CSO CONTRIBUTIONS TO THE DEVELOPMENT OF CAMBODIA 2012

OPPORTUNITIES AND CHALLENGES

Cooperation Committee for Cambodia
Comité de Coopération Pour le Cambodge

Commissioned by
the Cooperation Committee for Cambodia

May 2013

Promoting NGO Solidarity and Cooperating Since 1990

Accountability

GPP

Symbol of Trust

Foreword

Civil society organizations (CSOs) rightly and legitimately seek recognition of their individual contributions to the social and economic development of Cambodia. Taken together, their collective efforts over the past thirty years have been an indispensable catalyst for change in the lives of millions of Cambodians. The passage of time has not diminished the importance of this role. Civil society – as this report makes clear – remains a vital, significant force in Cambodian society.

In commissioning the research for this report, CCC undertook to continue a process of analysis and evaluation that led a year ago to the publication of CSO Contributions to the Development of Cambodia 2011. The objective then was to consolidate, quantitatively and qualitatively, what could be said – and more widely appreciated – about the place of civil society in present-day Cambodia. The intention was also to stimulate discussion and reflection among government and donors about how best to promote the enabling environment in which CSOs can participate as important development actors in their own right.

Our new report represents a further step in this direction. The theme "Opportunities and Challenges" commits us to honestly identify and appraise the difficulties facing CSOs in 2012. The challenges include financial cutbacks, questions about accountability, and a changing economic dynamic. At the same time, an enumeration of CSO resources and achievements points attention to opportunities to build on existing strengths.

The research has attempted to measure the performance of civil society on such dimensions as the size of its effort, the support it receives, the sheer numbers of those it seeks to benefit and empower and of those it employs. Our survey also has questioned CSO accountability both to donors and beneficiaries. Vanguarding good governance in Cambodia stigmatizes CCC as a trouble seeker for those shying away from such issues but for those who believe in the importance and necessity of these core values, we are seen as a provider of unique solutions to a sector which is now constantly under scrutiny. CCC believes widespread appreciation of the scale and scope of CSO activity on behalf of the poorest and most vulnerable of the people is critical to the future of civil society in Cambodia. As the international aid focus shifts, it is more important than ever that challenges to the credibility of the sector be answered fairly and accurately: with facts, not isolated and negative anecdotes.

With this in mind, CCC has made the report on the CSO contribution an on-going commitment, one which requires support and cooperation from all sections of civil society. We thank Domrei Research and Consulting Ltd., CCC team, and the respondents to the 2012 census, especially those who took the time to answer the many survey questions. In the best interests of both the CSO community and those it serves, we urge all CSO senior management and colleagues at all levels to take the time to complete our next survey and census and to work together to strengthen effectiveness of CSO community and to support and empower Cambodians to reach their potentials.

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Glossary of Organization Types

Association. Associations are those organizations that are primarily established by a group of people to serve or further the needs of this group. They are usually made up of voluntary members that formally join the association in order to share services, resources, experience, or for the ability to negotiate as a single entity. Associations, like non-governmental organizations (NGOs), are non-profit, although their members may engage in profit-making activities. Although international associations exist in Cambodia, they are not required to differentiate themselves from INGOs when registering at the Cambodian Ministry of Foreign Affairs (MOFA). Thus, in the context of this report, associations are local and have registered with the Cambodian Ministry of Interior (MOI).

Community-based organization (CBO). CBOs are typically established by a particular group or community (whether a geographic community or "community of interest") to advance specific and shared interests, most commonly on a small scale. They usually comprise members whose interests are directly at stake, and generally operate by mobilizing and representing communities to governments (local and/or national), aid/development partners, private companies or others, with regard to social, cultural, economic, religious or environmental issues. Many CBOs do not employ paid staff and function on a voluntary basis, which can be one distinguishing feature from NGOs.

Civil society organization (CSO). There are myriad academic definitions but, in practice, civil society organizations are those that have emerged beyond the spheres of the state (governmental bodies), the private (family networks) and the market (profit-driven entities), and which have a formal structure and coherent non-profit agenda, with any financial surpluses typically reinvested back into the organization to further their objectives. To be considered CSOs, such organizations must also be able to practice independent self-governance. The term CSO is generally considered to be an umbrella term that includes the subsets of both formal and informal CSOs, including CBOs, NGOs, associations, etc. However, for the purpose of distinction, in this report CSO is a general term that refers to LNGOs, associations and INGOs, while CBOs are identified separately.

International NGO (INGO). International NGOs are those NGOs which operate across more than one country, whether through multiple international operations, a foreign registration, or merely a founder who is foreign to the country in which operations are based. Some INGOs are thus highly localized. In the context of this report, INGOs are those which meet any of these criteria, operate in Cambodia, and have registered with MOFA.

Local NGO (LNGO). This type of NGO is formed and operates only in a particular country. This may be at the national level, with representation in provinces/districts (sometimes known as a national NGO); or can be a more local/district-based NGO, concentrated on a particular locality. In the context of this report, local NGOs are NGOs that operate only within Cambodia, are directed by a Cambodian national, and have registered with the Cambodian Ministry of Interior (MOI).

Non-governmental organization (NGO). Non-governmental organizations (sometimes called non-profit organizations) are CSOs established for a specific purpose, or set of specific purposes – often a social goal such as relieving poverty, defending or promoting the rights 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) if there are shared goals and objectives.

Acronyms

ADA	Asian Development Alliance
ADB	Asian Development Bank
BCC	Behavioral change communication
CBO	Community-based organization
CCC	Cooperation Committee for Cambodia
CDC	Council for the Development of Cambodia
CHRAC	Cambodian Human Rights Action Committee
CMDG	Cambodian Millennium Development Goal(s)
COMFREL	Committee for Free and Fair Elections
COSECAM	NGO Coalition to Address Sexual Exploitation of Children in Cambodia
CRDB	Cambodian Rehabilitation and Development Board
CSES	Cambodian Socio-Economic Survey
CSO	Civil society organization
ECPAT	End Child Prostitution, Abuse and Trafficking
GADC	Gender and Development Cambodia
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
IDPoor	Identification of Poor Households Programme
IMF	International Monetary Fund
INGO	International non-governmental organization
KHR	Cambodian riel (KHR 4,000 = US$1)
LANGO	Law on Associations and NGOs
LNGO	Local non-governmental organization
MDG	Millennium Development Goal(s)
MEDiCAM	Membership Organization for NGOs Active in Cambodia's Health Sector
MOFA	Ministry of Foreign Affairs
MOI	Ministry of Interior
MOU	Memorandum of understanding
NEP	NGO Educational Partnership
NGO GPP	NGO Governance and Professional Practice
NGO	Non-governmental organization
NGOCRC	NGO Coalition on the Rights of the Child
NSDP	National Strategic Development Plan
ODA	Overseas direct assistance

UN   United Nations

UNTAC   United Nations Transitional Authority in Cambodia

US$ US dollar (US$1 = KHR 4,000)

UXO   Unexploded ordnance

VCS   Voluntary Certification System

Executive Summary

This report outlines the results of the CSO Contributions to the Development of Cambodia 2012 commissioned by the Cooperation Committee for Cambodia (CCC). The goal of the study is to understand the nature of Cambodian civil society organizations (CSOs), and try to calculate the myriad ways in which they influence the development of the country.

CCC commissioned the first CSO census and survey in 2011, to understand how the CSO sector has contributed to Cambodian development. As a continuation of the 2011 research, the 2012 study examines many of the same issues related to CSO impact across a range of issues, including economic benefits, beneficiaries and employment. The 2012 study includes analysis of the detailed census data, and the expansion of the CSO beneficiaries, project details, cooperation, and governance sections. Indicators added in the 2012 study include: staff recruiting trends; funding expectations for 2013; the amount of CSO funding provided to other CSOs; and, understanding and alignment with the Cambodian Millennium Development Goals. Also included are new sections gauging CSO directors' opinions on innovative future collaboration opportunities, and a summary of qualitative discussions with selected CSO directors and development partners.

The 2012 study was upgraded to improve the methodology and produce more rigorous estimates of CSO contributions to the development of Cambodia. For instance, survey sample selection for 2012 was randomized among open CSOs, to provide more representative data. This resulted in the survey covering CSOs in 20 provinces and Phnom Penh.

The 2012 study included a census of registered CSOs in Cambodia (either with MOI or MOFA) to confirm their status and update their activities and other organizational information. In the 2012 census, 1,315 CSOs confirmed their status as open (funded or not funded). Of these CSOs, 670 are local NGOs, 321 are international NGOs and 324 are associations. Among the 1,315 open CSOs, 85.9% (n=1,130) were funded and implemented projects in 2012.

The 2012 census also reflects a shift in thinking within the development community, in particular the desire to change a CSO from an INGO to LNGO (n=15). This reflects a realization that providing assistance through LNGOs is cost effective, builds local staff capacity, and ensures active community participation in projects.

This report also includes presentation of findings from the survey conducted among 271 CSOs that were randomly selected from the census. The survey aims to provide a clear view and understanding of CSO contributions to the development of Cambodia in 2012.

CSO Sector Snapshot: In 2012, there were 1,315 open CSOs in Cambodia, of which 1,130 (85.9%) had funding. These CSOs implemented around 4,000 projects in 2012, which provided benefits to 1.3 million people, primarily through work in the education, health and agriculture sectors. CSOs dispersed funds of approximately US$600-700 million in 2012, and directly employed around 43,000 people.

Staff Profile: CSOs have considerable contributions to overall employment in Cambodia. Extrapolating the survey results, the CSO sector employed around 43,000 staff in 2012, of which 24,000 were paid staff and 42% were women. Among the paid staff, approximately 1,100 were foreign employees (less than one per CSO) and 800 were people with disabilities.

The 2012 survey also showed trends in recruiting and retention of staff within CSOs. Most of the new recruits come from higher education (either bachelors degree or post graduate), while most staff who resign from CSOs go to the private sector, as paid staff or business owners. The survey showed a net increase in the amount of people entering CSO employment in 2012.

Financial Profile: The 2012 survey reported average funding of US$571,370 per CSO in the sample (n=200). To present this number in a larger perspective, we can say that CSOs in Cambodia had a total budget of around US$600-700 million in 2012 to fund their project implementation and organizational activities. Of this amount, 72.4% went directly to project funding.

INGOs provided funding to the most CSOs (41.2%; n=98), with most of the additional funding coming from multilateral agencies, private donations, and CSOs' own funds (earned income). CSOs reflected a positive mood in the sector for the coming year in terms of funding, with most believing that funding would increase or stay the same as 2012.

Activity Profile: Among the CSOs interviewed, 87.8% implemented projects in 2012, with an average number of 3.5 projects per CSO. Around 4,000 projects were implemented in 2012, with more than 1,300,000 beneficiaries (although this number is a conservative estimate, and may be much higher). CSOs reported targeting 13 different beneficiary groups; the primary group targeted was children (23.2%).

In this survey, CSOs reported working in 19 different primary sectors. The four most common were: education and training (32.1% of CSOs); agriculture and animal health (9.6%); health, nutrition and HIV/AIDS (9.6%); and, child welfare and rights (6.6%). According to the CSOs, community needs were the main driving factor that determined where to target their activities. They identified these community needs through research and participatory discussion with the community.

Among CSOs that align their projects with the Millennium Development Goals, the three Cambodian Millennium Development Goals that CSOs contribute to the most are: to eradicate extreme poverty and hunger (49.2%); achieve universal primary education (45.8%); and promote gender equality and women's empowerment (44.1% of CSOs).

Phnom Penh was the most commonly targeted location for CSO projects, with more than 30% of the CSOs having at least one project there. The provinces with the highest concentration of CSO projects were Siem Reap, Battambang and Kampong Cham. These provinces also have the largest populations, and the highest number of CSO offices outside of Phnom Penh.

Coordination and Cooperation: Cooperation among CSOs is beneficial for all CSOs, and could improve their contributions to the overall development of Cambodia. Formal and informal arrangements between registered CSOs, and with community-based organizations, are essential in implementing projects effectively within the target areas. 53.1% of CSOs in the survey reported that they had at least one type of arrangement with another CSO or CBO. In addition, 69% of CSOs were involved in a CSO network or umbrella organization in 2012, with CCC being the most stated network (41.6%).

Governance: The 2012 survey report shows that the majority of CSOs practice effective self-governance. 95.9% of the CSOs had a written constitution and/or bylaws, 75.3% have a strategic plan, and more than 50% conducted external auditing (organizational and/or project based). This is a good indicator of transparency in the CSO sector.

CCC established a system of accountability and good governance in 2007 called NGO Governance and Professional Practice (NGO GPP) as a tool to reinforce self-governance practices, and maintain the high standards that the (CSO) sector is built upon. 17.7% of the CSOs surveyed intend to apply for certification in the future, showing the continuing commitment to practice their own governance and regulate themselves.

Future Collaboration: 82.7% of the CSOs would welcome a CSO center in the provinces or Phnom Penh, believing that this will improve communication and collaboration among CSOs. 79.3% hope that this will help to meet the needs of the community better, and 69.7% believe that this could save them money and help them be more efficient.

Establishing a National Trust Fund that will act as a pool of funds from donors in Cambodia is another scenario for future collaboration. 61.6% of the respondents believe that through this mechanism, funding could be better targeted to the needs of the communities.

Only 48.7% of the CSOs think that those who have recently graduated from the universities have the right skills to work with CSOs. Because of this, 94.1% believe that CSOs should have a role in providing CSO-related education to university students. To have graduates equipped with the right skills to work with CSOs will benefit the sector, as well as the target beneficiaries in the future.

Recommendations

The following main recommendations

- Improve cooperation between CSOs. This could be accomplished through increased involvement in CSO networks and promoting agreements between CSOs. In addition, 83% of CSOs think that the creation of a CSO center will improve working relations between different organizations.

- Increase external auditing practices and NGO GPP voluntary certification. Internationally, the trend in the CSO sector is toward increased regulation. Increasing awareness and participation in CCC's NGO GPP certification system is a good way for CSOs in Cambodia to improve their own regulatory environment, without restricting CSO operations or liberties.

- Improve alignment with national strategies. Many local NGOs and associations in the survey were not familiar with the national strategic development goals of Cambodia, such as the Millennium Development Goals. Making sure that all CSOs align their projects with these strategies is one way to make sure that CSO resources are effectively utilized for national development. This can be achieved through increased information sharing between CSOs, the government and donors, with CSO networks playing a key role in the process as focal points for information, and representatives of the CSO sector in strategic planning and discussions.

- Improve CSO targeting. Although 80% of the Cambodian population lives in rural areas, more than 32% of CSOs implement projects in Phnom Penh – the most common CSO project implementation area in the country. In addition, comparison of CSO locations with the poorest provinces in the country (as determined by the Ministry of Planning's IDPoor project) shows that some of the poorest provinces in Cambodia (such as Prey Veng and Takeo) are under-represented among CSOs. In such cases, improved networking, alignment of activities among CSOs, and access to appropriate research and government information would help CSOs to target their funding and project resources effectively.

Introduction

Civil society organizations (CSOs) are those organizations that exist outside of the sphere of government, family and private enterprise, and which seek to benefit a group of people, or further a non-profit agenda (often for the common good). Since the reemergence of Cambodian CSOs in the early 1980s, they have played an important role in the recovery of Cambodia from several decades of isolation and conflict. In the time since, they have become active participants in all aspects of Cambodian society and public policy, working directly with all ministries of the Cambodian government and in all provinces to help ensure that everyone participates in the growth and development of the country. In many diverse fields, they provide vital services and information to improve the lives of people, often with little or no recognition for their efforts.

Because of the generalized and social nature of many CSO projects, it is difficult to quantify the effects or results of these efforts, as there is no single goal or outcome which determines the effectiveness of a CSO's activities. The best way to judge a project's effectiveness is often through frequent monitoring and reporting, as well as through rigorous impact evaluations to measure the effects of a project on individuals over time. However, these actions can be costly and require specialized skill sets which are not generally available to the smaller, local NGOs and associations which make up the majority of CSOs in Cambodia. In addition, aggregating the results from all projects would require significant resources and efforts.

To demonstrate the effectiveness of the CSO sector in contributing to Cambodian development, the Cooperation Committee for Cambodia (CCC) commissioned the first CSO census and survey in 2011. This study was the first serious attempt to track all registered Cambodian CSOs, through a census of government registration records, as well as to provide an overview and analysis of the ways that CSOs have contributed to national development in recent years.

Including both a census and a survey, this study attempts to understand the current nature of Cambodian CSOs, and calculate some of the myriad ways in which they influence the development of the country. It is a follow-up to the CSO Contributions to the Development of Cambodia 2011 study commissioned by CCC, and comes at a time of increased scrutiny and self-reflection in the CSO community. These studies, planned to occur annually, demonstrate the ability of the CSO sector to think critically about itself, and its members, and are intended to open the way for increased discussion into the roles that CSOs should play in their monitoring and regulation, as well as the determination of their own fate.

As a continuation of the 2011 research, the 2012 study examines many of the same issues related to CSO impact across a range of sectors, including benefits to the local economy, project beneficiaries and geographic focus. In addition, a number of sections have been included to understand more about CSO cooperation and self-governance, as these have become important topics of discussion among CSOs in recent years. The 2012 study has also been upgraded to improve the methodology and produce more rigorous estimates of CSO contributions to the development of Cambodia.

It is expected that these reports will form the basis for increased CSO self-reflection, presenting opportunities for members to honestly evaluate themselves and the state of the Cambodian CSO sector. It is hoped that, with the final push towards the 2015 Millennium Development Goals, and the development of a new National Strategic Development Plan for 2014-2018, this study will assist CSOs in their strategic plans for coming years, through the identification of specific challenges and areas for growth.

Background

This section focuses on the major developments and research produced in the field from 2011-2012, and its effects on Cambodian CSOs. There are three areas that have had significant developments over the last year concerning Cambodian CSOs: CSO and Cambodian government relations (including the Cambodian Law on Associations and NGOs (LANGO); an increased focus on regional and international cooperation (with Cambodian CSOs at the forefront); an increased focus on self-governance and regulation; and, an increased focus on transparency.

Local developments

In many ways, Cambodia is a unique home for CSOs. One of the poorest countries in Asia, after nearly two decades of isolation and conflict, it opened up to the modern world with the arrival of the United Nations Transitional Authority in Cambodia (UNTAC) in 1992-1993. Much of the US$1.6 billion dollar UNTAC budget was administered by civil society organizations (CSOs), many of whom stayed in Cambodia after UNTAC was disbanded and the country entered a time of relative peace and economic growth. Since then, minimal registration requirements and increased aid and development funding have both contributed to the increase in CSOs (both local and international) operating in the country.

For many years, Cambodia was seen as a "haven for NGOs", with considerable funding available from national development partners and INGOs, and a relaxed regulatory environment. In recent years, the Cambodian government has attempted to tighten requirements and restrictions on the CSO sector. The most obvious manifestation of this is the draft Law on Associations and NGOs (LANGO), which is currently under review by senior sectors of the government. CSO representatives argue that the law, as it currently stands, would restrict the abilities of CSOs to operate independently, and that sections of the law could be used to punish or restrict CSOs from operating in politically sensitive areas. In addition, the law's mandatory registration and reporting requirements would restrict the creation of smaller associations and grassroots community-based organizations (CBOs). Although these smaller CSOs/CBOs generally lack the funding and experience to follow the stringent requirements of the LANGO effectively, they play an important role in representing the needs and defending the rights of average Cambodians.

Following a vocal outcry by CSO and NGO representatives on the release of the fourth draft of LANGO in late 2011, the Cambodian government quietly shelved the law and shifted their focus to the local and parliamentary elections in 2012 and 2013, respectively. It is expected that work will resume on this important piece of legislation after these events.

The end of 2012 also saw the release of *Development Cooperation Trends in Cambodia and Proposals for Future Monitoring of the Development Partnership* (2013) report by the Cambodian Rehabilitation and Development Board of the Council for the Development of Cambodia (CRDB/CDC). This report highlights projected spending and how to align CSO support with national and international protocols. It shows changing trends in national developmental assistance, and a shift in development aid from health (traditionally the largest recipient of ODA) to transportation, in part due to a large increase in assistance from China. This is the last annual paper before the CRDB/CDC begins drafting of the Development Cooperation and Partnerships Strategy for 2014-2018.

Looking forward, there are a number of opportunities in the coming year for CSOs to participate in critical plans for national and sector development. 2012 saw the initiation of planning for the draft of the National Strategic Development Plan (NSDP) for 2014-2018, which will continue through 2013. The NSDP is the highest strategy paper produced by the Cambodian government,

detailing public policy and development goals for the coming five years. A number of development partners, such as the International Monetary Fund (IMF), the Asian Development Bank (ADB) and The World Bank, align their country strategies with the NSDP. As part of the NSDP, a number of sector strategy papers will be produced. This includes the Development Cooperation and Partnerships Strategy for 2014-2018, drafted by CRDB/CDC, which aims to create a new strategy for increasing development effectiveness through improved implementation and monitoring activities.

Regional and international affairs

Internationally, many activities in the CSO field have focused on two large events: 1) the implementation of the Istanbul Principles, disseminated in 2011; and 2) preparations for the end of the Millennium Development Goals (MDG) in 2015.

In order to address both of these issues, as well as others, in early 2013, the Asian Development Alliance (ADA) was formed and issued the Bangkok Declaration 2013. The ADA is a regional alliance of CSOs and NGOs, designed to improve cooperation and communication among its member networks. Through the Bangkok Declaration, ADA affirmed its core objectives of promoting effective CSO action through training and advocacy, specifically through being a focal point in Asia for implementation of the Istanbul Principles and the Siem Reap Consensus for CSO Development Effectiveness. CCC is one of the founding members of the Asian Development Alliance, and through the "Siem Reap Initiative" is instrumental in national and regional training and capacity development for implementation of the Istanbul Principles to promote development effectiveness.

Capacity building and good governance

As part of their increasingly important role in public affairs, CSOs have seen a focus on demonstrating their organizational capacity in recent years (Suarez and Marshall, 2011). CSOs have responded in a number of ways, including adopting internal good governance practices (constitutions, bylaws, etc.) and external, third party monitoring activities. This can be a positive change, as monitoring (even internally) has been shown to increase the likelihood of community participation in CSO project design and implementation (Burger and Owens 2010).

In response to this need, a number of regulatory initiatives and certification schemes have been formed, which demonstrate the ability of the sector to promote good governance and build capacity from within itself. One World Trust has set up a database to record and track these self-regulatory initiatives internationally (www.oneworldtrust.org). In 2009, they identified and began tracking 309 initiatives worldwide, much more than previously thought. Among the schemes identified by One World Trust are the two initiatives begun in Cambodia by CCC: the Code of Ethical Principles and Minimum Standard for NGOs in Cambodia, and the NGO Governance and Professional Practice (NGO GPP) Voluntary Certification System. The NGO GPP utilizes a peer assessment certification system, which Warren and Lloyd (2009) describe as one of the strongest forms of self-regulation. Despite having started less than a decade ago, NGO GPP is already well known and increasingly implemented within the Cambodian CSO community, demonstrating Cambodian CSOs' long-term commitment to the highest standards of self-regulation and continued capacity development.

Methodology

The CSO Contributions to the Development of Cambodia 2012 study utilized a multi-stage research design, to provide a thorough view of the CSO sector in Cambodia. Three separate research activities were implemented:

1. A census of registered CSOs in Cambodia;
2. A quantitative survey of randomly selected CSOs;
3. A qualitative survey of selected development partner agencies and CSO directors.

Each of these activities required separate and sometimes disparate methodologies to implement them effectively.

CSO census

CSO census database

The 2012 CSO census used an initial database of 1,956 CSOs registered in Cambodia. As a follow-up to the 2011 census, it was decided that the 2012 census would include all LNGOs, INGOs and associations which were reported to be active or self-reported inactive (n=1,341) in the 2011 census, as well as the not contactable INGOs (n=168). In addition, the CSOs registered with the Ministry of Interior (MOI) in 2003-2004 (n=105) which were not included in the 2011 census, and the most recent available list from 2011-2012 (n=342), were added to the census (see Table 1) to update the findings.

In 2011, the CSO census was unable to contact 2,007 CSOs from the lists provided by the government, including 1,839 LNGOs and 168 INGOs. The primary reasons for this low response rate were the lack of complete information on the CSO registration lists, and the lack of updated contact information. Many CSO registries lacked any contact details, including phone numbers and even office addresses. Because INGOs tend to have a broader presence than LNGOs (e.g., an official website, registration in other countries, etc.), the not contactable INGOs from 2011 represented the inactive CSOs with the highest chance of being found through further research, and were included in the follow-up 2012 census. Indeed, although not all could be confirmed, updated contact information was found for 158 of the 168 not contactable INGOs (94%), primarily through the use of Internet resources and published listings of CSOs registered in other countries.

Table 1: Initial 2012 census database.

	Number of CSOs
MOI 1995-2011 CSO registration list: confirmed open and inactive in 2011 census	1015
MOFA 1995-2012 CSO registration list	494
MOI 2003-2004 CSO registration list (not previously surveyed)	105
MOI 2011CSO registration list (newly available and not previously surveyed)	342
Total CSOs	**1956**

Census training and data collection

The training of the census staff took place in November 2012, with data collection for the census conducted from November 2012 – January 2013. The strategy to contact the sample CSOs in the census was similar to the 2011 census:

1. If a phone number was available for the CSO, an enumerator attempted to call this number (at least three times over three different days, if the number was active but there was no answer).
2. If an email address or website was available (but no phone number), the enumerator attempted to contact the CSO via this method.
3. If there was no direct contact information, the enumerator first attempted to establish contact information using a variety of sources. These included Cambodian CSO and business directories, web searches, CSO listings from other countries, and queries of local individuals and CSO networks with experience in the sector.
4. If no contact information was obtained through these methods, an enumerator was sent to the office address provided by the Phnom Penh CSOs at the time of registration or an updated address from the 2011 census database, if available.
5. For CSOs with head offices outside of Phnom Penh, the Commune Chief of the CSO's registered address was contacted and asked if he knew of the CSO, and could provide contact information for them.

Census form

The CSO census form was developed to update contact information and status of the CSOs. The CSO status section also asked some general details of the CSO, including any MOUs, agreements with other CSOs/CBOs, and annual budget. The form consists of 2 sections:

*   Section 1: CSO contact details
*   Section 2: CSO status update

A copy of the 2012 census form is available in the appendix on page 67.

CSO survey

Survey sample
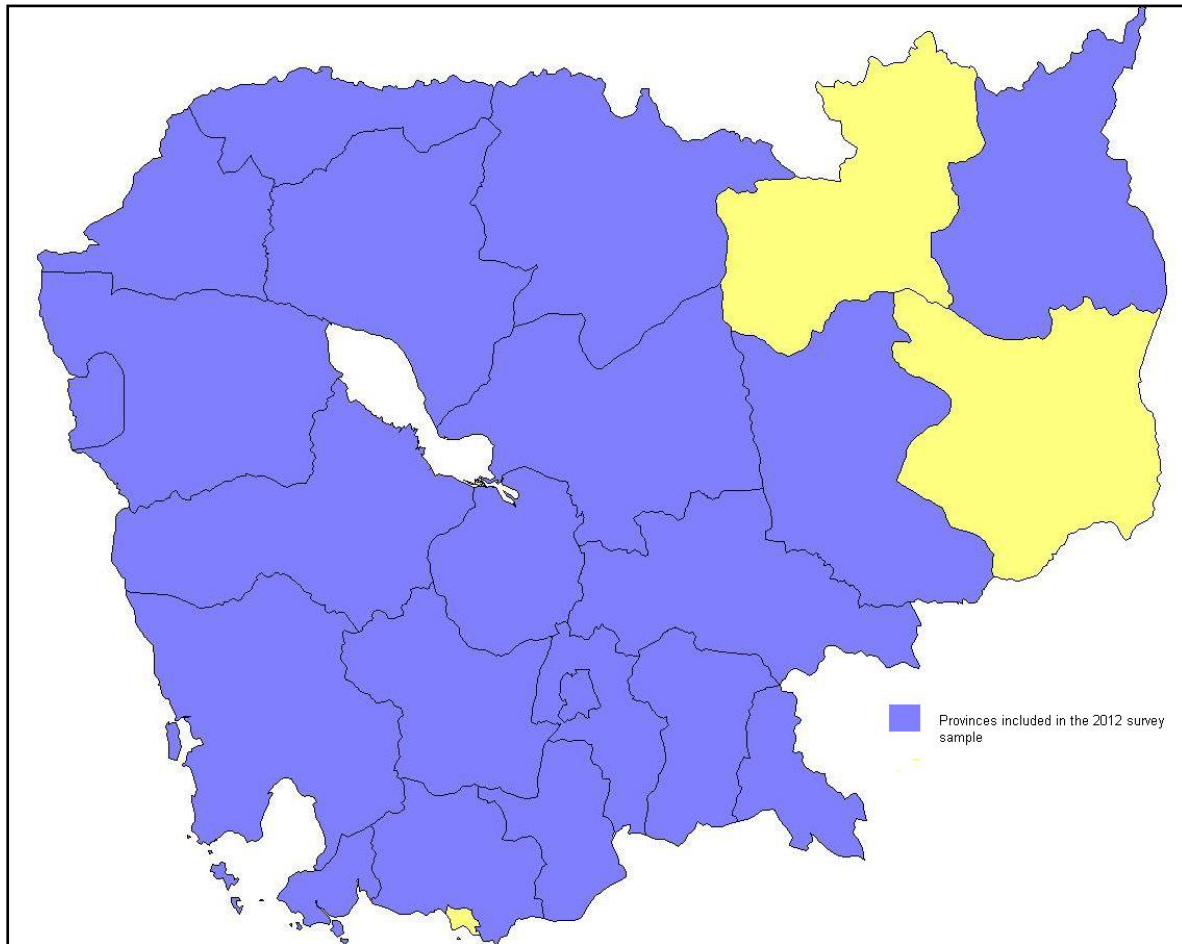
Figure 1: 2012 CSO survey sample location.

The survey sample of 306 CSOs was selected randomly from the preliminary database of 1,279 CSOs identified as open (both funded and not funded) in the 2012 census database. This provided a sample which was representative both geographically and among the different types of CSOs (LNGOs, associations, and INGOs; see Table 2). CSOs sampled in the survey were located in 21 of Cambodia's 24 provinces and municipalities. No CSOs were randomly selected in three provinces: Mondulkiri, Stung Treng, and Kep. This was due to the relatively small number of CSOs operating in these provinces. Thirty five of the CSOs initially contacted for the survey refused to be interviewed, representing 11.4% of the selected sample. In addition, four respondents ended the interviews before all questions were answered. All four stated that they were too busy, or had no time to complete the rest of the interview. The responses from 271 CSOs have been compiled and analyzed for this report, including the responses from the four incomplete interviews where available. The final survey sample included 142 LNGOs, 62 INGOs and 67 local associations.

Table 2: Survey sample result.

Result	LNGO	INGO	Association	Total	Percent Distribution
Completed	140	61	66	267	87.3
Incomplete	2	1	1	4	1.3
Refused	19	7	9	35	11.4
Total	**161**	**69**	**76**	**306**	**100**

Survey training and data collection

The data collection activities for the CSO survey were conducted in February 2013. Research team leaders attempted to contact the CSOs by the phone number listed in the census database to make an appointment for an interview. Occasionally, a CSO requested the team to send a formal interview request by email, which was provided. Interviews were conducted with the executive director of the CSO when possible, and with a member of the senior management team if the executive director was unavailable.

Research team members conducted all interviews with the CSO respondents. Research team leaders coordinated the interviews, edited all the questionnaires before they were entered into the database, and conducted interviews in English with foreign CSO directors when as necessary. Research team editors checked each completed interview at Domrei office in Phnom Penh at the end of the day for those collecting data in Phnom Penh and at the end of data collection for those interviewing in the provinces. For any problem with the data, editors contacted CSOs by phone to clarify any unclear responses.

Survey instrument

The CSO Contributions to the Development of Cambodia 2012 used a modified version of the instruments for the CSO Contributions to the Development of Cambodia 2011. The 2011 instruments provided by CCC were modified and pre-tested multiple times, to ensure all items were: 1) easily understood by all respondents; 2) non-offensive and non-threatening (and therefore more likely to elicit true responses); 3) easy for interviewers to record; and, 4) not eliciting random data.

The survey instrument consists of 12 sections:

- Section 1: Staff profile
- Section 2: Sectors
- Section 3: Coordination profile
- Section 4: Beneficiaries
- Section 5: CCC NGO certification program
- Section 6: Governance
- Section 7: Contributions to MDG
- Section 8: Resource profile
- Section 9: Project details
- Section 10: Grants or donations
- Section 11: Future CSO collaboration
- Section 12: Respondent profile

A copy of the 2012 survey questionnaire is available in the appendix on page 68.

Data entry and analysis

The completed census forms were entered into a database developed in Microsoft Access, while the data from the survey was entered into a database designed in the Census and Survey Processing System (CSPro) by three experienced data entry staff.

All data was entered into the database twice (a process called double data entry), then verified by the Data Manager to check for inconsistencies, misspellings, and other errors which can affect the results of the survey.

All quantitative data was analyzed using STATA. The analysis was conducted to examine both the statistical confidence of the data, as well as the relevance to the overall project objectives.

Because not all topics are valid for all respondents (for instance, a CSO with no foreign staff would not answer questions about foreign staff), the sample size for each question can be different than the overall size of the survey sample. This sample size is expressed as "n", and is provided in the text whenever quoting an indicator, or where the sample size may be unclear. The "n" is provided in all tables, and provides a way for readers to understand the nature of that response.

Qualitative interviews

CSO directors and development partner agencies were selected to participate in a qualitative interview during the survey data collection phase. Seven CSO directors were randomly selected from the survey respondents, and 10 development partners were selected from specific categories of agencies (bilateral agencies, multilateral agencies, UN agencies, private foundations, small bilaterals, etc.), for diversity in viewpoints. From the initial lists, six CSO directors and two development partners were able to be interviewed by the end of the survey. These discussions were conducted by the field supervisors who also conducted the survey. The interviews were recorded, and then transcribed into Microsoft Word. These viewpoints expressed in the interviews are summarized in the results section, and are not intended to be representative of the sector as a whole, but only for CSO directors and development agency partners to express their viewpoints and opinions on issues within the sector.

A copy of the 2012 qualitative survey questionnaire is available in the appendix on page 68.

Limitations / comparisons with 2011

Because of a number of methodological differences in how the 2012 study was conducted, the results are generally not comparable with results from the 2011 study. Instead, the 2012 results should be taken as a "snapshot" of the CSO sector as this specific point in time.

One of the most notable changes from the 2011 study is the quantitative analysis of CSO budgets and beneficiaries. While the 2011 survey examined CSOs by categories, grouping CSOs into ranges of budgets and beneficiaries, the 2012 survey analyzes the numbers provided by individual CSOs. This provides a clearer picture of the sector as a whole, as well as representative averages and extrapolations.

CSO Census Results

The need for a CSO census

At this time, there are no definitive numbers for how many CSOs are operating in Cambodia. There are a number of registration and reporting requirements by the Cambodian government, but little enforcement of these requirements and very little follow-up by the government. Although all CSOs are required to register with either MOI (LNGOs/associations) or MOFA (INGOs), a minimal amount of information is required to register a CSO. This information is not verified by the government during or after the registration process. Registered CSO lists are available annually, but are not merged or coordinated between the ministries.

After registration is complete, each CSO is requested to report their status, activities and budgets to the Council for Development of Cambodia (CDC) annually. CDC maintains a database of all NGOs that report to them (http://cdc.khmer.biz/ngo/index.asp). However, most CSOs do not report to the CDC. At the start of 2013, 697 out of 1,724 CSOs (40.4%) in the CDC database were listed as either active or closed, including CSOs that reported in 2012. The remainder (59.6%) were listed as not reported.

The 2011 and 2012 CSO censuses by CCC represent the first attempts to update the CSO registration information held by MOI and MOFA, and are vital in understanding the sector as a whole. It is hoped that these census figures, and the resulting databases, will be useful for future researchers and public policy decision makers to understand more about the true size of the sector.

CSO status categories

The 2011 census grouped CSOs by four categories: active, inactive, closed, and not contactable. Active CSOs were defined as those currently conducting activities in Cambodia, and inactive CSOs were those that were not conducting activities at the time of the census. Closed CSOs were those that formally reported their closure to either MOI or MOFA, and/or had no activities and no plans to conduct future activities.

The 2012 census has expanded on the 2011 categories to clarify some of the ambiguity in the previous terms (see Table 3). "Open-funded" CSOs are those that are currently funded (by any source) and are implementing projects. "Open-not funded" CSOs are not currently funded but are looking for funding or expecting to receive some soon, may be implementing projects, and may maintain a physical office or work address. "Closed" CSOs have stopped implementing activities, are not receiving funds, and have no plans to conduct activities or look for funding in the future. Formally closed CSOs have reported their closure to the appropriate ministry (MOI or MOFA), and informally closed CSOs have not reported their closure. CSOs which the census team could not contact, and thus do not know the status of, are listed as "can't find." These missing CSOs are not presumed to be inactive, only that insufficient information was available to contact them directly. We hope that further censuses, and ongoing information gathering by CCC, will improve these results.

Table 3: 2012 CSO status vs. 2011 CSO status.

2012 CSO status		2011 CSO status
Open	Funded	Active
	Not funded	Inactive
Closed	Formal	Closed
	Informal	
Can't find		Not contactable
Refused		

Census results

The 2012 CSO census began with 1,956 CSO listings. When conducting the cleaning of the census database, 56 duplicate entries were discovered and removed. In addition, throughout the course of the census 18 new CSOs were found, and subsequently added to the database. These CSOs were not included on the initial database, but may have been part of the not contactable CSO list not originally included in the 2012 census. They have been included in the final database under Open CSOs. Three CSOs (two LNGOs and one association) changed their status to businesses, and were then considered as "closed" CSOs in the census data analysis. Thus, the final total of CSOs for the 2012 census was 1,918 (Table 4).
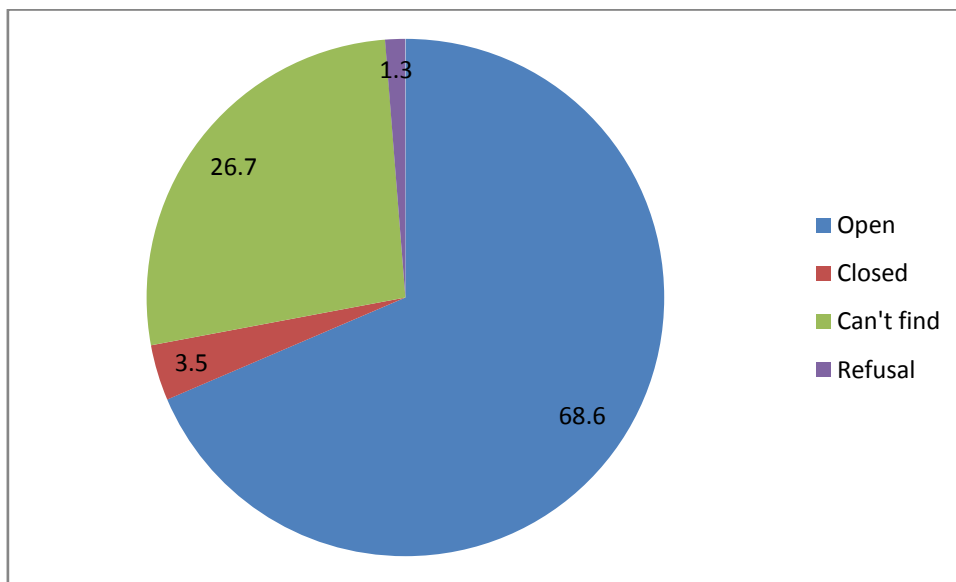
Figure 2: Percent distribution of 2012 CSO census results (n=1949).

Of the 1,918 CSOs in the final census database, a total of 1,406 CSOs (73.3%) were able to be contacted. These CSOs confirmed their status to the 2012 census team as open or closed (see Table 4 and Figure 2). Out of this group, 1,315 CSOs in Cambodia were confirmed to be open in 2012, representing 68.6% of the CSOs in the final 2012 census database. This is similar to the results of the 2011 census, which confirmed 1,324 active and inactive CSOs operating in Cambodia. However, because some of the not contactable CSOs are still open and active, as demonstrated

through the addition of 18 CSOs found during the census, determining the actual number of open CSOs operating in the country is an ongoing process.

67 CSOs (3.5%) closed in 2012 (including those that changed to businesses). 24 CSOs that were contacted refused to participate in the census; their status could not be confirmed at the time of the study. Among the different types of CSOs, LNGOs had the highest refusal rates in the census, followed by associations and INGOs. LNGOs and INGOs had the same amount of CSO closures in 2012 (n=24 for both; see Table 4), but INGOs had the highest closure rate (5.0%), because there are fewer INGOs in the sample overall.

Despite the steps taken to ensure that all CSOs were contacted, 26.7% of the CSOs in the census could not be contacted. This was primarily due to insufficient contact information available at the time of the census.

Table 4: Census sample results, by CSO type.

	Frequency					Percent distribution				
	Total	**LNGO**	**INGO**	**Assoc.**	**Bus.**	**Total**	**LNGO**	**INGO**	**Assoc.**	**Bus.**
Open	**1315**	670	321	324	0	**68.6**	69.4	67.4	68.5	0
Closed	**67**	24	24	16	3	**3.5**	2.5	5.0	3.4	100
Refusal	**24**	17	3	4	0	**1.3**	1.8	0.6	0.9	0
Can't find	**512**	255	128	129	0	**26.7**	26.4	26.9	27.3	0
Total	**1918**	**966**	**476**	**473**	**3**	**100**	**100**	**100**	**100**	**100**
Duplicate entries (removed from sample) = 56										
New CSOs not included in the original database (added to sample) = 18										

Among the 1,315 open CSOs in the 2012 census, 1,130 (85.9%) were funded in 2012, and 174 were not funded. INGOs were the most likely to be funded, with 97.2% of all open INGOs receiving funding in 2012. Associations were the least likely to be funded, with nearly one-quarter of open associations (23.8%) without funding (see Figure 3).
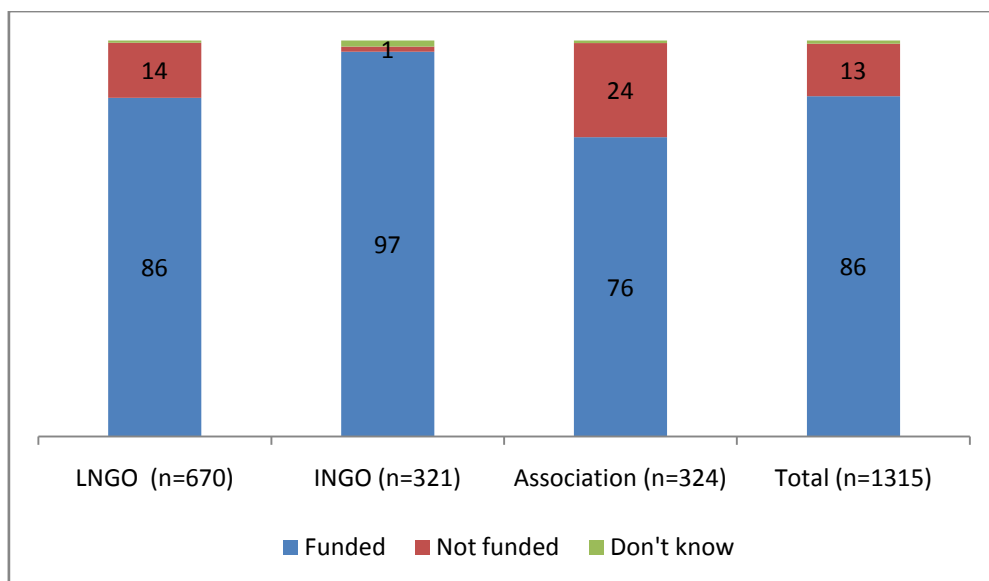
Figure 3: Percent distribution of open CSOs' funding status, by CSO type.

Closed CSOs

The census results show that 67 CSOs closed sometime in 2012 before the census team contacted them (including CSOs that changed to businesses; see Table 5). INGOs had the most formal closures, with the clear majority (75%) of closed INGOs reporting to the government, and only one-third of LNGOs and associations reporting their closure.

When asked why they did not report their CSO's closure, the majority of respondents said that they did not have the money to report the closure to the government. This can be interpreted in a variety of ways: without funding, these CSOs may lack the staff required to complete and follow up on the paperwork for the respective ministries, and/or may have concerns about possible fees for reporting these changes.[1] These concerns may be felt more acutely by LNGOs and associations, which generally lack the organizational and administrative support of INGOs, thus leading to the higher rates of informal closures among these groups. The other reasons given for not formally closing a CSO were because: they were in the process of preparing the proper documents for the ministry; they were waiting for the NGO law; and that they didn't know.[2]

Based on an analysis of these reasons, streamlining procedures, educating CSO administrative and managerial staff about ministerial requirements for changing CSO status details, and publishing any associated fees are all ways that the government can improve reporting by CSOs in this area significantly.

Table 5: Status of closed CSOs in the 2012 census.

	Frequency					Percent distribution				
	Total	**LNGO**	**INGO**	**Assoc.**	**Bus.**	**Total**	**LNGO**	**INGO**	**Assoc.**	**Bus.**
Formal	**31**	8	18	5	0	**46.3**	33.3	75.0	31.3	0
Informal	**21**	10	2	9	0	**31.3**	41.7	8.3	56.3	0
missing	**15**	6	4	2	3	**22.4**	25.0	16.7	12.5	100
Total	**67**	**24**	**24**	**16**	**3**	**100**	**100**	**100**	**100**	**100**

Changes in CSO type

In the 2012 study, 3% (n=39) of the open CSOs reported a change in their CSO type (see Table 6). Two out of every three CSOs that changed their registration changed from an INGO or association to a LNGO. This is interesting, as the desire to change to an LNGO may represent a shift in thinking within the development community. INGOs were previously seen as being the most effective development partners (see Hudock 2000 for examples of this), but in recent years some donors and aid organizations have shifted to preferring local partner agencies. Providing assistance through LNGOs can be seen as more cost effective (as they lack the overhead of an international home office) and more effective at improving local staff capacity (as this study shows, LNGOs have a higher ratio of local to foreign staff). Also, because of their stronger ties to the community the participation of local organizations can improve the outcome of the project on many different levels, as well as increase sustainability of the initiative after the original project period has ended (Gow & Vasant 1983).

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[1] CCC reports that there is no official fee for reporting a CSO closure to either MOI or MOFA.

[2] It is not clear from the data where this means they don't know how to formally close the CSO (a lack of understanding the proper procedures), or they don't know why the CSO staff did not report the closure.

Table 6: CSOs that changed type in 2012.

Changed type	2011 LNGO	2011 INGO	2011 Assoc.	Total	Percent (n=1315)
To LNGO	--	14	14	28	2.1
To INGO	6	--	2	8	0.6
To Association	2	1	--	3	0.2
To Business	2	0	1	3	0.2

Geographical distribution of CSOs

53.8% of the open CSOs that responded to the 2012 census are located in Phnom Penh (see Table 7). There are numerous reasons for this, as Phnom Penh is both the center of business and government in Cambodia. 75.7% of INGO offices are located in Phnom Penh, possibly reflecting their desire to engage with larger state actors (such as national-level ministries), and maintain contact with their home offices and the larger international development community. The majority of LNGOs and associations are located in the provinces, with the three most popular provincial locations being Siem Reap, Battambang, and Kandal, respectively. These three provinces are some of the most populous in Cambodia, containing over 3.1 million people.[3] It makes sense that many CSOs would choose to locate their offices in these areas. This result has to be taken carefully, as it reflects the location of the office of registration, and not necessarily the location of the CSO's activities. The distribution of CSO activities is more accurately reflected in the CSO survey findings, where CSOs were specifically asked about the location of their two most recent projects (see Target provinces in the survey results).

Figure 4, below, shows the location of CSO offices overlaid with the number of poor households in each province, as identified by the Ministry of Planning's Identification of Poor Households Programme (IDPoor). The information here is organized by the total number of CSOs based in the province, from most to least. IDPoor identification is ongoing (Round 5 of IDPoor is currently underway), and information for three provinces (Kampong Cham, Kampong Thom and Stung Treng) and Phnom Penh are not yet available. Future versions of this study will update this graph, to include the populations of poor households in all provinces. However, the information that is available is helpful to examine CSO targeting.

Three of the five provinces with the highest numbers of poor households (Siem Reap, Battambang and Kandal) also have some of the most CSO offices, showing that CSOs are relatively well represented in these provinces. However, Prey Veng and Takeo, which have some of the largest populations of poor people in the country, have less CSO representation than some of the smaller provinces (in terms of poor population), such as Banteay Meanchey and Kampong Speu.

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[3] General Population Census of Cambodia 2008. Combined population of Siem Reap, Battambang and Kampong Cham provinces was 3,186,897 in 2008.
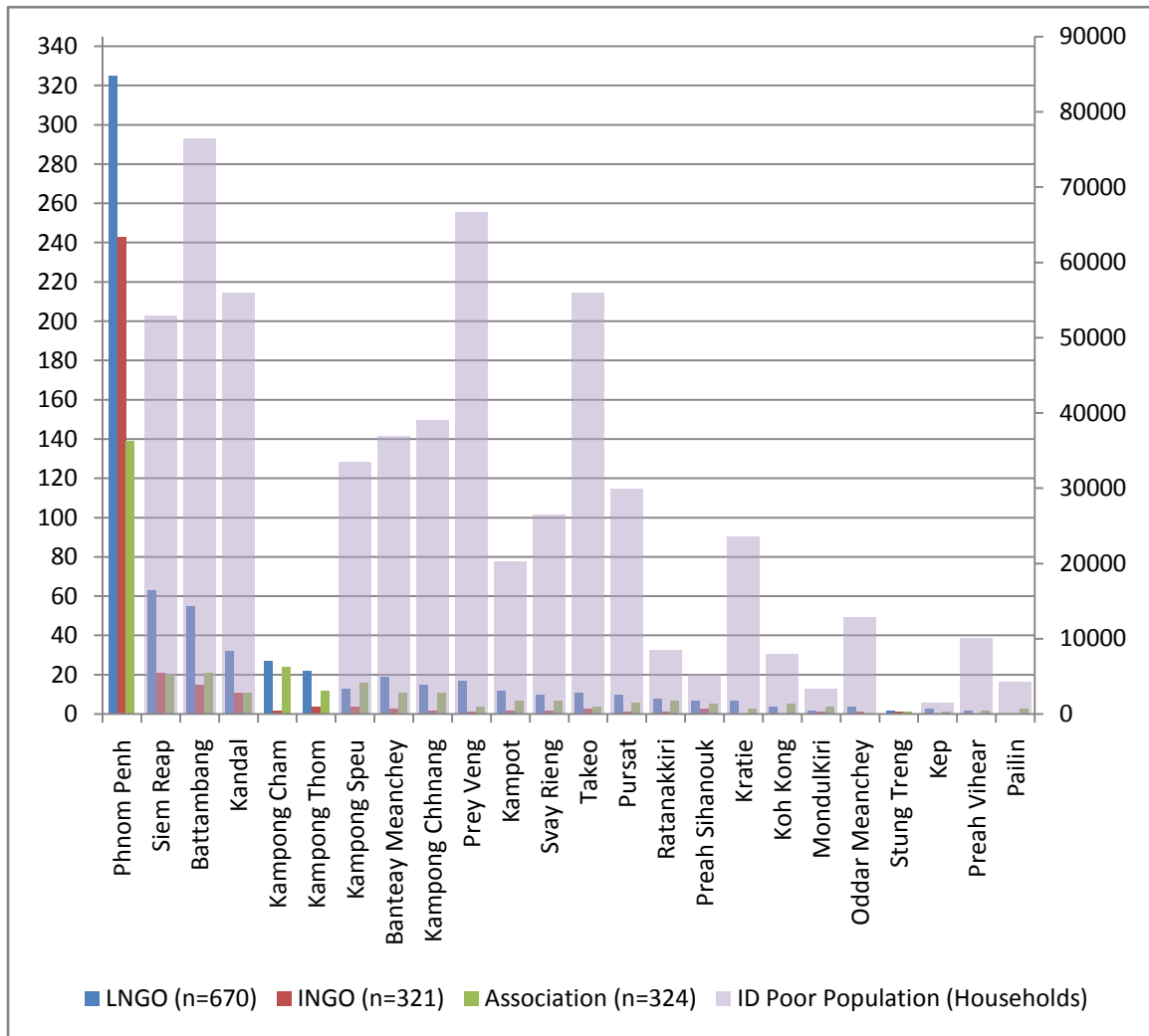
Figure 4: Geographical distribution of open CSOs cross-referenced with IDPoor population in households (n=1315 for CSO location).

Table 7: Geographical distribution of active CSOs by CSO type.

	Frequency				Percent distribution			
	Total	**LNGO**	**INGO**	**Assoc.**	**Total**	**LNGO**	**INGO**	**Assoc.**
Phnom Penh	**707**	325	243	139	**53.8**	48.5	75.7	42.9
Siem Reap	**104**	63	21	20	**7.9**	9.4	6.5	6.2
Battambang	**91**	55	15	21	**6.9**	8.2	4.7	6.5
Kandal	**54**	32	11	11	**4.1**	4.8	3.4	3.4
Kampong Cham	**53**	27	2	24	**4.0**	4.0	0.6	7.4
Kampong Thom	**38**	22	4	12	**2.9**	3.3	1.3	3.7
Banteay Meanchey	**33**	19	3	11	**2.5**	2.8	0.9	3.4
Kampong Speu	**33**	13	4	16	**2.5**	1.9	1.3	4.9
Kampong Chhnang	**28**	15	2	11	**2.1**	2.2	0.6	3.4
Prey Veng	**22**	17	1	4	**1.7**	2.5	0.3	1.2
Kampot	**21**	12	2	7	**1.6**	1.8	0.6	2.2
Svay Rieng	**19**	10	2	7	**1.4**	1.5	0.6	2.2

	Frequency				Percent distribution			
	Total	**LNGO**	**INGO**	**Assoc.**	**Total**	**LNGO**	**INGO**	**Assoc.**
Takeo	**18**	11	3	4	**1.4**	1.6	0.9	1.2
Pursat	**17**	10	1	6	**1.3**	1.5	0.3	1.9
Ratanakkiri	**16**	8	1	7	**1.2**	1.2	0.3	2.2
Preah Sihanouk	**15**	7	3	5	**1.1**	1.0	0.9	1.5
Kratie	**10**	7	0	3	**0.8**	1.0	0.0	0.9
Koh Kong	9	4	0	5	**0.7**	0.6	0.0	1.5
Mondulkiri	**7**	2	1	4	**0.5**	0.3	0.3	1.2
Oddar Meanchey	**5**	4	1	0	**0.4**	0.6	0.3	0.0
Kep	**4**	3	0	1	**0.3**	0.5	0.0	0.3
Preah Vihear	**4**	2	0	2	**0.3**	0.3	0.0	0.6
Stung Treng	**4**	2	1	1	**0.3**	0.3	0.3	0.3
Pailin	**3**	0	0	3	**0.2**	0.0	0.0	0.9
Total	**1315**	**670**	**321**	**324**	**100.0**	**100**	**100**	**100**

Primary activity sectors

In the census, the CSOs were asked which sectors they conducted activities in (Figure 5 and Table 8 below). 42% of active CSOs conducted either their primary activities or other activities in the "Education and Training" sector, as self-reported by the CSOs interviewed during the census. It is important to know that CSO contributions to this sector are wide ranging, and can overlap with other sectors such as child welfare and rights, health, nutrition and HIV/AIDS or agriculture. These sectors correspond to the sectors identified during the survey.

In the breakdown by CSO type, it is interesting to note the strong presence of INGOs in both the education and health sectors. INGOs also appear to be underrepresented in agriculture, but focus more attention on child welfare and child rights issues than both LNGOs and associations. LNGOs also focus very strongly on education and training, but are more diversified across all activity sectors. Associations focus most strongly on agriculture and animal health, followed by activities in the education and health sectors. This may reflect the fact that associations tend to be located in provinces, and thus focus more of the concerns of the rural population.
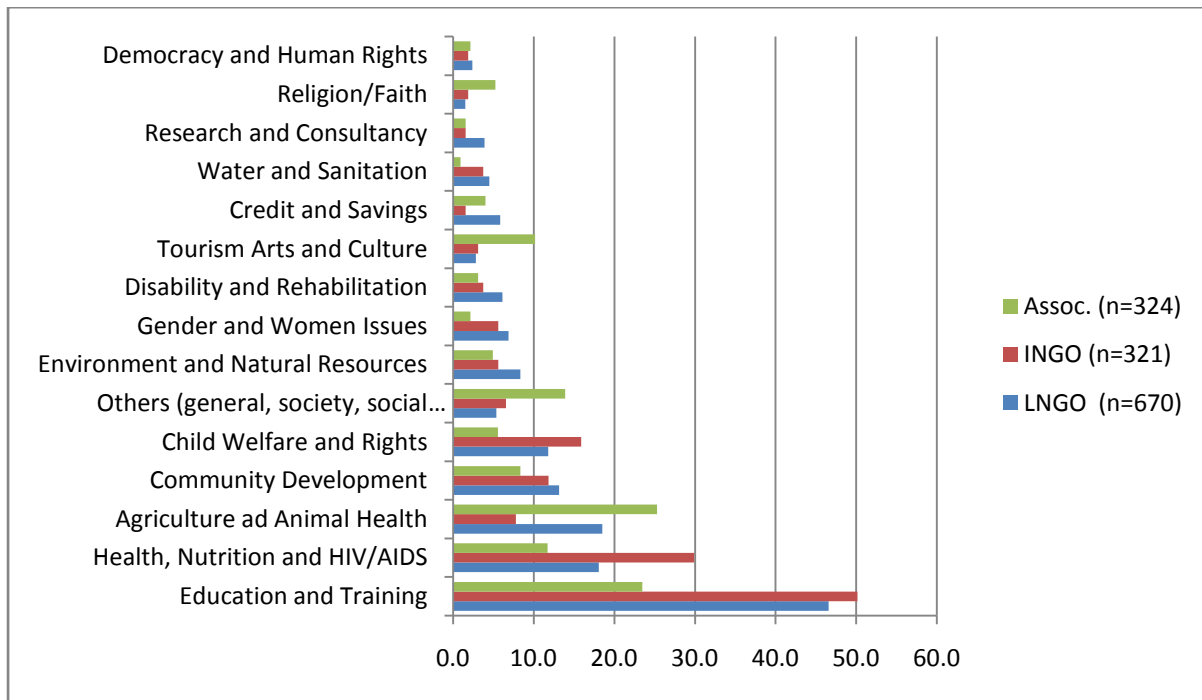
Figure 5: CSO activity sectors (n=1315; multiple answers).

Table 8: Detail of CSO activity sectors, by CSO type (multiple answers)

	Frequency				Percent distribution			
	Total	LNGO	INGO	Assoc.	Total (n=1315)	LNGO (n=670)	INGO (n=321)	Assoc. (n=324)
Education and Training	**549**	312	161	76	**41.7**	46.6	50.2	23.5
Health, Nutrition and HIV/AIDS	**255**	121	96	38	**19.4**	18.1	29.9	11.7
Agriculture and Animal Health	**231**	124	25	82	**17.6**	18.5	7.8	25.3
Community Development	**153**	88	38	27	**11.6**	13.1	11.8	8.3
Child Welfare and Rights	**148**	79	51	18	**11.3**	11.8	15.9	5.6
Environment and Natural Resources	**90**	56	18	16	**6.8**	8.4	5.6	4.9
Gender and Women's Issues	**71**	46	18	7	**5.4**	6.9	5.6	2.2
Disability and Rehabilitation	**63**	41	12	10	**4.8**	6.1	3.7	3.1
Tourism Arts and Culture	**62**	19	10	33	**4.7**	2.8	3.1	10.2
Credit and Savings	**57**	39	5	13	**4.3**	5.8	1.6	4.0
Water and Sanitation	**45**	30	12	3	**3.4**	4.5	3.7	0.9
Research and Consultancy	**36**	26	5	5	**2.7**	3.9	1.6	1.5
Religion/Faith	**33**	10	6	17	**2.5**	1.5	1.9	5.2
Democracy and Human Rights	**29**	16	6	7	**2.2**	2.4	1.9	2.2
Advocacy and Policy Dialogue	**25**	18	3	4	**1.9**	2.7	0.9	1.2

	Frequency				Percent distribution			
	Total	**LNGO**	**INGO**	**Assoc.**	**Total (n=1315)**	**LNGO (n=670)**	**INGO (n=321)**	**Assoc. (n=324)**
Humanitarian Aid, Disaster Preparedness and Relief	**24**	14	5	5	**1.8**	2.1	1.6	1.5
Government Association	**8**	0	0	8	**0.6**	0.0	0.0	2.5
Legal Assistance	**7**	5	1	1	**0.5**	0.7	0.3	0.3
Business and Organizational Development	**6**	3	0	3	**0.5**	0.4	0.0	0.9
Landmine/UXO Action/Awareness	**4**	0	4	0	**0.3**	0.0	1.2	0.0
Providing Grants to NGOs/CBOs	**1**	1	0	0	**0.1**	0.1	0.0	0.0
Others (general, society, social services, etc)	**102**	36	21	45	**7.8**	5.4	6.5	13.9
missing	**19**	7	5	7	**1.4**	1.0	1.6	2.2
Total	**2,018**	**1,091**	**502**	**425**				

CSO support to other CSOs

Among CSO census respondents, 28.9% of CSOs said that they support other CSOs, CBOs or community groups (see Figure 6). This support can be either financial, in-kind support of goods or materials, or non-material support, such as providing training and capacity building. LNGOs supported the most CSOs, CBOs or community groups, with over one-third (34.9%) of LNGOs providing such support. In total, the LNGOs that responded to this question supported 10,718 other CSOs and groups; an average of 50 CSOs per LNGO. Although fewer INGOs supported other CSOs, the average number of CSOs and groups supported was 141 per INGO, which is the highest average among all CSO types.
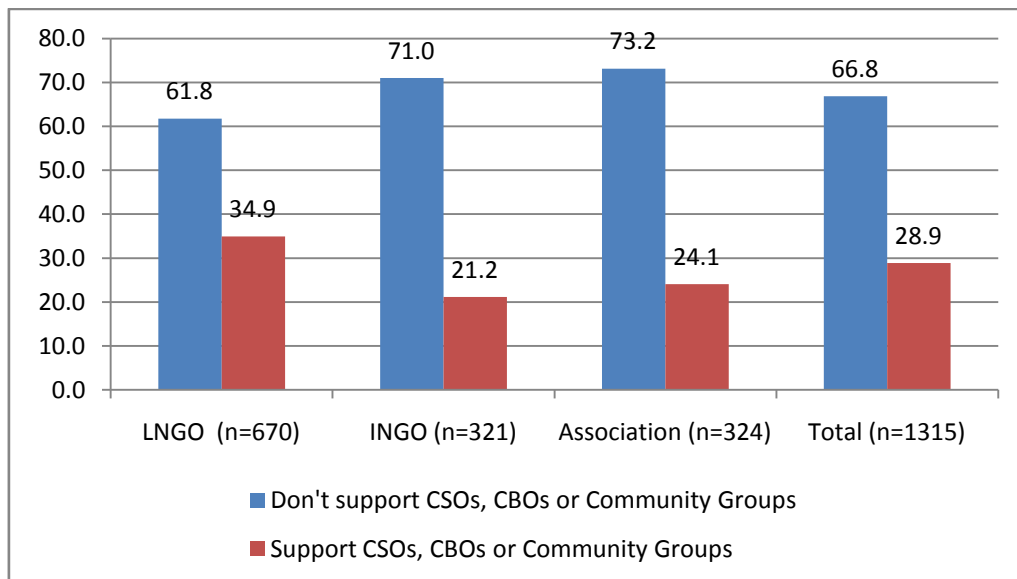
Figure 6: CSOs that support other CSOs, CBOs and Groups, by CSO type.

Table 9: CSOs and groups supported by census respondents, by CSO type.

	Mean	Median	Sum	n
Total CSOs, CBOs, and groups supported	**59.8**	**12**	**20219**	**338**
Number supported by LNGOs	50.3	13	10718	213
Number supported by INGOs	141.2	5	7482	53
Number supported by associations	28.0	10	2019	72

CSO cooperation with government

In the 2012 census, 82.1% of open CSOs reported that they had a Memorandum of Understanding (MOU) with the Cambodian government. In the census, CSOs were asked about MOUs with any level of the Cambodian government, including national ministries and provincial departments. INGOs were most likely to have an MOU with government, with nearly 95% of all INGOs reporting at least one MOU (see Figure 7). This was followed closely by LNGOs (86%). Only 62% of associations reported MOUs with government counterparts. The reasons for this are not directly available from the census data, but could be because associations tend to be smaller, receive less funding, and are not located in Phnom Penh, making MOUs more expensive and difficult for them to acquire.
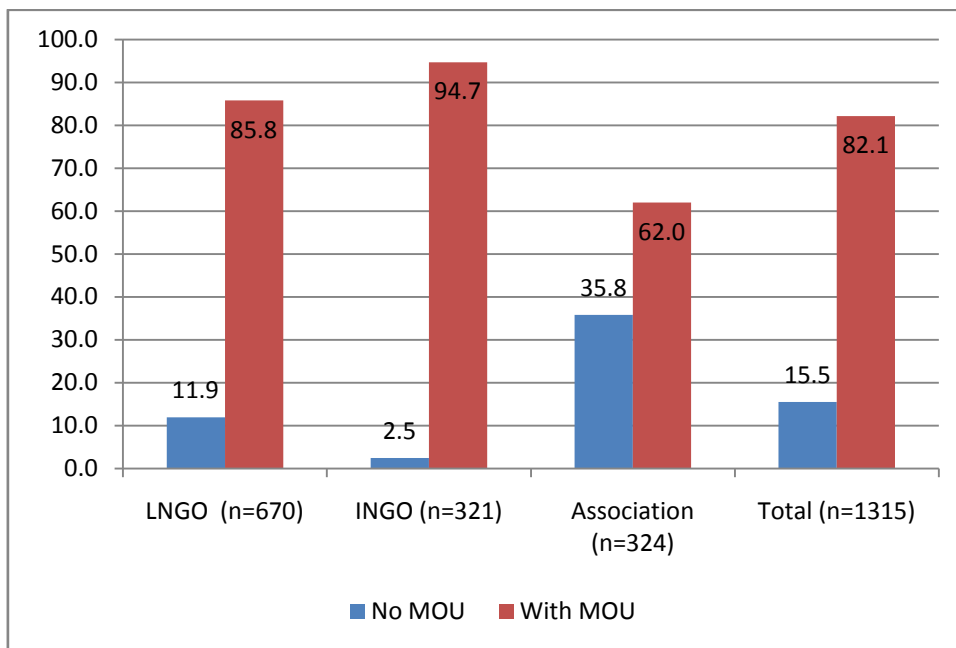
Figure 7: CSOs that have MOUs with Cambodian government (any level), by CSO type.

Among CSOs with MOUs, slightly over half of the CSOs had MOUs with the Ministry of the Interior (MOI; see Table 10). The next most frequent MOUs were with the Ministry of Foreign Affairs (MOFA). MOUs with these two ministries are skewed towards LNGOs/associations and INGOs, respectively, as these are also the ministries where these organizations are required to register. In discussions with CCC and CSO directors, it was noted that some people use the terms "registration" and "MOU" interchangeably, to describe any formal agreement with the Cambodian government. The answers to this question may reflect this confusion, as CSOs may report their registration as an MOU, leading to the high rates of MOUs between MOI and LNGOs, and between MOFA and INGOs. Without examining the MOU data from Ministries

directly, we can't know how many of these MOUs are misreported, but the reader should take this possibility into account when interpreting this data.

Table 10: MOUs with the Cambodian government, by CSO type (multiple answers).

Ministry/Department	Frequency				Percent distribution			
	Total	LNGO	INGO	Assoc.	Total (n=1080)	LNGO (n=575)	INGO (n=304)	Assoc. (n=201)
Interior	**612**	460	27	125	**56.7**	80.0	8.9	62.2
Foreign Affairs and International Cooperation	**261**	10	249	2	**24.2**	1.7	81.9	1.0
Social Affairs, Veterans and Youth Rehabilitation	**172**	73	79	20	**15.9**	12.7	26.0	10.0
Education, Youth and Sports	**143**	49	79	15	**13.2**	8.5	26.0	7.5
Health	**142**	62	62	18	**13.1**	10.8	20.4	9.0
Agriculture, Forestry and Fisheries	**56**	28	17	11	**5.2**	4.9	5.6	5.5
Rural Development	**41**	17	22	2	**3.8**	3.0	7.2	1.0
Labor and Vocational Training	**35**	14	14	7	**3.2**	2.4	4.6	3.5
Religion and Cults	**28**	8	6	14	**2.6**	1.4	2.0	7.0
Women's Affairs	**18**	7	10	1	**1.7**	1.2	3.3	0.5
Culture and Fine Arts	**14**	2	4	8	**1.3**	0.3	1.3	4.0
Environment	**14**	5	6	3	**1.3**	0.9	2.0	1.5
Tourism	**11**	0	2	9	**1.0**	0.0	0.7	4.5
Information	**10**	7	0	3	**0.9**	1.2	0.0	1.5
Office of Council of Ministers	**8**	4	1	3	**0.7**	0.7	0.3	1.5
Commerce	**8**	2	0	6	**0.7**	0.3	0.0	3.0
Industry, Mines and Energy	**7**	1	3	3	**0.6**	0.2	1.0	1.5
Water Resources and Meteorology	**6**	5	0	1	**0.6**	0.9	0.0	0.5
Land Management, Urban Planning and Construction	**2**	2	0	0	**0.2**	0.3	0.0	0.0
National Defense	**2**	0	2	0	**0.2**	0.0	0.7	0.0
Parliamentary Affairs and Inspection	**2**	0	0	2	**0.2**	0.0	0.0	1.0
Public Works and Transportation	**2**	0	1	1	**0.2**	0.0	0.3	0.5
Economy and Finance	**1**	1	0	0	**0.1**	0.2	0.0	0.0
Justice	**1**	0	1	0	**0.1**	0.0	0.3	0.0
missing	**34**	13	14	7	**3.1**	2.3	4.6	3.5
Total	**1630**	**770**	**599**	**261**				

After MOI and MOFA, the frequency of MOUS with ministries/provincial departments[4] generally corresponds to the primary activity sectors identified in the census and survey (see Primary activity sectors), with the Ministries/Departments of Social Affairs, Veterans and Youth Rehabilitation (MOSAVY), Education, Youth and Sports (MOEYS), Health (MOH), Agriculture, Forestry and Fisheries (MAFF), Rural Development, Labor and Vocational Training, and Religion and Cults being the seven most common ministries with MOUs after MOI and MOFA.

Sex ratio of CSO directors

Among CSOs, the head of the organization is still a male-dominated position, with 76% of all open CSOs having male directors (see Figure 8). INGO executives have a more balanced sex ratio, with over 27% of INGO directors being women. Associations, especially those that usually work in agriculture, have the highest proportion of male directors.
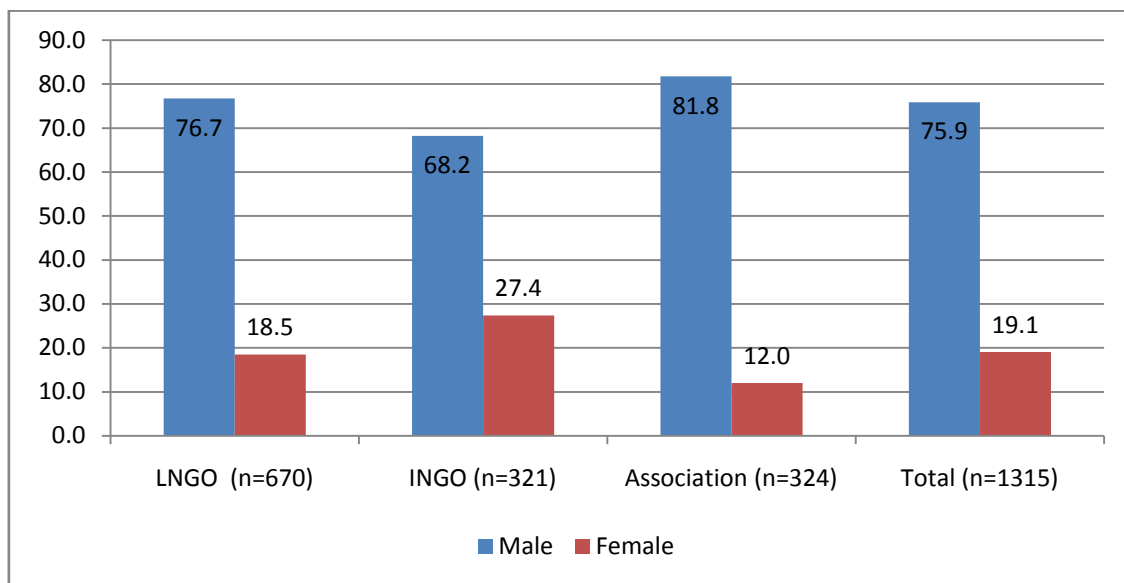
Figure 8: Gender distribution of CSO directors, by CSO type.

CSO funding 2012

Table 11, below, shows the details of CSO budgets in Cambodia as reported by the CSOs during the census. The median budget for all CSOs in Cambodia in 2012 was US$30,000. INGOs had the highest budgets, with a median value of US$200,000 and associations had the smallest budgets, with only US$5,000. The average budget numbers in the census differ significantly from the budget numbers in the survey. However, the high refusal rate for this question in the census (47% refusal), and the fact that it was primarily conducted over the phone, may have biased this information. For these reasons, we felt that it was better to analyze the budget numbers from the survey (see page 39, which was conducted in person with a random sample of CSOs, and had a lower refusal rate (26.2% refusal).

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[4] Note that the categories in this section refer to MOUs with both national and provincial level departments of the respective ministries.

Table 11: CSO funding details 2012 (in US$), by CSO type.

	Mean	Median	Sum	n
LNGO	229,366	36,000	98,200,000	428
INGO	732,464	200,000	71,800,000	98
Association	256,702	5,000	53,700,000	209
Total	**304,219**	**30,000**	**224,000,000**	**735**

Cooperation among CSOs and the Cambodian government

 The CSO census begun by CCC in 2011, and continued in 2012, is an innovative example of effective self-governance within the CSO sector. In addition, it demonstrates how CSOs and the Cambodian government can complement each other and work together to accomplish the same goals; in this case, maintaining status and contact information for registered CSOs operating in Cambodia.

During the course of the 2012 census four CSOs, which are listed in the CDC database as "not reported," were identified by CCC as failing to meet the standards for CSOs in this country. Now that CCC has identified these problems, we are working with the CDC and Cambodian government to rectify them. In addition, CCC is working to develop policies for dealing with complaints of unethical or inappropriate conduct by CSOs that can be used within a self-governance structure.

Staff Profile

In this section we present the results from the CSO Contributions to the Development of Cambodia 2012 study related to CSO staffing. Although CSO sector employment is an indirect benefit to a country, it can have a significant impact on the people and economy. Employment at a CSO can provide individuals with valuable opportunities and technical experience in their respective fields, as well as exposure to people from diverse backgrounds and cultures, including people with disabilities and minorities. CSOs offer their employees an opportunity to assist in the development of their country, while at the same time earning a competitive salary and valuable work experience. CSO workers are well respected in Cambodian society, and employment opportunities at CSOs are highly sought after.

The number of staff employed by the CSO sector is difficult to compare with other source documents, such as the Cambodian Socio-Economic Survey (CSES), because there is no option to select CSO as an employer. Instead, it is likely that CSO workers identify in these other surveys based on their job title (accountant, manager, engineer, etc.) or field (communications, IT, etc.).

In keeping with the 2011 study, we asked a range of questions about CSO staffing to discover CSOs' contributions to overall employment in Cambodia. We also asked in more detail about the male/female breakdown of CSO staff, the numbers of Cambodian and foreign staff, and the numbers of people with disabilities employed by CSOs. Using a random representative sample of all CSOs currently operating in Cambodia allows us to use the results from this sample to make reliable estimates of the total numbers of staff in each of these categories employed by all CSOs in the country.

The 2012 CSO survey interviewed 306 randomly selected CSOs from the census database and collected data from 88.6% (n=271) interviews.

Total staff

The table below shows the total number of CSO staff members as reported by the sample CSOs. The 264 CSOs that responded to this question employed 8,794 staff in Dec. 2012, including 4,913 paid staff (full time and part time; n=249) and 3,881 unpaid staff (volunteers and interns; n=178). Seven CSOs reported not having any staff, and 22 CSOs reported only having unpaid staff. All INGOs had at least one full-time staff member, but 20% of associations reported that they had no full-time staff in 2012.

Thus the average number of staff employed by each CSOs in 2012 (n=271) is 32.5, including volunteers and interns, and the average number of paid staff is 18.1 per CSO. If we extrapolate to open CSOs in Cambodia, we see that they had about 43,000 total staff (paid and unpaid) in 2012, and approximately 24,000 paid staff members.

Table 12: Total CSO staff members, paid and unpaid.

	Total Staff	Full time	Part time	Volunteers	Interns
Total	**8,794**	**4,267**	**646**	**2,863**	**1,018**
LNGO	**4,508**	2,106	367	1,570	465
INGO	**2,428**	1,641	115	448	224
Association	**1,858**	520	164	845	329

The number of CSO staff members differs from the 2011 study considerably (55,000 in 2011 and 43,000 in 2012) mostly because of a change how the CSOs were selected for the survey. The CSOs sampled in 2011 were selected only from the larger cities and provinces in Cambodia; this bias is likely to lead to over-sampling of larger and better funded CSOs, which have more employees, and thus increased the overall figures. The 2012 survey used a random selection of CSOs nationwide, and thus considers both large and small CSOs equally and provides more reliable estimates.

Male and female paid staff

Among the 4,913 paid staff reported in the survey, the male-female proportion was 58% male and 42% female. This shows that CSOs employ significant numbers of women. INGOs tend to have higher proportions of female staff than other types of CSOs, while associations have higher proportions of male staff (see Figure 9 below).

Table 13: Numbers of paid staff, disaggregated by sex.

	Total staff	Male	Female	n	% Male	% Female
All paid staff	**4913**	**2851**	**2062**	**249**	**58.0**	**42.0**
Full-time Staff	4267	2496	1771	245	58.5	41.5
Part-time Staff	646	355	291	103	55.0	45.0
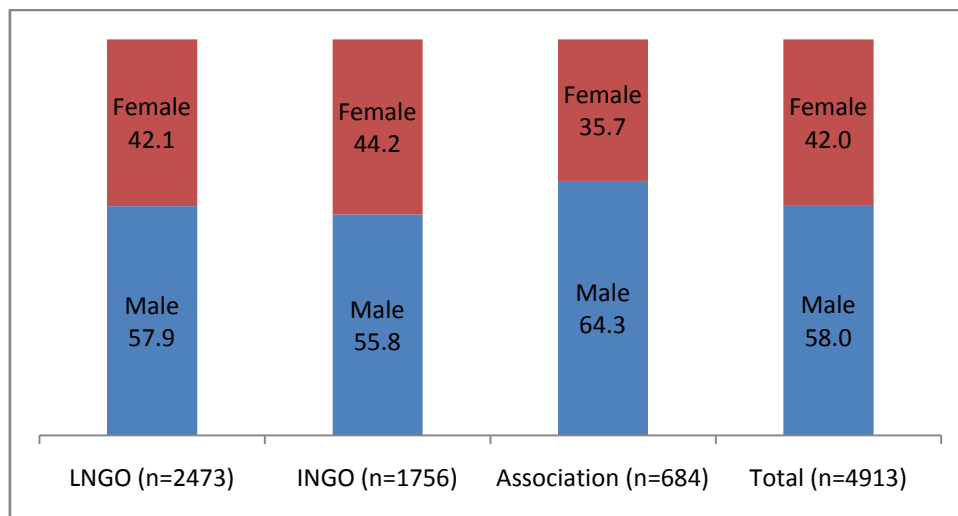
Figure 9: Percent distribution of CSO paid staff, disaggregated by sex

Cambodian and foreign staff

We then looked at the breakdown of Cambodian and foreign staff members of organizations. One common criticism of aid and development programs internationally is that CSO programs employ high numbers of non-national staff, especially in leadership and strategic development positions. Although the survey does not differentiate by the position of the staff member in the organization, only by paid and unpaid foreign staff, Figure 10 below shows that only 28.8% (n=78) of CSO respondents reported employing foreign staff. This shows that CSOs operating in Cambodia employ a small minority of foreign staff.
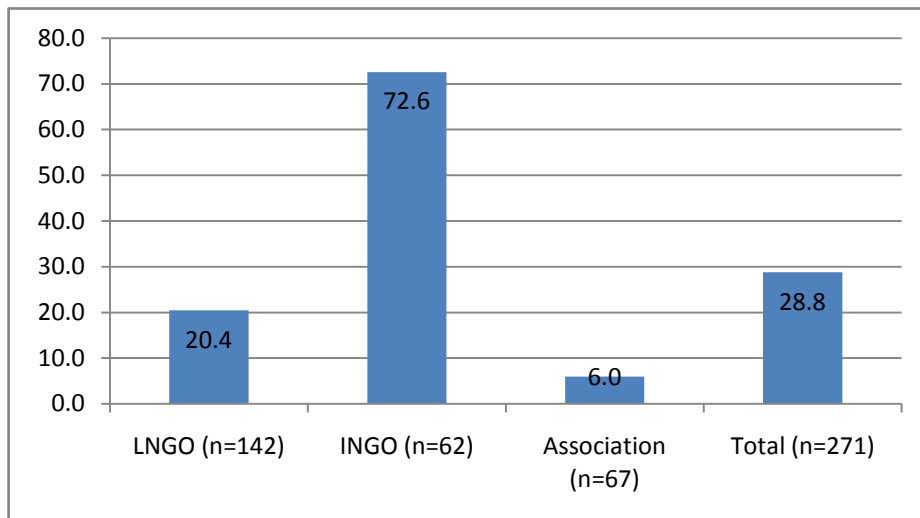
Figure 10: Percent distribution of CSOs that employ foreign staff, by CSO type.

Among INGO respondents to the survey, 72.6% employ foreign staff, with an average of nearly four (3.8) foreign staff each (see Table 14), compared to an average of two foreign staff each working in only 20% of LNGOs. The number of foreign volunteers far exceeds the number of paid foreign staff working with CSOs in this survey. The majority of these foreign volunteers worked with LNGOs.

With the increasing numbers of tourists visiting Cambodia in recent years, there may also be an increase in the amount of foreign volunteers working with CSOs in Cambodia. The 2011 survey reported a total of 775 international volunteers, less than half of the total for the 2012 survey. Foreign volunteers may work with a CSO for a few hours, or for many years, making analysis of their total numbers and their actual impact hard to discern. Foreign volunteers work with CSOs for a number of different reasons: to build local staff capacity; to conduct or manage short-term assignments; to provide expertise in highly specialized fields such as medicine and demining; and in numerous other ways.

Table 14: Foreign CSO staff details, by CSO type.

	Mean	Median	Sum	n
Paid Foreign Staff	**2.9**	**2**	**227**	**77**
LNGO	1.6	2	46	28
INGO	3.8	3	169	45
Association	3.0	3	12	4
Foreign Volunteers	**21.2**	**2**	**1716**	**81**
LNGO	22.6	2	1018	45
INGO	17.6	4	387	22
Association	22.2	2	311	14

Staff with disabilities

Next, we asked CSOs if they employed any staff who were handicapped or had a disability. Although Cambodia has laws regarding the employment of people with disabilities, and limiting discrimination against them, many organizations do not hire them for a variety of reasons. In Figure 11 below, 17.3% (n=47) of sample CSOs reported employing people with disabilities.
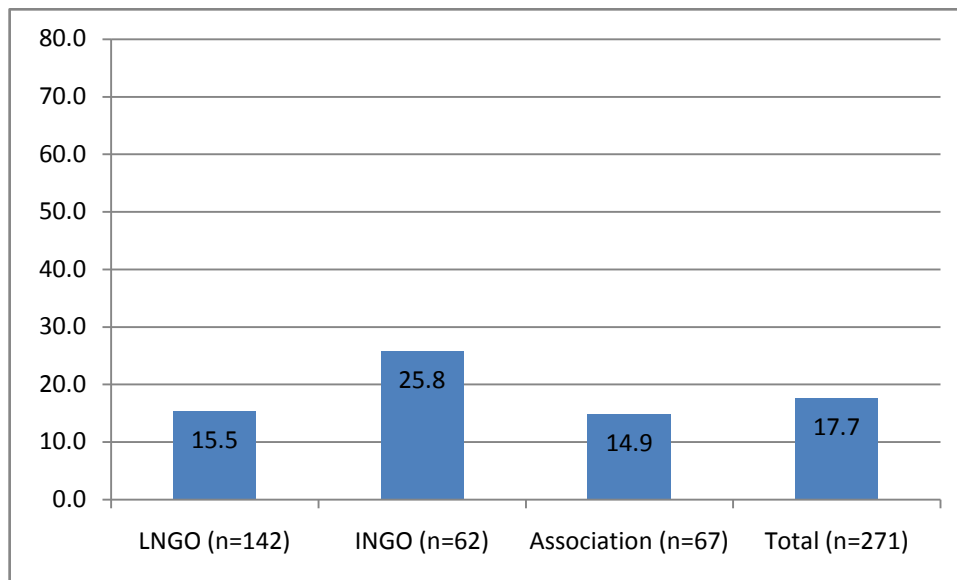
Figure 11: Percent distribution of CSOs that employ staff with disabilities, by CSO type.

The results of our survey show that CSOs hire a considerable number of persons with disabilities, with paid staff with disabilities making up 3.2% of the total paid staff members in this survey. 26% of INGOs hired staff with disabilities, although more LNGOs (n=22) hired staff with disabilities (see Table 15).

If we extrapolate to all active CSOs in Cambodia, we estimate that nationwide, CSOs employed about 800 persons with disabilities in 2012.

Table 15: Number of staff with disabilities, by CSO type and sex.

	Mean	Median	Sum	N
Staff with Disabilities	**3.4**	**1**	**160**	**47**
LNGO	4.0	1	87	22
INGO	3.1	2	46	15
Association	2.7	1.5	27	10
Male	2.3	1	25	108
Female	1.1	0	15	52

Staff qualifications

The CSOs were then asked to give the number of paid staff that they employed with the following qualifications: PhD, doctor (MD), Masters degree, Bachelors/Associates degree, high school graduate, and below high school graduate (primary education, or some secondary). The

figure below shows the proportion of the sample CSOs with paid staff that had these qualifications. The most common level of education among staff employed by CSOs was Bachelors/Associates; 77.9% of CSOs have at least one staff member with this degree, and high school graduate (57.2%). The total number of staff with Bachelors/Associates degrees as reported by the CSO survey respondents is 1,926 (see Table 16 below).
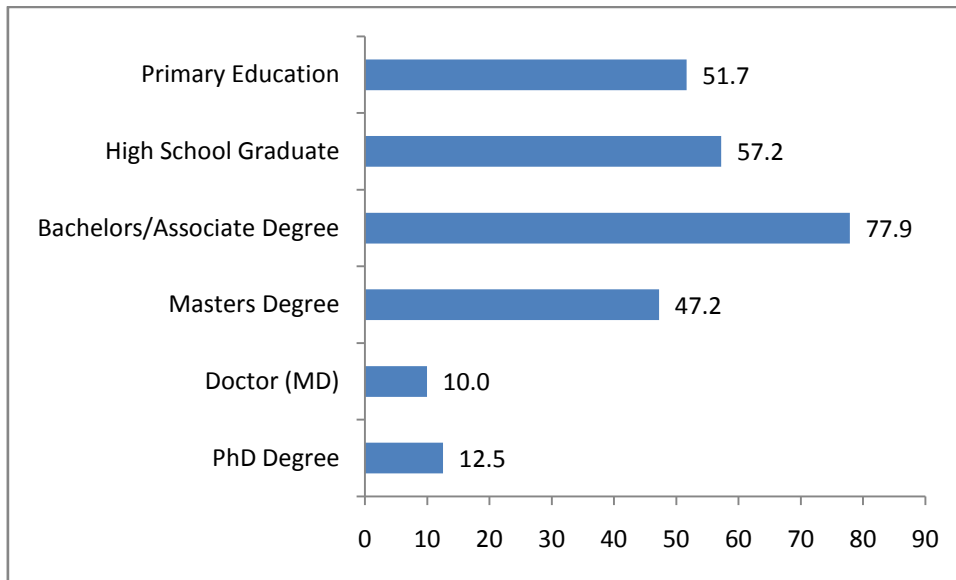
Figure 12: Distribution of qualified staff employed by CSOs (n=271).

Table 16: Number of staff by qualifications.

	Mean	Median	Sum	N
PhD Degree	1.9	1	64	34
Doctor (MD)	3.0	1	80	27
Masters Degree	3.3	1.5	417	126
Bachelors/Associate Degree	9.4	4	1926	205
High School Graduate	6.4	4	941	148
Primary Education	8.0	4	1066	134

2012 staff recruiting trends

Including a section on annual staff recruitment in the survey will provide an important basis for comparison of employment figures in future CSO surveys conducted by CCC, and analysis of trends in the sector. From January to December 2012, 41.7% of the surveyed CSOs recruited some staff members, while 48% said at least one of their staff had stopped working.

Among CSOs that recruited staff, the average CSO recruited around 5.5 staff in 2012 (median 3; Table 17). These new staff members came from a variety of fields and sectors (see Figure 14). The three most common sectors for incoming CSO staff in 2012 were school (university, high school, etc.), LNGOs, and the private sector.
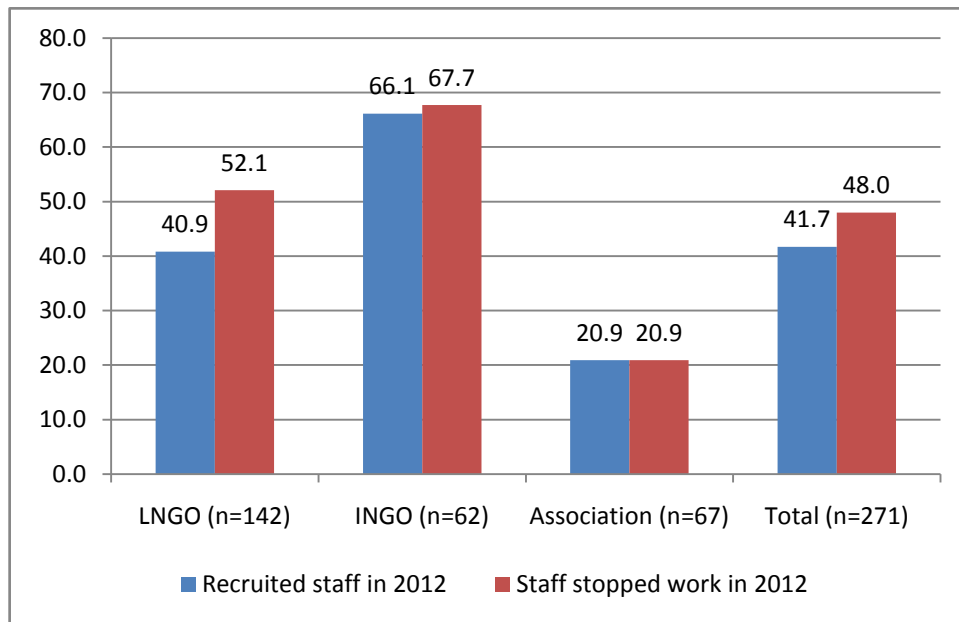
Figure 13: Percent distribution of 2012 CSO staff recruitment and resignation trends, by CSO type.

In 2012, 46.9% of respondent CSOs had at least one staff member stop working at the organization, with these CSOs losing an average of 3.7 staff members each. This response includes staff who leave a CSO for a number of different reasons: resignation, retirement, fired by the CSO, etc. After CSO staff leave an organization, they move on to a variety of different fields, with over a quarter moving to the private sector, either as paid staff or owners of their own businesses. The next most common sectors that CSO staff members enter after leaving an organization are LNGOs, studying (university, graduate study abroad, etc.), and government employment, respectively.

Extrapolating recruitment and resignation numbers to all CSOs in Cambodia shows an average annual recruitment rate of 2.2 staff, and an average resignation rate (including all forms of termination) of 1.7 staff per CSO. This would show a positive influx of staff into the CSO sector, indicating that employment in the sector may have increased in 2012, although more research would be needed to confirm this.

Table 17: Number of staff recruited and left CSO employment in 2012.

	Mean	Median	Sum	n
Staff Recruited	**5.5**	**3**	**599**	**108**
LNGO	5.8	3	325	56
INGO	5.5	3	210	38
Association	4.6	2	64	14
Staff Left	**3.7**	**2**	**468**	**127**
LNGO	3.3	2	238	73
INGO	3.5	2	141	40
Association	6.4	3	89	14
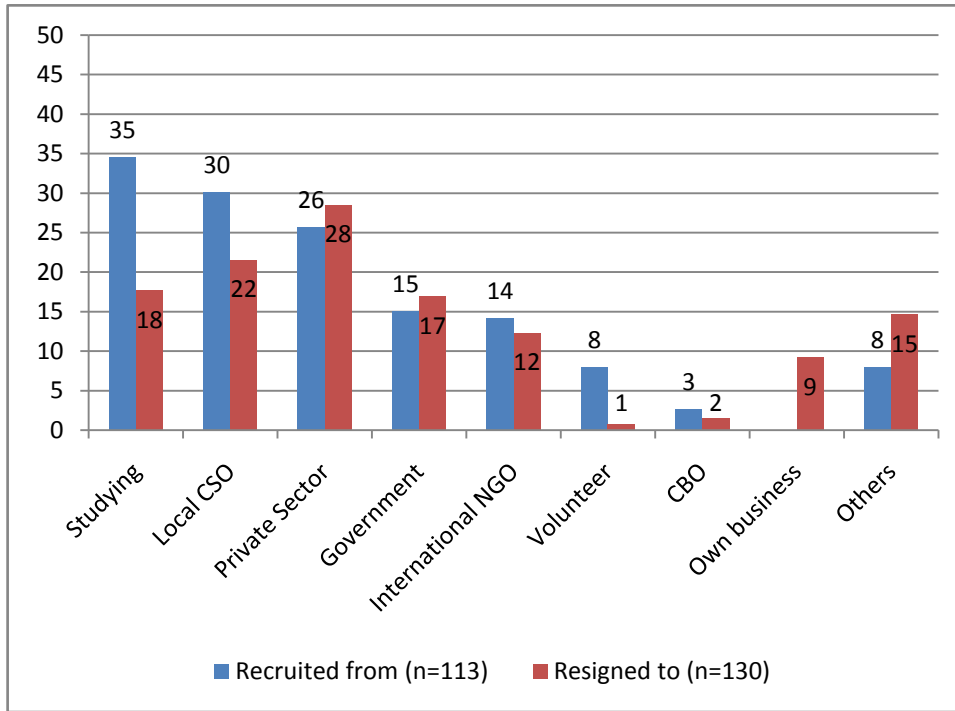
Figure 14: CSO staff recruitment and resignation sectors (in percent of CSOs; multiple answers).

Financial Profile

2012 funding

One way to measure the impact of CSOs on Cambodia is to look at the amount of money that they spend locally. Although an imperfect and hotly debated science, examining annual CSO budgets provides a view of both the economic health of the sector, as well as a general implication about how successful CSOs have been in funding and implementing their projects (in theory, well planned and implemented projects are more likely to receive additional funding). However, with the competitive nature of CSO funding, budgets are a sensitive topic that not all CSOs are willing to discuss. Of the 200 CSOs that responded to the survey questions about funding, the average funding amount was US$571,370 and the median total funding amount was US$70,000. The considerable difference between the average and the median budget values highlights the broad range of responses that CSOs gave to this question in the 2012 survey.

Table 18: CSO 2012 funding details (in US$).

| By activities	Mean	Median	Sum	n
Total funding	**571,370**	**70,000**	**114,000,000**	**200**
Project funding	432,320	50,000	82,600,000	191
Core funding	116,685	3,600	21,800,000	187
By CSO type	**Mean**	**Median**	**Sum**	**n**
LNGO	289,082	50,000	30,900,000	107
INGO	1,323,261	266,423	63,500,000	48
Association	440,570	19,000	19,800,000	45

In addition to asking about the overall budget of CSOs, the 2012 survey differentiated between project and core funding. According to survey respondents, project funding (funding directed specifically toward completion of approved projects) made up 72.4% of CSO budgets in 2012, with the average CSO committing US$432,320 to projects in 2012. Core funding - funding which a CSO can use topay for operational costs such as office rental, support staff, infrastructure, etc., as well as toward fundraising, project activities, and meeting emerging community needs - made up 19% of CSO budgets in 2012 (see Figure 15). Seven CSOs provided a total budget number, but not a breakdown by core and project funding. If the 2012 CSO funding distribution is examined with only the CSOs that responded to this question, project and core funding become 79.1% and 20.9%, respectively. This is within the range of acceptable expenditure budgeting for CSOs internationally, as suggested by the World Association of NGOs (WANGO 2004).

Because of the complexity of financial information in this diverse sector, it is difficult to estimate a total amount of CSO funding in 2012. In addition, the large variation in CSO budgets, as represented by the difference between the median and mean values in Table 18, makes any estimate of the overall value problematic. If we extrapolate from the very conservative median budget of US$70,000 per CSO, we get a total value for the sector of US$81.34 million. This number is likely too low to be a good estimate for the sector, as it is lower than the sum of respondents' budgets in the survey.
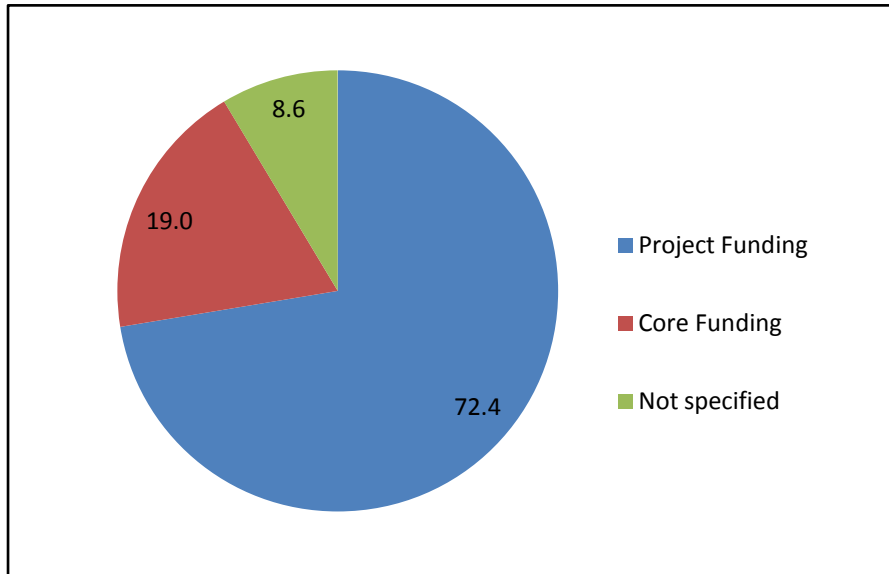
Figure 15: Distribution of 2012 CSO Funding (n=US$114 million).

If we examine budget numbers provided by CSOs to government sources, in February 2013 400 active CSOs in the online CDC database reported that they spent over US$340 million in 2012 (an average of US$850,000 per CSO).[5] Including ODA from national development partners, the CDC projects a total of US$1.375 billion in spending over the same period (CRDB/CDC 2013). Extrapolating the CDC figures for CSOs shows a total budget in 2012 of US$987.7 million, but this number is likely to be larger than the true total, as it would show that CSO spending accounted for more than 70% of ODA. In addition, not all CSOs report to the CDC, and those that do are likely to be larger and better funded.

Extrapolating from the average budget calculated in the census to all open and funded CSOs (n=1,130) provides a total of US$343.8 million, this number is likely to be biased and is the same amount reported by only the 400 CSOs reporting to the CDC online database. Extrapolating the survey average, which is similar to the 2011 average (US$517,730) provides a total budget for the sector of US$663 million, which also closely matches the extrapolated budget figures from the 2011 study. It is likely then that the actual total budget number is within the range of both the 2011 and 2012 extrapolations; for the results of this survey, we can say that the total CSO sector budget in 2012 was around US$600-700 million.

Although double counting of CSO budgets is often cited as a criticism of budget calculations (for instance, when an INGO provides funding for a LNGO to implement a project, those funds would be included in both CSOs' budgets), given the diversity and random selection of the survey sample, it is unlikely that the funding numbers provided by respondents to this survey have been double counted. Moreover, estimates of the amount of funding provided by CSOs in Cambodia to each other (see CSO cooperation section below) suggest that the impact of this kind of financing on the national scale would be minimal (less than 10% of the total estimated budget) and within the national budget range given above.

2012 funding sources

Among the 238 CSOs in the survey sample who implemented projects in 2012, 41.2% (n=98) reported that they received their funding from INGOs. Significant numbers of CSOs also reported

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[5] Report generated Feb. 2013 from the CDC database: http://cdc.khmer.biz/index.asp.

to depend on multilateral donors (such as the ADB and World Bank), and private donations from individuals for funding. Other responses include earned income, churches/religious organizations, volunteers and abroad/overseas sources (not specified if these were private donations or from organizations).
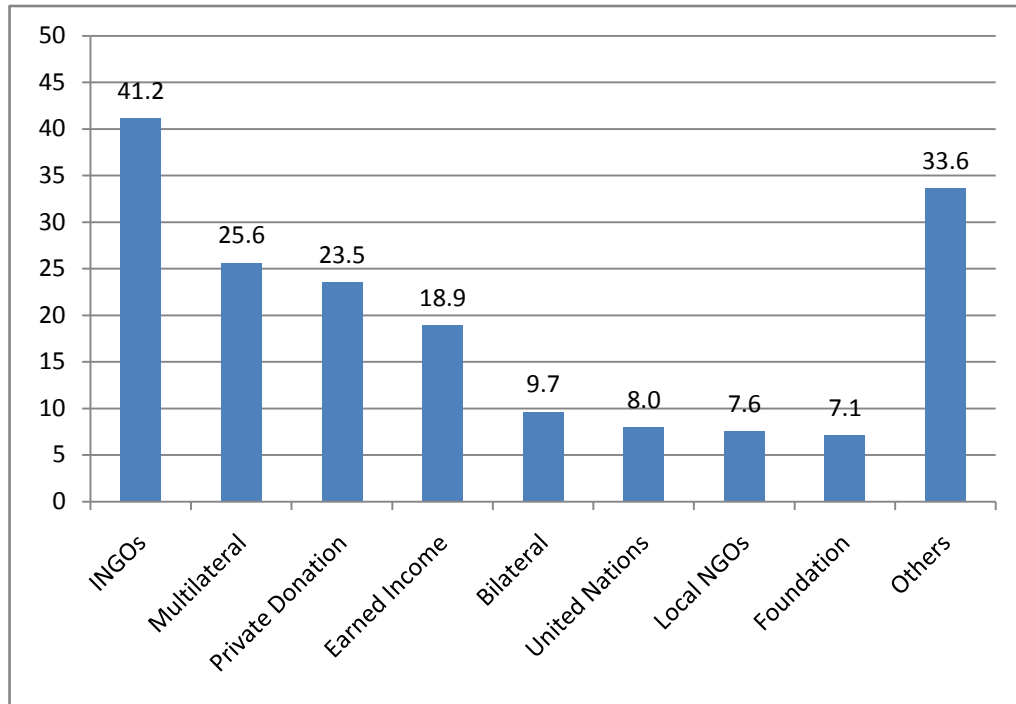
Figure 16: Sources of funding as reported by CSOs implementing projects in 2012 (n=238; multiple answers).

Funding expectations for 2013

Of the CSO directors and senior management staff surveyed for this study, the vast majority (78.5%) felt that their CSO's overall funding levels for 2013 would be higher or the same as 2012 (see Figure 17). Only 21.1% of respondents felt that CSO funding for 2013 would be lower than 2012 funding, reflecting a positive mood in the sector for the coming year. LNGOs are more optimistic in terms of funding for their projects in 2013, while associations' responses reflect more uncertainty in their funds for the coming year. One-third (32%; n=70) of these CSOs expected their 2013 funding will come from INGOs, with the other largest sources of funding (multilaterals, private donations and earned income) expected to stay the same as well.
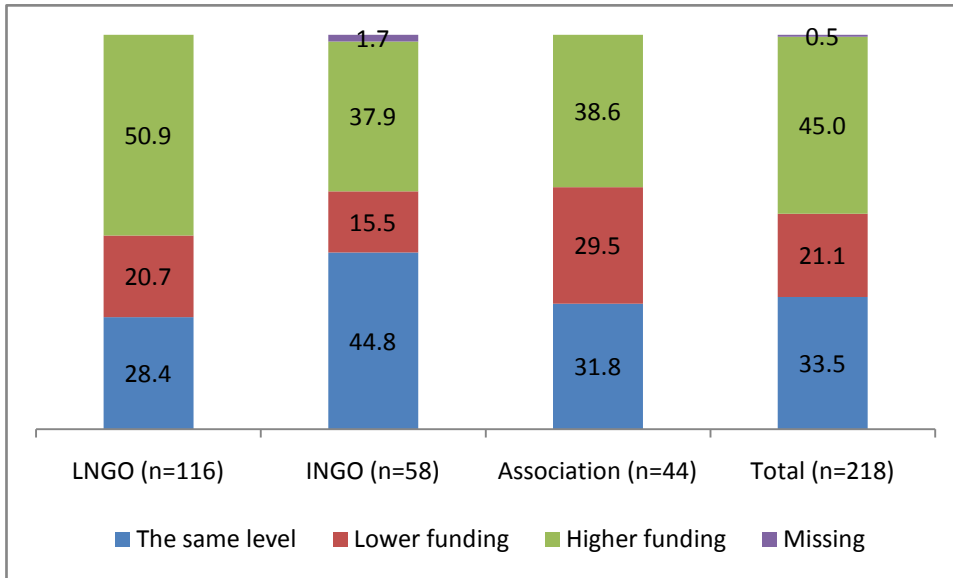
Figure 17: Changes in expected CSO funding levels in 2013, by CSO type.

Activity Profile

Primary activity sector

The amount and diversity of CSOs in Cambodia means that there are a number of different sectors where CSOs are active, with activities in all sectors contributing to the development of Cambodia as a whole. In this survey, CSOs reported to primarily work in over 19 different sectors. The figure below shows that 32.1% of CSOs reported that the main sector where they implement their activities is in education and training; followed by agriculture and animal health (9.6%) and health, nutrition and HIV/AIDS (9.6%). These sectors are similar to the primary activity sectors reported in the 2012 census, with the top seven sectors remaining the same across both the census and survey results.
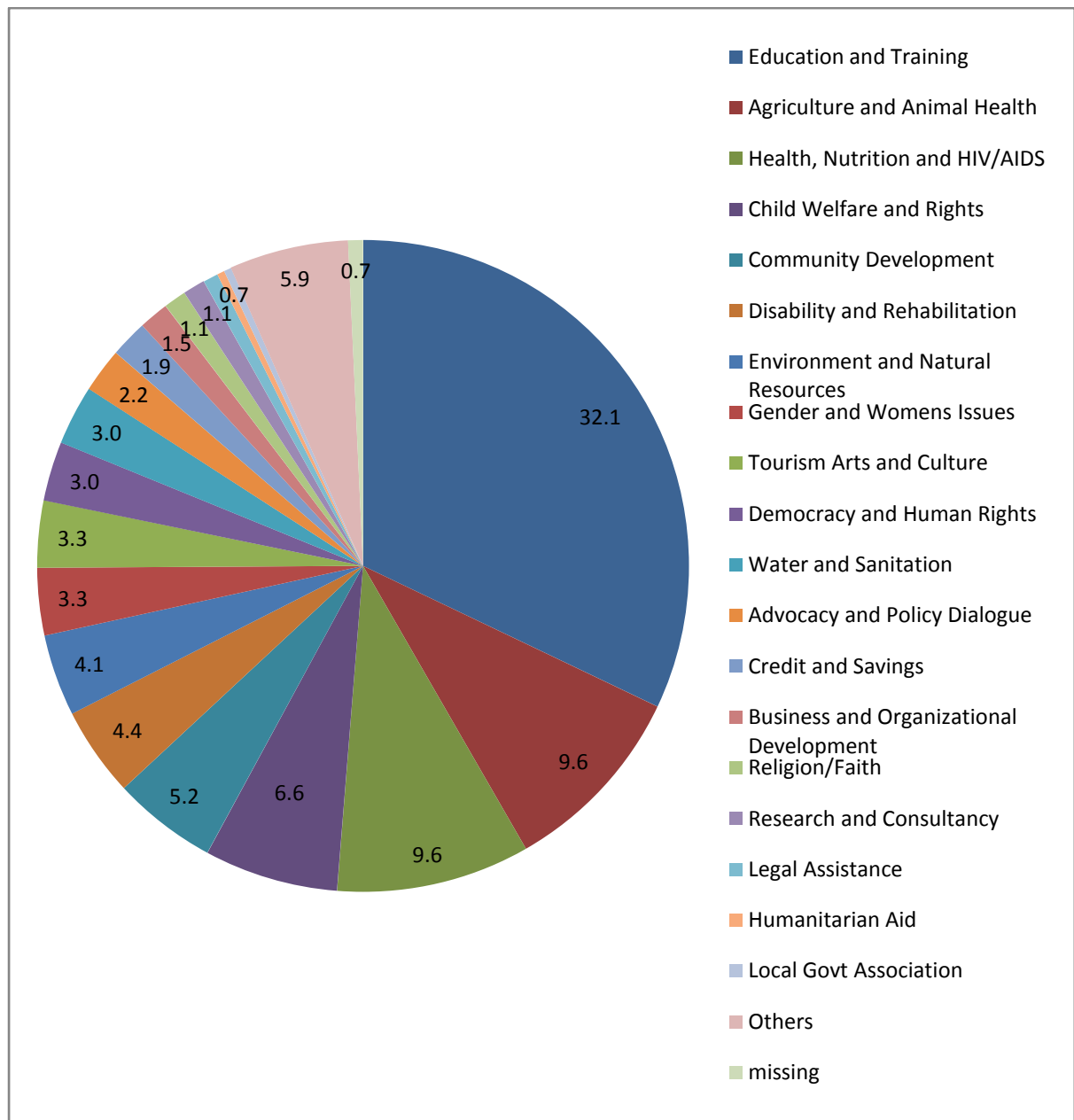
Figure 18: Primary activity sectors of CSO respondents.

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Understanding the sectors where CSOs are most active (and conversely, where CSOs are least active) is useful for government ministries, donor agencies, and CSOs themselves. This information can be used for aligning budgets and strategic plans to the appropriate sectors, and can identify weaknesses in certain areas, where more resources can be allocated. For this purpose, the respondents were also asked what additional sectors they work in (Table 19). Their responses show a similar pattern to the primary focus of CSOs, with the top five sectors remaining the same, and education being the highest priority.

Table 19: Other activity sectors of CSO respondents (multiple answers).

	Frequency	Percent (n=271)
Education and Training	135	49.8
Community Development	76	28.0
Child Welfare and Rights	69	25.5
Health, Nutrition and HIV/AIDS	61	22.5
Agriculture and Animal Health	57	21.0
Gender and Women's Issues	57	21.0
Water and Sanitation	51	18.8
Humanitarian Aid, Disaster Preparedness and Relief	49	18.1
Environment and Natural Resources	48	17.7
Research and Consultancy	40	14.8
Credit and Savings	36	13.3
Democracy and Human Rights	34	12.5
Advocacy and Policy Dialogue	31	11.4
Tourism Arts and Culture	30	11.1
Providing Grants to NGOs/CBOs	23	8.5
Business and Organizational Development	22	8.1
Religion/Faith	21	7.7
Disability and Rehabilitation	16	5.9
Landmine/UXO/Action/Awareness	6	2.2
Others	57	21.0

There are a number of reasons that CSOs work in their primary sectors. The five most important factors involved in determining where to focus their activities, as identified by CSOs in the survey, were: community needs, the CSO's goals and mission, national development plans, the CSO's strategic plan, and the requirements of donors. Figure 19 shows that the majority of CSOs (56.8%) said that the community needs determine which sector they work in. And only a small proportion of the respondents (5.5%) said that a recommendation from the CSO's board of directors influenced their targeting. Despite what many critics say, these results show that CSOs are attempting to address the needs of the communities they serve, and align their projects with national development strategies.
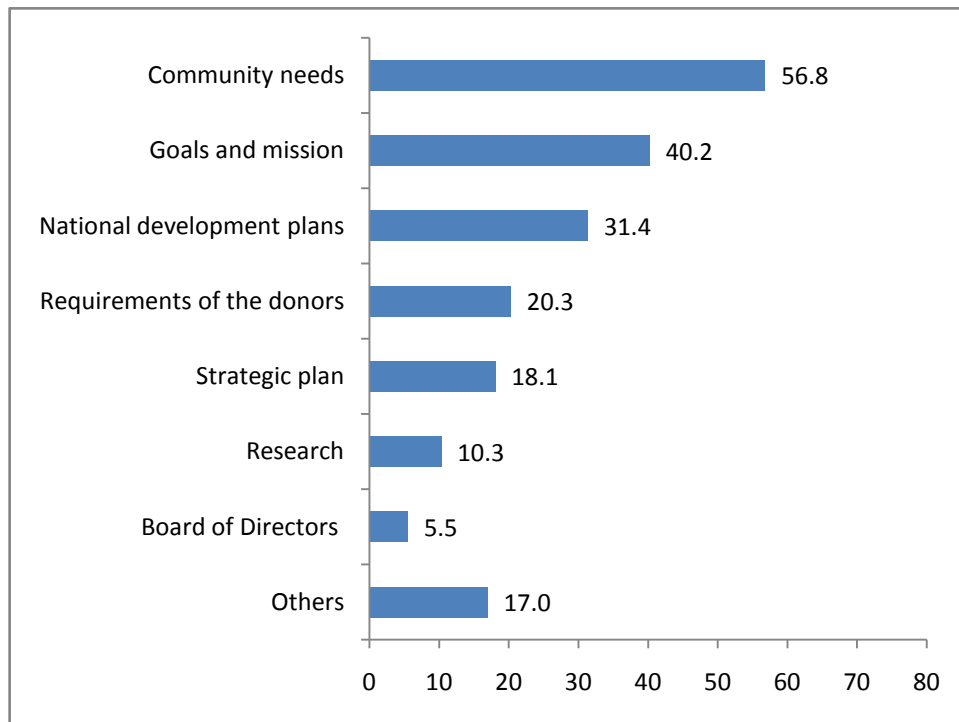
Figure 19: Factors that determine the sectors a CSO will work in (n=271; multiple answers).

Millennium Development Goals

The Millennium Development Goals (MDG) are specific targets for national development, tailored to individual countries and developed by the United Nations (UN) in 2000. The Cambodian Millennium Development Goals (CMDG) cover nine broad aims, from poverty and hunger alleviation to improved education, environmental sustainability, and international cooperation. With two follow-up evaluations in 2005 and 2010 to assess progress, the final targets are expected to be achieved by 2015. The Cambodian government and multilateral development agencies such as the World Bank have aligned their national strategic development plans with the CMDG. Alignment of CSO activities with the CMDG ensures that a project will have a greater impact by working toward a common goal with other CSOs and development partners nationally, while at the same time ensuring a project's relevance to national development and the objectives of the larger international development community.

Table 20: MDGs that CSOs contribute to.

	Frequency	Percent (n=118)
Eradicate extreme poverty and hunger	58	49.2
Achieve universal nine year basic education	54	45.8
Promote gender equality and women's empowerment	52	44.1
Improve maternal health	36	30.5
Ensure environmental sustainability	25	21.2
Reduce child mortality	21	17.8
Combat HIV/AIDS, malaria and other diseases	20	16.9
Forge a global partnership for development	20	16.9
De-mining, UXO and Victim Assistance	5	4.2

In this survey, 59.4% (n=161) of the respondents said that they had heard of the Cambodian Millennium Development Goals, and 39.9% (n=108) said that they don't know about the CMDGs. Among those who had heard of the CMDGs, 73.3% (n=118) said that their organization supported at least one CMDG through its activities. The three goals where many CSOs contribute to achieve are: eradicating extreme poverty and hunger, achieving universal nine year basic education and promoting gender equality and women's empowerment (see Table 20).
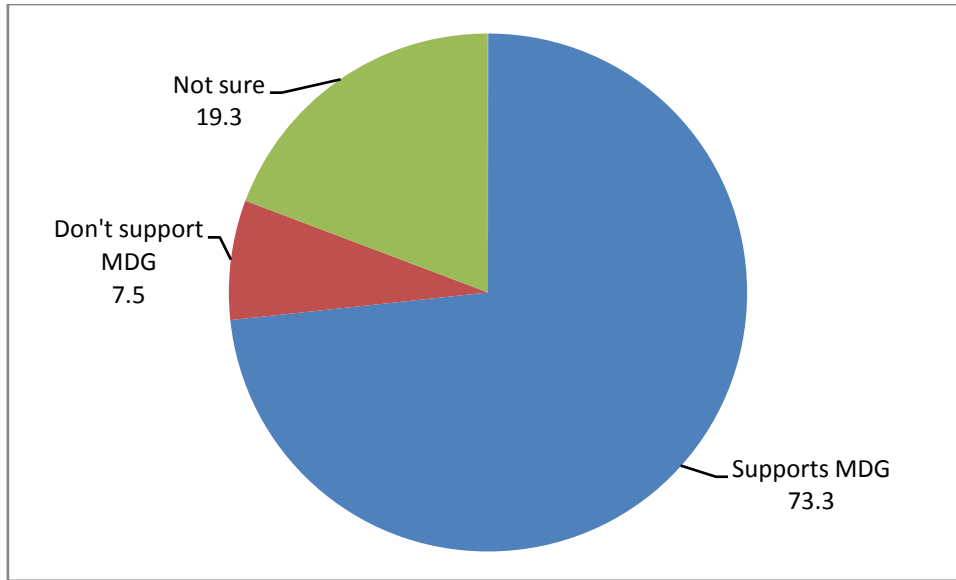
Figure 20: CSO support for the Cambodian Millennium Development Goals (n=161).

Project implementation

230 CSOs, or 84.9% of the respondents, reported that they implemented at least one project during 2012, with an average of 3.5 projects per CSO (see Table 21 below). This works out to an average of 3.5 projects per CSO that is currently implementing projects (median 3). If we extrapolate these numbers to all open CSOs, considering that only 86% of open CSOs implemented projects in 2012,[6] then open CSOs implemented around 4,000 projects in Cambodia in 2012.

Table 21: Project implementation details; 2012 CSO survey.

	Mean	Median	Sum	n
Total Number of projects in 2012	**3.5**	**3**	**816**	**230**
LNGO	3.3	3	406	123
INGO	5.2	3	297	57
Association	2.3	2	113	50

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[6] Open CSOs with funding from the 2012 census represent 86.1% of the total CSO population (1,130 CSOs). As these CSOs are the most likely to have implemented projects in 2012, this number was used to calculate the total number of CSO projects implemented in 2012.

Target provinces

To understand more about the projects that CSOs implemented, the interviewers asked respondents to provide details on the last two projects that the CSO signed, initiated, and/or funded in 2012. Among the respondent CSOs, 238 provided details on at least one project begun in 2012. The use of an annual reference period and number of projects (the last two projects started in 2012) provides CCC with a metric which can easily be replicated in the next round of the survey, as well as a benchmark for comparison and tracking of trends in CSO project implementation annually, which reduces duplication and over-counting.
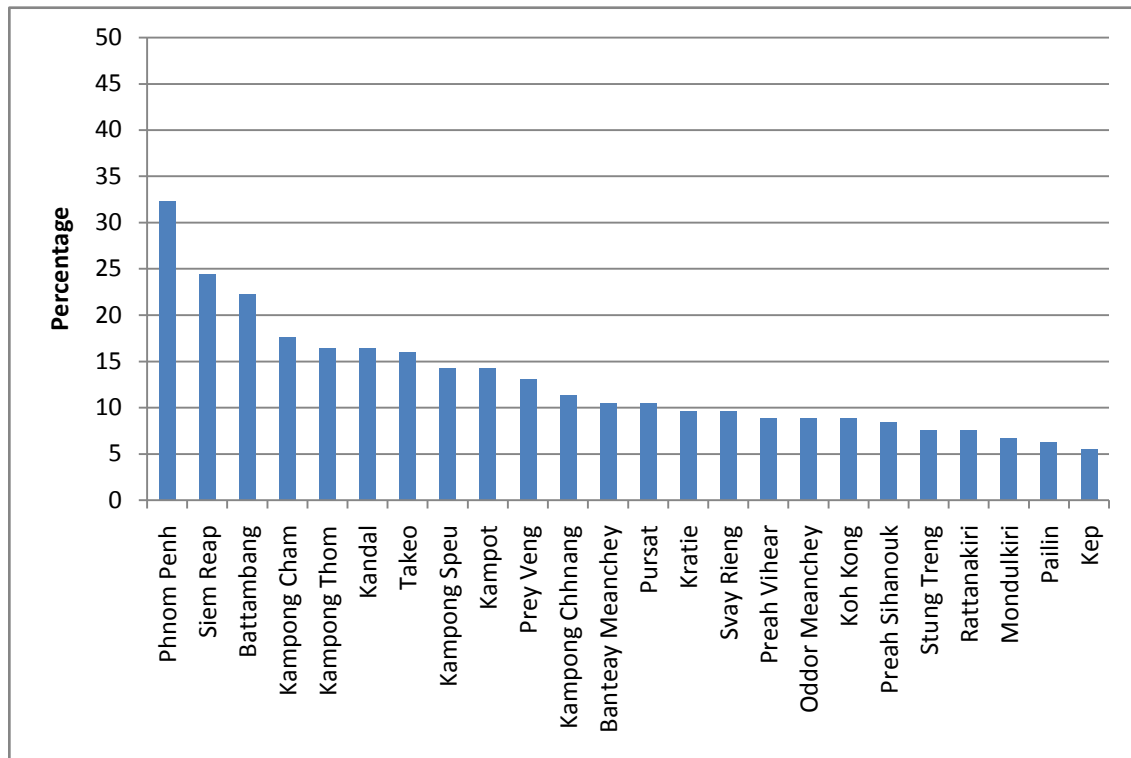
Figure 21: CSO target provinces in 2012 (multiple answers; n=238).

Phnom Penh was the most targeted location for CSO projects, with more than 30% of all CSOs having at least one project there. This is not surprising, considering that Phnom Penh is the largest population center in Cambodia and covers a large geographic area. With a diverse urban area of over one million people, the city's residents suffer from modern problems which are relatively uncommon in rural areas of Cambodia, such as high levels of drug abuse and HIV/AIDS rates. It is also interesting to note that, although over 50% of CSOs are based in Phnom Penh, only slightly more than 30% of CSO projects are implemented there.

Among provinces, Siem Reap, Battambang and Kampong Cham had the highest concentration of CSO projects (see Table 22). These are also the provinces with the largest populations and the most CSO offices, outside of Phnom Penh. The provinces with the fewest projects were Stung Treng, Pailin and Kep. Not surprisingly, these provinces also have the fewest CSOs located in them; the three provinces combined contain less than 1% of the total open CSOs identified in the 2012 census. The reasons for the low numbers of projects in these three areas could be because of the remote nature of Stung Treng, and the fact that Pailin and Kep are relatively small (both geographically and in terms of population).

Table 22: Target provinces for CSO projects (n=238; multiple answers).

	Freq.	Percent
Phnom Penh	77	32.4
Siem Reap	58	24.4
Battambang	53	22.3
Kampong Cham	42	17.6
Kampong Thom	39	16.4
Kandal	39	16.4
Takeo	38	16.0
Kampong Speu	34	14.3
Kampot	34	14.3
Prey Veng	31	13.0
Kampong Chhnang	27	11.3
Banteay Meanchey	25	10.5
Pursat	25	10.5
Kratie	23	9.7
Svay Rieng	23	9.7
Preah Vihear	21	8.8
Oddar Meanchey	21	8.8
Koh Kong	21	8.8
Preah Sihanouk	20	8.4
Stung Treng	18	7.6
Ratanakkiri	18	7.6
Mondulkiri	16	6.7
Pailin	15	6.3
Kep	13	5.5

We then examined the number of CSOs with projects in each province, and cross-referenced them with the number of poor households in that province (from the IDPoor data). This data shows us where CSOs are targeting their new projects (as the survey only collected information about the last two projects started in 2012), and whether the number of CSOs working there is aligned with the number of impoverished households in the area. It is important to remember that CSO projects do not only target the poor, and that IDPoor data does not show the differing needs of communities that CSOs can address. However, this data is interesting as it provides one metric to measure CSO targeting.

Because the IDPoor data is not yet completed for four provinces, there is no comparison of the number of poor households in three of the provinces with the most CSO targeting (Phnom Penh, Kampong Cham and Kampong Thom). Results from other provinces show that there are less CSOs with projects in four of the most impoverished provinces (Battambang, Kandal, Takeo and Prey Veng). Siem Reap, with the fifth largest amount of poor households, appears to be well targeted by CSO projects. This data is similar to the comparison of CSO office location and IDPoor data, which showed under-representation of CSO offices (compared to IDPoor households) in Takeo and Prey Veng.

Some of the provinces with a higher ratio of CSOs to poor households include Kampot, Koh Kong, Preah Sihanouk and Mondulkiri. These provinces have some of the lowest numbers of poor households, but relatively high amounts of CSOs implementing new projects in 2012. Preah Sihanouk and Mondulkiri also appeared slightly over-represented in the comparison of CSO office locations with IDPoor data. Banteay Meanchey and Kampong Speu, which also appeared over-represented by CSO offices, show more positive representation with CSO projects.
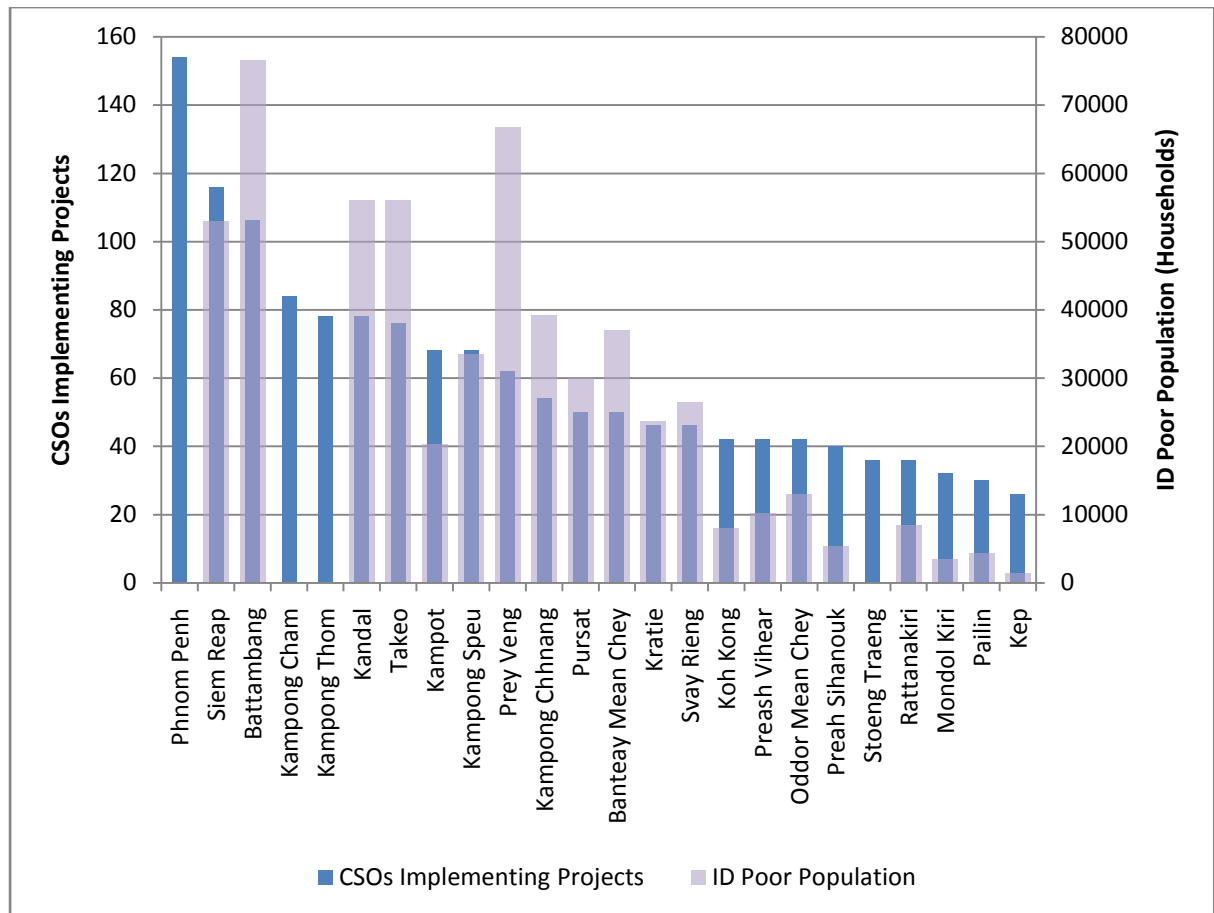
Figure 22: Number of CSOs working in each province, cross-referenced with poor populations (n=238 for CSOs; multiple answers).

The case of Prey Veng province is an illuminating example to consider. Prey Veng is located to the east of Phnom Penh, and is widely known as one of the poorest provinces in the country. According to the latest IDPoor results, Prey Veng has one of the largest poor populations in terms of absolute numbers (66,689; Ministry of Planning 2012) as well as a high percentage of poor households by population. However, only 13.0% of CSOs in the survey report any programs targeting Prey Veng province. Furthermore only 23 CSOs (1.2%) have their head office in Prey Veng.

Target beneficiaries

In the 2012 survey, respondents were asked to identify the types of beneficiaries their projects targeted, and to provide the actual number of direct and indirect beneficiaries of the organization's programs. All 271 respondents answered this question, although when asked how many beneficiaries they helped, 53 CSO respondents (19.6%) reported that they did not know.

In total, CSOs reported targeting more than 13 groups of beneficiaries (see Figure 23). The most common group of beneficiaries targeted was children, which 63 CSOs (23.2%) targeted for their projects. The top seven target beneficiary groups - children, the general population, the poor, women, students/youth, the disabled, and business people - also correspond generally to the top seven sectors for CSO projects - education, agriculture, health, child welfare, disability, community development and environment, respectively. Among the 15 options provided in the questionnaire, the least targeted group of beneficiaries were victims of human trafficking, with only one respondent CSO primarily targeting this group.

Pie chart legend:
- Children
- General Population
- Poor People
- Womens Group
- Students/Youth
- Disabled People
- Business People
- Farmers
- Indigenous People
- Religious People
- People with HIV/AIDS
- Sex Workers
- Victims Human Trafficking
- Others

Pie chart values: 23.2, 16.2, 14.8, 9.2, 7.4, 4.8, 4.8, 4.1, 2.6, 2.2, 1.1, 8.1
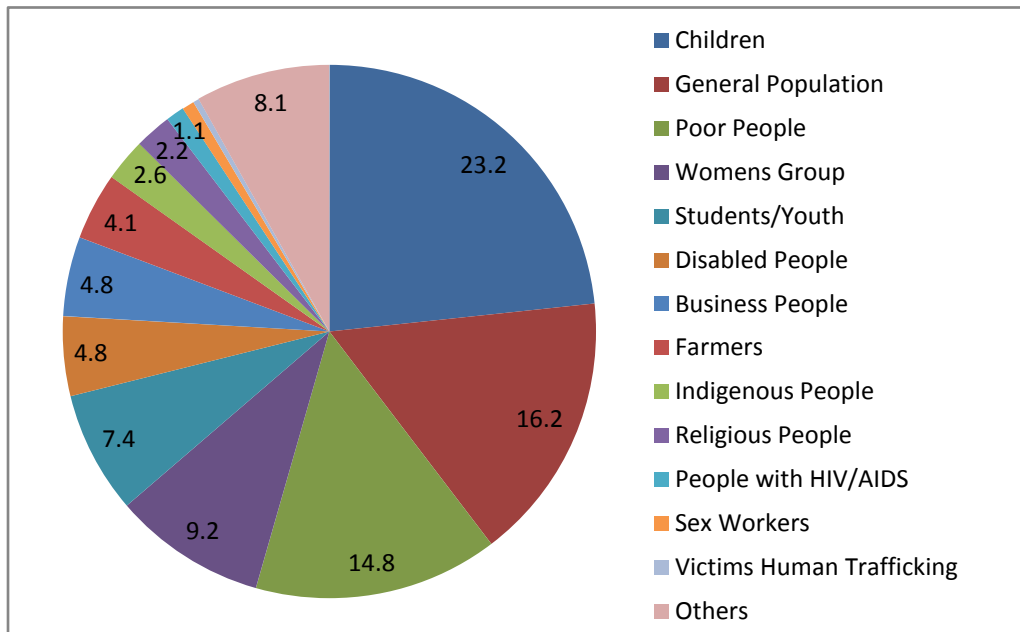
Figure 23: Primary CSO beneficiaries (n=271).

Table 23: Number details of beneficiaries, by type of beneficiary.

	Mean	Median	Sum	n
Total beneficiaries	**57,595**	**1,003**	**12,555,673**	**218**
Direct beneficiaries	38,546	416	8,171,698	212
Indirect beneficiaries	26,409	625	4,383,975	166

Sampled CSOs reported helping approximately 12 million individuals through implementation of their projects in Cambodia (see Table 23). This includes both direct and indirect beneficiaries, and represents nearly the entire population of Cambodia, which shows that some beneficiaries are likely to have been counted more than once.

Trying to calculate exact beneficiary numbers is a difficult practice, which is open to many errors and miscalculations. For many projects, it is difficult to keep track of the exact number and nature of their beneficiaries. This is especially true in the popular sector of education and training, where knowledge provided by a CSO to one person can be dispersed to an entire village. In addition, infrastructure, mass media and behavioral change communication (BCC) campaigns (such as the recent Good Men campaign by Paz y Desarrollo INGO, and safe sex campaigns by PSI) can reach millions of people, and possibly the entire population. With 16.2% of CSOs targeting the general

population of Cambodia, it is likely that some of the larger beneficiary numbers have been counted across multiple target groups and geographic sectors. In this situation, the median number of 1,003 beneficiaries for each CSO may be a more conservative estimate of the amount of people most directly assisted by each CSO in Cambodia. To extrapolate from the median, open CSOs in Cambodian provided assistance to about 1,300,000 beneficiaries in 2012. But, this number likely excludes or mitigates the effects of large-scale interventions and mass media campaigns; the real number of beneficiaries may be much higher.

Coordination and Cooperation

CSO cooperation

Cooperation among CSOs is beneficial for all CSOs, and thus for the overall development of Cambodia, and can be an important way to improve project implementation, build staff capacity, and improve knowledge and awareness of sectoral issues relevant to the projects, stakeholders and beneficiaries of the CSO.

Among CSOs in the survey, 53.1% reported that they had at least one type of arrangement with another CSO or CBO. Among these arrangements, 22.5% (n=61) of CSOs have both a formal agreement with other CSOs and informal agreement with CBOs; 19.2% (n=52) had at least a formal contract or memorandum of understanding (MOU) with another registered organization in Cambodia, and 11.4% (n=31) had at least an informal arrangement with a CBO to implement projects. Altogether, these numbers highlight the growing cooperation and coordination found among the CSO sector, and the number of MOUs and informal arrangements among CSOs and CBOs is expected to increase in the future.
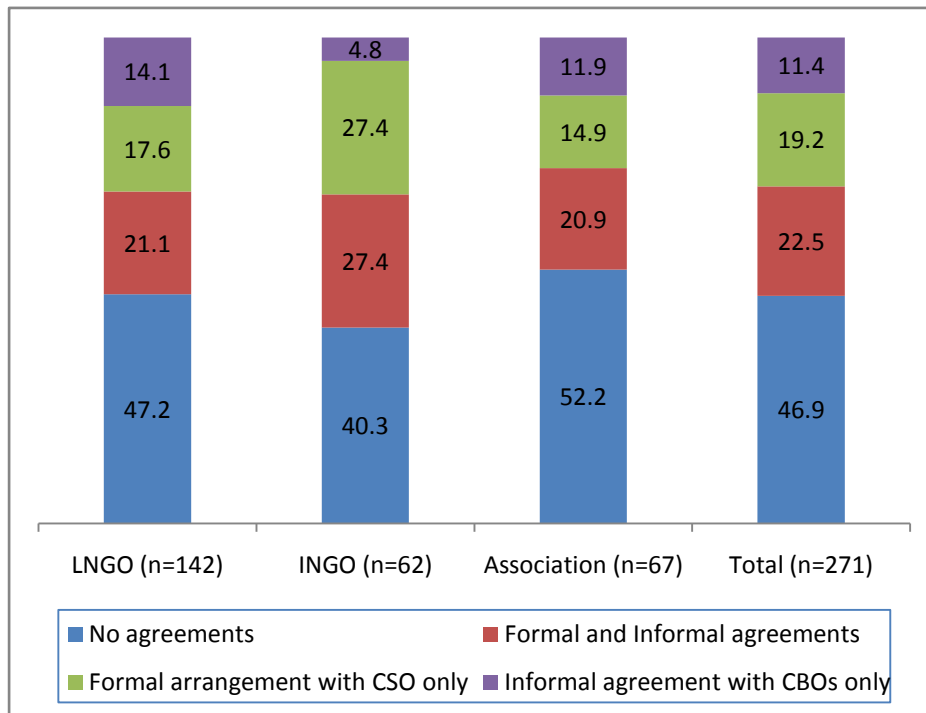
Figure 24: Distribution of formal and informal agreements among CSOs, by CSO type.

Table 24: Detail of CSO agreements, by type of agreement.

	Mean	Median	Sum	n
Number of CSOs with formal contracts	7.5	2	830	110
Number of CBOs with informal agreements	43.3	4	3684	85

Involvement in CSO networks

Networking has been recognized as an effective way for the growing number of CSOs to share information, solutions and best practices and spread knowledge of community needs among themselves to make a more significant impact in the development of Cambodia. In the 2012 survey, 69% of the respondents reported to be involved with at least one network in Cambodia or overseas. A total of 99 CSOs (36.5%) were only involved with local CSO/NGO networks. Among CSO type, 46.3% of the associations were not involved with any networks, a higher proportion than both LNGOs and INGOs (see Figure 25 below). The four most common networks for CSOs in Cambodia were: the Cooperation Committee for Cambodia (CCC), NGO Forum, NGO Education Partnership (NEP) and GADC. Involvement with overseas network activities was more diverse.
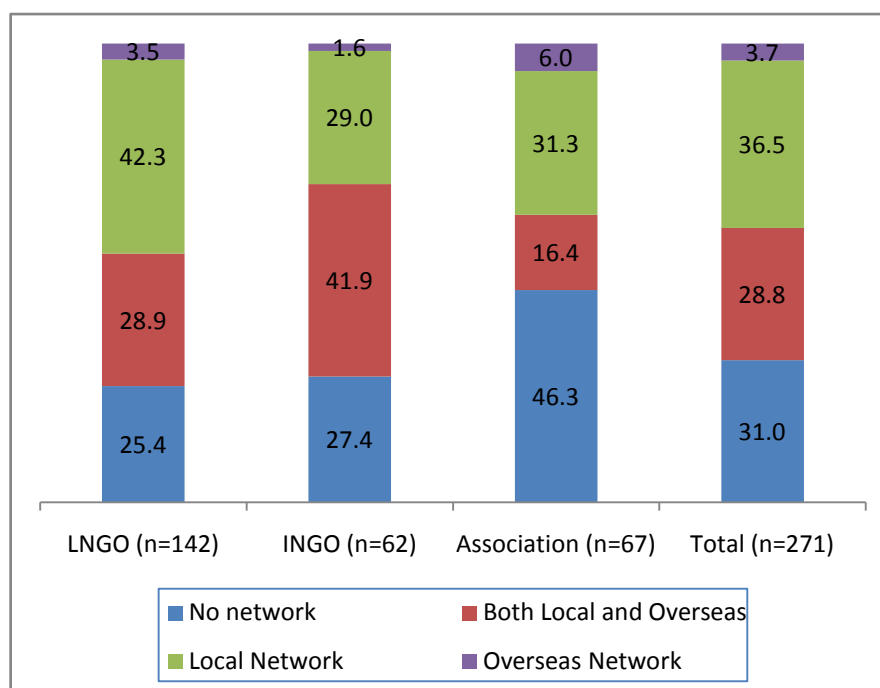
Figure 25: Participation in CSO networks by CSO type.

Table 25: CSO involvement in networks in Cambodia, by network (multiple answers).

	Freq.	Percent (n=178)
Cooperation Committee for Cambodia (CCC)	74	41.6
NGO Forum on Cambodia	41	23.0
NGO Education Partnership (NEP)	26	14.6
Gender and Development for Cambodia (GADC)	22	12.4
MEDICAM	20	11.2
NGO Coalition to Address Sexual Exploitation of Children in Cambodia (COSECAM)	15	8.4
NGO Coalition on the Rights of the Child (NGO-CRC)	14	7.9
Cambodian Human Rights Action Committee (CHRAC)	13	7.3
End Child Prostitution, Abuse and Trafficking in Cambodia (ECPAT)	8	4.5
Committee for Free and Fair Elections (COMFREL)	6	3.4

CSO funding to other CSOs

CSOs were asked whether they provide grants or donations to other civil society organizations, as this can be another way to measure the cooperation between CSOs, as well as understanding CSO finances better. 28% (n=76) of all CSOs reported that they provided some kind of support to other CSOs, CBOs and/or the government in 2012. This number is in agreement with the 29% of CSOs in the census that supported other organizations.

Among those who provided funding, nearly half (48.7%; n=37) said they disbursed grants to the government, while the least number of CSOs (21.1%, n=16) said that they provided financial support to INGOs. It is interesting to note that there were LNGOs who reported providing grants or donations to INGOs in 2012, as this goes against the commonly understood relationship between CSOs (i.e., that funding flows from INGOs to LNGOs/associations).
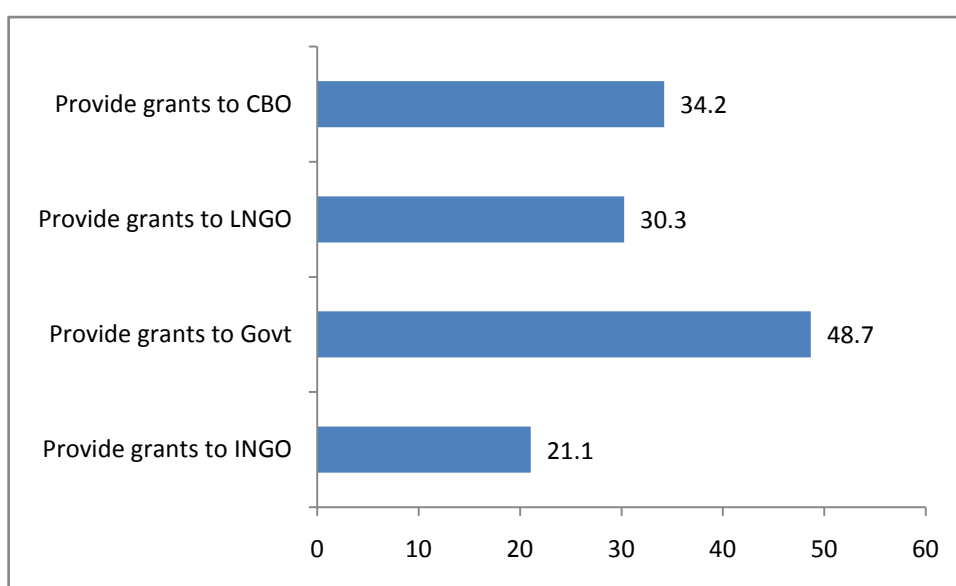
Figure 26: Distribution of CSOs providing grants and donations (n=76; multiple answers).

Respondent CSOs reported a total amount of grants and donations provided in 2012 as US$10,075,285 (see Table 26), with an average of US$170,000 distributed per CSO. Considering that less than one-third of CSOs provided funding to other CSOs, it is likely that there were about 316 CSOs providing funding in 2012 (from the total of open-funded CSOs). Extrapolating from the average, these CSOs provided about US$54 million within that same time period.

Table 26: Detail of grants and donations provided by CSOs.

	Mean	Median	Sum	n
Total grant amounts (US$)	**170,768**	**7,000**	**10,075,285**	**59**
Amount of grants to INGOS	168,358	12,500	2,188,650	13
Amount of grants to Government	74,423	2,500	2,158,265	29
Amount of grants to LNGOs	184,289	14,000	3,501,490	19
Amount of grants to CBOs	106,042	4,500	2,226,880	21

Although much is discussed about how CSO funding numbers may be double counted, the results of this survey suggest that among CSOs in Cambodia, the actual amount of funding that came from another CSO is likely to be less than 10% of the estimated overall budget for the sector (see page 39). It is possible that CSOs are receiving funding from an INGO that is not located or registered in Cambodia, or that there are a few large INGOs providing considerable amounts of funding within the CSO sector which were not captured by the survey, as Figure 16 (sources of CSO funding; above) indicates that over 40% of all CSO funding is provided by INGOs.

Governance

CSO self-governance

As CSOs are defined as existing outside of the bounds of other institutions such as governments and businesses, they have been subject to their own rules and regulations. In addition, their non-profit and *pro bono publico* ("for the common good") goals often make their actions appear, by their very nature, virtuous. Criticized for a lack of transparency and accountability, lately there have been movements within the development community to introduce more codified and rigorous monitoring and regulation into the CSO sector.

In this context, it is important to understand the level of governance and regulation which Cambodian CSOs currently practice. Many of these points, such as the organization's constitution and governing body, may be undertaken independently, or as part of the registration requirements for a foreign country. Other forms of governance (external auditing, and publication of an annual report, for example), may be taken at the behest of a donor, or to demonstrate transparency to an organization's stakeholders.

Among the CSOs that participated in the 2012 survey, 95.9% practiced at least one of the forms of governance listed in the survey, with most organizations implementing all of the measures listed in the questionnaire. The most common form of governance was the existence of a written constitution, statutes or bylaws, which 95.9% of CSOs stated was available. The least common form of governance was external auditing, but even that was implemented by more than half (52.0%) of all respondent CSOs. When asked if they can show their written constitutions and other reports, 56.8% were able to show our survey team their bylaws and constitution while about 40% showed other reports, including an annual financial report.
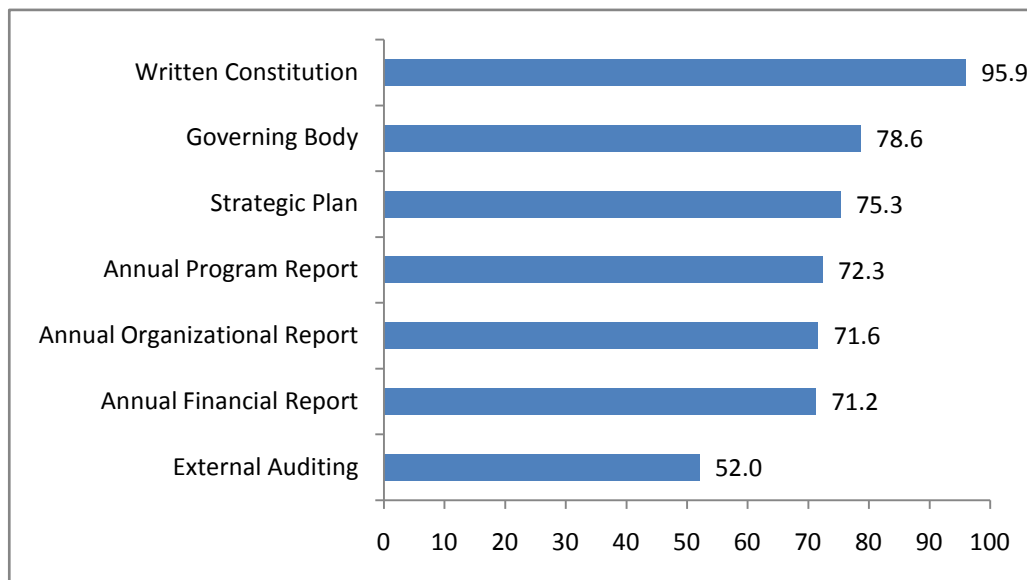
Figure 27: CSO governance measures reported (n=271).

Among those who reported conducting an external audit, 51.8% (n=73) conducted both organizational and project audits; 27% (n=38) said that they only had an organizational audit and 21.3% (n=30) only had project audits. The most common reason given by CSOs who did not conduct an external audit in 2012 is the lack of funding/budget to pay for the external auditors. Other reasons for not conducting an external audit were that it was not required by the donors, and that the implemented projects were short term (presumably the budget was not large enough to justify the cost of an external audit by either the organization or the donor).

NGO Governance and Professional Practice (NGO GPP)

As part of the worldwide movement towards increased self-regulation and accountability within the CSO community, CCC has established a system for CSOs to demonstrate their accountability and good governance practices in Cambodia. The NGO Governance and Professional Practice (NGO GPP) system provides a code of ethical principles, as well as standards in governance and accountability for CSOs, which are recognized internationally. For CSOs which implement and adhere to these principles and standards, NGO GPP offers a voluntary certification, which verifies that CSOs have met these international standards. NGO GPP is an important tool for CSOs to reinforce their self-governance practices, and maintain the high standards that the sector is built upon.

Although the NGO GPP voluntary certification system was only established in 2007, 39.1% (n=106) of all CSOs in Cambodia have heard about the system, and 8.5% (n=23) of respondent CSOs were already certified by the NGO GPP system. In addition, another 17.7% of the CSOs intend to apply for certification in the future, showing both the success of the NGO GPP program, and the continuing commitment of CSOs towards further self-regulatory and monitoring efforts.
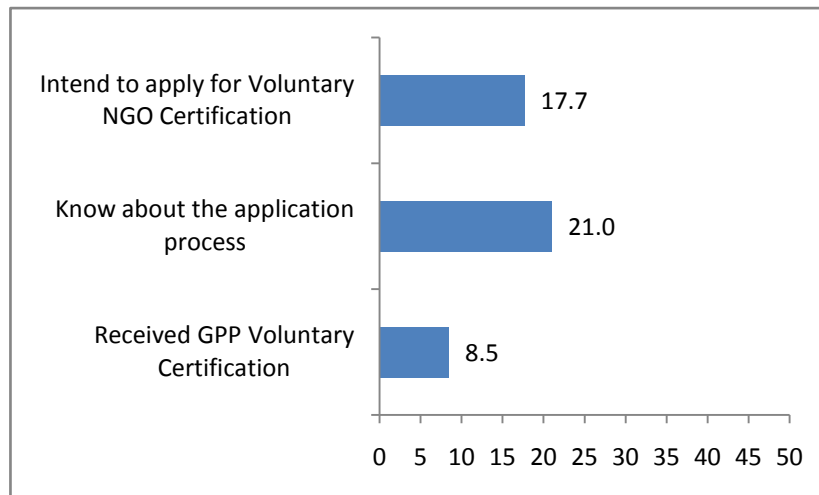
Figure 28: CSO participation in GPP voluntary certification (n=271).

Future Collaboration

Collaboration among CSOs in Cambodia is beneficial for the overall development of the country. This can improve effectiveness of the whole sector in targeting activities and beneficiaries, project implementation, building skills and resource mobilization. Respondents were given specific statements on three scenarios for future collaboration projects, and then asked whether they agree or not. This section measures the willingness and perception of CSOs for future collaboration activities.

The first scenario discusses establishing a CSO center; either a single center in Phnom Penh, or one in each province, where all CSOs can congregate and collaborate together. More than 80% of respondents had a positive perception of this idea, and would support the establishment of a CSO center (see Figure 29). Among the respondents who supported the idea, all of them agreed that a central CSO center would improve communication and collaboration among CSOs, while only around 70% said that this collaboration would save them money and make them more efficient.
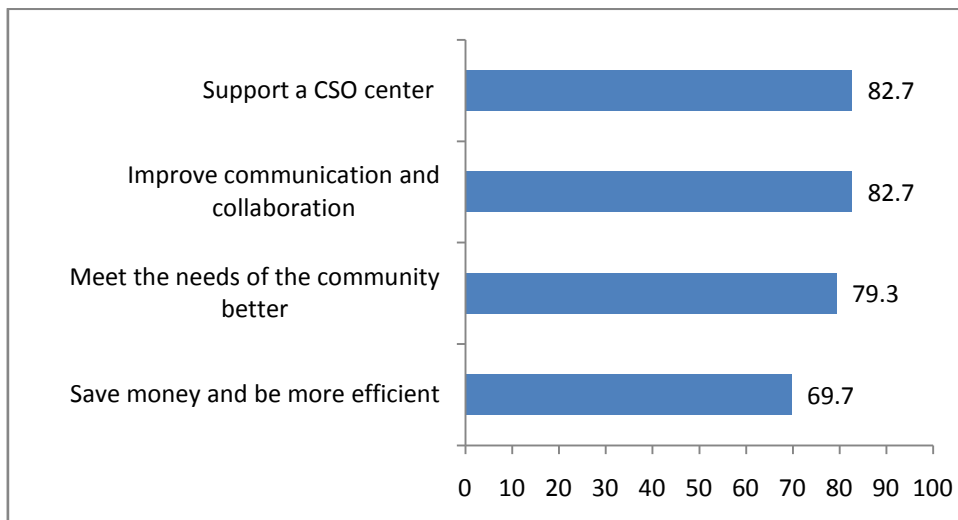
Figure 29: CSO perception of creation of a CSO center (n=271).

The second scenario was the establishment of a "national trust fund" for CSO funding, where CSOs can submit proposals for their activities and projects. This would essentially be a repository of funding from donors who want to support development projects in Cambodia, as a way to make the funding process more efficient for all parties. This idea was less well supported among respondents that the creation of CSO centers, possibly because they were worried it could increase competition for donor funding, if all CSOs had access to the same pool of funding. However, a majority of respondents agreed with all three statements about the positive effects of a national fund, and (61.6%) felt that funding would be better targeted to the needs of Cambodian communities through a national trust (Figure 30).
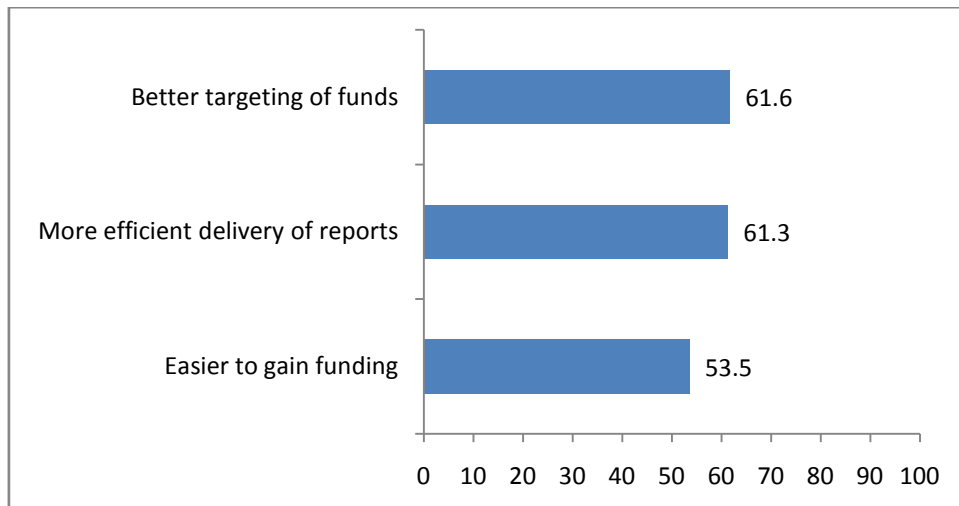
Figure 30: CSO perception of the benefits of a national trust fund (n=271).

The third scenario is about the creation of CSO-related courses in the universities in Cambodia. Most CSOs (51.3%) believe that current university graduates lack the appropriate skills to work in the CSO sector (Figure 31). Since CSOs are an important contributor to overall employment in Cambodia, this activity would benefit both the CSOs and the graduates if they were better prepared to enter the job market and were more effective in their work. CSO respondents were the most positive about this scenario, with 94.1% supporting the involvement of CSOs in working with universities to develop the unique skills required to work in the CSO sector. In addition, 90.8% agreed that the Cambodian people would benefit from this initiative, as the effectiveness of a CSO directly impacts the lives of their beneficiaries.
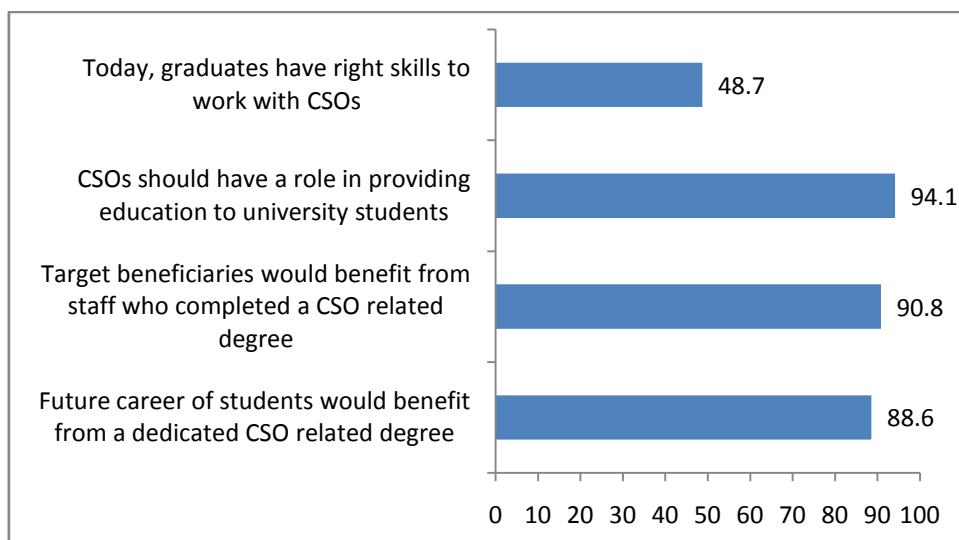
Figure 31: CSO perception of the creation of CSO-related skills in universities (n=271).

The answers to all three of these scenarios for future collaboration were overwhelmingly positive, with CSO directors eager to work together for the improvement of the sector. It is the hope of CCC that these positive sentiments will yield profitable results in the coming years as the sector continues to innovate and improve, possibly implementing some of these scenarios.

CSO Recommendations

This section focuses on the results of the qualitative interviews conducted with CSO directors and development partner agencies, regarding their perception on the contribution of CSOs to the overall development of Cambodia, and recommendations for improving the effectiveness and collaboration between CSOs, donors and the government.

CSO contributions to development

Targeting

One crucial component in effective implementation of a project is targeting. Most donors require CSOs to have clear and effective targeting of their activities and beneficiaries to effectively contribute to achieving the Millennium Development Goals and national development strategies. It is encouraging that some CSOs are using available data (from the government and other agencies) to influence their decision on where to implement their projects effectively. One CSO even said that they use the reports produced by the Ministry of Planning in selecting locations to implement their projects.

Contributions to development in Cambodia

The general impression about the current state of development in Cambodia is positive among those interviewed. They said that people now have more opportunities to improve their livelihoods through improved infrastructure (e.g. roads, schools, health centers, etc.), technology (e.g. information technology or communication), and CSO work in health, education, water and sanitation. Development agencies and CSOs both responded that the sector has contributed significantly to Cambodia's development. They believed that these improvements were achieved through collaboration between CSOs, private enterprises and the government.

CSOs hope to continue moving forward in improving the lives of the Cambodian people through effective implementation of development projects and increased infrastructure projects. They also hope that corruption will lessen and that development will happen in all sectors.

Challenges

Achieving development goals is not easy for Cambodia; as in other developing countries, there are challenges that have to be faced. One CSO highlighted the concerns about the worsening state of the environment, and believes that this is one challenge that Cambodia has to face in the next few years. Depleting natural resources, inconsistent weather patterns and increased pollution are among these environmental challenges faced by Cambodia. In addition, CSOs with certain missions (such as in the areas of human rights) may encounter problems cooperating with the government, and find it difficult to do their work effectively.

CSOs also see the lack of appropriate skills among Cambodians in the work force as another challenge that could slow development in the country, and hinder Cambodia's ability to compete with other Asian economies for investment opportunities. One recommendation to overcome these challenges is by educating people, training them in the appropriate skills, and building their capacity to be competitive skilled workers.

Improving CSO effectiveness

Funding

In Cambodia, development funding is still largely donor-driven. Donors tie their funding to activities rather than basket funding because donors want to be sure that the money will directly benefit the intended projects and beneficiaries, as well as ensuring that the overall mission of the donor is followed. Some CSOs said that donors may not trust the financial capacity of organizations, so project funding is a way for the donor to maintain tighter control of the funds.

Some CSOs suggested that funds could be targeted effectively if there was less corruption (in Cambodia generally). Donors want CSOs to be clear about their goals and what they want to achieve, and make sure that they follow through. In addition, CSOs felt that donors should have more direct monitoring and evaluation activities on the projects that they fund. CSOs welcome more involvement from donors in their activities, preferring them to be active partners in the process, and are happy to work together to improve monitoring of their projects.

Improving effectiveness

Increased transparency and accountability among CSOs, donors and the government, and alignment of CSO projects with strategic planning goals were all factors that CSOs and development partners agreed would help the sector be more effective in achieving their goals.

Cooperation and collaboration

Cooperation among CSOs

The relationship between CSOs in Cambodia has improved, according to CSOs and development partners interviewed in this study. It is now easier to share and access information on project activities, lessons learnt and best practices among CSOs, which helps CSOs to effectively implement their own projects. INGOs and LNGOs have improved their relationship in recent years, with INGOs being more receptive to LNGO opinions about strategic development, and LNGOs having a stronger voice in the sector. Information technology and regular workshops/conferences make it easier for CSOs to communicate and collaborate with each other.

Cooperation between CSOs and development agencies

One CSO saw a positive shift in how donors disburse their funding, saying that some donors now support small CSOs to implement their projects at the grassroots level. Communication between development agencies and CSOs is also improving.

One of the changes that CSOs suggested to improve cooperation between themselves and development agencies is closer collaboration, where both can share information easily. Again, CSOs welcome increased participation of donors in their projects, but in a spirit of mutual respect and partnership.

Cooperation between government and CSOs

There has been an improvement in sharing information between the government and CSOs, compared to the past. Communication between the two parties is also improved, as the government and CSOs collaborate in workshops and conferences to discuss the problems and challenges they both face in improving the lives of the Cambodian people. Although a few CSOs still experienced difficulty in communicating and sharing information with the government, they still believe that this can be improved if both would be more open and willing to work together.

CSOs recommend that the government should share more information, even with small CSOs. And development partners recommend that CSOs provide more information to the government, especially the achievements of CSO projects, to improve the government's understanding of the role of CSOs in national development. Some organizations also suggested that CSOs should be more open to criticism, and willing to improve and learn from their mistakes. Also, governments should be more open to recognize CSOs failings and challenges, without necessarily punishing them, and help them learn and improve in the future.

Conclusions and Recommendations

From the results of the 2012 CSO contributions study, there are a number of important findings which have implications for the CSO sector as a whole. Firstly, it is clear from the results that CSOs in Cambodia make a substantial contribution to the social and economic development of Cambodia.

Careful extrapolation from the survey results suggests that CSOs in Cambodia implemented around 4,000 projects in 2012, which covered all of Cambodia's 23 provinces and the municipality of Phnom Penh. Similar extrapolation from the survey data on beneficiaries suggests that CSOs in Cambodia substantially benefited the lives of around 1.3 million people in Cambodia in 2012. Although highly conservative, this is just under 10% of the entire population, and a significant figure for a relatively small sector of the Cambodian economy.

CSOs employ large numbers of people who work in decent conditions and receive a fair salary, which also contributes to overall national economic development. They also provide opportunities to many more people through internships and volunteering, which allows these people to gain experience which can help them to find paid work in the future. By and large CSOs as a group have a good record as an equal opportunity employer; they employ over 42% of female staff, which compares well with other employment sectors, and 3.2% of CSO staff have disabilities, which also compares very favorably with disability rates in the general population (1.4%; National Institute of Statistics 2009).

Table 27: Top seven target sectors, beneficiary groups and ministries; 2012 CSO survey and census

	Primary Activity Sectors[1]		Primary CSO Beneficiaries[1]		CSO-Govt. MOUs[2]	
No.	Target Sectors	n	Target Groups	n	Ministries/Depts.	n
1	Education and Training	87	Children	63	Social Affairs, Veterans and Youth Rehabilitation	172
2	Agriculture & Animal Health	26	General Population	44	Education, Youth and Sports	143
3	Health, Nutrition & HIV/AIDS	26	Poor People	40	Health	142
4	Child Welfare & Rights	18	Women's Groups	25	Agriculture, Forestry and Fisheries	56
5	Community Development	14	Students/Youth	20	Rural Development	41
6	Disability and Rehabilitation	12	Disabled People	13	Labor and Vocational Training	35
7	Environment & Natural Resources	11	Business People	13	Religion and Cults	28

[1] *Source: 2012 CSO survey.*

[2] *Source: 2012 CSO census. MOUs with MOI/MOFA were not included in this table.*

Alignment between projects, beneficiaries and government ministries

One of the more affirmative findings from the survey is that CSOs are coordinating their project sectors with target beneficiaries and the appropriate government ministries. Although these sections of the survey were asked separately, when analyzed together the results show that CSOs are independently capable of aligning their work with government and local populations to effectively accomplish both the objectives of the CSO and further national development (see Table 27 above).

Effective self-governance

The other significant conclusion from analyzing the 2012 survey data was that the vast majority of CSOs are practicing effective self-governance. Nearly all CSOs in the survey had at least a constitution or other documents to describe the CSO's governance functions. Most CSOs also had internal governing bodies for increased oversight, as well as the publication of reports detailing the management, project and financial history of the CSO on an annual basis. The majority of CSOs also conducted independent third-party audits, which is a rigorous way to demonstrate the transparent nature of the CSO sector. The CSO sector in Cambodia also recently developed a code of ethics and a peer-review third-party certification system, both developed by CCC. These systems are designed to identify and reward those CSOs which demonstrate the highest levels of ethical accountability and good governance standards, increase the capacity of smaller CSOs to reach the same levels, as well as create a mechanism to handle complaints and punish negative actions by the few CSOs which do not act appropriately.

In general, it appears that the CSO sector is moving towards effective models of self-governance. Given the trends in both the international development community and the initiatives begun at the national level recently, we expect that these governance measures will continue to increase and improve in coming years.

Cooperation in the CSO sector

In general, cooperation within the CSO sector is positive and productive. Most CSOs maintain MOUs with their government counterparts, and work to align their projects with both community needs and national development strategies. In the qualitative interviews, some CSOs mentioned that they have already begun using the IDPoor database of poor people to targets their projects to the most at-risk and needy populations, a trend which will hopefully continue as IDPoor information for all provinces becomes available.

Cooperation among CSOs is high, with 69% of CSOs being involved in a CSO network or a member of an umbrella organization such as CCC. Over half of all CSOs also have direct agreements with another CSO or CBO. These agreements can help facilitate project implementation, build staff capacity, and reduce organizational overhead through sharing information, staff and resources. Over one-quarter of CSOs provided financial support to another CSO in 2012. These relationships look set to improve in the future, as support for innovative and collaborative projects such as a CSO center and national trust fund have strong support among CSO directors and senior staff in the survey.

The relationship between CSOs and donors was not explored in this survey, but in the qualitative interviews, some CSOs expressed the desire for improved relationships with donors. Specifically, they welcomed increased donor participation in projects, especially in the areas of monitoring and evaluation. CSOs clearly also want to know how effective their projects are, and how they can be improved, but may lack the technical skills for monitoring, and want donors to help them

improve their capacity in this technical skill. In addition, the fact that nearly half of CSOs feel funding for 2013 will increase from 2012 levels shows a positive attitude toward donor relations.

Recommendations

In addition to the positive conclusions listed above, the 2012 study identified ways that the CSO sector can improve itself in the coming years.

- Improve cooperation between CSOs. Currently, slightly more than half of all CSOs have agreements with other CSOs or CBOs. This is an excellent number, but it can be increased. One way to increase CSO cooperation is to promote more CSO involvement in CSO networks, such as CCC, NGO Forum, etc. These networks are one way for CSO managers to meet and make connections with other CSOs in the same field or geographic area.

- Increase external auditing practices and NGO GPP voluntary certification. Possibly because of the expense and effort involved, external audits were the least practiced form of governance in the survey, meaning that there are ways to improve this number. The NGO GPP code of ethics and voluntary certification system for CSOs in Cambodia are other positive ways for the sector to demonstrate its ability to monitor and regulate itself, and should be further promoted and encouraged.

- Improve alignment with national strategies. CSOs and development partners both mentioned a lack of access to strategic information, and that they welcomed increased transparency and information sharing between CSOs, donors and the government. Partly because of this lack of access, many NGOs and associations in the survey were not familiar with Cambodian national strategic development goals of, such as the Millennium Development Goals. In general these CSOs tended to be smaller, local NGOs, but all CSOs should be informed about national development strategies, in order to maximize their project impacts and improve local effectiveness of these national strategies. CSO networks can play a positive role in this case, by being a focal point for the dissemination of national development strategies and reports to smaller CSOs, and representing their members in strategic planning meetings with the government.

- Improve CSO targeting. Local NGOs and associations in particular show a comparatively good geographic spread, with multiple agencies operating in all of Cambodia's 24 provinces and municipalities. However CSOs' main offices are disproportionately located in Phnom Penh (54%). Programming areas show a very similar pattern, as 32% of CSOs report that they implement projects in Phnom Penh – the most common CSO project implementation area in the country. The provinces of Prey Veng and Takeo, two of the most impoverished provinces in the country in terms of number of poor households, are underrepresented among both CSO offices and new projects in 2012. In such cases, improved networking, information sharing, and alignment of activities among CSOs, donors and the government would help CSOs to target their funding and project resources effectively.

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Appendix 1: 2012 CSO Census Questionnaire

-	*Organization Details*	
Official Name of Organization:	Khmer:	
	English	
Official Acronym:	Khmer:	
	English:	
Address:	Address:	
	City/Province:	
Telephone Numbers:	Office:	
	Mobile/Alternate:	
Email:		
Website:		
Primary Sectors of Activities:		
Director:	Name: (Ms/Mrs./Mr./Dr…)	
	Title:	
Do you wish your contact details to be included in CCC directory?	Yes No	

-	*Status Information*				
1.	Current Status:	Open	1	Funded	Not Funded
		Closed	2	Formal	Informal
		Can't find	3		
2.	If status is Closed (Informal): Why wasn't the closing reported to Ministry of Interior/Ministry of Foreign Affairs?				
3.	Has the organizational type changed recently?			Yes No	
4.	If Yes, how? (e.g. changed LNGO/INGO/business registration, changed name, merged with other CSO, etc.)				
5.	Do you have a formal agreement/MOU with the government?			Yes No	
6.	If yes, which Ministry/ies/Provincial department?				
7.	Does your organization support (financial or other support) other CSOs?			Yes No	
8.	If yes, how many CSOs?				
9.	Annual budget for 2012?				
10.	Can we have your last financial report?			Yes No	

Notes:

Appendix 2: 2012 CSO Survey Questionnaire

Province					
Khan/District					
Sangkat/Commune					
Street number					
House number					
Name of Organization/ Association (English)					
Name of Organization/ Association (Khmer)					
(Acronym in English)………………………………………					

GPS		X:			
		Y:			

	1st attempt	1st appointment	2nd attempt	2nd appointment	3rd attempt
Date	/ /13	/ /13	/ /13	/ /13	/ /13
Time					
Location					
Interviewer					

Result Codes - Circle the correct code	
Completed	**1**
Incomplete-respondent termination	**2**
Incomplete-third party interruption	**3**
Respondent refusal	**4**
Third party refusal	**5**
Respondent absent at last appointment	**6**
Could not interview (dumb, deaf, mental health problem, drunk etc)	**7**

	Interviewer	Editor	Supervisor	Data Entry 1	Data Entry 2
ID code					
Date	/ /13	/ /13	/ /13	/ /13	/ /13
Signature					

<table>
<tr><td colspan="3">Introduction</td></tr>
<tr><td colspan="3">

Hello. My name is _____ and I work for a research company called Domrei Research and Consulting, which is conducting this survey for the Cooperation Committee for Cambodia (CCC). This survey is conducted with selected 300 registered CSOs in Cambodia. The study want to update about the status of CSOs in 2012, and their contribution to development of Cambodia, understanding about thinking, practices, and interaction of development partners affecting development of Cambodia. The result of the study will be very useful for strategic direction of CSOs to development as well as for national consultative meeting amongst development partners and government.

Therefore, we would like to ask you to spend about 60 minutes contribution in this study and your responses will be strictly confidential and will be used for research purposes only.

The information that we collect in this interview will not be used to provide assistance to your NGO. Participation in this study is voluntary. You may refuse to participate or not answer any question that you do not wish to answer. If you want, I can skip any question or stop the interview at any time.

Do you have any questions for me?

Can I start asking the questions now?
</td></tr>
</table>

	I. **Staff Profiles**		
-	**Now I want to ask you about staff in your organization on 15 /12/2012**		
1.	How many full-time male staff are in your organization?	Number	
2.	How many full time female staff are in your organization?	Number	
3.	Does your organization have any part-time staff?	No **(Skip to Q6)**	0
		Yes	1
4.	How many part-time male staff?	Number	
5.	How many part-time female staff?	Number	
6.	Does your organization have any foreign staff?	No **(Skip to Q9)**	0
		Yes	1
7.	How many male foreign staff?	Number	
8.	How many female foreign staff?	Number	
9.	Does your organization have any disabled staff? *Including any full-time, part-time, and foreign staff who receive salary*	No **(Skip to Q12)**	0
		Yes	1
10.	How many male disabled staff?	Number	
11.	How many female disabled staff?	Number	
12.	Does your organization have any volunteers? *Volunteer who don't have salary and they are not staff*	No **(Skip to Q17)**	0
		Yes	1
13.	Does your organization have any foreign volunteers?	No **(Skip to Q15)**	0
		Yes	1
14.	How many foreign volunteers?	Number	
15.	Does your organization have any Cambodian volunteers?	No **(Skip to Q17)**	0
		Yes	1
16.	How many Cambodian volunteers?	Number	
17.	Does your organization have any interns?	No **(Skip to Q19)**	0
		Yes	1
18.	How many interns?	Number	

19.	Does your organization have any staff with a PhD degree?	No **(Skip to Q21)**	0
		Yes	1
20.	How many?	Number	
21.	Does your organization have any doctors on staff?	No **(Skip to Q23)**	0
		Yes	1
22.	How many?	Number	
23.	Does your organization have any staff with a Masters degree?	No **(Skip to Q25)**	0
		Yes	1
24.	How many?	Number	
25.	Does your organization have any staff with a Bachelors or Associates degree?	No **(Skip to Q27)**	0
		Yes	1
26.	How many?	Number	
27.	Does your organization have any staff that graduated high school?	No **(Skip to Q29)**	0
		Yes	1
28.	How many?	Number	
29.	Does your organization have any staff with less than a high school education?	No **(Skip to Q31)**	0
		Yes	1
30.	How many?	Number	
Now, I would like to ask you about staff who had been recruited and stopped work in 2012 (From 01 of January to 31 of December 2012)			
31.	During 2012, did your organization recruit any staff?	No **(Skip to Q34)**	0
		Yes	1
32.	How many staff did your organization recruit?	Number	
33.	Where were they working before? *Multiple answers possible* *Prompt by reading*	Private sector	1
		Government	2
		Local NGO/ Association	3
		International NGO	4
		Community based organization	5
		Volunteer	6
		Studying	7
		Other (Specify)	88
		Don't know	99
34.	During 2012, did any of your staff stop working?	No **(Skip to Q37)**	0
		Yes	1
35.	How many of your staff stopped working?	Number	
36.	Where did they go after they left your organization? *Multiple answers possible*	Private sector	1
		Government	2

		Local NGOs/ Association	3
		International NGOs	4
		Community based organization	5
		Volunteer	6
		Studying	7
		Other (Specify)	88
		Don't know	99
II.	**ORGANIZATION SECTOR**		
-	*Now I want to ask you about the sectors that your organization currently works in 2012.*		
37.	What is the main sector that your organization usually works in?	Advocacy and Policy Dialogue	1
		Agriculture/Animal Health	2
		Business/Organizational Development	3
		Child Welfare and Rights	4
		Community Development	5
		Credit and Savings	6
		Democracy and Human Rights	7
		Disability and Rehabilitation	8
		Education and Training	9
		Environment and Natural Resources	10
		Gender and women issues	11
		Health, Nutrition and HIV/AIDS	12
		Humanitarian Aid, and Disaster Preparedness and Relief	13
		Landmine/UXO Action/Awareness	14
		Providing grants to NGOs/CBOs	15
		Religion/Faith	16
		Tourism, Arts and Culture	17
		Water and Sanitation	18
		Research and consultancy	19
		Other (specify)	88
38.	What other sectors does your organization work in?	Advocacy and Policy Dialogue	1

		Agriculture/Animal Health	2
		Business/Organizational Development	3
		Child Welfare and Rights	4
		Community Development	5
		Credit and Savings	6
		Democracy and Human Rights	7
		Disability and Rehabilitation	8
		Education and Training	9
		Environment and Natural Resources	10
		Gender and women issues	11
		Health, Nutrition and HIV/AIDS	12
		Humanitarian Aid, and Disaster Preparedness and Relief	13
		Landmine/UXO Action/Awareness	14
		Providing grants to NGOs/CBOs	15
		Religion/Faith	16
		Tourism, Arts and Culture	17
		Water and Sanitation	18
		Research and consultancy	19
		No other activity	20
		Other (specify)	88
39.	What are the factors that determine the sectors your organization works in? ***Multiple answers possible***	Requirements of the donors	1
		Goals and mission	2
		Strategic plan	3
		Recommendation of the board of directors/trustees	4
		National development plans	5
		Research	6
		Community needs	7
		Others (specify)	88
40.	Please rank these factors from 1 to 8. 1 being the most important factor that determines the sectors your organization works in. ***Show card*** ***Multiple answers possible***	Requirements of the donors	
		Goals and mission	
		Strategic plan	
		Recommendation of the board of directors/trustees	
		National development plans	
		Research	
		Community needs	
		Others (specify)	

III.	Coordination profiles		
Now I want to ask you about CSO/NGO networks and your organization involved with CSO/NGO during 2012 .			
41.	Do you know, or have you heard about CSO/NGO networks in Cambodia?	No (**Skip to Q44**)	0
		Yes	1
42.	**During 2012,** did your organization involve with CSO/NGO networks in Cambodia	No (**Skip to Q44**)	0
		Yes	1
43.	**During 2012,** What CSO/NGO network in Cambodia was your organization involved in? *Multiple answers possible*	Cooperation Committee for Cambodia (CCC)	1
		The NGO Forum on Cambodia (NGO Forum)	2
		MEDiCAM	3
		NGO Education Partnership (NEP)	4
		Cambodian Human Rights Action Committee (CHRAC	5
		Committee for Free and Fair Elections (COMFREL)	6
		End Child Prostitution, Abuse and Trafficking in Cambodia (ECPAT Cambodia)	7
		NGO Coalition to Address Sexual Exploitation of Children in Cambodia (COSECAM)	8
		NGO Coalition on the Rights of the Child (NGO-CRC)	9
		Gender and Development for Cambodia (GADC/GAD Net)	10
		Other (specify):	88
44.	**During 2012,** did your organization involve with overseas NGO networks ?	No (**Skip to Q46**)	0
		Yes	1
45.	**During 2012,** What 's oversea NGO networks was your organization involved in (attendance at a meeting/workshop)? *Multiple answers possible*	Global Eco village network	1
		Forum Syd	2
		ASPBAE	3
		Hanet	4
		ICSO	5
		ILO	6
		Global campaign education (GCE)	7
		Other (specify):	88
46.	Does your organization have any formal, contractual arrangements with other registered organizations/associations in Cambodia?	No (**Skip to Q48**)	0
		Yes	1
47.	How many registered organizations/associations does your organization have formal, contractual arrangements with?	Number	
48.	Does your organization work jointly with any community-based or grassroots organizations to implement projects/programs?	No (**Skip to Q50**)	0
		Yes	1
49.	How many community-based organizations does your organization work jointly with to implement projects/programs?	Number	

IV.	Beneficiaries		
Now, I would like to ask you about the direct and indirect beneficiaries of your organization during 2012.			
50.	Who are the main target beneficiaries of the organization's program activities?	Women groups	1
		Students and youth groups	2
		Children	3
		Farmers	4
		Poor people	5
		Religious groups	6
		Indigenous people	7
		Disabled persons	8
		Homeless people	9
		People with HIV/AIDS	10
		Teacher	11
		Sex workers	12
		Land conflict communities	13
		Victims of human trafficking	14
		General population	15
		Other (specify)	88
51.	What is the number of direct beneficiaries of your organization's programs ?	Number	
		Don't know	99
52.	What is the number of indirect beneficiaries of your organization's programs?	Number	
		Don't know	99
V.	CCC NGO Certification Program		
Now I want to ask you about Voluntary Certification System (NGO-GPP) for good practice, and professional for non government organizations			
53.	Do you know about the Voluntary Certification System ? *NGO GPP Voluntary Certification System*	No **(Skip to Q58)**	0
		Yes	1
54.	Has your organization received the Voluntary NGO Certification?	No	0
		Yes **(Skip to Q58)**	1
55.	Do you know about the process of applying for the Voluntary NGO Certification?	No	0
		Yes	1
56.	Does your organization intend to apply for this certification?	No **(Skip to Q 58)**	0
		Yes	1
		Don't know**(Skip to Q58)**	99
57.	When does your organization intend to apply for the Voluntary NGO Certification?	Year	
		Don't know	99

VI.	Governance - **I would like to ask you more about governance in your organization during 2012**		
58.	Does your organization have a written constitution, or statutes/by-laws?	No **(Skip to Q61)**	0
		Yes	1
59.	Can I see your organization's written constitution, or statutes/by-laws?	No	0
		Yes	1
60.	Does your organization fully or partly comply with the written constitution, or statutes/by-laws? ***Prompt by reading answer***	Fully	1
		Partly need to be update	2
61.	Does your organization have a governing body (e.g. a board of directors or trustees)?	No **(Skip to Q67)**	0
		Yes	1
62.	How many members are on the governing body?	Number	
63.	During 2012, did your organization's governing body have a meeting in Cambodia?	No **(Skip to Q65)**	0
		Yes	1
64.	How many times did they have a meeting in Cambodia?	Number	
65.	During 2012, did your organization's governing body have a meeting internationally?	No **(Skip to Q67)**	0
		Yes	1
66.	How many times did they have a meeting internationally?	Number	
		Don't know	99
67.	Has your organization conducted an external audit of the accounting and financial management system in the last year?	No **(Skip to Q69)**	0
		Yes	1
68.	What type of *external* audit of the accounting and financial management system was conducted? ***(Skip to Q70)***	organizational audit	1
		project audit	2
		Both	3
69.	Why hasn't your organization conducted an *external* audit of the accounting and financial management system?	No budget for auditing	1
		No requirement from donor	2
		Short term project	3
		Other (Specify)	88
70.	Does your organization have a **strategic plan**?	No **(Skip to Q72)**	0
		Yes	1
71.	Can I see your organization's strategic plan?	No	0
		Yes	1
72.	Does your organization have an **annual program report**?	No **(Skip to Q74)**	0
		Yes	1
73.	Can I see your organization's annual program report?	No	0

		Yes	1
74.	Does your organization have an **annual organizational report**?	No (**Skip to Q76**)	0
		Yes	1
75.	Can I see your organization's annual organizational report?	No	0
		Yes	1
76.	Did your organization produce an **annual financial report**?	No (**Skip to Q78**)	0
		Yes	1
77.	Can I see your organization's annual financial report?	No	0
		Yes	1
78.	Do you understand word accountable to?	Understand	1
		Not sure **(Skip to Q 80)**	2
79.	Who or which institution is your organization most accountable to?	Director	1
		Donor	2
		Board director committee	3
		Government	4
		Political party	5
		NGO group	6
		Target group	7
		All staff	8
		Other (Specify)	88
VII.	**Opinion about NGO contributions Millennium Development Goals (MDG)** **I would like to ask how your organization's program supports the Cambodia Millennium Development Goals (MDG/CMDG)**		
80.	Have you heard of the CMDG?	No (**Skip to Q85**)	0
		Yes	1
81.	Please tell about CMDG which you ever heard? ***Multiple answer***	Eradicate extreme poverty and hunger	1
		Achieve universal nine year basic education	2
		Promote gender equality and women's empowerment	3
		Reduce child mortality	4
		Improve maternal health	5
		Combat HIV/AIDS, malaria and other diseases	6
		Ensure environmental sustainability	7
		Forge a global partnership for development	8
		De-mining, UXO and Victim Assistance3	9
		Don't know at all	10
82.	Does your organization's program support any MDG goals?	No (**Skip to Q85**)	0

		Yes	1
		Don't know (**Skip to Q85**)	99
83.	Which MDG do your organization's program contribute to? *Multiple answer*	Eradicate extreme poverty and hunger	1
		Achieve universal nine year basic education	2
		Promote gender equality and women's empowerment	3
		Reduce child mortality	4
		Improve maternal health	5
		Combat HIV/AIDS, malaria and other diseases	6
		Ensure environmental sustainability	7
		Forge a global partnership for development	8
		De-mining, UXO and Victim Assistance3	9
84.	Which CMDG goals does your organization's program contribute to the most? *Prompt by reading answers*	Eradicate extreme poverty and hunger	1
		Achieve universal nine year basic education	2
		Promote gender equality and women's empowerment	3
		Reduce child mortality	4
		Improve maternal health	5
		Combat HIV/AIDS, malaria and other diseases	6
		Ensure environmental sustainability	7
		Forge a global partnership for development	8
		De-mining, UXO and Victim Assistance3	9
VIII.	**Resource profile** - **I would like to ask you about your organization's donors during 2012.**		
85.	During 2012, does your organization has been implementing?	No **(Skip to Q 90)** **Yes**	0 1
86.	During 2012, how many projects is your organization implementing?	Number	
87.	**During 2012,** what were the sources of funding for your organization? *Multiple answers* *Prompt by reading answers*	UN	1
		Multilateral	2
		Bilateral	3
		Private donation	4
		Foundation	5
		INGOs	6
		local NGOs	7
		Earned income	8
		Other (Specify)	88

88.	During 2012, how much total project funding did your organization have?	Dollar	
89.	During 2012, how much total core funding did your organization have?	Dollar	
90.	Do you expect your organization will have funds for projects in 2013?	No **(Skip to Q 93)**	0
		Yes	1
91.	Do you expect funding in 2013 to be the same, lower, or higher than in 2012? ***Prompt by reading answer***	The same	1
		Lower	2
		Higher	3
92.	What are the major donors/funds that you expect your organization will receive for projects in 2013?	UN	1
		Multilateral	2
		Bilateral	3
		Private donation	4
		Foundation	5
		INGOs	6
		Local NGOs	7
		Earned income	8
		Other (Specify)	88

IX. The last second project in your organization budget
I would like ask about your last two projects signed/received/funded in 2012. *If there isn't project implementing during 2012 (Please cycle code 0 in Q 86) then, please skip to Q 116*

93.	Budget for first project? First project's name: ……………………..	Dollars	
94.	Who are the donor/funder for this project? ***Multiple answers***	UN	1
		Multilateral	2
		Bilateral	3
		Private donation	4
		Foundation	5
		INGOs	6
		Local NGOs	7
		Earned income	8
		Other (Specify)	88
95.	What are the target provinces for this project? ***Multiple answers***	Phnom Penh	1
		Battambang	2
		Banteay Mean Chey	3
		Siem Reap	4
		Kampong Thom	5
		Preah Vihear	6
		Oddor Mean Chey	7
		Kampong Cham	8

		Kratie	9
		Prey Veng	10
		Svay Rieng	11
		Stoeng Traeng	12
		Rattanakiri	13
		Mondol Kiri	14
		Kampong Speu	15
		Kampot	16
		Kandal	17
		Preah Sihanouk	18
		Kaeb	19
		Pailin	20
		Pursat	21
		Kampong Chhnang	22
		Takeo	23
		Koh Kong	24
96.	What sectors does the first project operate in? *Multiple answer*	Advocacy and Policy Dialogue	1
		Agriculture/Animal Health	2
		Business/Organizational Development	3
		Child Welfare and Rights	4
		Community Development	5
		Credit and Savings	6
		Democracy and Human Rights	7
		Disability and Rehabilitation	8
		Education and Training	9
		Environment and Natural Resources	10
		Gender and women issues	11
		Health, Nutrition and HIV/AIDS	12
		Humanitarian Aid, and Disaster Preparedness and Relief	13
		Landmine/UXO Action/Awareness	14
		Providing grants to NGOs/CBOs	15
		Religion/Faith	16
		Tourism, Arts and Culture	17
		Water and Sanitation	18
		Research and consultancy	19
		Other (specify)	88

97.	Who are the beneficiaries of this project? *Multiple answers*	Women groups	1
		Students and youth groups	2
		Children	3
		Farmers	4
		Poor people	5
		Religious groups	6
		Indigenous people	7
		Disabled persons	8
		Homeless people	9
		People with HIV/AIDS	10
		Teacher	11
		Sex workers	12
		Land conflict communities	13
		Victims of human trafficking	14
		General population	15
		Other (specify)	88
98.	How many direct beneficiaries does this project have?	Number:	
99.	How many indirect beneficiaries does this project have?	Number:	
100.	How many months of this project?	Months:	
101.	Has this project been delayed?	No**(Skip toQ104)**	0
		Yes	1
102.	How many months has this project been delayed?	Number Months:	
103.	Why has this project been delayed?	Late funding	1
		Staff recruitment	2
		Youth volunteer provide land-ownership	3
		Other (Specify)	88
104.	During 2012, did your organization implement another project? *Please check with Q86*	No **(Skip to Q116)**	0
		Yes	1
105.	Budget for second project? Second project's name: ……………………..	Dollars	
106.	Who are the donor/funder for this project? *Multiple answers*	UN	1
		Multilateral	2
		Bilateral	3
		Private donation	4
		Foundation	5
		INGOs	6
		Local NGOs	7
		Earned income	8

		Other (Specify)	88
107.	What are the target provinces for this project? *Multiple answers*	Phnom Penh	1
		Battambang	2
		Banteay Mean Chey	3
		Siem Reap	4
		Kampong Thom	5
		Preash Vihear	6
		Oddor Mean Chey	7
		Kampong Cham	8
		Kratie	9
		Prey Veng	10
		Svay Rieng	11
		Stoeng Traeng	12
		Rattanakiri	13
		Mondol Kiri	14
		Kampong Speu	15
		Kampot	16
		Kandal	17
		Preah Sihanouk	18
		Kaeb	19
		Pailin	20
		Pursat	21
		Kampong Chhnang	22
		Takeo	23
		Koh Kong	24
108.	What sectors does the second project operate in? *Multiple answer*	Advocacy and Policy Dialogue	1
		Agriculture/Animal Health	2
		Business/Organizational Development	3
		Child Welfare and Rights	4
		Community Development	5
		Credit and Savings	6
		Democracy and Human Rights	7
		Disability and Rehabilitation	8
		Education and Training	9
		Environment and Natural Resources	10
		Gender and women issues	11
		Health, Nutrition and HIV/AIDS	12

		Humanitarian Aid, and Disaster Preparedness and Relief	13
		Landmine/UXO Action/Awareness	14
		Providing grants to NGOs/CBOs	15
		Religion/Faith	16
		Tourism, Arts and Culture	17
		Water and Sanitation	18
		Research and consultancy	19
		Other (specify)	88
109.	Who are the beneficiaries of this project? *Multiple answers*	Women groups	1
		Students and youth groups	2
		Children	3
		Farmers	4
		Poor people	5
		Religious groups	6
		Indigenous people	7
		Disabled persons	8
		Homeless people	9
		People with HIV/AIDS	10
		Teacher	11
		Sex workers	12
		Land conflict communities	13
		Victims of human trafficking	14
		General population	15
		Other (specify)	88
110.	How many direct beneficiaries does this project have?	Number:	
111.	How many indirect beneficiaries does this project have?	Number:	
112.	How many months of this project?	Months:	
113.	Has this project been delayed?	No **(Skip toQ116)**	0
		Yes	1
114.	How many months has this project been delayed?	Number Months:	
115.	Why has this project been delayed?	Late funding	1
		Staff recruitment	2
		Youth volunteer provide land-ownership	3
		Other	88

	X.	**Grant or donation providing** - **Now, I would like to ask you grant or donation providing in your organization to INGOs or LNGOs or government institutions, CBOs are operating in Cambodia.**		
116.		During 2012, does your organization provide grants or donations to INGOs or LNGOs or government institutions, CBOs are operating in Cambodia?	No **(Skip to Q 125)**	0
			Yes	1
117.		During 2012, does your organization provide grants or donations to International NGOs or other overseas-based organizations operating in Cambodia?	No **(Skip to Q119)**	0
			Yes	1
118.		How much budget?	Dollar:	
			Don't know	99
119.		During 2012, does your organization provide grants or donations to government at any level in Cambodia?	No **(Skip to Q121)**	0
			Yes	1
120.		How much budget?	Dollar:	
			Don't know	99
121.		During 2012, does your organization provide grants or donations to local NGOs or associations operating in Cambodia? *Any other orgs registered with MoI*	No **(Skip to Q 123)**	0
			Yes	1
122.		How much budget?	Dollar:	
			Don't know	99
123.		During 2012,does your organization provide grants or donations to community-based organizations (CBOs) operating locally in Cambodia? *This means small unregistered organizations*	No **(Skip to Q125)**	0
			Yes	1
124.		How much budget?	Dollar:	
			Don't know	99
	XI.	**Future CSO collaboration** Now**, I would like to ask you in perception three scenarios that related to CSOs, that we should be creation in the future.** **First scenario**: If there is one CSO center in province or Phnom Penh which all CSOs can use for their comment office for corporation, meeting, or other services		
125.		Do you believe CSOs would save money or be more efficient?	No	0
			Yes	1
126.		Do you believe CSO communication and collaboration would be improved?	No	0
			Yes	1
127.		Do you believe CSO service delivery would better meet the needs of the community?	No	0
			Yes	1
128.		In the future do you believe your organization would consider such a move?	No	0
			Yes	1

Second Scenario: To replacement in providing assistance from oversea donor to organizations, local association through provide directly budget or through INGOs..etc. They aim to established National Trust Fund which get funding from oversea donor. All local organizations or associations can submit their proposal from this fund.

129.	Do you believe it would be easier for your organization to gain funding through a national trust fund?	No	0
		Yes	1
130.	Do you believe funding would be better targeted to the needs of communities in Cambodia through a national trust fund?	No	0
		Yes	1
131.	Do you believe it would make your organization more efficient to apply for support and deliver reports through a national trust fund?	No	0
		Yes	1

Third Scenario: To creation skills in university that related to CSOs

132.	Do you consider that university graduates currently have the right skills to work in your CSO immediately after completing their degree?	No	0
		Yes	1
133.	Do you believe that the future career of students would benefit from studying a dedicated CSO-related university degree?	No	0
		Yes	1
134.	Do you believe that your CSO's target beneficiaries would benefit from your employees having completed a CSO-related university degree?	No	0
		Yes	1
135.	Do you believe that CSOs should have a role in providing education to university students?	No	0
		Yes	1

XII.	**Respondent profile** **I would like ask your personal background**		
136.	What is your position in this organization?	Director	1
		Deputy director	2
		Head of administration	3
		Head of Human Resources	4
		Program Manager	5
		Assistance finance officer	6
		Communication officer	7
		Other (Specify)	88
137.	How long have you been working in this organization? ***Please record in years***	Years:	
138.	What is your highest level of education?	Doctor of Philosophy (PhD/ Post graduate diploma)	1
		Medical Doctor (MD)	2
		Master's Degree	3
		Associate degree/ Bachelor's Degree	4
		High school graduate	5
		Below High School Graduate	6
		Other (Specify)	88
139.	**Other comments during interview.**		

Appendix 3: Qualitative Survey Questionnaire

Province	
Khan/District	
Sangkat/Commune	
Street number	
House number	
Name of Organization/ Association (English)	
Name of Organization/ Association (Khmer)	
(Acronym in English)……………………………………	

GPS		X:
		Y:

	1st attempt	1st appointment	2nd attempt	2nd appointment	3rd attempt
Date	/ /13	/ /13	/ /13	/ /13	/ /13
Time					
Location					
Interviewer					

Result Codes - Circle the correct code	
Completed	**1**
Incomplete-respondent termination	**2**
Incomplete-third party interruption	**3**
Respondent refusal	**4**
Third party refusal	**5**
Respondent absent at last appointment	**6**
Could not interview (dumb, deaf, mental health problem, drunk etc)	**7**

	Interviewer	Editor	Supervisor	Data Entry 1	Data Entry 2
ID code					
Date	/ /13	/ /13	/ /13	/ /13	/ /13
Signature					

<table>
<tr><td colspan="2">Introduction</td></tr>
<tr><td colspan="2">

Hello. My name is _____ and I work for a research company called Domrei Research and Consulting is conducting the 2012 CSOs contribution to Cambodia Development for the Cooperation Committee for Cambodia (CCC). CCC started in 1990, and is the leading association of non-governmental organizations in Cambodia. It works to strengthen the professionalism, effectiveness and accountability of CSOs in Cambodia.

The result of the study will be useful for strategic direction of CSOs in development and for national consultative meetings amongst development partners and government. Therefore, we would like to interview you about donor's perspective on CSOs contributions for this study. All your answers will be kept strictly confidential and will be used for research purposes only.
Therefore, we would like to ask you to spend about 20 minutes contribution in this study and your responses will be strictly confidential and will be used for research purposes only.

The information that we collect in this interview will not be used to provide assistance to your NGO. Participation in this study is voluntary. You may refuse to participate or not answer any question that you do not wish to answer. If you want, I can skip any question or stop the interview at any time.

Do you have any questions for me?

Can I start asking the questions now?

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	CSO contributions to development
1.	What are the three most significant contributions that your organization has made to its target beneficiaries?
2.	How does your organization choose where (province, city, district, etc.) to target its activities?
3.	What are your general impressions about the current state of development in Cambodia? How have CSOs contributed to this development?
4.	What are your expectations/hopes for Cambodia's development in the next few years?
5.	What challenges does Cambodia face in its development in the next few years?
6.	How can CSOs contribute to overcoming these challenges?
	Improving CSO effectiveness
7.	CSO point of view on the situation of donor-driven activities in Cambodia: Why do donors tie funding to activities rather than basket funding?
8.	How could donor funds be targeted or distributed more effectively?
9.	What should CSOs/ your organization do to improve their effectiveness?

10.	To be more effective in your organization, what kind of information would you like to access?

What is your opinion about the current relationship between:

11.	Among CSOs (cooperation among INGOs, LNGOs, Associations, etc.)

12.	Development agencies (World Bank, UN, etc.) and CSOs

13.	Government and CSOs

How would you like the relationship to change?

14.	Among CSOs (cooperation among INGOs, LNGOs, Associations, etc.)

15.	Development agencies (World Bank, UN, etc.) and CSOs

16.	Government and CSOs

Vision:

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

Mission:

As a professional association of non-governmental organizations in Cambodia, the Cooperation Committee for Cambodia provides high quality services to civil society and influences Cambodia's development partners with our shared voice.

Values:

- ★ Integrity
- ★ Cooperation
- ★ Responsiveness
- ★ Quality