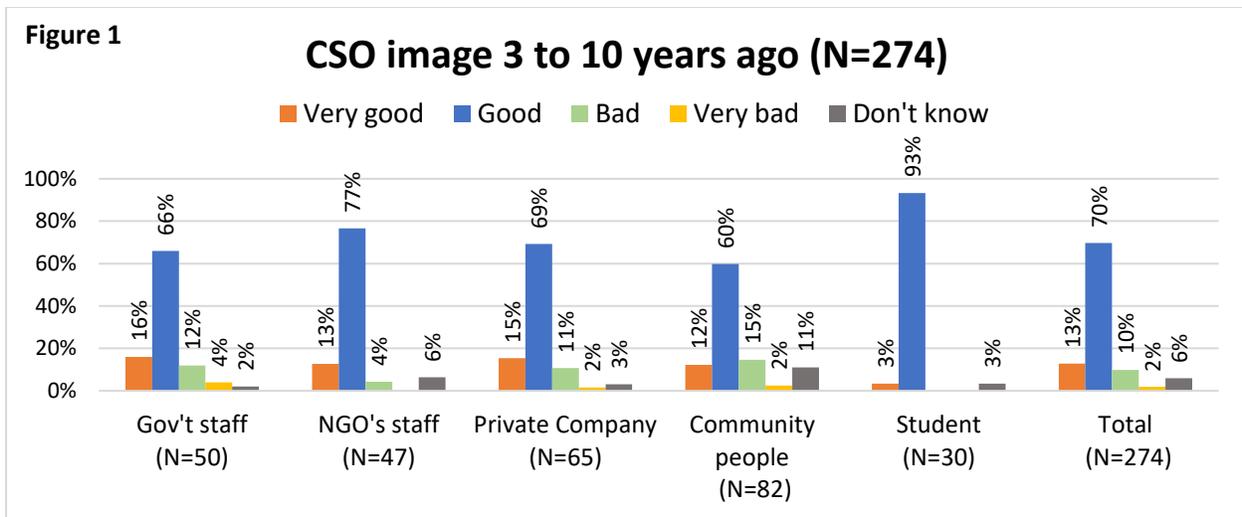
However, according to the result of validation workshop with 60 CSOs representatives – 5 Groups voted “agree” on Key Challenges 1, 2 and 6, and 4 Groups voted “agree” on Key Challenge 4, 5. But, only two Groups voted “agree” on Key Challenge 3. *Refer to detailed validation report in Annex 1.*

### 3. Results of the Study

#### *CSO image before and present*

In the past 3 to 10 years ago the image of NGOs/COSs was perceived **83%** good while looking at the present, the image of NGOs/CSOs is perceived **61%** good [refer to Figure 1, 2 for details]. The study has found that since the 90s until late 2013, the private sectors have slowly grown with less active and therefore had more space for NGOs works. For that reason, NGOs could gain more supports from government because during that time government lacked of many things such as human resources, facilities, infrastructures, and other relevant good policies. Thus, NGOs seemed taking a lead in some roles to implement community and society development works helping to improve livelihoods of the poor in remote areas and lacking of schools with insufficient facilities, study materials, and the leak of school roofs etc. More importantly, NGOs’ works could influence government and greatly contribute to the developments of Cambodia as a whole.

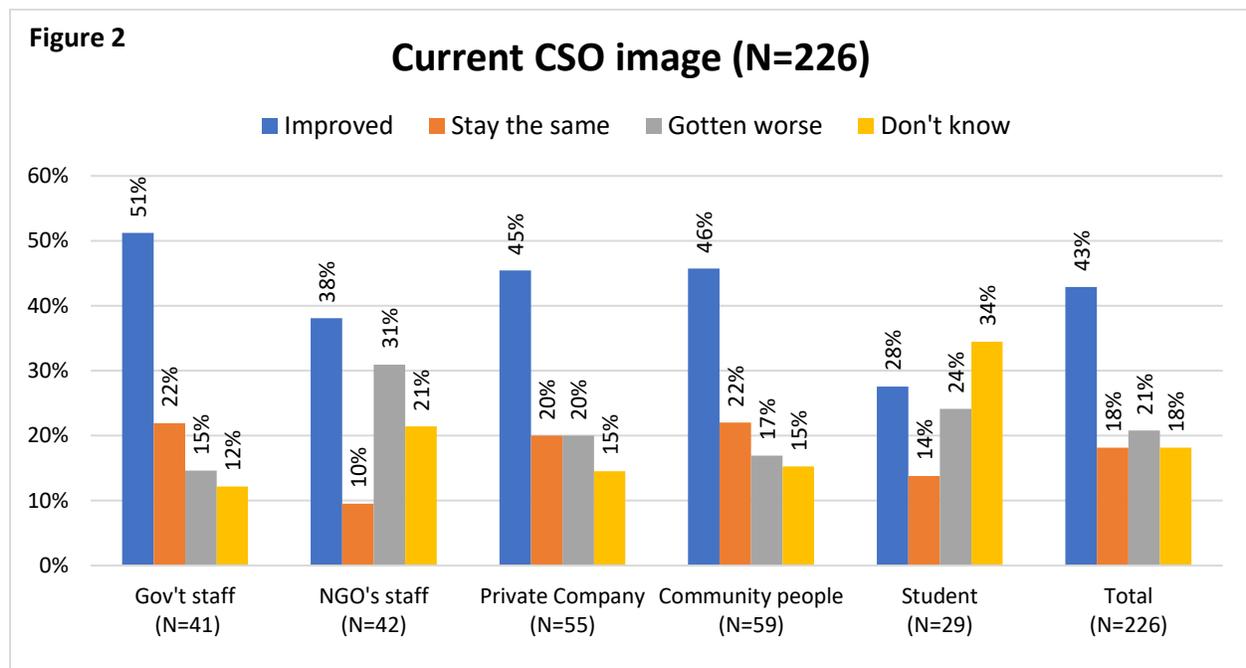
**Figure 1**, among those total (n=274) respondents, 13% reported that CSOs image was very good in the past 3 to 10 years, 70% viewed that the CSOs image in the past 3 to 10 years was good, 10% reported CSOs image was bad in the past 3 to 10 years, 2% said the CSOs image was very bad in the past 3 to 10 years and 6% they reported that they do not have any idea.



However, since after 2013, the private sectors have been rapidly growing in the midst of dynamic economical politic climate. As result, the NGOs' credits seem gradually decreased and its works less influence to the government. This may be due to different factors e.g. living condition of people now is improved compared with the living condition of people to the past time during 90s until earlier 2000s. In general, political economic contexts now have been changed, new government laws and regulations were issued. At the same time, there has been a shift in operating environment of CSOs since the rise of the opposition to hold the ruling party in government to account. More specifically, the foreign policy of the Cambodian government has brought it further away from western nations and closer to Asian superpowers like China. As a result, the RGC's stance towards Western funded NGOs is very different from its stance towards those funding by other countries. These required NGOs to fully comply with all new legal requirements. Some other factors like a few former head of NGOs and some of former NGO staff decided to join Politics. In additions, some of NGOs were transformed themselves to be private institutions might be since the past 20 years until the recent past, namely ACLEADA Bank, PRASAC, KREDIT, SATHAPANA Bank, AMK, Vision Fund and so on. The study has also found that more or less, the international NGOs are still doing good works, but some of local NGOs are needed to be reviewed to improve their quality of works and performance to be aligned with the LANGO. Lastly, the salary of NGOs staff can be also an issue, for example: head of NGOs received less salary than head of private companies, but not really sure with the salary scale between low position staff of NGOs and the low position staff of private sectors.

**Figure 2:** In general, the perception of public toward CSO image has been changed over time period. Of the survey respondents who viewed the image of CSO positively in previous 3 to10 years back, 43%

reported that the image of CSO is improved, 18% reported that the image of CSOs is still the same. This can be concluded that the reputation/image of CSOs is positively perceived (43%+18% = 61%) good in the present. And 18% reported that they do not have any idea. However, 21% viewed that the image of CSOs gotten worse. To elaborate this (21% equal to n=47 respondents) among those total (n=226) respondents. Those n=47 respondents (n=6 respondents are public servant, n=13 respondents from NGOs, n=11 respondents from private sector, n=10 respondents from community, n=7 respondents are students) who reported that the image of CSOs gotten was. In short, comparing to the past 3 to 10 years back as illustrated in Figure 1 above the image of CSOs was perceived **83%** good while in the present as it's illustrated in Figure 2, the current image of CSOs is perceived **61%** good.



### *CSO roles, responsibilities & working focused sectors*

The study has found that NGOs still play an important role in Cambodia, especially on humanitarian development works that have helped facilitate achievements on improving the living conditions and in human development. NGOs always have shown high commitment in promoting sustainable community development and because of their particular nature, NGOs are good at reaching out to the poor and remote communities and mobilizing target people to participate in community development works.

NGOs' works can help build capacity of community people in needs to regain control of their lives and can work with and strengthen local people to participate in development process for developing their own community and then contribute to development of the country at large. And/or no matter what.....it is like two sides of the same coin; naturally and professionally, in the society NGOs/CSOs and government need to be freely working side by side to achieve the national development goal and improve the quality of life of the people. NGOs/CSOs play critical roles in filling the gaps which the government might miss or limitation to deliver services to the poor and oppressed. Not only that NGOs/CSOs act as mirror giving healthy constructive feedback and true information from the community or society at large.

More importantly, through this exploratory study has found a few critical issues and challenges such as: 1) the potential and unavoidable partnership between the two actors in order to reduce poverty, cultivate social harmony for all; 2) neutrality is a major concern for the government whereas NGOs/CSOs concern about its independency while following the principle of neutrality inscribed in the LANGO because by experience, the law appear to be utilized for political biased by the government e.g. Government oriented NGO (GONGO)/Associations were established by government or government officials usually have more opportunities to operate their programs freely, any time, and anywhere. Unlike the majority of NGOs/CSOs who received funds from external Donors seem to have very narrow space for program operations unless they are allowed from different levels of government leadership; 3) domination or bureaucracy from government authority may influence over the independence of NGOs/CSOs; 4) mechanism and approaches in building trust and understanding between NGOs/CSOs and the government is a necessity so as reducing level of confusion and increase partnership and collaboration.

**Table 1 below:** Among those total (n=274), 32% reported that CSO roles and responsibilities are facilitate and coordinate development plan, 12% facilitate social services, 27% facilitate encourage community and capacity building, 21% facilitate resource mobilization, 28% facilitate community harmonization, 5% reported that they do not have any idea, 8% others.

<b>Table 1</b> CSO roles and responsibilities (N=274)	Gov't staff (N=50)	NGO's staff (N=47)	Private company (N=65)	Community people (N=82)	Student (N=30)	Total (N=274)
Facilitate and coordinate development plan	28%	28%	29%	30%	60%	32%

Facilitate Social services	16%	15%	12%	10%	10%	12%
Capacity building	28%	9%	46%	30%	3%	27%
Resource mobilization	32%	19%	20%	20%	10%	21%
Encourage community harmonization	30%	40%	29%	29%	3%	28%
Don't know	2%	2%	2%	13%		5%
Other	12%	6%	11%	2%	10%	8%

NGOs have their main interventions focusing on different sectors including agriculture, education, people with disability, vocational training, supporting education program for the poor children, small credit scheme in village for the poor, program for ethnic minority, raising awareness on health care and hygiene, techniques for growing plants and vegetable, advocacy, human rights and other life skills targeting children and women. NGOs have accomplished all these by providing key basic functions including service delivery (relief, when there is disaster emergency) and education toward self-reliance.

**Table 2:** All groups claim that CSO work mainly focus on “education sector” with 82% reported from government staff, 91% reported from NGOs staff, 62% reported from private sectors, 68% reported from community people and 90% from students. Overall those total (n=274) reported 70%. Beside from education, health and human rights works run for the second and third place. Health works account for 61% from those total survey (n=274) respondents and \*\*54% human rights. Social rehabilitation ranked as the least type of CSO work only 8% of the total respondents this because it is not listed as a prioritized sector in country development plan. 44% environment work followed by development and agriculture work 34%. Other factors such as good governance, natural resource, legal support and economic integrity knows as the work in nearly equal proportion between 12%-18%. For others, mostly it covers child protection program in their community. \*\*Human right is saliently understood by respondents, especially publics and community people because they could not make distinctions what is what, but they have heard all the times whenever they engage with NGOs activities...like advocacy, empowerment, participation, right-based approach, women rights, gender issue, child rights, child protection and human rights etc., thus they regarded all these as human rights. Generally, CSOs have played very important role in the development of Cambodia society and people in every level have been touched by CSO works.

<b>Table 2</b> CSO Working focused sectors (N=274)	Gov't staff (N=50)	NGO's staff (N=47)	Private Company (N=65)	Community people (N=82)	Student (N=30)	Total (N=274)

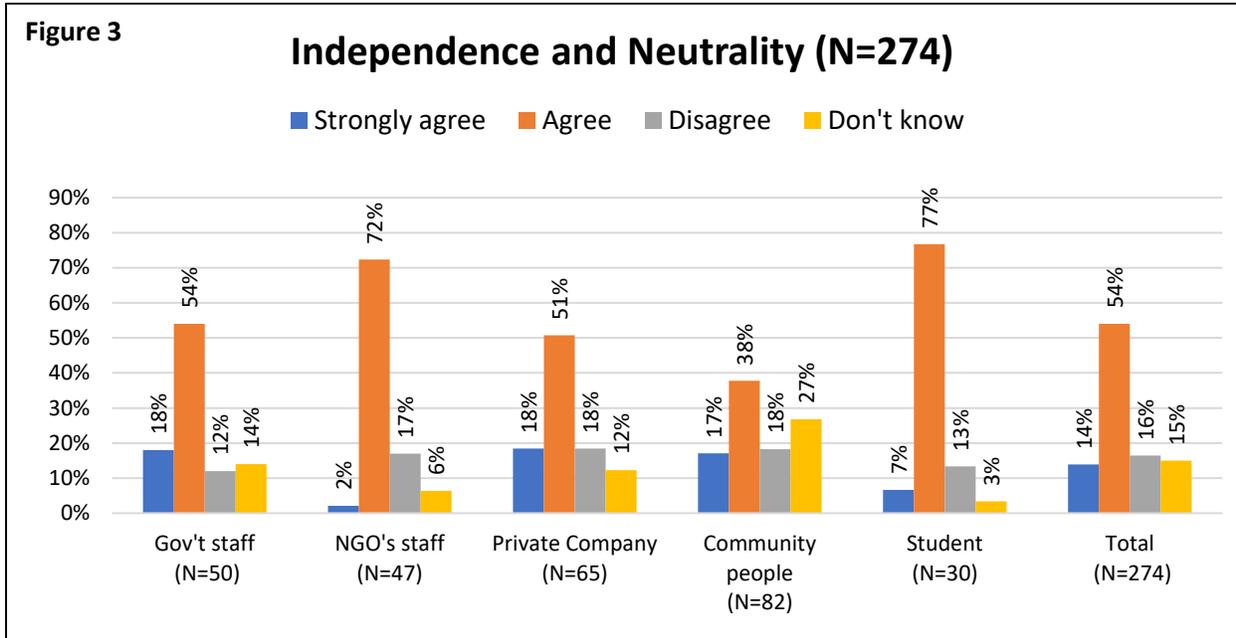
Development	40%	36%	25%	33%	47%	34%
Human rights	56%	68%	55%	50%	37%	54%
Health	62%	89%	55%	40%	87%	61%
Agriculture	26%	53%	42%	24%	30%	34%
Environment	46%	55%	31%	43%	57%	44%
Gender	20%	62%	22%	11%	27%	26%
Education	82%	91%	62%	68%	90%	76%
Good Governance	18%	30%	8%	6%	13%	14%
Natural resource	12%	28%	5%	7%	20%	12%
Legal support	10%	26%	9%	12%	3%	12%
Social rehabilitation	2%	19%	8%	6%	3%	8%
Economic development	10%	26%	14%	10%	23%	15%
other	24%	28%	14%	13%	13%	18%

### *Independence and Neutrality*

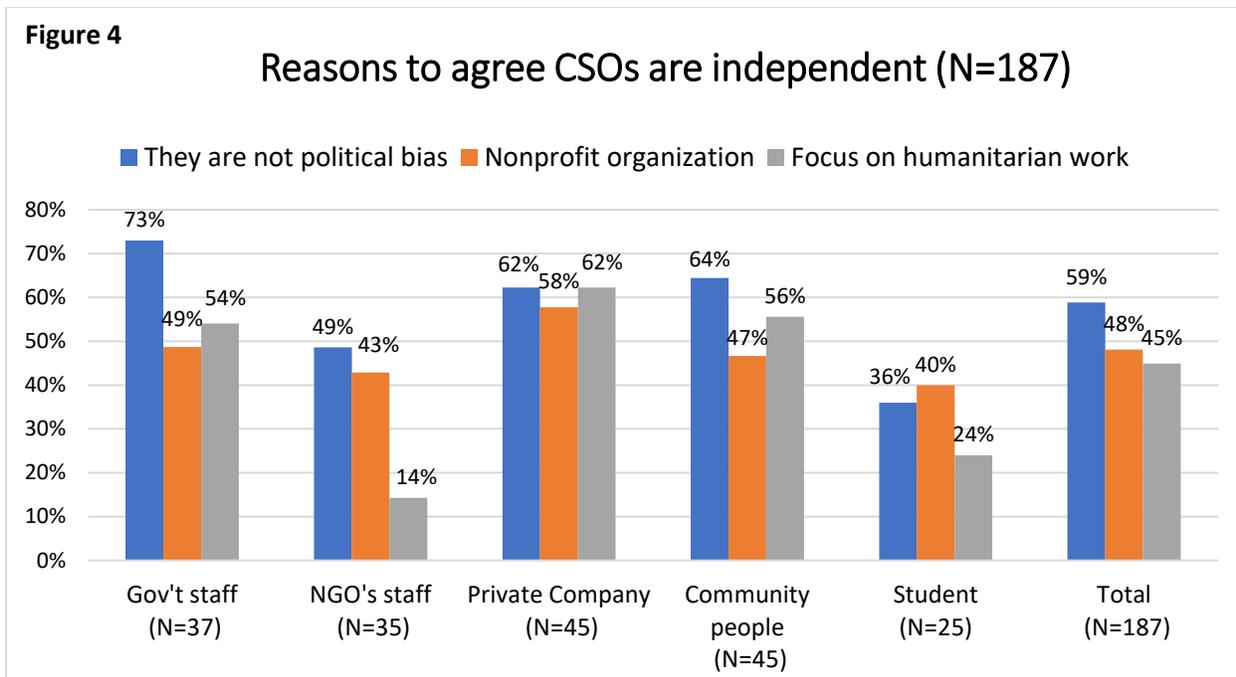
The study has found that majority of NGOs are neutral and independent, and are perceived as having a free and fair agenda for the impartial development of the country. In general, then, we can say the perception of the public is that most, if not all, NGOs are not biased by individual preferences or political party influence. They are in line with their mission and vision to help the people of Cambodia without discrimination or bias. However, there is a small number of NGOs' individual staff in Cambodia that are not neutral and independent, they may be affiliated to political parties. Unfortunately, this small number of NGOs' staff receive a high degree of criticism and negative scrutiny from the public and other government actors. A few NGO leaders or staff members may have their hidden political agendas while they are working in NGOs. Some of former NGO leaders had joined political parties. A few individuals have created their own political party and tried to persuade community people who they used to work with while they were working in NGO convincing community people to support and vote for their party.

Differentiation between the political activities and NGOs activities are usually confused and could easily become worse in the fragile political context like Cambodia. Although there is no Khmer written definitions to differentiate what is political activity and what is NGOs activity, the study has found that both activities are same but when politicians do any activities in the community, they always expect to gain political credit, power and influence people remember voting for their political party. Unlike NGOs, they do development activities in community never expect credit or power back from publics, but NGOs do it for the public interest and encourage people to take care with high ownership and then share development accomplishments among their own community people.

**Figure 3:** Among those total (n=274) respondents, 14% strongly agreed, 54% agreed CSOs are independent, 15% reported they do not have any idea. However, 16% claimed that some CSO are not independent and neutral.



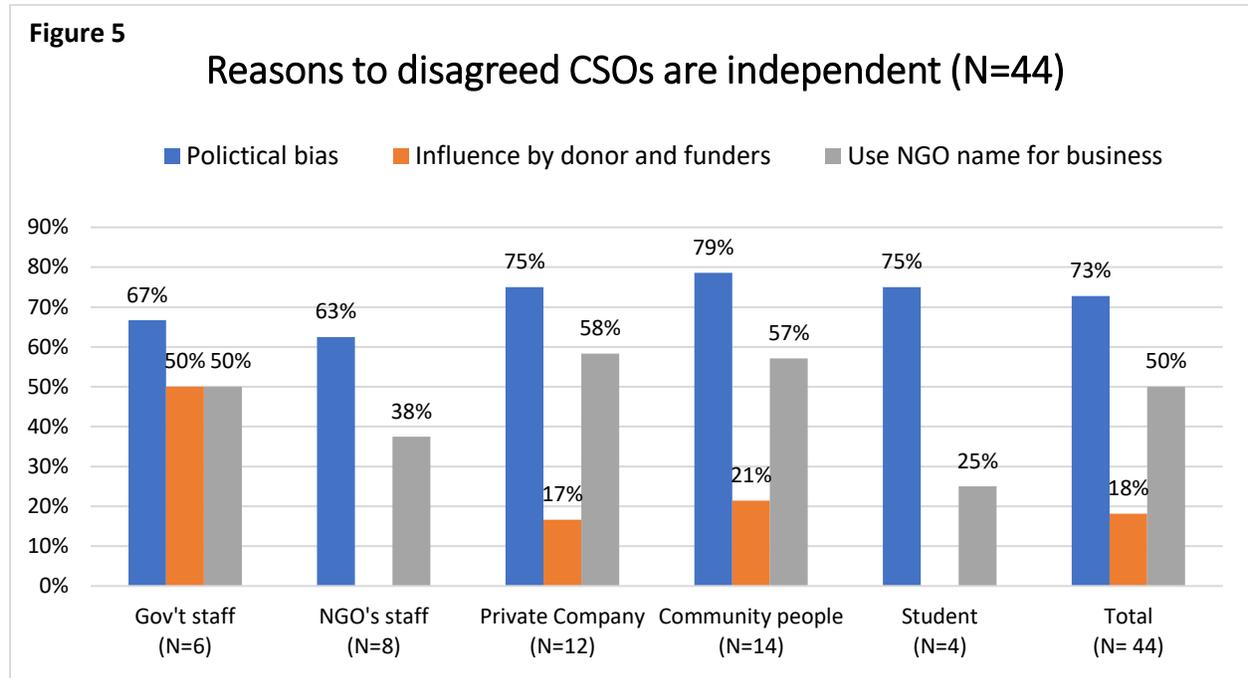
**Figure 4:** Among those total (n=274) respondents, 59% view CSOs are independent and neutral organizations that they do not have any political affiliation and 48% reported that CSOs are nonprofit organization that work mostly benefit given out weight benefit taking from community. Similarly, 45% reported that CSO work focus on humanitarian development works and they don't take side and work for any political parties.



**Figure 5:** However, some respondents reported that there are reasons to say that some of CSOs are not independent and neutral as table 7 below indicated that among those total (n=81) respondents, 40% reported that CSOs/NGO might have political bias, 27% have used their names for doing business to make profits; and 10% reported that CSOs activities are influenced by donors or funders' purposes (donor-driven), not meet the real needs of the communities.

A small number of NOGs/CSOs have been criticized for doing business to make profits. This issue was more or less repeatedly raised during FGD&KII and quantitative survey across three locations among the four targeted locations for this research, namely Phnom Penh, Battambang and Kratie Provinces. We have not found this issue in Kampot Province. However, the study has found that a few NGOs have operated the credit loan scheme to give loans to the community people and charge interests from the borrowers, but in their names as NGOs. According to the concerns were raised during in-depth discussions, it seems like there are different models of credit operating activities which is being implemented by a few NGOs through different types of CBOs in communities they are working in e.g. revolving funds, rural credit operators and credit loans from agriculture cooperatives or other groups supported by NGOs etc. Some of these kinds of activities are managed directly by NGOs themselves and/or by the community self-help groups, agriculture cooperatives or other groups in the community supported by NGOs, but they always more charge interests from the borrowers. As the matter of facts, the existing involvements of those few NGOs with these activities on the ground could create negative image to some extent misunderstandings

or confusions among community people and/or in publics by “which is which”, but it appears meaning that NGOs have used their names to do business for making profits.



### Factors influence CSO image

#### Good image

Most NGOs have the following good image:

- Clear vision, mission, and programs to serve the public interest for all according to vision, mission and program action plan.
- No discrimination in any politics and/or religions at the communities where NGOs are working in.
- Through their works, they promote accountability and transparency, open to constructive feedback and good communication while working with community people and local authorities.
- Work to support government development policy, especially activities which related to localized SDG of Cambodia
- Always encourage and motivate participation from all stakeholders and beneficiaries in implementing their project activities. Are working and staying closely with the poor and committed to work with them to make sure their programs really benefit the marginalized people.

- Continue their good work and the poor still continue benefiting from NGOs' programs.
- Have been highly recognized and supported by community people, local authorities and government.
- Have done much better humanitarian developments works to support the marginalized people by responding to the right needs in communities, especially provide supports to old age people, children, widows, women and widowers.
- Are being a good role model in what they do with community people, authorities at the field.
- Promote education or training for the increase of knowledge (ability to understand), and skills (ability to do), and the change of people's mind set in order for them to become active and responsible citizens.

For example, Community people know how to go through none confrontational process and use their rights to get support from local authorities against injustice e.g. a poor family who received life skill training from an NGO and eventually the family is able to improve its family economic situation. This is an actual factor happening at the community which is a show case for others to see the real image and legacy of NGOs' works. And there are many other similar impact changes done like this by NGOs across Cambodia. All these values have built NGOs in good name to publics. As a result, this has improved and promoted NGOs legacy and image through good participation in implementation of project activities.

**Table 3:** Among those total 226 respondents, 62% reported that CSO works contributed to poverty reduction, 42% reported CSOs stay and work closely with community people, 68% CSOs works contributed to building human capital, 50% CSOs works support health care services to community people, 46% CSOs works contributed to livelihood improvement, 23% CSOs works promote community ownership, 26% CSOs works promote agricultural development, 20% COSs works increase family economic development, 24% CSOs works contribute to environment management and protection and 23% CSOs works contribute to promote community harmonization.

<b>Table 3</b>	Gov't staff (N=41)	NGO's staff (N=42)	Private company (N=55)	Community people (N=82)	Student (N=29)	Total (N=226)
Factors contributed to good CSO image						
Their works contributed to poverty reduction	59%	57%	65%	66%	59%	62%
Stay & work closely with community people	29%	83%	24%	27%	62%	42%
Build human capital	61%	100%	51%	58%	86%	68%

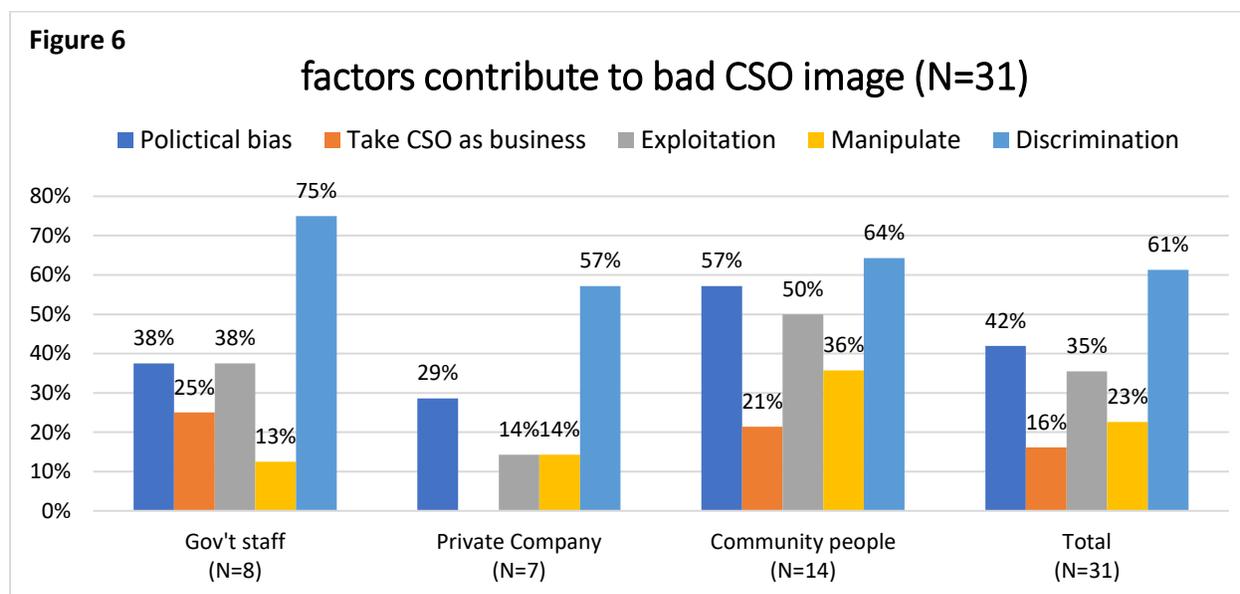
Support health care services to community people	39%	71%	40%	34%	83%	50%
Contribute to livelihood improvement	49%	62%	42%	31%	59%	46%
Promote community ownership	22%	36%	24%	14%	21%	23%
Promote agriculture development	17%	31%	27%	17%	45%	26%
Increase family economic development	17%	31%	16%	12%	31%	20%
Contribute to environment management and protection	22%	29%	16%	25%	34%	24%
Building capacity and promote people's harmonization	27%	17%	25%	22%	21%	23%

## Bad image

The study has found that:

- Some NGOs are perhaps too overly self-confident and too self-assured of their expertise, skills, and accomplishments, and less willing or able to compromise or work with other CSO, government, and relevant technical stakeholders
- Because of this attitude some of NGOs are not able to bring good success of their works due to lacking of good collaboration from relevant stakeholders and authorities. For example, NGOs provided skill trainings, but could not fit with the contexts or job market, the community people cannot apply their skills were trained by NGOs. As such, this really negatively affect NGOs' image. Again, further than that some former NGOs leaders joined with politics, and this may cause distrust in working relationship between government, local authorities and NGOs.
- A small number of NGOs staff may be not honest...they may have committed nepotism, corruption, hidden political agendas etc. Through in-depth group discussions, the study has found that the government know well about these issues because some of former government staff or government staff who used to work or they are also still working in NGOs; they then, had come across and learned about the issues that there are a few number of NGO staff members committed these bad deeds at their work within NGOs. And then this bad news was shared with their friends who are working in the government.
- More importantly, some of NGO staff work with children committed sexual exploitation with the children they are working with, although this act committed by NGOs staff, but the negative image of NGO always remained big and bad to publics and government.
- Some of NGOs implemented their project activities in the village for only 1 or 2 years and then stopped their projects because of no more funding supports from donors. To some extent, this kind of short working periods in community can show negative image of CSOs to the community people, local authorities and government.

Even there are numerous good deeds have been counted through their works in community, a few NGOs still have bad reputation. In **Figure 6**, among those total (n=31) respondents, 61% reported that CSOs work is discriminated in their works...like in some cases only relative or close friends of the implementers have had the opportunity to participate in activities of NGO and get the benefit from NGOs projects e.g. incentive or received a family latrine etc., 42% reported political bias, 35% is exploitation e.g. use COSs name to cheat community people in saving scheme or commit child sexual exploitation, 23% manipulation instead of facilitation in workshop, discussions or CSOs works, 16% make use of CSOs name to operate businesses for making profits. All these issues can cause damaging CSOs images.



### Positive factors

Majority of NGOs have good working relationships with local authorities that they are working with and in all kinds of activities aligned or being consistent to the by-law and legal requirements. Majority of NGOs are registered and abide with LANGO. Their works are highly valued and recognized by all involved stakeholders and partners. NGOs staff members have good attitude who serve their jobs well in the organizations while working with community people and partners. The study has also found that NGOs have clear well planned program interventions which respond to right needs of communities and society. They have good cooperation and communication with authorities and local community people, and constantly follow up, monitoring, and evaluation of their work performance against program plan and

achievements. Moreover, NGOs have shown good role model in honesty, integrity, none discrimination in what they do with the community. Although majority of NGOs in Cambodia are already with these qualities, except a few are not with these values yet.

As shown in **Table 4**, among those total (n=274) respondents, 49% reported that the role model of CSO including staff attitude and behavior and honesty could positively influence CSOs image, 43% reported that accountability and transparency with humble, respect and high commitment of CSO staff represent the positive factor influence image of CSO, 41% viewed that CSO works contributed to the real development represent positive factor influence image of CSOs, 32% viewed that CSOs provided good quality of service/development works, 30% claimed that CSOs stay and work closely to community people this can positively influence the CSOs image, 26% reported that CSOs are independent and 17% claimed that CSOs work promote the ownership of the community.

<b>Table 4</b>						
Positive factors that influence the public image of CSO (N=274)	Gov't staff (N=50)	NGO's staff (N=47)	Private company (N=65)	Community people (N=82)	Student (N=30)	Total (N=274)
Quality of services/works	34%	32%	43%	29%	13%	32%
Accountability & transparency	42%	62%	40%	44%	20%	43%
Humble, respect & high commitment	36%	66%	38%	32%	60%	43%
Purely independent	34%	36%	29%	15%	20%	26%
Role models	40%	57%	35%	56%	63%	49%
Community based	30%	34%	23%	27%	50%	30%
Contribute to development	46%	34%	34%	45%	47%	41%
Promote ownership of the community	22%	21%	12%	11%	27%	17%
Other please specify	6%	2%	2%	2%		3%
Don't know	2%	6%	6%	5%		4%

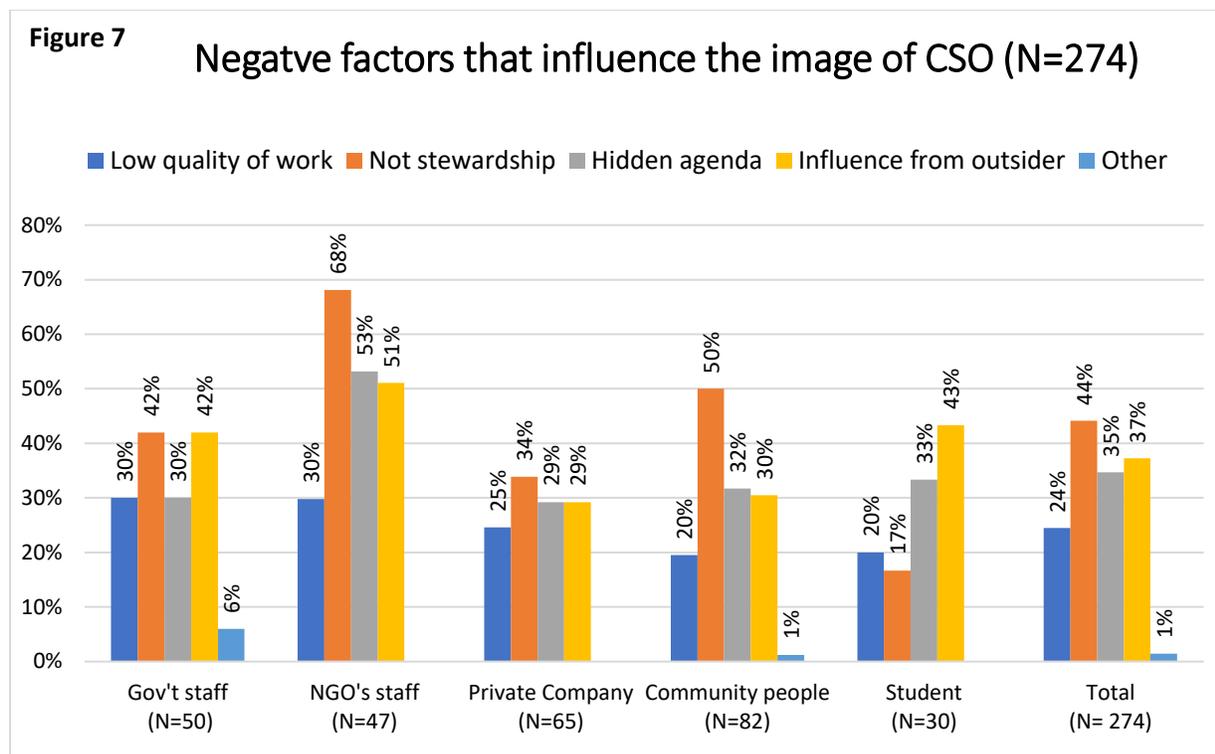
### **Negative factors**

A small number of NGOs appear to be against government e.g. at their work, they preferably talk negative more than positive about government. The reasons for this criticism could be two folds: 1) the government's performance is low, and/or 2) the NGOs have a political agenda. Through series of meetings and group discussions, the study has also found a few other issues e.g. 1) a small number of NGO staff members have poor attitudes or poor qualifications (low education, lack of experience, and lack of transparency in their works); although not many NGO staff members, but a few whenever they directly

liaised with the technical line departments like agriculture, health and/or education etc. he/she (project staff) most of times, but not always they started discussion with very limited background or specific skills related to their current job, 2) a small number of NGO/CSOs staff members cheated the self-help groups e.g. one of the association staff (the specific name of Association was mentioned by the group interviews, but they told that the consultant must keep this matter very confidential): here's the account: one of that association staff had a series of meetings to mobilize and organize community people to form self-help groups in the villages. The self-help groups roles were to represent the community and directly engage with NGOs/CSOs to implement all kinds of community development work in their own community. One of the project activities was the village credit loan scheme. To be able to operate this credit loan scheme, each members of the self-help groups have to put their saving first for the seed capital of the group before the Association can subsidize the rest of capital. The process went on... group members put their savings until several months. All savings were kept and managed by the self-help groups, but the staff of Association who act as technical support to the self-help groups also has the key of the saving box. From time to time that staff took home the saving box with money because the self-help group committee was not confident and fully trust to keep the saving box with money in the village during night time. Unfortunately, one day that staff took all money and ran away, never came back. The Association office was closed several months after this bad deed committed by their staff. This story was in Battambang. However, more or less these similar issues were also raised in Phnom Penh and Kratie, but not in Kampong Province, 3) NGOs usually engage community people through CBOs to involve in the process of annual project development plan. During planning meetings, community people always raised issues, concerns or problems in their own community, but they (community people) do not or hardly see their inputs, concerns or problem were included into the final approved annual project plan. According to the in-depth FGD and KII interviews and discussions, this criticism could be caused by lacking of information sharing (especially, taking back the final approved annual project plan) to the community people and provide them orientation on the approved plan before starting the actual implementation of the approved annual project development plan. For example, most NGOs interventions focused mainly on soft skills almost non-infrastructure activities, but the community people appear to be confusing with the concept of soft skill and infrastructure activities, this means that all their inputs or concerns they raised during the process of planning might be about infrastructure activities the most.

**Figure 7**, among those total (n=274) respondents, 41% reported that lacking of stewardship considered as a greatest negative factor influence image of CSO, 37% reported that CSOs influenced by outsiders,

35% viewed that hidden agenda can be easily fragile, 24% reported that low quality of works is one negative factors, and 25% reported they have no idea about the negative factor which might influence image of CSOs.



### *Incidences affect CSOs image*

The study has found that it has been more or less some of incidences include political climate, land conflicts etc. could affect NGOs work directly or indirectly. For example:

- Due to the consequences of political climate changed, this resulted in a few NGOs and some medias were closed and then this could influence declining funds from donors to support NGOs programs. Consequently, most NGOs are gradually weakening due to shortages of funding supports for donors have been impacted by political climate disturbances. Works of NGOs can indirectly benefit political parties with unintentional from NGOs. Meaning that NGOs' works can benefit especially the ruling party, opposition party plus all other political parties. For example: NGOs' works focus on democratization, advocacy, empowerment and human rights etc. These works help empowering community people gaining knowledge in understanding their rights and justice in the society at-large.

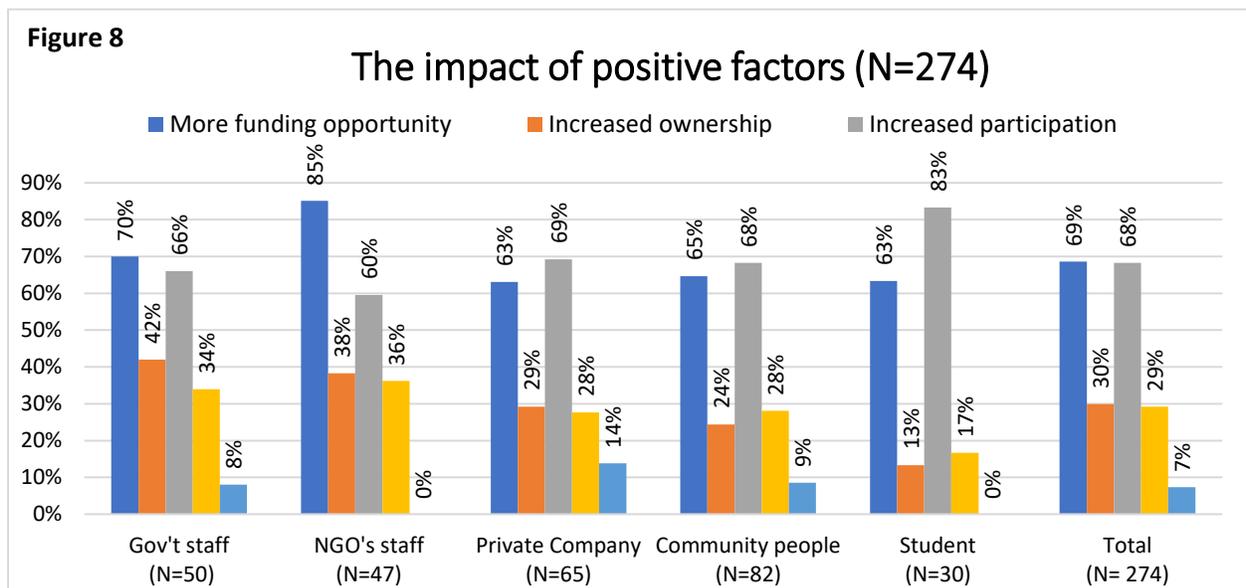
- NGOs work closely with Government bodies and whenever there is special event – the high rank officials from government are usually invited by NGOs to deliver a speech to participants and/or to publics. From that opportunity the officials always mention in their speech to the publics that because of government, the program today and all kinds of NGOs can freely perform their works to help the poor in Cambodia
- Other examples including arrested some of the ADHOC staff members in 2016 (Source: *Cambodia Daily*), the alleged mismanagement of the Global Fund in 2013 (Source: *Cambodia Daily*) by certain INGOs. **And according to the White Paper February, 2018 on page 55 and 69-71 said that**
  - Cambodia has had many achievements over the past 20 years, but the Cambodia National Rescue Party (CNRP) ignored and disregarded any of these. Instead it made baseless allegations and fabricated facts to mislead negatively the public both inside and outside the Country about the Royal Government. Many of its activities are contradictory to the principles of law, and they have taken advantage of several political situations under the pretext of democracy and human rights. For many years, the CNRP colluded with foreigners and some of NGOs through plots to overthrow the legitimate authorities following the CNRP's losses in the elections.
  - Some NGOs that secretly colluded with the CNRP in organizing the color revolution formed an intertwined network to act secretly or openly in concert to directly or indirectly attack the Royal government; and in order to control the situation and facilitate the coordination with the opposition leaders and activists... as well as the planning and strategy formulation, they set an organizational structure to serve as commanding headquarters called the “Cambodian Situation Room”.
  - And in the case of land issue regarding Beng Kak Lake, a group of 20-30 protesters claimed to be the victims although majority to them were not owners of the houses in the areas; in fact, they were activists or individuals having discernible links with the opposition party which claimed to be human right defenders at Beng Kak. For example, Yorm Bopha, one of the Beng Kak land activists is a mistress of CNRP law maker Real Khemrin. The convicted Tep Vanny was honored with a Global Medal so that she was further motivated to organize protest against the Royal Government, not only on land issues, but on many other issues using human rights as a pretext.
- Whatever the cases might be, NGOs want to honestly support and work with the government to tackle the conflicts; particularly, helping the land conflict victims through facilitation to engage

both government and the victims of land conflict sit together and discuss for legal resolution, but government feels not always support NGOs to work on any kinds of land issue... instead NGOs are being warned/accused of provoking community people to fight against government or it appears to imply that NGOs may have hidden agendas to support color revolutions from their technical and financial supports through its project activities.

### Casual effects of CSO image

#### Positive Impact

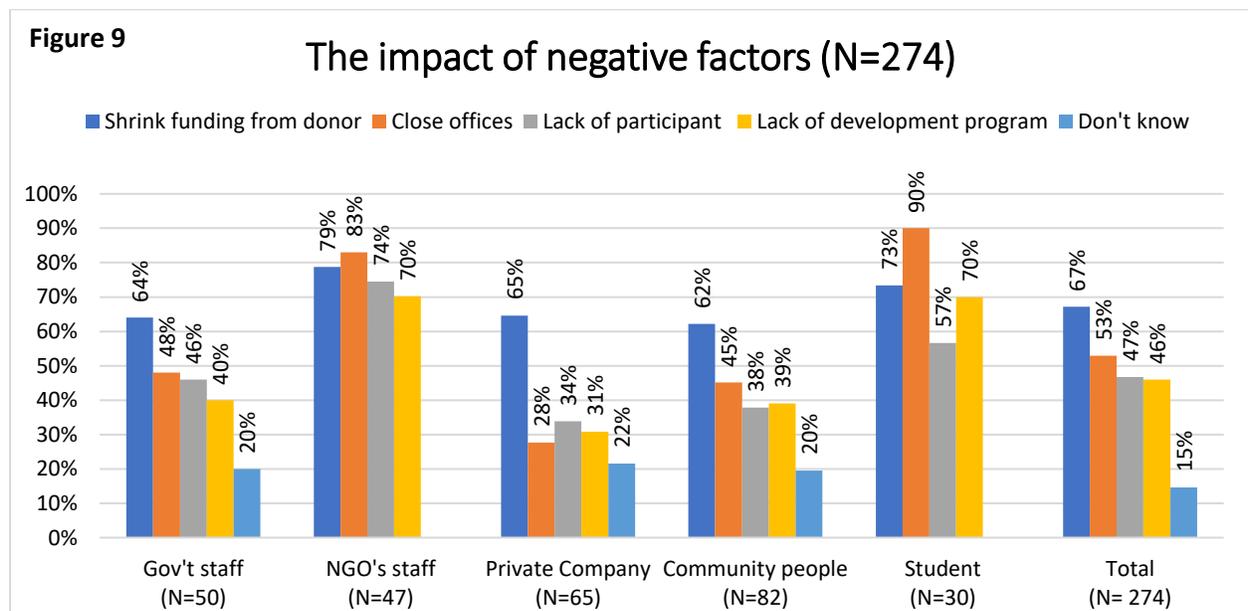
**Figure 8:** Among those total (n=274), 69% understand that the impact of positive factors can influence and create positive perceptions of public toward good image of civil society organizations and that will gain more credit for funding support opportunity, 30% reported that impact of positive factors increased ownership, 68% reported impact of positive factor increased participation from all involved stakeholders, 29% viewed that the impact of positive factor could build trustworthy and 7% reported that they do not have any idea.



#### Negative Impact & Consequences

Root causes of negative factors can be from different roots e.g. unclear program design due to top-down working approach within organization, so much demand and driven by donors' standards not based on the needs and contexts of the communities, limitation of staff capacity in a small number of NGOs, some of dishonest NGOs staff members, personal human greedy, corrupted staff (individual) in a small number of NGO, nepotism, political spy working in CSOs with hidden political agendas trying to spoil government through NGOs works. All in all, these causes are fragile, if all these root causes would not be properly addressed, it could consequently result in losing trust from government, face difficulty with legal compliance, lose trust from donors, lacking of or no more collaboration from all kinds of stakeholders. Or like a "Khmer Saying" ..... if one fish in a bucket is spoiled, all fishes in the bucket are destroyed". And then funding from donors to support NGOs' programs is declined, it seems lacking of legal compliance and then finally government close NGOs from the system as a result of persistent neglect to get rid of the negative root causes.

**Figure 9:** Among those total (n=274), 67% of survey respondents reported that the impact of negative factors will face shrinking funding support from donors, 53% reported that the impact of negative factors consequently close office of CSOs, 47% viewed that impact negative factors will result in lacking of participations from all involved stakeholders, 46% reported that impact of negative factors will result decreasing development programs and 15% reported that they do not have any idea.



## 4. Conclusion

The study, discussions and analysis on verbatim data derived from 130 respondents via focused group and Key informant interviews and from the 274 respondents through quantitative survey from different backgrounds plus reviewing on relevant documents including the White Paper Feb.2018... so far might appear to imply that a small number of NGOs staff members have had colluded with politics. Nonetheless, this is obviously not the case, irrespective of the political issue under consideration. At any specific point in time, it might be only a small number of NGOs individual staff may have secretly related themselves with those who are political activists while working in NGOs or after they resigned from NGOs. On the other hand, a change in political society contexts that is saliently to the different people groups in society might motivate those few NGO individual staffs to engage in political activities. It is certainly not true that all NGOs have affiliated to politics. It is not even true that all NGOs attempt to influence politics or against government at any level, although in the narrow sense of direct engagement in the debate over public policy. However, politics may also be seen, more broadly, as the process by which any set of people reaches a collective decision. In the past recent and current midst of political dilemma, it appears that the misunderstanding and/or confusion from government and some of publics about NGOs/CSOs works may happen. This means that attempts by NGOs works to mobilize individuals (the poor) and change personal behavior through their participation in development processes, to win support from other vulnerable groups in communities or CBOs, or to articulate the values and rights for the poor in the news media might be regarded by government as forms of political affiliation.

Legal systems may classify raising money for purposes such as poverty alleviation, disaster relief or environmental conservation as non-political, but the legal distinction between charitable and political activity is usually based on an illogical and controversial definition of politics. Many NGOs will not see themselves as engaging directly in public policy, but their activities are always a social expression of values. Hence, NGOs are very likely to be political in the broadest sense of affecting social discourse upon advocacy, human rights, democratic development activities, and can often have an indirect effect on politics in the narrow sense of shaping public policy. This is where the misunderstanding and kind of confusion is emerged.

The impact of NGOs may vary across time and place, and from one issue to another, but collectively NGOs generate the dynamics of humanitarian development processes, especially at the grass-root areas. We

have seen that there is often an assumption that NGOs are operating for the general public good or even that they are "progressive". However, there is such diversity to the values advocated by different NGOs that they advocate and interact with government on land issues, deforestation, poverty, illegal fishery issue and natural resources etc. According to the White Paper, the government expresses quite strong that some NGOs have had colluded with politics to organize movement of color revolution. This might have been observed, firstly...the increased impact of NGOs has motivated and produced more active citizens in the society. Secondly, the claim by some NGOs that they are the "voice of the people", in addition; it is said that NGOs are a better channel for society to voice out their concerns rather than political parties. NGOs are believed to give a fairer judgment on social issues, concerns and problems in the society at large. Hence, it might appear to imply that NGOs have done better job than government is deeply offensive to government officials. As they are quick to point out and said that the claim by some NGOs is a ludicrous claim. Nevertheless, CSOs legitimate role in sustaining neutral and independent Civil Society Organizations do not give them any right to supplant the role of government.

We hope this study report captured useful information and trends for CSOs, governments, donors, and development partners supporting the advancement of CSO sectors in Cambodia.

## 5. Key challenges and recommendations

### *Challenge #1*

There has been a marked increase in a small number of NGOs participation in the politics, particularly a few staff members of a small number of NGOs do not clearly show nature of neutrality and independent through their works, whereas its mandate (by-law) and the law say CSOs must be neutral and independent in their works e.g. some of former NGO leaders became politicians although some decided to quit their job with NGO beforehand and then joined politics, but a few were unclear in their transitions from NGO job to politics.

### *Recommendation*

To avoid misunderstanding from publics, NGOs leaders or staff of NGOs should quit from their jobs with NGOs first and make sure he/she gets known publicly for they are no longer involvement with NGOs'

works before they can become a politician. The transition and written resignation letter should be publicly announced via different channels which is appropriate to do it. For example, Social Medias (Facebook), Press conference, Friends, Radio & TV etc., or according to the law. He or she should public information immediately after they left the organization or do not stay long transition in the organization if he/she is 100% clear with the decision to join politics.

### *Challenge #2*

Through this exploratory study has found that the unavoidable partnership between the two actors (government & NGOs/CSOs) in order to reduce poverty, cultivate social harmony for all; neutrality is a major concern for the government whereas NGOs/CSOs concern about its independency while following the principle of neutrality inscribed in the LANGO because by experience, the law appear to be utilized for political biased by the government e.g. Government oriented NGO (GONGO)/Associations were established by government or government officials usually have more opportunities to operate their programs freely, any time, and anywhere. Unlike the majority of NGOs/CSOs who received funds from external Donors seem to have narrow space for program operations. And the bureaucracy from government authority may also influence over the independence of NGOs/CSOs. Therefore, this may have caused some concerns in level of trust create distant relationship between the two actors which could lead to misunderstanding and misinterpretation each other a lot on the ground, especially between NGOs/CSOs and the local authorities. Per se both actors could not fully understand each work well in some of communes or districts where NGOs/CSOs are working in.

### *Recommendation*

The level of distrust among NGOs and government has been increased, to some extent this can prevent meaningful dialogue and collaboration in moving together to do more helping the poor. This demand robust discussion among NGOs and between government and NGOs focusing on possible re-structuring existing working relationship and then look for possible new structure of working relationship in the midst of economic and political dynamic contexts of the country so that both actors can continue increasing trustworthiness in different new ways of working, but same ending results (serving the poor) and development of the Country at large. To move this forward will demand robust discussion to come up with togetherness decision-making on difficult adjustment on both sails. It has no doubt that both actors

(NGOs & Government) will emerge from this process as NGOs and Government which is more mutually adjusting both sails while future winds demand it and both that offer mutual understanding to create an accurate compass for setting their directions to a productive future.

In short, mechanism and approaches in building trust and understanding between NGOs/CSOs and the government is a necessity so as reducing level of confusion and increase partnership and collaboration.

### *Challenge #3*

A small number of NGO staff members (only individual staff) cheated the self-help group members e.g. one of the association staff members (the specific name of Association was mentioned by the group interviews, but they told that the consultant must keep this matter confidential): here's the account: one of that association staff had a series of meetings to mobilize community people to form self-help groups in the villages. The self-help groups roles were to represent the community and directly engage with NGOs/CSOs to implement all kinds of community development work in their own community. One of the project activities was the small credit loan scheme. To be able to operate this credit loan scheme, each members of the groups have to put their saving first for the seed capital of the group before the Association can subsidize the rest of capital. The process went on... group members put their savings until several months. All savings were kept and managed by the self-help groups, but the staff of Association who act as technical support to the self-help groups also has the key of the saving box. From time to time that staff took home the saving box with money because the self-help group committee was not confident and fully trust to keep the saving box with money in the village during night time. Unfortunately, one day that staff took all money and ran away, never came back. The Association office was closed several months after this bad deed committed by their staff. This story was in Battambang. However, more or less these similar issues were also raised in Phnom Penh and Kratie, but not in Kompot Province. The study has also found other case. A small number of NGO/CSOs staffs members lack of transparency during performing their works e.g. they conducted only 3 days training or workshop, but they asked the community people to sign on documents which indicated as 5 days training or workshop.

### *Recommendation*

The concerned NGOs/CSOs should reinforce their staff policies, corruption and/or fraud and bribery policies etc. and then set a clear monitoring focusing on staff attitudes while performing their works on

the grounds with communities or any other involved stakeholders. This specific finding can be shared among NGOs/CSOs staffs to promote awareness about the issue and agree on actual action plan to effectively address the issue respectively NGOs accordingly. The organizations have to commit fully compliant on corruption policy or zero tolerant corruption policy within the organization. And NGOs have to create corruption policy or any other related policies as mentioned above if they do not have one yet. Ongoing raising awareness on corruption issue to staffs or do it regularly during staff events throughout the year and/or create a specific committee to address the issue immediately if there might be allegation on an unresolved corruption and/or bribery issue within the organization. The organization must prioritize new staff and schedule him/her to receive comprehensive orientation about the organization in general, but especially focus on corruption and bribery etc. policies. Some approaches to be considered like regularly spot check and/or surprise spot check could be done.

#### *Challenge #4*

NGOs usually engage community people through CBOs for them to involve in the process of annual project development plan. During planning meetings, community people always raised issues, concerns or problems in their own community, but they (community people) do not or hardly see their inputs, concerns or problem were included into the final approved annual project plan. According to the in-depth FGD and KII interviews and discussions, this criticism could be caused by lacking of information sharing (especially, taking back the final approved annual project plan) to the community people and provide them orientation on the approved plan before starting the actual implementation of the approved annual project development plan. For example, most NGOs interventions focused mainly on soft skills almost non-infrastructure activities, but the community people appear to be confusing with the concept of soft skill and infrastructure activities, this means that all their inputs or concerns they raised during the process of planning might be about infrastructure activities the most.

#### *Recommendation*

Misunderstanding may happen on this concern?

However, CSOs/NGOs should study further to find out and learn where the gaps are and then address them based on specific gaps/needs accordingly. However, it is recommended that explanation to the community people about Vision, Mission and Goal of organization has to be done properly so that they are clear with what organization do and what organization not do, and this orientation to the community

people and authorities the organization should do it since program was started in that area. More importantly, it will be never too late to do this if in case some organizations have not done it yet, they can start doing it now. The same with project or program plan (can be annual plan, 3-year plan or strategic plan), the project/program team must conduct a workshop or meeting with key community people and local authorities to make presentation and then clearly explain on the approved plan before starting the actual implementations. Even though NGOs/CSOs seem undermine on this concern raised (see this issue less important), but community people sound it important and necessity.

#### *Challenge #5*

There has been marked that the development-oriented NGOs are difficult to engage with medias. In other words, Human Rights and Advocacy NGOs are always popular to all kinds of Medias e.g. whenever Human Rights or Advocacy NGOs conducted an event, the Medias always join the event even though those Medias did not get invited to the events. Unlike development-oriented NGOs when they conducted any events and then invited the Medias to join for their press release, they (the Medias) did not come and join the event. Or most of the times, the development-oriented NGOs have to pay fee to Medias to join the event. Public TVs, Radio and Newspapers etc. always hesitate to join the events or activities of the development-oriented NGOs or they tried asking a lot of questions for clarification before they can decide yes or no. But they never asked any questions to join or to get involved with the activities or events of the Human Rights and Advocacy NGOs.

#### *Recommendation*

Any kinds of NGOs should build good relationship with media agents so that NGOs can promote their works publicly. There are different media agents in Cambodia – can be private local and international medias or state media agents/companies. NGOs can initially explore possible networking with medias, especially try-out with any interested medias and then discuss together on “possible networking initiatives” aim to support each other works related to social development news which can contribute to the development of Cambodia. Or some other alternatives can be free of charge such as – Social Media e.g. Facebook etc. or NGOs can work out with media experts to consult and seek advice from them if there are any free applications which can be used to promote NGO activities publicly beside from Facebook.

NGOs may consider conducting a workshop and invite medias to participate in the workshop, the agendas of workshop have to be about Media vs NGOs works or can be a Forum, special meeting so that Medias and NGOs could reflect and learn from each other to discover new ways of working to support each other to do more for development of Cambodia through Media-NGOs collaboration and partnership works.

In addition, NGOs can also try-out to advocate for or buy government radio/tv times with low cost supported/recognized by government and then share program schedule together for broadcasting NGO news at least 30 minutes twice per week.

### *Challenge #6*

There has been a marked increase confusion, misunderstanding e.g. whenever NGOs want to honestly support and work with the government to tackle the conflicts; particularly, helping the land conflict victims through facilitation to engage both government and the victims of land conflict sit together and discuss for legal resolution, but government feels not always support NGOs to work on any kinds of land issue... instead NGOs are being warned/accused of provoking community people to fight against government or it appears to imply that NGOs may have hidden agendas to support color revolutions from their technical and financial supports through its project activities. The reasons for this criticism/accusation could be three folds of dilemma: 1) the government's trust in a few number of NGO is low because of some cases of land conflicts were secretly backed up by politician and then dragged the case as a pretext for hum right led by NGOs e.g Beng Kok land conflict case (Refer to page 48,49 for details), 2) a few number of NGOs staff members might have a hidden agendas (Refer to page 35 for details), and/or 3) the government's political will performance is low within their complexity dilemma.

### *Recommendation*

The level of distrust among NGOs and government has been increased, to some extent this can prevent meaningful dialogue and collaboration in moving together to do more helping the poor. This demand robust discussion among NGOs and between government and NGOs focusing on possible re-structuring existing working relationship and then look for new structure of working relationship in the midst of economic and political dynamic contexts of the country so that both actors can continue increasing trustworthiness in different ways of working, but same ending results (serving the poor) and development

of the Country at large. To move this forward will demand robust discussion to come up with togetherness decision-making on difficult adjustment on both sails. It has no doubt that both actors (NGOs & Government) will emerge from this process as NGOs and Government which is more mutually adjusting both sails while future winds demand it and both that offer mutual understanding to create an accurate compass for setting their directions to a productive future. To avoid misunderstanding, it is also recommended that NGOs should always meet and consult local authorities or relevant government body beforehand prior to touching with any land issues. And it can be unofficial and/or official meeting approaches if it could work.

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## Annexes

### *Annex 1: Validation report*

In summation, [The total respondents from public servants participated in FGD and KII (n=36), total respondents from CSOs participated in FGD&KII (n=32)]. Through FGD&KII, both respondents from public servants and CSOs reported and shared their insights on Key Challenge 1 and Key Challenge 2. But, only respondents from public servants reported and shared their insights on the Key Challenge 3 and Key Challenge 4, whereas only respondents from CSOs reported and shared their insights on Key Challenge 5 and Key Challenge 6.

There were 60 CSOs representatives attending the validation workshop. The participants were divided by a group of 7 – 10 into 5 Groups. Each group worked on all 6 key challenges and 6 recommendations through group discussions and then they gave their vote on each point according to the following instruction:

Y =agree, N =disagree, Abs. =Abstain. If it's Y1G or Y2G etc. mean 1 or 2 group agreed & voted on that point. If it's NG1 or NG2 etc. mean 1 or 2 group voted disagreed on that point. If it's Ab1 or Ab2 etc. mean 1 or 2 groups voted abstain. G =Group.

However, according to the result of validation workshop with 60 CSOs representatives, 5 Groups voted “agree” on Key Challenges 1, 2 and 6, and 4 Groups voted “agree” on Key Challenge 4, 5. But, only two Groups voted “agree” on Key Challenge 3.

*Meeting with CSO Leaders/representatives on 29 January 2019 at BASAC II*

No	Key challenges & recommendations	Yes	No	Abst ain	Comments / inputs
KC1 Gov CSO	There has been a marked increase in a small number of NGOs participation in the politics, particularly a few staff members of a small number of NGOs do not clearly show nature of neutrality and independent through their works, whereas its mandate (by-law) and the law say CSOs must be neutral and independent in their works e.g. some of former NGO leaders became politicians although some decided to quit their job with NGO beforehand and then joined politics, but a few were unclear in their transitions from NGO job to politics.	Y5G			-All of those former CSO leaders already quit from NGOs, should not pick up this reason to make a case or as a struggle burden on CSOs or it’s individual freedom as stated in the national/state constitution. Do not need to name people or NGOs in this report.  -Require more specific information with percentage %
Rec.	To avoid misunderstanding from publics, NGOs leaders or staff of NGOs should quit from their jobs with NGOs first and make sure he/she gets known publicly for they are no longer involvement with NGOs’ works before they can become a politician. The transition and written resignation letter should be publicly announced via different channels which is appropriate to do it. For example, Social Medias (Facebook), Press	Y3G			

No	Key challenges & recommendations	Yes	No	Abst ain	Comments / inputs
	<p>conference, Friends, Radio &amp; TV etc., or according to the law. He or she should public information immediately after they left the organization or do not stay long transition in the organization if he/she is 100% clear with the decision to join politics.</p>				
<p>KC2 Gov CSO</p>	<p>Through this exploratory study has found that the unavoidable partnership between the two actors (government &amp; NGOs/CSOs) in order to reduce poverty, cultivate social harmony for all; neutrality is a major concern for the government whereas NGOs/CSOs concern about its independency while following the principle of neutrality inscribed in the LANGO because by experience, the law appear to be utilized for political biased by the government e.g. Government oriented NGO (GONGO)/Associations were established by government or government officials usually have more opportunities to operate their programs freely, any time, and anywhere. Unlike the majority of NGOs/CSOs who received funds from external Donors seem to have narrow space for program operations. And the bureaucracy from government authority may also influence over the independence of NGOs/CSOs. Therefore,</p>	<p>Y5G</p>			<p>-It's Only a few NGOs  -NGOs should respect and follow the national election laws.</p>

No	Key challenges & recommendations	Yes	No	Abst ain	Comments / inputs
	<p>this may have caused some concerns in level of trust create distant relationship between the two actors which could lead to misunderstanding and misinterpretation each other a lot on the ground, especially between NGOs/CSOs and the local authorities. Per se both actors could not fully understand each work well in some of communes or districts where NGOs/CSOs are working in.</p>				
Rec.	<p>The level of distrust among NGOs and government has been increased, to some extent this can prevent meaningful dialogue and collaboration in moving together to do more helping the poor. This demand robust discussion among NGOs and between government and NGOs focusing on possible re-structuring existing working relationship and then look for possible new structure of working relationship in the midst of economic and political dynamic contexts of the country so that both actors can continue increasing trustworthiness in different new ways of working, but same ending results (serving the poor) and development of the Country at large. To move this forward will demand robust discussion to come up with togetherness decision-making on difficult adjustment</p>	Y1G			

No	Key challenges & recommendations	Yes	No	Abst ain	Comments / inputs
	<p>on both sails. It has no doubt that both actors (NGOs &amp; Government) will emerge from this process as NGOs and Government which is more mutually adjusting both sails while future winds demand it and both that offer mutual understanding to create an accurate compass for setting their directions to a productive future.</p> <p>In short, mechanism and approaches in building trust and understanding between NGOs/CSOs and the government is a necessity so as reducing level of confusion and increase partnership and collaboration.</p>				
KC3 Gov	<p>A small number of NGO staff members (only individual staff) cheated the self-help group members e.g. one of the association staff members (the specific name of Association was mentioned by the group interviews, but they told that the consultant must keep this matter confidential): here's the account: one of that association staff had a series of meetings to mobilize community people to form self-help groups in the villages. The self-help groups roles were to represent the community and directly engage with NGOs/CSOs to implement all kinds of community development work in their own community. One of the project activities was the small credit loan scheme. To be able to operate this credit loan scheme, each members of the groups have to put their saving firs for the seed capital of the group before the Association can subsidize the rest of capital. The process went on... group members put their savings until several</p>	Y2G	N2G		<p>-It's only a few NGOs. NGOs have already addressed this issue so far through NGOs' networking.</p> <p>-If real/pure NGO do not behave like this, but government's NGOs may behave like this?</p> <p>Note: One group did not vote this point.</p>

No	Key challenges & recommendations	Yes	No	Abst ain	Comments / inputs
	<p>months. All savings were kept and managed by the self-help groups, but the staff of Association who act as technical support to the self-help groups also has the key of the saving box. From time to time that staff took home the saving box with money because the self-help group committee was not confident and fully trust to keep the saving box with money in the village during night time. Unfortunately, one day that staff took all money and ran away, never came back. The Association office was closed several months after this bad deed committed by their staff. This story was in Battambang. However, more or less these similar issues were also raised in Phnom Penh and Kratie, but not in Kompot Province. The study has also found other case. A small number of NGO/CSOs staffs members lack of transparency during performing their works e.g. they conducted only 3 days training or workshop, but they asked the community people to sign on documents which indicated as 5 days training or workshop.</p>				
Rec.	<p>The concerned NGOs/CSOs should reinforce their staff policies, corruption and/or fraud and bribery policies etc. and then set a clear monitoring focusing on staff attitudes while performing their works on the grounds with communities or any other involved stakeholders. This specific finding can be shared among NGOs/CSOs staffs to promote awareness about the issue and agree on actual action plan to effectively address the issue respectively NGOs accordingly. The organizations have to commit fully compliant on corruption policy or zero tolerant corruption policy within the organization. And NGOs have to create corruption policy or any other related policies as mentioned above if they do not have one yet. Ongoing raising awareness on corruption issue to staffs</p>	Y1G			

No	Key challenges & recommendations	Yes	No	Abst ain	Comments / inputs
	<p>or do it regularly during staff events throughout the year and/or create a specific committee to address the issue immediately if there might be allegation on an unresolved corruption and/or bribery issue within the organization. The organization must prioritize new staff and schedule him/her to receive comprehensive orientation about the organization in general, but especially focus on corruption and bribery etc. policies. Some approaches to be considered like regularly spot check and/or surprise spot check could be done.</p>				
<p>KC4 Gov</p>	<p>NGOs usually engage community people through CBOs for them to involve in the process of annual project development plan. During planning meetings, community people always raised issues, concerns or problems in their own community, but they (community people) do not or hardly see their inputs, concerns or problem were included into the final approved annual project plan. According to the in-depth FGD and KII interviews and discussions, this criticism could be caused by lacking of information sharing (especially, taking back the final approved annual project plan) to the community people and provide them orientation on the approved plan before starting the actual implementation of the approved annual project development plan. For example, most NGOs interventions focused mainly on soft skills</p>	<p>Y4G</p>	<p>N1G</p>		<p>-NGOs should explain the community people on final strategy and activities which activities to be responded and which activities not to be responded before implementing their approved strategy/activities. -It's individual/personal attitude of a few staff, it is not policy of NGOs to allow its staff behave like that</p>

No	Key challenges & recommendations	Yes	No	Abst ain	Comments / inputs
	<p>almost non-infrastructure activities, but the community people appear to be confusing with the concept of soft skill and infrastructure activities, this means that all their inputs or concerns they raised during the process of planning might be about infrastructure activities the most.</p>				
Rec.	<p>Misunderstanding may happen on this concern?  However, CSOs/NGOs should study further to find out and learn where the gaps are and then address them based on specific gaps/needs accordingly.  However, it is recommended that explanation to the community people about Vision, Mission and Goal of organization has to be done properly so that they are clear with what organization do and what organization not do, and this orientation to the community people and authorities the organization should do it since program was started in that area. More importantly, it will be never too late to do this if in case some organizations have not done it yet, they can start doing it now. The same with project or program plan (can be annual plan, 3-year plan or strategic plan), the project/program team must conduct a workshop or meeting</p>	Y1G			

No	Key challenges & recommendations	Yes	No	Abst ain	Comments / inputs
	<p>with key community people and local authorities to make presentation and then clearly explain on the approved plan before starting the actual implementations. Even though NGOs/CSOs seem undermine on this concern raised (see this issue less important), but community people sound it important and necessity.</p>				
<p>KC5 CSO</p>	<p>There has been marked that the development-oriented NGOs are difficult to engage with medias. In other words, Human Rights and Advocacy NGOs are always popular to all kinds of Medias e.g. whenever Human Rights or Advocacy NGOs conducted an event, the Medias always join the event even though those Medias did not get invited to the events. Unlike development-oriented NGOs when they conducted any events and then invited the Medias to join for their press release, they (the Medias) did not come and join the event. Or most of the times, the development-oriented NGOs have to pay fee to Medias to join the event. Public TVs, Radio and Newspapers etc. always hesitate to join the events or activities of the development-oriented NGOs or they tried asking a lot of questions for clarification before they can decide yes or no. But they never asked</p>	<p>Y4G</p>			<p>-It's really true</p> <p>Note: One group did not vote this point.</p>

No	Key challenges & recommendations	Yes	No	Abst ain	Comments / inputs
	any questions to join or to get involved with the activities or events of the Human Rights and Advocacy NGOs.				
Rec.	<p>Any kinds of NGOs should build good relationship with media agents so that NGOs can promote their works publicly. There are different media agents in Cambodia – can be private local and international medias or state media agents/companies. NGOs can initially explore possible networking with medias, especially try-out with any interested medias and then discuss together on “possible networking initiatives” aim to support each other works related to social development news which can contribute to the development of Cambodia. Or some other alternatives can be free of charge such as – Social Media e.g. Facebook etc. or NGOs can work out with media experts to consult and seek advice from them if there are any free applications which can be used to promote NGO activities publicly beside from Facebook.</p> <p>NGOs may consider conducting a workshop and invite medias to participate in the workshop, the agendas of workshop have to be about Media vs NGOs works or can be a Forum, special</p>	Y1G			

No	Key challenges & recommendations	Yes	No	Abst ain	Comments / inputs
	<p>meeting so that Medias and NGOs could reflect and learn from each other to discover new ways of working to support each other to do more for development of Cambodia through Media-NGOs collaboration and partnership works.</p> <p>In addition, NGOs can also try-out to advocate for or buy government radio/tv times with low cost supported/recognized by government and then share program schedule together for broadcasting NGO news at least 30 minutes twice per week.</p>				
KC6 CSO	<p>There has been a marked increase confusion, misunderstanding e.g. whenever NGOs want to honestly support and work with the government to tackle the conflicts; particularly, helping the land conflict victims through facilitation to engage both government and the victims of land conflict sit together and discuss for legal resolution, but government feels not always support NGOs to work on any kinds of land issue... instead NGOs are being warned/accused of provoking community people to fight against government or it appears to imply that NGOs may have hidden agendas to support color revolutions from their technical and financial</p>	Y5G			<p>-The authorities should observe and investigate the case and NGOs need to consult and discuss with the authorities on the case before getting involved with the issue so that both NGOs and authorities/government can avoid misunderstanding each other eventually.</p>

No	Key challenges & recommendations	Yes	No	Abst ain	Comments / inputs
	<p>supports through its project activities.</p> <p>The reasons for this criticism/accusation could be three folds of dilemma: 1) the government's trust in a few number of NGO is low because of some cases of land conflicts were secretly backed up by politician and then dragged the case as a pretext for hum right led by NGOs e.g Beng Kok case (Refer to page 48,49 for details), 2) a few number of NGOs staff members might have a hidden agendas (Refer to page 35 for details), and/or 3) the government's political will performance is low within their complexity dilemma.</p>				
Rec.	<p>The level of distrust among NGOs and government has been increased, to some extent this can prevent meaningful dialogue and collaboration in moving together to do more helping the poor. This demand robust discussion among NGOs and between government and NGOs focusing on possible re-structuring existing working relationship and then look for new structure of working relationship in the midst of economic and political dynamic contexts of the country</p>	Y1G			

No	Key challenges & recommendations	Yes	No	Abstain	Comments / inputs
	<p>so that both actors can continue increasing trustworthiness in different ways of working, but same ending results (serving the poor) and development of the Country at large. To move this forward will demand robust discussion to come up with togetherness decision-making on difficult adjustment on both sails. It has no doubt that both actors (NGOs &amp; Government) will emerge from this process as NGOs and Government which is more mutually adjusting both sails while future winds demand it and both that offer mutual understanding to create an accurate compass for setting their directions to a productive future. To avoid misunderstanding, it is also recommended that NGOs should always meet and consult local authorities or relevant government body beforehand prior to touching with any land issues. And it can be unofficial and/or official meeting approaches if it could work.</p>				

*Annex 2: Quantitative Questions*

**ការសិក្សាស្រាវជ្រាវលើការយល់ឃើញ**

# ពីសាធារណជនទូទៅចំពោះសង្គមស៊ីវិលនៅក្នុងប្រទេសកម្ពុជា

## The Study on Visibility of Civil Society in Cambodia (FGD Question -Govt. & Academy/teachers)

1. តើតម្រូវឲ្យមានលក្ខខណ្ឌអ្វីខ្លះទើបអាចក្លាយជាអង្គការសង្គមស៊ីវិលមួយបាន?
2. តើអង្គការសង្គមស៊ីវិលទាំងអស់នៅក្នុងប្រទេសកម្ពុជាមានលក្ខខណ្ឌដូចបានឆ្លើយនៅក្នុងសំណួរទី១ខាងលើដែរឬទេ? បើមាន តើមានកំរិតណា (មិនសូវល្អ, មធ្យម, និងល្អ)? ហេតុអ្វី?
3. តើតួនាទីរបស់អង្គការសង្គមស៊ីវិលមានអ្វីខ្លះ? ហើយអង្គការសង្គមស៊ីវិលទាំងនោះបានចូលរួមអភិវឌ្ឍន៍ប្រទេសកម្ពុជាបែបណា?
4. តើមានផលវិបាកអ្វីខ្លះកើតឡើងចំពោះអង្គការសង្គមស៊ីវិលប្រសិនបើមិនមានលក្ខខណ្ឌដូចបានឆ្លើយក្នុងសំណួរទី១ខាងលើ?
5. តើនរណាខ្លះជាភាគីពាក់ព័ន្ធរបស់អង្គការសង្គមស៊ីវិល?
6. តើហេតុអ្វីបានជាភាគីពាក់ព័ន្ធមានសារៈសំខាន់សម្រាប់អង្គការសង្គមស៊ីវិល?
7. តើមានការប្រឈមអ្វីខ្លះក្នុងការធ្វើការងារជាមួយភាគីពាក់ព័ន្ធ?
8. តើអ្នកគិតថាអង្គការសង្គមស៊ីវិលឯករាជ្យដែរឬទេ (អព្យាក្រឹត្យ និងមិនលំអៀងផ្នែកនយោបាយ)?
9. តើអង្គការសង្គមស៊ីវិលគួរបង្ហាញភាពអព្យាក្រឹត្យរបស់ខ្លួនក្នុងចំណោមសហគមន៍ វិស័យឯកជន និងរដ្ឋាភិបាលដោយរបៀបណា?
10. តើអ្វីទៅដែលហៅថាសកម្មភាពនយោបាយ?
11. តើអង្គការសង្គមស៊ីវិល និងសកម្មភាពនយោបាយមានទំនាក់ទំនងគ្នាដូចម្តេច?
12. តើកត្តាអវិជ្ជមានអ្វីខ្លះដែលធ្វើឲ្យអង្គការសង្គមស៊ីវិលមានមុខមាត់/កេរ្តិ៍ឈ្មោះល្អ? តើគុណសម្បត្តិណាទាំងអស់នោះជះឥទ្ធិពលដល់អង្គការសង្គមស៊ីវិលខ្លួនឯងដូចម្តេចខ្លះ?
13. តើកត្តាអវិជ្ជមានអ្វីខ្លះដែលធ្វើឲ្យអង្គការសង្គមស៊ីវិលមានមុខមាត់/កេរ្តិ៍ឈ្មោះមិនល្អ?
14. តើកត្តាអវិជ្ជមានទាំងនោះបណ្តាលមកពីបុព្វហេតុ ឬដើមហេតុអ្វីខ្លះ? ចូរបញ្ជាក់
15. តើអ្នកត្រូវដោះស្រាយប្រសគល់នៃបញ្ហាដែលបណ្តាលឲ្យកើតមានកត្តាអវិជ្ជមានទាំងនោះដោយរបៀបណាឲ្យមាន ប្រសិទ្ធិភាព?
16. តើផលវិបាកអ្វីខ្លះនឹងកើតឡើងចំពោះអង្គការសង្គមស៊ីវិលដែលបណ្តាលមកពីមុខមាត់/កេរ្តិ៍ឈ្មោះអវិជ្ជមានទាំងនោះ?
17. ចូរលើកអំពីស្ថានភាព ឬព្រឹត្តិការណ៍បានកើតឡើង ដែលជះឥទ្ធិពលអាក្រក់ដល់អង្គការសង្គមស៊ីវិលយ៉ាងតិច៣ករណី រួចពិភាក្សាករណីនីមួយៗថាតើវាប៉ះពាល់ដល់អង្គការសង្គមស៊ីវិលយ៉ាងដូចម្តេច?

# ការសិក្សាស្រាវជ្រាវលើការយល់ឃើញ

## ពីសាធារណជនទូទៅចំពោះសង្គមស៊ីវិលនៅក្នុងប្រទេសកម្ពុជា

### The Study on Visibility of Civil Society in Cambodia

#### (FGD Questions for CSOs)

1. តើតម្រូវឲ្យមានលក្ខខណ្ឌអ្វីខ្លះទើបអាចក្លាយជាអង្គការសង្គមស៊ីវិលមួយបាន?
2. តើអង្គការសង្គមស៊ីវិលទាំងអស់នៅក្នុងប្រទេសកម្ពុជាមានលក្ខខណ្ឌដូចគ្នាឬខុសគ្នា? តើមានលក្ខខណ្ឌដូចគ្នាឬខុសគ្នាខាងលើដែរឬទេ? បើមាន តើមានកំរិតណា (មិនសូវល្អ, មធ្យម, និងល្អ)? ហេតុអ្វី?
3. តើមានផលវិបាកអ្វីខ្លះកើតឡើងចំពោះអង្គការសង្គមស៊ីវិលប្រសិនបើមិនមានលក្ខខណ្ឌដូចគ្នាឬខុសគ្នាខាងលើ?
4. តើនរណាខ្លះជាភាគីពាក់ព័ន្ធរបស់អង្គការសង្គមស៊ីវិល?
5. តើហេតុអ្វីបានជាភាគីពាក់ព័ន្ធមានសារៈសំខាន់សម្រាប់អង្គការសង្គមស៊ីវិល?
6. តើមានការប្រឈមអ្វីខ្លះក្នុងការធ្វើការងារជាមួយភាគីពាក់ព័ន្ធ?
7. តើអ្នកគិតថាអង្គការសង្គមស៊ីវិលឯករាជ្យដែរឬទេ (អព្យាក្រឹត្យ និងមិនលំអៀងផ្នែកនយោបាយ)?
8. តើអ្វីទៅដែលហៅថាសកម្មភាពនយោបាយ?
9. តើអង្គការសង្គមស៊ីវិល និងសកម្មភាពនយោបាយមានទំនាក់ទំនងគ្នាដូចម្តេច?
10. តើអង្គការសង្គមស៊ីវិលគួរបង្ហាញភាពអព្យាក្រឹត្យរបស់ខ្លួនក្នុងចំណោមសហគមន៍ វិស័យឯកជន និងរដ្ឋាភិបាលដោយរបៀបណា?
11. តើអង្គការសង្គមស៊ីវិល និងប្រព័ន្ធផ្សព្វផ្សាយមានទំនាក់ទំនងការងារជាមួយគ្នាបែបណា?
12. តើមានការប្រឈមអ្វីខ្លះក្នុងការធ្វើការងារជាមួយប្រព័ន្ធផ្សព្វផ្សាយព័ត៌មាន?
13. តើប្រព័ន្ធផ្សព្វផ្សាយបែបណាដែលគាំទ្រអង្គការសង្គមស៊ីវិលបានល្អប្រសើរជាង? ហេតុអ្វី?
14. តើកត្តាអវិជ្ជមានអ្វីខ្លះដែលធ្វើឲ្យអង្គការសង្គមស៊ីវិលមានមុខមាត់/កេរ្តិ៍ឈ្មោះល្អ? តើគុណសម្បត្តិល្អទាំងអស់នោះជះឥទ្ធិពលដល់អង្គការសង្គមស៊ីវិលខ្លួនឯងដូចម្តេចខ្លះ?
15. តើកត្តាអវិជ្ជមានអ្វីខ្លះដែលធ្វើឲ្យអង្គការសង្គមស៊ីវិលមានមុខមាត់/កេរ្តិ៍ឈ្មោះមិនល្អ?
16. តើកត្តាអវិជ្ជមានទាំងនោះបណ្តាលមកពីបុព្វហេតុ ឬដើមហេតុអ្វីខ្លះ? ចូរបញ្ជាក់
17. តើអ្នកត្រូវដោះស្រាយឬសគល់នៃបញ្ហាដែលបណ្តាលឲ្យកើតមានកត្តាអវិជ្ជមានទាំងនោះដោយរបៀបណាឲ្យមាន ប្រសិទ្ធិភាព?
18. តើផលវិបាកអ្វីខ្លះនឹងកើតឡើងចំពោះអង្គការសង្គមស៊ីវិលដែលបណ្តាលមកពីមុខមាត់/កេរ្តិ៍ឈ្មោះអវិជ្ជមាន(មិនល្អ)ទាំងនោះ?
19. ចូរលើកអំពីស្ថានភាព ឬព្រឹត្តិការណ៍បានកើតឡើង ដែលជះឥទ្ធិពលអាក្រក់ដល់អង្គការសង្គមស៊ីវិល យ៉ាងតិច៣ករណី រួចពិភាក្សាករណីនីមួយៗថាតើវាប៉ះពាល់ដល់អង្គការសង្គមស៊ីវិលយ៉ាងដូចម្តេច?

**ការសិក្សាស្រាវជ្រាវលើការយល់ឃើញ**  
**ពីសាធារណជនទូទៅចំពោះសង្គមស៊ីវិលនៅក្នុងប្រទេសកម្ពុជា**  
**The Study on Visibility of Civil Society in Cambodia**  
**(FGD Questions for Private)**

1. តើអ្នកមានយោបល់បែបណាចំពោះមុខមាត់/កេរ្តិ៍ឈ្មោះរបស់ អង្គការសង្គមស៊ីវិលកាលពីពេលមុន (តាមការចាំបាច់របស់អ្នក ពី៣, ៥, ឬ១០ឆ្នាំមុន) និងក្នុងពេលបច្ចុប្បន្ននេះ?
2. តើអ្នកយល់ឃើញយ៉ាងណាដែរចំពោះតួនាទីរបស់អង្គការសង្គមស៊ីវិលក្នុងការអភិវឌ្ឍន៍សង្គម?
3. តើអ្នកគិតថាអង្គការសង្គមស៊ីវិលឯករាជ្យដែរឬទេ (អព្យាក្រឹត្យ និងមិនលំអៀងផ្នែកនយោបាយ)?
4. តើអង្គការសង្គមស៊ីវិល និងសកម្មភាពនយោបាយមានទំនាក់ទំនងគ្នាដូចម្តេច?
5. តើ វិស័យឯកជន និងអង្គការសង្គមស៊ីវិលមានទំនាក់ទំនងគ្នាដូចម្តេច?
6. តើអង្គការសង្គមស៊ីវិលគួរបង្ហាញភាពអព្យាក្រឹត្យរបស់ខ្លួនក្នុងចំណោមសហគមន៍ វិស័យឯកជន និងរដ្ឋាភិបាលដោយរបៀបណា?
7. ចូរលើកអំពីស្ថានភាព ឬព្រឹត្តិការណ៍បានកើតឡើង ដែលជះឥទ្ធិពលអាក្រក់ដល់អង្គការសង្គមស៊ីវិលយ៉ាងតិច៣ករណី រួចពិភាក្សាករណីនីមួយៗថាតើវាប៉ះពាល់ដល់អង្គការសង្គមស៊ីវិលយ៉ាងដូចម្តេច?

**ការសិក្សាស្រាវជ្រាវលើការយល់ឃើញ**  
**ពីសាធារណជនទូទៅចំពោះសង្គមស៊ីវិលនៅក្នុងប្រទេសកម្ពុជា**  
**The Study on Visibility of Civil Society in Cambodia**  
**(Questions for Key Informant)**

**Your Name:** \_\_\_\_\_

**Sex:** \_\_\_\_\_

**Age:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**From (name of institution):** \_\_\_\_\_

**Note:** Respondents from NGO staff do not need to answer questions # 1 & 2, but start answering from question # 3. Respondents from none NGO staff have to answer all questions.

1. តើអ្នកធ្លាប់ស្គាល់អង្គការសង្គមស៊ីវិលដែរឬទេ (អង្គការ NGO សហជីព អង្គការមូលដ្ឋាន និងសមាគមន៍)? តើអ្នកស្គាល់តាមរបៀបណា? តើមានស្គាល់អង្គការសង្គមស៊ីវិលណាខ្លះនៅក្នុងសហគមន៍របស់អ្នក ឬនៅក្នុងប្រទេសកម្ពុជាយើង?
2. តើអង្គការសង្គមស៊ីវិលទាំងនោះកំពុងធ្វើសកម្មភាពការងារអ្វីខ្លះនៅក្នុងសហគមន៍របស់អ្នក ឬនៅក្នុងប្រទេសកម្ពុជាយើង?
3. ជាទូទៅ តើអ្នកយល់ឃើញយ៉ាងណាដែរអំពីតួនាទីរបស់អង្គការសង្គមស៊ីវិល(មានតួនាទីអ្វីខ្លះ)?
4. តាមការយល់ឃើញរបស់អ្នក តើអ្នកមានយោបល់បែបណាចំពោះមុខមាត់/កេរ្តិ៍ឈ្មោះរបស់អង្គការសង្គមស៊ីវិលកាលពីពេលមុន (តាមការចាំបាច់របស់អ្នក ពី៣, ៥, ឬ១០ឆ្នាំមុន) និងក្នុងពេលបច្ចុប្បន្ននេះ?
5. តើអ្នកគិតថាអង្គការសង្គមស៊ីវិលឯករាជ្យដែរឬទេ (អព្យា ក្រឹត្យ និងមិនលំអៀងផ្នែកនយោបាយ)? តើអង្គការសង្គមស៊ីវិល និងសកម្មភាពនយោបាយមានទំនាក់ទំនងគ្នាដូចម្តេច?
6. តើកត្តាវិជ្ជមានអ្វីខ្លះដែលធ្វើឲ្យអង្គការសង្គមស៊ីវិលមានមុខមាត់/កេរ្តិ៍ឈ្មោះល្អ? តើគុណសម្បត្តិល្អទាំងអស់នោះជះឥទ្ធិពលដល់អង្គការសង្គមស៊ីវិលខ្លួនឯងដូចម្តេចខ្លះ?
7. តើកត្តាអវិជ្ជមានអ្វីខ្លះដែលធ្វើឲ្យអង្គការសង្គមស៊ីវិលមានមុខមាត់/កេរ្តិ៍ឈ្មោះមិនល្អ?
8. តើកត្តាអវិជ្ជមានទាំងនោះបណ្តាលមកពីបុព្វហេតុ ឬដើមហេតុអ្វីខ្លះ? ចូរបញ្ជាក់
9. តើអ្នកត្រូវដោះស្រាយឬសគល់នៃបញ្ហាដែលបណ្តាលឲ្យកើតមានកត្តាអវិជ្ជមានទាំងនោះដោយរបៀបណាឲ្យមាន ប្រសិទ្ធិភាព?
10. តើផលវិបាកអ្វីខ្លះនឹងកើតឡើងចំពោះអង្គការសង្គមស៊ីវិលដែលបណ្តាលមកពីមុខមាត់/កេរ្តិ៍ឈ្មោះអវិជ្ជមាន(មិនល្អ)ទាំងនោះ?
11. ក្រៅពីអង្គការសង្គមស៊ីវិលខ្លួនឯង តើនរណាខ្លះអាចជួយ កសាង ថែរក្សា និងលើកកម្ពស់មុខមាត់/កេរ្តិ៍ឈ្មោះរបស់អង្គការ សង្គមស៊ីវិលក្នុងទីសាធារណៈបាន?

Annex 3: Quantitative Questions

**ការសិក្សាស្រាវជ្រាវលើការយល់ឃើញ**

**ពិសោធន៍ណាជនទូទៅចំពោះសង្គមស៊ីវិលនៅក្នុងប្រទេសកម្ពុជា**  
**The Study on Visibility of Civil Society in Cambodia**

No	Question	Answer	Remark
1	Have you ever heard about CSOs?	0. No 1. Yes	
2	If yes, what CSO works in your community or village?  [multiple answer allowed]	0. Development 1. Human rights 2. Health 3. Agriculture 4. Environment 5. Gender 6. Education 7. Good governance 8. Natural resources 9. Legal support 10. Social rehabilitation 11. Economics integrity 12. Other please specify.....	
3	Can you name them and tell us about their roles and responsibilities?  Please write CSOs name here ..... ..... ..... .....	0. Facilitate and coordinate development plan 1. Facilitate social services between government and communities. 2. Support capacity building of community people and involved stakeholders 3. Support resources mobilization for community development 4. Encourage community harmonization 5. Don't know 6. Other please specify.....	If not possible to give name please let them briefly describe roles & responsibilities of the CSOs (What are they doing?)
4	How deeply are you involve in CSO work?	0. Meeting and planning 1. Time 2. Money 3. Labor 4. Other please specify.....	
5	What do you think about CSO image (reputation) before? In the last 3, 5 or 10 years	0. Very good 1. Good 2. Bad [skip to Q7]	

		<ul style="list-style-type: none"> <li>3. Very bad [skip to Q7]</li> <li>4. Don't know [skip to Q9]</li> </ul>	
6	<p>If good, in what way?</p> <p>[Multiple answer allowed]</p>	<ul style="list-style-type: none"> <li>0. Their works contributed to poverty reduction</li> <li>1. Stay &amp; work closely with community people</li> <li>2. Build human capital</li> <li>3. Support health care services to community people</li> <li>4. Contribute to livelihood improvement</li> <li>5. Promote community ownership</li> <li>6. Promote agriculture development</li> <li>7. Increase family economic development</li> <li>8. Contribute to environment management and protection</li> <li>9. Building capacity and promote people's harmonization</li> <li>10. Don't know</li> </ul>	All answer skip to Q8
7	<p>What are negative traits of CSO?</p> <p>[Multiple answer allowed]</p>	<ul style="list-style-type: none"> <li>0. Political bias</li> <li>1. Take CSO as business</li> <li>2. Exploitation</li> <li>3. Manipulate (ព្រឹត្តិការណ៍)</li> <li>4. Discrimination</li> <li>5. Don't know</li> <li>6. Other please specify.....</li> </ul>	
8	<p>Has your opinion about CSO change over the last 3 5 or 10 years?</p>	<ul style="list-style-type: none"> <li>0. Improved</li> <li>1. Stay the same</li> <li>2. Gotten worse</li> <li>7. Don't know [skip to Q10]</li> </ul>	
9	<p>Please give example to support your answer</p>	<p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>	
10	<p>All CSOs are independent (natural/non-bias)</p>	<ul style="list-style-type: none"> <li>0. Strongly agreed</li> <li>1. Agree</li> <li>2. Disagree [skip to Q12]</li> <li>3. Don't know [skip to Q13]</li> </ul>	

		4. Other please specify .....	
11	If agree, in what reason?	0. They are not political bias 1. Nonprofit organization 2. Focus on humanitarian work 3. Other please specify .....	
12	If disagree, in what reason?	0. Political bias 1. Influence by donors or funders 2. Use NGO Name for Business 3. Other please specify .....	

No	Question	Answer	Remark
13	Based on your opinion, what are the positive factors that might influence the public image of civil society organization?  [ allow Multiple answer]	0. Don't know 1. Quality of services and/or works of CSOs 2. Accountability and transparency of CSOs 3. Humble, respect and high commitment 4. Purely independent 5. Role models (staff attitude and behavior, honesty, using funds wisely specific to address real needs of the poor and community etc.) 6. Community based (high participation from community people in all development works) 7. Contribute to real development and humanitarian activities 8. Promote ownership of the community 9. Other please specify .....	
14	Based on your opinion, what are the negative factors that might influence the public image of civil society?	0. Don't know 1. Low quality of work (school building, roads, bridge	

	[ allow Multiple answer]	constructions, pumping wells etc. do not last long) 2. Not stewardship (Spend much money and get less result) 3. Hidden agenda (Politic, business, and exploitation....) 4. Influence from outsiders (donors and NGO staff do plan and work for community people instead of work with people) 5. Other please specify.....	
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No	Question	Answer	Remark
15	What will be the results from any positive images and its causes listed above?  [allow multiple answers]	0. More funding opportunity (both internal and external) 1. Increased ownership 2. Increased participation from community people and stakeholders. 3. Trustworthy 4. Other please specify.....	
16	What will be the consequences resulted from any negative images and its causes listed above?  [allow multiple answers]	0. Shrink Funding from donors 1. Less or more CSOs in Cambodia close their offices 2. Lack of participation from all people involved 3. Lack of development program support to the poor in Communities 4. Other please specify .....	

# Terms of Reference

## Consultancy Opportunity on the Visibility of Civil Society in Cambodia

### 1. Rationale

Since 1990s CSOs have mushroomed in Cambodia and played important force to contribute to the development efforts in the country ranging from the basic service delivery roles to the more sensitive areas such as advocacy, human rights, democratic development, environmental protection etc. In 2016, informal report from the Ministry of Interior (MoI) and Ministry of Foreign Affairs and International Collaboration (MoFA) indicated that more than 5,000 NGOs have been registered with MoI or have MoU with MoFA. Memorandum of Understanding (MoU) with MoFA, Royal Government of Cambodia (CCC, 2016). On the other hand, the grassroots organizations and community-based organizations (CBOs), estimated at 25,000 are also scattering in the countryside at large. Moreover, there are more than 100 CSOs networks operating throughout the country through different fields, and particularly at the national level, there are more than ten umbrella and network based organizations while the number is doubled for the provincial CSO networks. However, the valid population of CSOs in Cambodia is believed to be far less than this figure given that civil society in Cambodia is particularly facing financial challenges, as well as other enabling environment conditions.

Recently, the current political situation in the country is of considerable concern, while it is also significantly affecting civil society. In general, civic space has shrunk and the trust between civil society and the government has decreased. It is apparent that many vocal CSOs and networks have and are being targeted for suppression, particularly through the association of CSOs/networks and others with “color revolutionary activities” which is considered threatening by the government. From this tendency, the public image of civil society somehow become affected. It is noticed that more and more portion of the public, including other stakeholders, become suspicious about the roles and contributions of CSOs. A portion of the public views CSOs are carrying out personal or political agenda and believes that they should engage only in relief or development work. Yet, another portion of communities and vulnerable groups appreciate and trust the services provided by CSOs and can clearly distinguish CSOs from political parties or the government.

However, the public perceptions on civil society are not affected by these political factors alone. There are many other attributes that should be considered such as: the performance of the CSOs themselves, lack of awareness of the public, harmonization of civil society, lack of visibility promotion from civil society etc. Moreover, the previous CSO studies also highlighted issues around the lack of inclusive partnership mechanisms between civil society and other stakeholders and this has also negated the public image of civil society which is already weak. It is important to understand and document all of the factors which produce significant influence on the public image of civil society then prepare the strategies to ensure that the representativeness, professionalism, governance, public image and especially solidarity of the sector are brought back. With support from Oxfam Cambodia, CCC is looking for the consultant (team) who has interest and qualifications in carrying out this assignment. The assignment focuses on the public image and perceptions on civil society and draw up some solutions for the sector to strengthen its visibility and regain trust from the public and other stakeholders. Therefore, the consultant(s) or team is invited to submit the Expression of Interest (EoI) to CCC if they wish to participate in the process. It is noted that the consultant(s) will work independently but will be supported by CCC with additional important inputs/outputs through the CCC’s Research Advisory Board (RAB).

## **2. Research Objectives**

The study aims to reflect the visibility of civil society as perceived by the public and other stakeholders. It will also produce a number of solutions for this sector to strengthen its own image. The specific research objectives are:

- To understand the public image of civil society as perceived by the public and other stakeholders including the government, private sector, DPs, academy etc.
- To identify and validate significant factors which influence the public image of civil society and to study their causal effects.
- To produce a set of solutions/strategies for civil society to strengthen its public image.

## **4. Key Expectations**

- A study on the image of civil society organizations (CSOs) in Cambodia as perceived by the public and other stakeholders including the government, private sector, and development partners. The images of civil society will be defined in terms of their roles and contribution to the development in Cambodia, their mandate, their professionalism, their political neutrality, their engagement with stakeholders, their access to media, and other attributes which will be identified later upon having the discussion with the consultant(s) and the Research Advisory Board (RAB).
- The analysis which is integrated in the study report that identify different factors affecting the image of civil society and their different level of influence.
- A number of case studies, highlighting the incidence by which the public image of civil society is affected.
- A set of recommendations/strategies for civil society to strengthen its public image based on the affecting factors.

## **4. Key Research Questions**

- What is the general trend on the perceptions towards civil society by the public and other stakeholders? What are the key factors affecting the public image of civil society? What are their different level of importance?
- What have been the positive and negative impacts as the results from these perceptions towards civil society (causal effects)?
- What are the variety of tools/channels that have been used by civil society to promote its public visibility?
- What are the strategies for civil society organizations to address the challenges found within this research in order to strengthen its public image?

## **5. Methodology**

In order to reflect the perceptions of public and stakeholders, it is very important that the consultant(s) will engage those groups of people in the study. Information from various sources must be incorporated in the analysis and validation of the findings. It is strongly recommended that the study will employ the following data collection methods:

- Desk review (is targeted from CCC and other sources)
- Survey (is targeted for the public and civil society itself)
- Interview (Key Informant Interview (KII), and focused group discussion (FGD) are targeted for the respondents from the government, private sector, development partners, academic institutions, freelancers)
- Small group discussion (is targeted for a group of CSO leaders, to be identified, for them to develop the strategies to strengthen the public image of the civil society sector) In general, at least 400 respondents will be engaged for the study through different methods of data collection. Approximately, this number will be divided to:
  - 30 respondents from the government
  - 60 respondents from the civil society organizations who work on various development fields, including CBOs
  - 30 respondents from the private sector
  - 30 respondents from the development partners
  - At least 200 respondents from the public
  - 30 participants from the civil society organizations who will participate in the consultation stage to develop the public image strategies for CSOs
  - 10 respondents from academy institutions
  - 10 respondents from the freelancers

## 6. Key Tasks, Responsibilities and Scope

The recruited consultant(s) will be responsible for all assigned tasks and outputs dealing with the expected results as mentioned above. The consultant(s) needs to ensure the quality of this study at all stages ranging from the design, to the data management and report writing. However, CCC and its Research Advisory Board (RAB) will contribute some inputs along the process to promote the quality and reliability of the following deliverables:

Consultant(s) To Do	Outputs Delivery	Timeline
<b>Preparation stage</b>		<b>Finished by September 2018</b>
1. Submit final work plan and research framework	Detailed research work plan, budget, and research framework	
2. Discuss and get agreement with CCC and RAB on the research framework, tools and list of target respondents	Final survey questionnaire, data collection tools and list of respondents	
3. Translate questionnaire (Khmer and English)	Final set of questionnaires both for English and Khmer	

4. Arrange interview times (locations and selected survey participants)	List of confirmed respondents and their available time for interview	
<b>Data collection stage</b>		<b>Finished by October 2018</b>
5. Conduct literature review	Secondary data for the study	
6. Conduct survey interviews with target respondents	Transcribed data from the survey	
7. Conduct key informant interview	Transcribed data from the key informant interview	
8. Conduct focused group discussion	Transcribed data from the focused group discussion	
<b>Analysis and reporting</b>		<b>Finished by December 2018</b>
9. Develop draft research report and present key preliminary findings and recommendations to CCC and RAB	Draft research report with presentation of key findings for discussion with CCC and RAB	
10. Conduct group consultation with CSO leaders	Set of recommendation/strategy for CSOs to strengthen the public image of civil society	
11. Finalize the report and preparation few pages for policy brief	Final report according to the agreed report template	

## 7. Selection Criteria of the Consultant(s)/Team

- Proven quality of previously conducted research/studies/consultancies
- Proven research, critical thinking, and strong English report writing skills
- Broaden knowledge and experience working with the NGOs/CSOs sector in Cambodia
- Skills in conducting quantitative research, developing research tools, and data analysis
- Skills in conducting and compiling qualitative researches
- Experience working with multiple stakeholders and addressing development issues in Cambodia
- Strong team and available to start work by 01 October 2018
- Strong communication skill for data collection with CSOs, government, and other stakeholders, in both Khmer and English
- Master degree in development, social sciences, governance and law or other relevant fields
- Self-motivated with strong planning and problem-solving skills.

## 8. Budget and Payment Schedule

The budget is around USD xxx,000 including the withholding tax to be deducted by CCC. Payment will be made on a lump sum, but split into three phases: (i) advance on signing of contract (40%), (ii) submit draft report and share preliminary finding (30%), and (iii) final delivery of all outputs (30%).

## 9. Application Process

Interested consultant(s) or team should submit the Expression of Interest and research proposal to CCC by no later than **September 19th, 2018** to [recruitment@cccambodia.org](mailto:recruitment@cccambodia.org) and the proposal should include

the clear proposed research methodology, budget, detailed timeline, and demonstrating on how the applicants' qualifications are falling aligned with the selection criteria. Additionally, applicants should attach the CVs of at least the team leader and also the team members, if possible. Only qualified applicants will be shortlisted and informed for interview. For further information or inquiry please call to 012 904 554 or Email: sochoeun.chen@cccambodia.org.

*Annex 5: Research proposal*

Dear Madam/Sir,

On behalf of my team, I am pleased to submit our expression of interest for the above-named consultancy opportunity study on the Visibility of Civil Society in Cambodia. Please find enclosed the following documents:

- 1) Expression of Interest & Research Proposal
- 2) CVs of our 4 consultant team members in separate file

We look forward to hearing from you, and to the possibility of working with CCC on this important project.

Warmest regards,

Mr. Min Sor, BusD  
Mr. Tucker McCravy  
Mr. Khet, Long  
Ms. Yem Kunthea

**RESEARCH PROPOSAL**

**A Study Project on Visibility of Civil Society Organization in Cambodia**

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**Submitted by: *on behalf of consultant team, Mr. Min Sor***

Submitted To: CCC

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## **1. Background and contexts**

Since 1990s CSOs have mushroomed in Cambodia and played important force to contribute to the development efforts in the country ranging from the basic service delivery roles to the more sensitive areas such as advocacy, human rights, democratic development, environmental protection etc. In 2016,

informal report from the Ministry of Interior (MoI) and Ministry of Foreign Affairs and International Collaboration (MoFA) indicated that more than 5,000 NGOs have been registered with MoI or have MoU with MoFA. Memorandum of Understanding (MoU) with MoFA, Royal Government of Cambodia (CCC, 2016). On the other hand, the grassroots organizations and community based organizations (CBOs), estimated at 25,000 are also scattering in the countryside at large. Moreover, there are more than 100 CSOs networks operating throughout the country through different fields, and particularly at the national level, there are more than ten umbrella and network based organizations while the number is doubled for the provincial CSO networks. However, the valid population of CSOs in Cambodia is believed to be far less than this figure given that civil society in Cambodia is particularly facing financial challenges, as well as other enabling environment conditions.

Recently, the current political situation in the country is of considerable concern, while it is also significantly affecting civil society. In general, civic space has shrunk and the trust between civil society and the government has decreased. It is apparent that many vocal CSOs and networks have and are being targeted for suppression, particularly through the association of CSOs/networks and others with “color revolutionary activities” which is considered threatening by the government. From this tendency, the public image of civil society somehow become affected. It is noticed that more and more portion of the public, including other stakeholders, become suspicious about the roles and contributions of CSOs. A portion of the public views CSOs are carrying out personal or political agenda and believes that they should engage only in relief or development work. Yet, another portion of communities and vulnerable groups appreciate and trust the services provided by CSOs and can clearly distinguish CSOs from political parties or the government.

Nonetheless, the public perceptions on civil society are not affected by these political factors alone. There are many other attributes that should be considered such as: the performance of the CSOs themselves, lack of awareness of the public, harmonization of civil society, lack of visibility promotion from civil society etc. Moreover, the previous CSO studies also highlighted issues around the lack of inclusive partnership mechanisms between civil society and other stakeholders and this has also negated the public image of civil society which is already weak.

## **2. Research Objectives**

The study aims to reflect the visibility of civil society as perceived by the public and other stakeholders. It will also produce a number of solutions for this sector to strengthen its own image. The specific research objectives are:

1. To understand the public image of civil society as perceived by the public and other stakeholders including the government, private sector, DPs, academy etc.
2. To identify and validate significant factors which influence the public image of civil society and to study their causal effects.
3. To produce a set of solutions/strategies for civil society to strengthen its public image.

## **3. Key Research Questions**

- What is the general trend on the perceptions towards civil society by the public and other stakeholders?
- What are the key factors affecting the public image of civil society? What are their different level of importance?

- What have been the positive and negative impacts as the results from these perceptions towards civil society (causal effects)?
- What are the variety of tools/channels that have been used by civil society to promote its public visibility?
- What are the strategies for civil society to address the challenges found within this research in order to strengthen its public image?

#### 4. Expected Outcomes:

1. A study on the image of civil society organizations (CSOs) in Cambodia as perceived by the public and other stakeholders including the government, private sector, and development partners. The images of civil society will be defined in terms of their roles and contribution to the development in Cambodia, their mandate, their professionalism, their political neutrality, their engagement with stakeholders, their access to media, and other attributes which will be identified later upon having the discussion with the consultant(s) and the Research Advisory Board (RAB).
2. The analysis which is integrated in the study report that identify different factors affecting the image of civil society and their different level of influence.
3. A number of case studies, highlighting the incidence by which the public image of civil society is affected.
4. A set of recommendations/strategies for civil society to strengthen its public image based on the affecting factors.

#### 5. Methodology & Types of respondents

In order to reflect the perceptions of public and stakeholders, it is very important that the consultant (s) will engage those groups of people in the study. Information from various sources must be incorporated in the analysis and validation of the findings. It is strongly recommended that the study will employ the following data collection methods:

1. Desk review (is targeted from CCC and other sources)
2. Survey (is targeted for the public and civil society itself)
3. Interview (Key Informant Interview (KII), and focused group discussion (FGD) are targeted for the respondents from the government, private sector, development partners, academic institutions, freelancers)
4. Small group discussion (is targeted for a group of CSO leaders, to be identified, for them to develop the strategies to strengthen the public image of the civil society sector)

At least **400 respondents** will be engaged for the study through different methods of data collection. Approximately, these numbers will be divided into:

**Quantitative method:** The total sample size will be 260

Type of Participants /Respondents	PP	Kompot	Kratie	Battambang	Total
Government Officer (education, health, local authorities, ....)	20	10	10	10	55

Private Sector (staff of private sector, i.e. company, banking, and other corporative company)	20	15	15	15	65
CSOs (NGOs, Association, and other registered CSOs)	20	15	15	15	65
Local people (farmer, workers, small vendors)	30	15	15	20	80
Total	90	55	55	60	260

**Qualitative Method:** Based on TOR, we will have KII, FGD, and Small Group Discussions. 140 respondents will be invited to be interviewed and discussions. The respondents include government officials, civil society organizations and CBOs, private sectors, development partners, academia, and freelancers.

The consultant team will work closely with the Cooperation Committee for Cambodia (CCC) to ensure alignment of the methodology and processes in conducting qualitative and quantitative techniques for gathering data.

Desk review will be conducted to formulate the categories of questions to be asked in the quantitative and qualitative methods. These documents will be provided to consultants by CCC.

## 6. The criteria for the selection of respondents and provinces to be interviewed and visited

1. A key criterion is to select those, especially small groups discussions from which most can broadly understand social development and CSOs contexts plus situation in Cambodia. It will also mean that the participants may be considered by the CCC or CCC's NGO partners with consultation from the consultant team, to be open and collaborative, and sincerely doing their best to participate in this research process. Consultation with CCC on this is optional.
2. A second criterion is that both, CCC's NGO partners have been working and providing supports for a longer period in that provinces/communities, usually at least 3 – 4 years plus none of CCC's NGO Partners work in so that the information collected can be compared. This will facilitate better analyses of the perceptions and is also likely to yield a greater breadth of learning their experiences and views on the CSO images.
3. If possible, the different levels of authorities (from village chiefs, commune councils, district councils, district technical line offices, and provincial technical line departments). It is anticipated that getting involvements from provincial and national ministry levels is always easy.
4. The logistics also influence the selection, for instance; the selected provinces should, if possible, be relatively close to each other within a given area. This is to limit the time involved in travelling. Highly proposed Southern, Western, Northeastern, Eastern and Government Capital (Phnom Penh Capital).

The overall number of provinces and all types of respondents selected is always limited by the time available for interviews and visited. In addition, the consultant team in consultation with CCC has agreed in principle that if possible, we need to try interviewing through both qualitative and quantitative methods as many respondents as possible in each selected province/location, rather than interviewing a smaller number of respondents for more provinces. This will significantly reveal differences of views from more different stakeholders involved; as a result, we will be able to generate more holistic views from all different levels of perspectives to be gathered.

## 7. Qualifications, Roles and responsibilities of consultant team

### - Roles & responsibilities with supports from CCC

As stated in the ToR, the research will be conducted by an external consultant team. Dr. Min Sor will be a team Leader (TL), while Mr. Long Khet and Ms. Yem Sokunthea, Tucker McCravy will act as Team Members.

As a process of facilitation research expert, Ms. Yem Sokunthea will be responsible for designing questionnaire and overall data management including data collection, review processes, data entry process and data analysis report. And with supports from the rest of team members, Ms. Sokunthea will be also responsible for some logistical arrangements such as travel, meetings and interviews etc. Tucker McCravy will ensure overall quality of the study and English check. Dr. Min Sor along with Mr. Khet Long will be responsible for the study which includes designing, field research, analysis, and report writing. In short, the TL has overall responsibility for the mandate, coordinates overall team works from preparations stage thru drafting and writing the report.

The consultant team will be responsible for all assigned tasks to meet with the expected outputs; and will cover all key activities such as enumerators, data entry and cleaning, preparation, analysis and report writing and presentations to the CCC/RAB. The consultant team will guarantee the research quality and reliable data. However, CCC will provide some materials for this study in order to ensure for quality products:

- Provide literature references on the previous relevant studies/research
- Participate to finalize the questionnaires
- Provide latest contact details of CSO list, and other possible contact list as available
- In case, CCC could provide a referent letter for support on any communication with relevant respondents as needed.
- Discuss to finalize the outline of reporting content format, report template which is initially drafted by consultant team

### - Qualification of researchers

**Min Sor** is currently working as Director/ General Manager at Global General Insurance Broker Plc.(GGI-B) and an independent consultant. He holds a bachelor's Degree in Education (B.Ed.), a Master of Business Administration, and Doctor of Business Administration (BusD) specializing in Leadership & Management Development for Non-Profits (NGOs) from Eastern University, Philadelphia. He used to be the director of international and local NGOs such as: Room To Read (RtR), Habitat for Humanity International (hfh), Life With Dignity (LWD), Asian School of Development and Cross-cultural Studies (ASDECS); and hands-on managing development programs and practitioner for over 29 years. He used to be a faculty member of ASDECS was teaching on NGO governance and Management, Sustainable Rural Development, Management & Leadership Development, Project/Program and Development Management. He has provided consultancy services on strategic plan review, mid-term and end-line project evaluations, conducted research projects social development and public health KOICA, NGOs and training services to NGOs, Government, Universities (BBU & ASDECS) and ADB.

**Tucker McCravy** is a senior development and peace building expert with over 20 years of experience in Asia and Africa. He has a postgraduate degree in research methods and has been conducting research in

Cambodia on peace education. Tucker has a sound knowledge of the local socio-political, economic, and cultural context. He has worked with local NGOs, government, and academic institutions in Cambodia since his arrival in 2010. He has also led a team of 9 researchers to assess the state of peace education in Cambodia, and as such has in-depth knowledge of youth issues in Cambodia. Over the last year, he has conducted nearly 10 participatory evaluations for local and international NGOs in Cambodia.

**Long Khet** is a co-founder and executive director of Youth for Peace (YFP). He has founded Youth for Peace since 1999 and he has more than a decade of practical experience in peacebuilding work. He has been instrumental in the development of the peace, leadership, and reconciliation program for young people in post conflict Cambodia since the establishment of Youth for Peace. Mr. Khet has a master’s degree in applied Conflict Transformation (Peace and Conflict Studies) from Pannasastra University and Center for Peace and Conflict Studies (CPCS). He has involved in Peace Education Research project in Cambodia plus other engagements in regional peace and community memory initiatives. He received degrees from the Royal University of Phnom Penh and the Faculty of Pedagogy. He has more than 15 years’ experience of working with a broad range of civil society actors in Cambodia.

**Yem Sokunthea**, Graduated Master of Health Economic and Policy from the University of Adelaide, Australia and also earned a graduate certificate in Economics during her study in Australia. She completed Master Degree of Business Administration from Norton University and Bachelor Degree of Economics and Business from National University of Management.

She is a result-oriented, self-motivated, and committed person with over 8-year work experiences in designing, program implementing, monitoring and evaluation, conducting research, data mining and processing, training, workshop and event organizing. Over 8 years working in international and local NGOs including Population Health Research (KHANA), Population Services International (PSI) and World Vision International in Cambodia (WVC) have gained her a lot of work experiences in both management and leadership and research. She involved in both social and public health research with some areas of interest such as HIV and AIDS, Based Violence, Social Health Insurance, Oral health, health system strengthening and health economic evaluation.

**8. Liaise negotiating for assignment with CCC**

We will approach coordination and negotiating the assignment with ccc through three stages:

Key Stages	Purpose
<p><b>Stage 1 – Inception</b></p>	<p>To further work on schedule in accordance with the ToR. Mainly, the inception phase aim to serve following purposes:</p> <ol style="list-style-type: none"> <li>1) Develop and finalize the methodology for the study based on this proposal and further dialogue with the CCC management.</li> <li>2) To reach an agreement between the research consultant team and management of CCC on the planning and implementation of the study based on the methodology developed during the inception phase.</li> <li>3) To undertake the initial desk study of all relevant documents, and reports.</li> </ol>

<b>Stage 2 – Implementation</b>	To gather data through, key informant interviews, FGD, Small Groups, document review, briefings with partner organisations, survey and analyse the results
<b>Stage 3 – Finalisation</b>	To collate and synthesise our findings and lessons and produce the report

## 9. Master workplan with timeframes

Consultant(s) to do	Outputs delivery	Timeline
<b>Preparation stage</b>		<b>Oct, 2018</b>
1. Finalize work plan	Detailed research work plan, budget, delivery date of the outputs (inception report)	Oct.
2. Finalize questionnaire through discussion with CCC or RAB to ensure to meet the objectives	Final questionnaire for both methods (qualitative and quantitative)	
3. Finalize survey methodology	Fieldwork preparation (Enumerators and respondent list)	
<b>Data collection, analysis and reporting</b>		<b>Nov-Dec 2018</b>
1. Arrange interview schedule	Detailed work plan & field work schedule	2 <sup>nd</sup> week of
2. Desk review to pertain to CSO s	Developing literature into the draft report	Nov. thru mid of 3 <sup>rd</sup> week
3. Conduct survey interviews with randomly selected respondents and other qualitative method	Data entry and cleaning and analysis and preparing first draft report	4 <sup>th</sup> week of Nov. thru mid of 3 <sup>rd</sup> week of Dec.
4. Prepare first draft report and presenting the preliminary findings to CCC/RAB	Present the preliminary findings to CCC/RAB and handing first draft report	4 <sup>th</sup> week of December thru 1 <sup>st</sup> week of Jan
<b>Finalize report</b>		<b>January 2019</b>
1. Revision of the first draft report after feedback/comments from CCC/RAB	Second draft report is prepared and handed to CCC for comments.	2 <sup>nd</sup> week of Jan.
2. Finalize second draft report	Third draft report is submitted to CCC for final feedback /comments	3 <sup>rd</sup> week thru 4 <sup>th</sup> week of January
3. Revise the final draft report and presentation to other stakeholders	Presentation and final report	4 <sup>th</sup> week of January

## 10. Budget Breakdowns

No	Description	Costs \$	Unit	Total \$
1	Professional fees for consultant team			
2	Per-diem for filed data collectors			
3	Transportation by taxi			
4	Data Entry processing and analysis (both methods)			
5	Venue for FGD and Small group discussions & general administrative coordination			
6	Miscellaneous expenses (unexpected costs)			
Total				