THE DAWN OF SOCIAL ENTERPRISE? NGOs balancing between social value creation and profit-making in Cambodia

Sothy Khieng

Table of Contents

Summary v
Acknowledgements vii
List of Figures xiv
List of Tables xiv
List of Appendices xv
List of Abbreviations xvi

Chapter 1: Introduction 1

1.1 Introduction 1
1.2 Background and Research Motivation 2
1.2.1 Declining Aid, Diversification and Emergence of Social Enterprises 4
1.3 Aims and Objectives 8
1.4 Research Questions 8
1.5 Theoretical Framework 9
1.6 Overall Research Design 14
1.6.1 Details on the Three Phases of Data Collection 15
1.6.2 Ethical Consideration 17
1.7 Summary of the Research Findings 18
1.8 Significance and Contributions of the Study 21
1.8.1 Setting within the Cambodian Research Programme 21
1.8.2 Scientific Relevance and Outputs 22
1.8.3 Societal and Policy Implications 24
1.9 Organisation of the Dissertation 25

Chapter 2: Social Enterprise as a New Way Forward for Development Ngos? A Theoretical Discussion 26

Abstract 26
2.1 Introduction 27
2.2 The Social Enterprise 28
2.3 Social Enterprise and the 'Three Failures' 33
2.4 Comparing Different Funding Sources and Their Effect on NGOs 34
2.5 Pros and Cons of Commercial Income Generation for NGOs 37
2.5.1 Benefits 37
2.5.2 Risks 40
2.6 Conclusion and Future Research 40

Chapter 3: Funding Mobilisation Strategies of Nongovernmental Organisations in Cambodia 42
Abstract 42
3.1 Introduction 43
3.1.1 Objective of the Study 44
3.2 Background 45
3.2.1 Cambodia: A Donor-Dependent Nation 45
3.2.2 NGO Contributions to Cambodia Development 47
3.3 Conceptualisation and Theoretical Framework 48
3.3.1 INGOs and LNGOs 48
3.3.2 Resource Dependence and Mobilisation Strategies 50
3.4 Data and Research Methodology 53
3.4.1 Primary Database 53
3.4.2 Secondary Database 54
3.4.3 Characteristics of the Sample NGOs 54
3.5 Key Findings 56
3.5.1 Grants and Donations 57
3.5.2 Earned Income 59
3.5.3 Government Funding 61
3.5.4 10-Year Trends of NGO Funding between 2006–2016 62
3.6 Discussion 63
3.7 Conclusion 66
Appendix 70

Chapter 4: Resource Dependence and Effects on NGOs in Cambodia 71
Abstract 71
4.1 Introduction 72
4.2 NGOs in Cambodia 74
4.3 Resource Dependence and Strategic Responses: A Literature Review 76
4.4 Research Methodology and Data Analysis 81
4.5 Key Findings 85
4.5.1 Effects of Grants and Donations 85
4.5.2 Effects of Earned-Income Activities 87
4.5.3 Effects of Government Funding 89
4.6 Discussion 90
4.6.1 Revenue Volatility 90
4.6.2 Goal Displacement Effects 91
4.6.3 Process and Structure Effects 92
4.7 Conclusion and Future Research 96

Appendix: List of NGOs that Participated in In-depth Interviews 98

Chapter 5: The Dawn of the Social Enterprise in Cambodia? Processes of Commercialisation in the Nonprofit Sector...100
5.1 Introduction 101
5.1.1 Cambodia's NGO Sector 103
5.2 Literature Review: Towards a Conceptual Framework....104
5.3 Research Methodology and Data....108
5.4 Findings 110
5.4.1 Commercial Activities among Cambodian NGOs....110
5.4.2 Effects on the Goal of Organisations 111
5.4.3 Effects on the Motives of Organisations....111
5.4.4 Effects on the Methods of Organisations....114
5.4.5 Effects on the Distribution of the Organisation's Income 115
5.4.6 Effects on the Accountability of Organisations 116
5.4.7 Effects on the Sustainability Aim of the Organisation 117
5.4.8 Significance of the Six Indicators 118
5.5 Discussion....119
5.6 Conclusions 122
Appendix: Analysis of NGO Commercial Activities 125

Chapter 6: Overall Discussions and Conclusions 127
6.1 Review of Key Findings....127
6.2 Overall Discussions, Propositions and Contributions 129
6.2.1 Overall Discussion and Propositions 129
6.2.2 Contributions to Academic Debates....133
6.3 Development and Policy Implications 135
6.3.1 Development Implications 135
6.3.2 Implications for Government Policy....137
6.4 Limitations and Future Research....138
6.5 Conclusion....140

References....142

Appendices....158

Summaries
Dutch 186
Khmer....190