

## CEPF Final Project Completion Report

<b>Organization Legal Name</b>	3S Rivers Protection Network (3SPN)
<b>Project Title</b>	Empowering Community-Based Organizations for Improved River Governance
<b>CEPF GEM No.</b>	CEPF-035
<b>Date of Report</b>	December 2 <sup>nd</sup> , 2016

**CEPF Hotspot:** Indo-Burma Hotspot

**Strategic Direction:** Strategic Direction 8: "Strengthen the capacity of civil society to work on biodiversity, communities and livelihoods at regional, national, local and grassroots levels"

**Grant Amount:** US\$19,970

**Project Dates:** October 1st, 2015 to November 31<sup>st</sup>, 2016

### **1. Implementation Partners for this Project (*list each partner and explain how they were involved in the project*)**

The partners who were involved in implementing this project were five Community-Based Organizations (CBOs), three at the district level in the districts of Voensai, Taveng and Lumphat, and two at the commune level in Koon Mom District. All have been partners of 3SPN over the past five years and have a track record of working effectively with 3SPN. All five CBOs have a suite of roles and policies that guide their work. A key focus of their work with 3SPN is support provided by 3SPN to enable them to establish Information Centers to support grassroots advocacy in their local areas.

These CBO partners have been involved at all stages of this project in line with 3SPN's participatory approach to all its work and relationships.

#### **Long-term Sustainability/Replicability**

The impacts of this project will be felt beyond the timeframe of this project. By working with local communities, and by allowing the ownership and performance of the project to be held by the communities themselves, 3SPN believes that this project can be sustained and the impacts and conservation of natural resources will continue long after this project finishes.

This project was a one-year project designed to build internal capacity, which will continue to enable 3SPN and the CBOs to do their work to support and protect their rivers.

## **Conservation Impacts**

### **2. Describe how your project has contributed to the implementation of the CEPF investment strategy set out in the ecosystem profile**

This project contributed to Strategic Direction 8: “Strengthen the capacity of civil society to work on biodiversity, communities and livelihoods at regional, national, local and grassroots levels”.

3S Rivers Protection Network (3SPN) is a local organization cooperating body in the form of a civil society organization representing thousands of indigenous people living along the Sesan, Srepok and Sekong Rivers in Cambodia. 3SPN was officially registered with the Government of Cambodia in 2005. 3SPN works in close collaboration with many partners locally, nationally and internationally in orders to restore the socio-economic and environmental situation and rights of indigenous people along the 3S Rivers that have been negatively affected by hydropower dam projects.

The major focus of 3SPN's work has been the establishment of a grass-roots community network, which covers all 74 villages along the Sesan and Srepok Rivers in Ratanakiri Province, and its subsequent work in strengthening the capacity of network representatives to engage in advocacy, dialogue, information collection, research, monitoring, information, awareness activities and capacity building of their respective communities. The core objective of the network is to empower community representatives to advocate on their own behalf, in order to seek remedy and resolution for past, present and future impacts of hydropower and to part of the decision-making process for future development activities in the region.

Throughout Southeast Asia, there has been a rush to build hydropower dams as a way to meet regional energy needs. While Cambodia has been negatively impacted by hydropower development on trans-boundary rivers, the Cambodian government currently has plans to build dozens of dams in the country, many of which do not undergo proper Environmental Impact Assessments and public consultation during the planning process. Furthermore, hydropower projects that have been developed have been unaccountable to the people whose lives are affected by them, failing to give proper compensation or replace lost livelihoods. In order to promote better energy planning in Cambodia, 3SPN is seen as one of the first community networks who have experienced the negative impacts of dam building and since its establishment has helped network with local, national and international partners who are working towards a future in which affected people's rights are respected and natural resources are protected. In addition to the large network that 3SPN works with, it is also using the current regional focus on the proposed Xayaburi Dam and other Mekong mainstream dams and positioning of concern by the Cambodian government, as a way to open up discussion on the negative impacts dams can have on tributaries and the need for better planning processes.

3SPN plays an important role to support communities, especially indigenous groups, which are most affected by the hydropower dams and related issues of land grabbing, logging, and illegal fishing. 3SPN undertakes capacity building and awareness raising around these issues among communities and makes the connection to policy makers so that communities can demand their livelihood rights and protect their natural resources for future generations. 3SPN believes that it is only by strengthening civil society in this way that these important conservation, livelihoods and human rights issues and abuses can be collectively and successfully surfaced and addressed.

This project was focused on reviewing and revising the strategy and organizational approach of 3SPN to enable it to have a clear strategic focus, sound governance, management and financial systems and practices, policy commitments, and capacity to operate as a highly effective secretariat for its network into the future. The project also contributed to strengthening the capacity and effectiveness of five CBOs that form an important part of this network. The results and outcomes of this project will serve as a fundamental guide for 3SPN and its partners for their future work.

### **3. Summarize the overall results/impact of your project**

This 12-month project funded by CEPF/IUCN was focused on reviewing and revising the strategy and organizational approach of 3SPN, in order to enable it to have a clear strategic focus, sound governance, management and financial systems and practices, policy commitments, and capacity to operate as a highly effective secretariat for its network into the future. The project also contributed to strengthening the capacity and effectiveness of five CBOs that form an important part of this network.

The results and outcomes of this project will serve as a fundamental guide for 3SPN and its partners for their future work. During the project period, we completed the Terms of Reference (ToRs) for the Management Team and the Board of Directors of 3SPN, defining the tasks and responsibilities of the Management Team to address the issues of 3SPN. We also updated relevant policies of 3SPN, such as the human resources policy and the financial policy, and updated the statutes, structure and policies for the two CBOs in Voensai and Taveng district. In addition, we conducted audit of financial expenses for the year 2015.

Three draft reports/products are in the process of being reviewed and finalized by the Management Team and the Board of Directors of 3SPN: the draft report of Participatory Internal Assessment, the draft report of the 3-Year Strategic Plan 2017-2019, and the draft report of Financial System review. These three draft reports are expected to be finalized by early 2017. All these will help 3SPN and its partners to ensure that we are moving further smoothly and responsibly and to ensure accountability in management and financing as an organization, with a clear future direction and strategic focus for their work to protect the environment, natural resources and biodiversity along the 3S Rivers of Sesan, Srepok and Sekong Rivers.

#### **Planned Goal (as stated in the approved proposal)**

**Project Goal:** The capacity of 3SPN and five CBOs in its grassroots network is significantly strengthened, enabling them to more effectively advance the vision and mission of 3SPN and the priorities of the local communities that they represent.

### **4. Actual progress toward Goal at completion**

The capacity of 3SPN's Management Team was strengthened by this project, working with the advisor to implement the project activities. 3SPN learned about its weaknesses in the previous year of performance, which consisted in not fully covering community needs and gaps, and led to limited support by 3SPN to local communities. Big gaps had happened after 3SPN had faced internal problems, which did not allow 3SPN to keep its availability to support local or affected

communities to lead their campaign against hydropower dams, especially the Lower Sesan 2 dam, and to support other conservation work along the 3S Rivers.

Despite these gaps, within 12 months of implementing this project, 3SPN reviewed, updated and established all legal documents in order to improve internal control and management and as well as to have a clear strategy focus for its future work. The legal documents include ToRs for the Management Team and the Board of Directors of 3SPN, defining the tasks and responsibilities of the Management Team to address the issues of 3SPN. We also updated relevant policies of 3SPN, such as the human resources policy and the financial policy, and updated the statutes, structure and policies for the two CBOs in Voensai and Taveng district. In addition, we conducted audit of financial expenses for the year 2015. These will help 3SPN and its partners to ensure that we are moving further smoothly and responsibly and to ensure accountability in management and financing as an organization, with a clear future direction and strategic focus for their work to protect the environment, natural resources and biodiversity along the 3S Rivers of Sesan, Srepok and Sekong Rivers.

### **Planned Objectives (as stated in the approved proposal)**

In order to reach the goal, the project was designed with two objectives as follows:

#### **Objective 1: Strengthen 3SPN's organizational capacity so that it continues to be a highly effective secretariat for its grassroots network**

##### **Outputs:**

- The key organizational needs and priorities of 3SPN have been assessed, and discussed/agreed with the Board and management.
- A plan to strengthen and restructure 3SPN (with assistance from a consultant), with a particular focus on governance, organizational management and financial management, has been developed and implemented, so that 3SPN continues to be an effective secretariat for its network of grassroots CBOs
- Additional administrative support staffs (e.g. new Administration Assistance and Assistant to the Coordinator) are recruited to strengthen administrative management support in the organization and free up the time of the Coordinator and management team.

##### **Activities:**

- Recruit an experienced and appropriate consultant(s) (in collaboration with SADP) to develop a plan for organizational strengthening with a particular focus on organizational and financial management.
- Progressively implement the Organizational Development Plan. Specific activities will depend on the recommendations contained in the plan, but are likely to include:
  - Development of a new five year strategic plan;
  - Review and revision of governance processes and practices, including revision of by-laws and updating of registration with Ministry of Interior, so that 3SPN's registration is fully in line with Cambodian law (fees for this have been included in the budget - \$400);
  - Revision and strengthening of organizational management and staff policies and practices;

- Revision and strengthening of financial management policies and practices;
- Revision and development of other organizational policies, as required; and
- Capacity development for staff to enable them to operate effectively in the new structure and adopt the new policies and ways of working.

**Objective 2: Strengthen 3SPN’s Community-Based Organizations (CBO) partners’ capacity and self-reliance**

**Outputs**

- Key organizational needs of each CBO assessed through a combination of desk top review and meetings, and the findings discussed with their Board and management.
- Plans developed to strengthen each of the five CBOs (with a particular focus on governance, organizational management and financial management), and partly implemented.
- A learning community among the five CBOs established.

**Activities**

- Conduct staff training on CBO organizational development approaches.
- Assist CBO leaders to develop and implement a plan for organizational strengthening of each of the five CBOs. These are likely to include:
  - The development of a new three-year strategic plan;
  - Review and revision of governance processes and practices, including revisions to by-laws and policies;
  - Analysis of organizational registration issues (some CBOs may want to remain informal);
  - Capacity building of management; and
  - Strengthening other organizational components identified in the initial assessment process.
- Conduct forums and cross-visits between the 3SPN-supported CBOs.

**5. Actual progress toward Objectives at completion**

Under this project, 3SPN has completed almost all activities that had been planned to achieve its goal. 3SPN’s organization has improved, although it is not 100% improved yet, and we have made positive changes and progress to operate and implement our mission. Financial management was strengthened. Relevant policies of 3SPN have been updated and a 3-Year Strategic Plan was established with the help of an external consultant, which will be the strategic map for 3SPN. The capacity of staff members, especially members of the Management Team, has improved significantly, which will enable them to work and move towards 3SPN goals in an accountable and effective manner.

**6. Describe the success or challenges of the project toward achieving its goal and objectives**

3SPN has faced some challenges to achieve its goal and objective to lead and to get success for this project. Some examples of challenges and successes are mentioned below.

**Challenges:**

After facing internal issues since late 2014, 3SPN had reduced its staff; thus, it had limited human resources since 2015 and only a few staff members could speak English. During implementation of this project, we did not hire any specific Cambodian officer who could speak English to be in charge of this project and to liaise with the foreign advisors.

In addition, there was a lack of understanding of the project among the advisor and staff members of 3SPN, which led to a delay in the project implementation. Consequently, some of the project activities could not be implemented.

Two foreign advisors were hired to implement this project. The first advisor was hired and then resigned after three months for personal reasons. Consequently, it took 3SPN almost three months to identify a new advisor, who started his job in late May 2016. The second advisor had to spend time to understand the project concept and to learn what had been done by the previous advisor, and then started project activities in June 2016.

**Success:**

Despite the above-mentioned challenges in terms of human resources, we have tried our best with our existing staff who could speak English, to work with the foreign advisor on implementing the project activities. One member of the Management Team played an important role to facilitate and cooperate with the foreign advisor in project implementation, since the project started. Even though we faced challenges, the project was a success and we did our best to achieve the project goal and its activities. Through this project, 3SPN's internal control and management has changed positively and significantly.

**7. Were there any unexpected impacts (positive or negative)?**

There was an unexpected positive impact from an unplanned activity as stated in question number 17. During project implementation, a Financial System Review (FSR) was conducted, which was not in the original project plan.

**Project Activities and Deliverables****Objectives (as stated in the approved proposal)**

<b>Objective 1:</b> 3SPN's organizational capacity is strengthened, so that it may continue to be an effective secretariat for its grassroots CBO network	
<b>Activity 1.1:</b> Recruit a consultant with relevant experience and expertise, and orientate them to 3SPN and the project.	Suitable consultant selected, appropriately briefed and introduced to staff, the Management Team and the Board
<b>Activity 1.2:</b> Produce an "Organizational Assessment Report: Findings and Recommendations", for approval by the Board. This should outline 3SPN's organizational needs and priorities, and strategies to build capacity.	Assessment conducted, and "Draft 3SPN Organizational Assessment Report: Findings and Recommendations developed and approved by the Management Team and the Board

<p><b>Activity 1.3:</b> Develop an "Organizational Development Plan" (intended to strengthen and restructure 3SPN, with a particular focus on governance, organizational management, and financial management), and have it approved by the Board.</p>	<p>Draft 3SPN Organizational Development (OD) Implementation Plan developed by Consultant in consultation with staff, and approved by Management Team and Board.</p>
<p><b>Activity 1.4:</b> Progressively implement the OD Plan. Specific activities implemented will be determined by the content of the OD Plan, but will likely include development of a new 5-year strategic plan, and review/revision of governance processes and practices.</p>	<p>OD Plan progressively implemented by 3SPN staff and Consultant in a participatory manner (in order to build 3SPN staff understanding, support and buy-in)</p> <p>Management Team and Board provided with written and verbal progress updates by the Consultant, on at least a quarterly basis.</p> <p>Consultant provided with feedback from the Management Team and Board, in order to ensure ongoing engagement and results.</p>
<p><b>Activity 1.5:</b> Recruit additional management support staff (if necessary based on the Assessment Report and OD Plan)</p>	<p>Additional management support staff recruited as necessary</p>
<p><b>Objective 2:</b> The capacity and self-reliance of 3SPN's Community-Based Organizations (CBO) partners are strengthened.</p>	
<p><b>Activity 2.1:</b> Conduct organizational assessments of 5 target CBOs, and have the outputs approved by their Boards.</p>	<p>"Draft CBO Assessment Reports" developed by the Consultant in collaboration with the Management Teams, Boards, and staff of each of the 5 CBOs, and discussed and approved by the respective Management Teams and Boards.</p>
<p><b>Activity 2.2:</b> Develop "Draft CBO OD Implementation Plans" for each of the 5 CBOs, and have them approved by their respective Board. These will likely include the development of 3-year Strategic Plans, review/revision of governance processes and practices, analysis of organizational registration issues, building staff capacity, and strengthening of organization components identified in assessment.</p>	<p>Draft "CBO OD Implementation Plan" developed for each of the 5 CBOs by the Consultant and CBO staff, and approved by the CBO Management Teams and Boards.</p>
<p><b>Activity 2.3:</b> Commence implementation of each Board-approved OD Implementation Plan</p>	<p>Implementation of each Board-approved OD Implementation Plan has commenced, by the Consultant and CBO staff.</p>
<p><b>Activity 2.4:</b> Establish a Learning Community among the 5 CBOs, in order to facilitate exchange between the CBOs, improve understanding between them, and foster peer-learning, etc.</p>	<p>Learning Community established by the Consultant and CBO staff. Plan developed outlining objectives and meeting timeframes.</p>

## 8. Describe the activities implemented and deliverables met under Objective 1

### **Objective 1:**

**To strengthen 3SPN's organizational capacity so that it continues to be a highly effective secretariat for its grassroots network**

***Activity 1.1:** Recruit a consultant with relevant experience and expertise, and orientate them to 3SPN and the project.*

3SN had recruited two advisors instead of one consultant as stated in the proposal. The first international advisor, Mr. Ken Riebe, was recruited to work with 3SPN at the end of November 2015. The advisor was oriented and introduced to 3SPN's staff, local communities, the Board of Directors, donors, and partner organizations within Cambodia and internationally. Unfortunately, he had to leave for personal reasons that required him to travel back to America in March 2016.

Subsequently, we recruited another international advisor, Mr. David Hubbel, in late May to continue the work of this project in June 2016. The role of the international advisor was to implement the project activities in collaboration with the management team and the other project staff. In particular, the advisor was responsible to carry out a Participatory Internal Assessment and establish a 3-Year Strategic Plan (3YSP) for 3SPN.

***Activity 1.2:** Produce an "Organizational Assessment Report: Findings and Recommendations", for approval by the Board. This should outline 3SPN's organizational needs and priorities, and strategies to build capacity.*

In order to have a fully participatory assessment to outline the organizational needs and priorities and a capacity building strategy for 3SPN CBO, we decided to change our assessment method by carrying out a Participatory Internal Assessment (PIA) instead of an Organizational Assessment. This PIA was aimed at evaluating 3SPN both internally and externally and to identify the strengths and weaknesses of 3SPN and CBOs in order to provide recommendations for organizational development for both 3SPN and the CBOs. A PIA was conducted by the international advisor with full participation of local partners such as the CBOs and community networks and in close collaboration with the Management Team, the Board of Directors of 3SPN, and project staff of 3SPN.

To conduct the PIA, the international advisor worked closely with relevant staff of 3SPN and traveled to remote areas to visit the five CBOs and community networks to learn about the achievements of past implementation and to find out their strengths, weaknesses, priorities and opportunities for future strategy.

A PIA report was drafted by the advisor, and shared with the Board of Directors and Management Team for review and comments. A reflection meeting was organized at the 3SPN office in Banlung in order for staff and community representatives to share and reflect on the findings of the PIA. Different community groups were invited, including the women and youth groups, elders and CBO leaders, the Fishery Committee, community networks and community members affected by the Lower Sesan 2 dam. The communities were also asked what kind of activities they would like to implement and what kind of support they need from 3SPN.

**Activity 1.3:** *Develop an "Organizational Development Plan" (intended to strengthen and restructure 3SPN, with a particular focus on governance, organizational management, and financial management), and have it approved by the Board.*

As the timeframe did not allow 3SPN to initiate a separate plan for its Organizational Development (ODP), we included the ODP as a part of the PIA and Strategic Plan for the 3-year period of 2017-2019. The aim of the ODP was to strengthen and restructure 3SPN, with a particular focus on governance, organizational management, and financial management, and have it approved by the Board.

In general, the ODP will be outlined in the strategic plan based on recommendations from the PIA, which include updating the ToR for the Board of Directors, creating a ToR for the Management Team, a capacity building plan for 3SPN's staff and partners, and updating relevant policies such as financial and human resources policies.

**Activity 1.4:** *Progressively implement the OD Plan. Specific activities implemented will be determined by the content of the OD Plan, but will likely include development of a new 5-year strategic plan, and review/revision of governance processes and practices.*

As mentioned above, the ODP was part of the PIA and the 3YSP. However, the PIA and 3YSP reports have not been finalized yet and are in the process of being finalized by the Management Team and the Board of Directors.

Even though the two reports have not been finalized yet, in order to strengthen its organization, the Management Team of 3SPN has distributed the tasks for each member, by setting up key activities, and defined the roles and responsibilities of each member for each activity. Most activities are aimed at strengthening and improving its internal organization and programs.

**Activity 1.5:** *Recruit additional management support staff (if necessary based on the Assessment Report and OD Plan)*

Based on the drafted PIA report and the situation of 3SPN, we need to recruit a Cambodian consultant that has the ability to support the management. This additional Cambodian consultant will help to strengthen and improve the internal organization of 3SPN and its CBO partners, based on the findings and recommendations of the PIA and ODP.

However, as the PIA and 3YSP have not been finalized yet, and due to some limitations of funding, 3SPN has not hired this additional consultant yet. 3SPN will decide after the PIA and 3YSP have been finalized and approved by its Board.

**Objective 2:**

**The capacity and self-reliance of 3SPN's Community-Based Organizations (CBO) partners are strengthened**

**Activity 2.1:** *Conduct organizational assessments of 5 target CBOs, and have the outputs approved by their Boards.*

The CBO assessment was part of the Participatory Internal Assessment (PIA). The PIA covered both 3SPN and the five CBOs. A field visit to the five CBOs was conducted by the international advisor to meet with CBO members and community networks of 21 villages along the Sesan and Srepok rivers in Ratanakiri Province to learn about their achievement, strengths and weaknesses. All key findings were including in the PIA report and 3YSP.

As the PIA and 3YSP reports have not been finalized and approved by the Board of Directors, the organizational assessment of the five CBOs will be approved by their Boards of Directors when it has been finalized. A preliminary CBO OD plan will be included in the 3YSP; however, more work is needed at the village level for the OD plans of the five CBOs.

**Activity 2.2:** *Develop "Draft CBO OD Implementation Plans" for each of the 5 CBOs, and have them approved by their respective Board. These will likely include the development of 3-year Strategic Plans, review/revision of governance processes and practices, analysis of organizational registration issues, building staff capacity, and strengthening of organization components identified in assessment.*

The CBO OD Plan is part of the PIA and 3YSP. As the PIA and the 3YSP reports have not been finalized yet, the CBO OD plan has not been finalized and implemented yet. However, the key findings from the PIA were that CBOs should have legal documents such as its structure, statutes and own policies, which enable the CBO to work as an agency body. Thus, during the implementation of this project, three CBOs in Lumphat, Voensai and Taveng District revised and updated their structure, statutes and human and financial policies.

However, more capacity building is needed to carry out the plan for each CBO after the PIA and 3YSP reports have been finalized and approved by the Boards.

**Activity 2.3:** *Commence implementation of each Board-approved OD Implementation Plan*

As mentioned above, the PIA and the 3YSP reports have not been finalized yet; therefore, the CBO OD plan has not been finalized and implemented yet.

**Activity 2.4:** *Establish a Learning Community among the 5 CBOs, in order to facilitate exchange between the CBOs, improve understanding between them, and foster peer-learning, etc.*

Learning among CBOs was promoted during the field visits aimed at gathering information on 3SPN' work and learning about CBOs' work in the 21 villages along the Sesan and Repok rivers. One member of the CBO from Lumphat joined the field visit to the 21 villages with the international advisor, to help facilitate the visit and learn from and understand the situation of

the other CBOs. The CBO in Lumphat was the first CBO that had been set up and was recognized as stronger CBO than others.

The member of the CBO from Lumphat also shared his experience with other CBOs and shared what he had learned from each villager with the other villages to build their understanding on the concept of a CBO the kind of activities that other CBOs have done. Moreover, the CBO representatives had an opportunity to learn from each other during the quarterly meetings with regards to reporting, information sharing and planning.

Nevertheless, it would be better to provide more opportunities to each CBO to learn from each other, and weaker CBOs should share and learn from stronger ones how to make their CBO better and more effective in terms of management, activities implementation and networking.

**9. If you did not complete any activity or deliverable, how did this affect the overall impact of the project?**

The delay slowed down the project implementation. The activities that have not been carrying out during project period are mentioned below.

**Objective 1:**

**Activity 4:** *Progressively implement the OD Plan, (Specific activities implemented will be determined by the content of the OD Plan, but will likely include development of a new 5-year strategic plan, and review/revision of governance processes and practices.)*

As the ODP is part of the PIA report and the 3YSP, it has not been fully implemented. However, the ODP implementation will start after the PIA report and the 3YSP have been finalized and approved by the Board of Directors.

**Objective 2:**

**Activity 2.2.** *Develop "Draft CBO OD Implementation Plans" for each of the 5 CBOs, and have them approved by their respective Board. These will likely include the development of 3-year Strategic Plans, review/revision of governance processes and practices, analysis of organizational registration issues, building staff capacity, and strengthening of organization components identified in assessment*

As the ODP for the five CBOs was also part of the PIA and the 3YSP, our timeframe did not allow to conduct the ODP for each CBO. However, the advisor visited the 21 villages of the five CBOs, and the ODP was outlined for all CBOs instead of individually, so any CBO can use the ODP.

According to the original plan, we wanted to have an ODP for each CBO, but as time was limited, we decided to have only one plan that can be adapted.

**10. Please describe and submit any tools, products, or methodologies that resulted from this project or contributed to the results**

The project implemented participatory methodologies which required all stakeholders relevant to 3SPN to get involved in the project implementation. For instance, the Participatory Internal Assessment (PIA) was conducted as a participatory approach. The PIA aimed to evaluate both

the achievements of 3SPN and if the CBOs in order to outline their strengths, weaknesses, and opportunities for its future strategy.

The Board of Directors, 3SPN's staffs and CBO leaders participated in the first discussion on the PIA design, questions design, reporting and selecting target groups for gathering information. During the information gathering, the CBOs and community networks were included in the discussion to share their achievements and future needs. The advisor was responsible for writing up the draft report and share/reflect with the staff members of 3SPN and the CBOs. After the first report had been drafted, a series of reflection meetings was organized with different community groups and 3SPN staff to ensure all information in the report were correct. This participatory approach takes time but yields good results as it requires all stakeholders to get involved in the process of designing, gathering information, analyzing information and approval.

The following outputs and products were produced as a result of the 12-month project:

1. ToRs for the Management Team and the Board of Directors of 3SPN
2. Tasks and responsibilities of the Management Team to address the issues of 3SPN
3. Draft report of Participatory Internal Assessment (PIA)
4. Draft report of the 3-Year Strategic Plan 2017-2019
5. New version of relevant policies of 3SPN such as human resources policy and financial policy
6. New version of statutes, complete structure and policies for the two CBOs in Voensai and Taveng districts
7. Audit report of financial expenses for the year 2015
8. Draft report of Financial System Review

**Benefits to Communities**

**11. Please describe the communities that have benefited from CEPF support**

*Please report on the size and characteristics of communities and the benefits that they have received, as a result of CEPF investment. Please provide information for all communities that have benefited **from project start to project completion**.*

Community Name	Community Characteristics							Nature of Socioeconomic Benefit												
	Subsistence economy	Small landowners	Indigenous/ ethnic peoples	Pastoralists / nomadic peoples	Recent migrants	Urban communities	Other*	Size of Community				Increased access to clean water	Increased food security	Increased access to energy	Increased access to public services (e.g. health care, education)	Increased resilience to climate change	Improved land tenure	Improved recognition of traditional knowledge	Improved representation and decision-making in governance	Improved access to ecosystem services
								50-250 people	251-500 people	501-1,000 people	Over 1,001 people									

\*If you marked "Other" to describe the community characteristic, please explain:

## Lessons Learned

### **12. Describe any lessons learned related to organizational development and capacity building.**

After 12 months of project implementation, we have learned that *“Organizational Development is important and prioritized, to improve yourself and continue your mission.”* Since November 2015, we worked with an advisor and our partners to develop a strategic plan which would guide us in our future work, define our stance on issues we are working on such as hydropower dam development, and describe what 3SPN would like to achieve through our work. Within the 12-month period, the capacity of 3SPN’s Management Team and CBO members were growing day-by-day to handle all the work of office operation and field work to support community needs.

Despite this, some work is still in progress, such as the finalization of the Participatory Internal Assessment, the 3-Year Strategic Plan, and re-registration with the Ministry of Interior of Cambodia.

### **13. Describe any lessons learned related to project Design Process (*aspects of the project design that contributed to its success/shortcomings*)**

The project was designed in a participatory approach among the Management level of 3SPN Management Team and the Board of Directors. The Management Team had read all the recommendations and requirements of its donor before it started to design the project. A first draft of the proposal was shared with all members of the Management Team and the Board of Directors for comments before submitting.

### **14. Describe any lesson learned related to project Implementation (*aspects of the project execution that contributed to its success/shortcomings*)**

The participatory approach contributed to the project’s success.

### **15. Describe any other lessons learned relevant to the conservation community**

Based on the PIA draft report, conservation projects that are based on community needs are a priority of 3SPN and the CBOs’ future work, especially an Illegal Fishing Mitigation Project which focuses on fish conservation. Fish conservation is one of the main priorities that the CBOs need to focus on with regards to the advocacy work to deal with hydropower dam, downstream the Lower Sesan 2 dam (LS2). Sesan and Srepok rivers are home to fish to spawn their eggs. There are a number of conservation zones implemented by local communities, not allowing any fishing in and around the conservation zone in order to protect the fish and save it for the next generation. Most of the fish in the Sesan and Srepok rivers migrate from the Mekong mainstream. The LS2 dam will block or cut off the fish migration; thus, when the dam starts its operation, the fish will not be able to migrate upstream.

In order to enable them to keep their advocacy work, in parallel with the fish conservation, community members have started to conduct regular fish monitoring. They record the kind and quantity of fish they catch daily. This data can be used later to compare data and identify the changes to their fish before and after the opening of the dam operation.

## **Sustainability / Replication**

### **16. Summarize the success or challenges in ensuring the project will be sustained or replicated**

Several of the outputs of this project, including the ToRs, the PIA, the 3-Year Strategic Plan 2017-2019, the new statutes of two CBOs in Voensai and Taveng district, and the Financial System Review could not have been achieved without this project. These documents ensure the sustainability of this project.

### **17. Summarize any unplanned activities that are likely to result in increased sustainability or replicability**

There was an unexpected positive impact from an unplanned activity. During project implementation, a Financial System Review (FSR) was conducted, which was not in the original project plan. After the financial audit for the year 2015 had been completed, it became clear that an FSR review was necessary to strengthen the financial system. A draft report of the FSR is now in the process of being reviewed by the Management Team and the Board of Directors of 3SPN and expected to be finalized in early 2017. This unplanned activity was very helpful and the report and its recommendations will be a guideline for 3SPN to strengthen the quality of its financial control and management. This will also be a factor of trust for future donors and partners.

## **Safeguards**

### **18. If not listed as a separate Project Component and described above, summarize the implementation of any required action related to social and environmental safeguards that your project may have triggered**

#### **(i) Indigenous groups in the project area**

The Sesan, Srepok and Sekong River (3S Rivers) are home to nine groups of indigenous people in three provinces in Cambodia, Ratanakiri, Stung Treng and Mondul Kiri Province. They are Kring, Lon, Brao, Toumpoun, Jaray, Kachok, Kavet, Bunong and Lao. Their lives are mostly depending on natural resources surrounding them.

#### **(ii) Scope and impact of project-related restrictions on natural resource use**

The project has not had any negative impacts on natural resources used by the people in the area.

#### **(iii) Assess project impacts (both positive and negative) on local people**

**Positive impacts:** The focus of the network has been the establishment of a grass-roots community network, which covers all 74 villages along the Sesan and Srepok Rivers in Ratanakiri province, and its subsequent work in strengthening the capacity of network representatives to engage in advocacy, dialogue, information collection, research, monitoring, information, awareness activities and capacity building of their respective communities. The core objective of the network has been to empower community representatives to advocate on their own behalf, in order to seek remedy and resolution for past, present and future impacts of hydropower and to part of the decision-making process for future development activities in the region.

This project has contributed to strengthening the community network.

**Negative Impact:** The project did not have any negative impacts on local people.

**(iv) Monitoring system for issues and grievance mechanism:**

The activities of 3SPN and the CBOs are monitored in monthly meetings with oversight and advisory support from 3SPN. In addition, any grievance can be part of the CBO representation on the Management Committee or the Board of Directors.

**Additional Funding**

**19. Provide details of any additional funding that supported this project and any funding secured for the project, organization, or the region, as a result of CEPF investment**

Donor	Type of Funding*	Amount	Notes
AJWS	A	35,000.00	
SADP	A	40,000.00	
OXFAM	A	12,500.00	

\* Categorize the type of funding as:

- A *Project Co-Financing (other donors or your organization contribute to the direct costs of this project)*
- B *Grantee and Partner Leveraging (other donors contribute to your organization or a partner organization as a direct result of successes with this CEPF funded project)*
- C *Regional/Portfolio Leveraging (other donors make large investments in a region because of CEPF investment or successes related to this project)*

**Additional Comments/Recommendations**

**20. Use this space to provide any further comments or recommendations in relation to your project or CEPF**

In order to strengthen civil society to work on biodiversity and environmental protection in the 3S region, 3SPN would like recommend that CEPF continue strategic direction 8 ***“Strengthen the capacity of civil society to work on biodiversity, communities and livelihoods at regional, national, local and grassroots levels.”***

We would also be grateful for any additional support from CEPF/IUCN to continue and build on this project, to further develop our internal control and management as an NGO working on biodiversity and environmental protection, especially to keep its support to local communities affected by hydropower dams on the 3S Rivers.

## **Information Sharing and CEPF Policy**

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned, and results. Final project completion reports are made available on our Web site, [www.cepf.net](http://www.cepf.net), and publicized in our newsletter and other communications.

Please include your full contact details below:

- 21. Name:** Nhuy Nang Noy  
**22. Organization:** 3S Rivers Protection Network (3SPN)  
**23. Mailing address:** 7 Makara village, Sangkat Labanseik, Banlung city, Ratanakiri Province, Cambodia  
**24. Telephone number:** +855(0) 75 974 112  
**25. E-mail address:** [nangnoynhuy@gmail.com](mailto:nangnoynhuy@gmail.com)