

CEPF FINAL PROJECT COMPLETION REPORT

Organization Legal Name:	Cambodian Rural Development Team
Project Title:	Supporting the Organizational Development of a Cambodian local NGO specialized in Sustainable Livelihood Development in Critical Biodiversity Hotspots towards Efficiency and Sustainability of Operations
Date of Report:	April 30 th , 2015
Report Author and Contact Information	Ms Coline Ganz, Fundraising Coordinator, coline.ganz@crdt.org.kh

CEPF Region: Indo-Burma

Strategic Direction: CEPF strategic direction 8 “Strengthen the Capacity of Civil Society to Work on Biodiversity, Communities and Livelihoods at Regional, National, Local and Grassroots Levels” and specifically Investment Priority 8.2 “Provide Core Support for the Organizational Development of Domestic Civil Society Organizations”

Grant Amount: USD 20,000

Project Dates: 1st April 2014 – 31st March 2015

Implementation Partners for this Project (please explain the level of involvement for each partner): None

Conservation Impacts

Please explain/describe how your project has contributed to the implementation of the CEPF ecosystem profile.

The project has supported the strengthening of capacity for Cambodian civil society by helping support CRDT’s organizational development. Through this one-year project, CRDT has been able to restructure the management of the organization, improve transparency in its finances and provide a better environment for staff to stay and thrive.

Thanks to this project, CRDT will be able to better support communities and livelihoods along the Mekong in support of biodiversity conservation.

Please summarize the overall results/impact of your project.

The Executive Director, with the support of the Board of Directors and CRDT’s management, has been able to finalize the restructuring. Early results suggest that the organisation is better structured, staff with clearer roles and responsibilities and a more efficient projects’ implementation.

Appraisals have also proven to be very successful. They have increased the staff well-being and feeling that they are being listened to. Many training sessions have already been organised to improve their capacity and address their potential weaknesses. The new salary scale also helped to retain staff and improve their quality of work.

New strategies have been published and fundraising is now seen as a key department for a healthy organisation. The fundraising department now receives support from the Board of Directors and CRDT's management team.

Planned Long-term Impacts - 3+ years (as stated in the approved proposal):

N/A

Actual Progress Toward Long-term Impacts at Completion:

N/A

Planned Short-term Impacts - 1 to 3 years (as stated in the approved proposal):

- Allow CRDT to train its teams on implementing the new projects' strategy;
- Accomplish the management restructure as to have a more effective management and plan, and a strong support team;
- Focus on designing a strong and reliable fundraising and marketing strategy in order for CRDT to rely less on external donations and to seek funding when CRDT's projects request it.

Actual Progress Toward Short-term Impacts at Completion:

The planned short-term impacts have all been reached successfully. The project has completed all planned activities which led to a clear management structure and newly created human resources tools and policies which have allowed to retain staff and for them to work in a positive and supportive environment.

The implementation strategy has been reviewed and integrated with the strategy on self-help groups for more precise and impactful interventions on the ground. Staff have been trained and early results in the field show that the strategy is implemented successfully and better addressing communities' and biodiversity issues.

Fundraising and Marketing strategies are in place and tools have been developed. New targets for fundraising will help the organization to diversify funding sources and ensure long-term sustainability.

Please provide the following information where relevant:

Hectares Protected: N/A

Species Conserved: N/A

Corridors Created: N/A

Describe the success or challenges of the project toward achieving its short-term and long-term impact objectives.

The project has been running quite smoothly. Improvements could come faster but are still being delayed as the finance department has many issues to resolve, resulting from the management of the previous team. The new team has already immensely improved the systems but there is still a long way ahead.

Were there any unexpected impacts (positive or negative)?

No

Project Components

Project Components: *Please report on results by project component. Reporting should reference specific products/deliverables from the approved project design and other relevant information.*

Component 1 Planned: Support the execution of CRDT's management restructure

Component 1 Actual at Completion:

The second round of appraisals took place in December 2014 and proved very successful. Staff were able to assess their improvements within the six-months period and identify areas where they need to further build their capacity.

In February 2015, the Executive Director officially introduced CRDT's new management structure (please see Annex 1). Accordingly, new task-oriented Terms of Reference have been designed for the key staff members who will be affected by the structural changes and the function of the Executive Bodies who will be responsible for their program execution. Please find attached Final Restructure Report in Annex 1, that explains the main changes which resulted from the restructure and how those roles will function. Detailed ToRs for these staff members will be produced within the next 3 months.

The salary-scales have been drafted and will be incorporated within the financial policy document over the next 3 months when the policy has been finalised. See Annex 2. For the salary scale and the financial assessment report.

In November 2014, CRDT has recruited a new Finance and Administration team including a Finance/Admin Manager and a Finance/Admin Officer, to improve the work of the finance department. The new team reviewed and assessed the old practices, and has now been implementing the improvement plans (please see Annex 2). We are now in the process of reviewing and revising our financial policy, which should be published within the next 3 months.

Component 2 Planned: Capacity building for CRDT staff

Component 2 Actual at Completion:

A new integrated implementation strategy has been developed embracing all CRDT's programs and provide guidance on the activities' implementation. In September 2014, Mr. Hean Pheap, CRDT's Livelihood Advisor, conducted a one-day training on the implementation of the new integrated implementation strategy. (Please see in Annex 3. The summary of CRDT's new implementation strategy and the presentation of the training session)

In November 2014, Ms. Hai Tran Thi, WWF M&E regional coordinator, provided a training to CRDT staff on data collection and our M&E system improvement. (Please see Annex 4. Report on M&E testing)

In March 2015, Ms. Coline Ganz, Fundraising Coordinator conducted a training session on Proposal Writing. Participants now have a better understanding of project design and proposal requirements as to support the work of the Fundraising Coordinator and prepare proposals on

their own. (Please see Annex 5. Manual on proposal writing, Presentation for the training session, and new templates for CRDT).

Component 3 Planned: Design of a fundraising and marketing strategy following CRDT's implementation strategy

Component 3 Actual at Completion:

The Fundraising Coordinator has designed and published CRDT's Fundraising Strategy 2015-2017 and CRDT's Private Donations Strategy 2015-2017. Please find the Strategies in Annexes 6. and 7.

CRDT's website has been completely redesigned and relaunched. The new website can be found at www.crdt.org.kh

The website is now more appealing with categories easy to access and understand.

CRDT has decided not to set up a system for online donations. Such systems are not yet available in Cambodia and would imply for us to go through a partner organisation in the US. The Fundraising Coordinator benchmarked opportunities in the US and these services are currently too expensive for CRDT and hence would not bring the expected profits.

The marketing tools have been developed and will be put to use in the coming months (i.e. CRDT's case for support, Introduction to our work, new brochures and annual report). (Please see CRDT's case for support in Annex 8.)

Were any components unrealized? If so, how has this affected the overall impact of the project?

CRDT has developed a new management structure for a better efficiency of work for staff and a more sustainable vision. This restructure has resulted in some changes in the original activities planned within this project. The new Terms of Reference for support staff and financial policies will be available within three months.

We also decided to modify the topics of our training sessions following the most important identified needs for CRDT staff. Moreover, our partner WWF gave us the opportunity to be trained in M&E by their regional coordinator which has greatly helped improve our system.

CRDT has decided not to set up a system for online donations. Such systems are not yet available in Cambodia and would imply for us to go through a partner organisation in the US. The Fundraising Coordinator benchmarked opportunities in the US and these services are currently too expensive for CRDT and hence would not bring the expected profits.

Please describe and submit (electronically if possible) any tools, products, or methodologies that resulted from this project or contributed to the results.

Lessons Learned

Describe any lessons learned during the design and implementation of the project, as well as any related to organizational development and capacity building. Consider lessons that would inform projects designed or implemented by your organization or others, as well as lessons that might be considered by the global conservation community.

Project Design Process: (aspects of the project design that contributed to its success/shortcomings)

Project Implementation: (aspects of the project execution that contributed to its success/shortcomings)

- **A successful organisation requires tough decision making:** The new restructure has highlighted some weaknesses in our programmes and staff. The Management Team had to take difficult decisions and allowing some members of the team to go for the sake of the organisation successful interventions. CRDT believes in self-improvement, we are always seeking at improving the organisation, looking into our strategies, our impact on beneficiaries and taking different directions if necessary.
- **Funding on organisational development:** Taking the time to review and assess the ongoing organisational operation is essential. It allows us to identify strength and weaknesses of the organisation, what works, and adjust our strategies. No organisation can grow without adjustments in the organisational structure and strategy. This kind of funding is extremely important to help management staff to focus on reviewing and assessing operations. The fund enabled management staff to implement the restructure thoroughly and do what is really important for the organisation rather than just responding to the urgent needs, and finally having time to develop a long plan and strategies for the future which will ensure sustainability and help the organisational growth. Though recognising it is important, funding in organisational development rarely is the interest of donor agencies. This leaves many local NGOs having difficulty to afford into looking and reviewing ongoing operation and strategies.
- **Fundraising is a team effort:** CRDT team know acknowledges that fundraising is everyone's job within an organisation. Fundraising efforts remain a top priority and everyone should be able to contribute to these. Part of CRDT's restructure now ensures that key staff are able to support the work of the Fundraising Department.

Other lessons learned relevant to conservation community:

Additional Funding

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 the CEPF investment in this project.

Donor	Type of Funding*	Amount	Notes
WWF	in-kind	\$1,000	Provision of 3-day M&E training by WWF regional M&E coordinator

**Additional funding should be reported using the following categories:*

- 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.)*

Sustainability/Replicability

Summarize the success or challenge in achieving planned sustainability or replicability of project components or results.

During the past year, CRDT has invested a lot of time and resources into the development of its social enterprises. A new Le Tonlé guesthouse and restaurant has opened in Kratie and CRDTours, our ecotour operator now has its own office. A Business Coordinator has been hired and a new strategy and policies have been designed. These investments have allowed the expansion of CRDT's social enterprises and as a result a higher profit contribution to CRDT. We are hopeful in the next five years to bring the social enterprises contribution up to 20% of CRDT's global budget for a better diversification of resources and a decreased reliance on institutional grants.

Summarize any unplanned sustainability or replicability achieved.

Safeguard Policy Assessment

Provide a summary of the implementation of any required action toward the environmental and social safeguard policies within the project.

The project did not trigger any Safeguards.

Additional Comments/Recommendations

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, and publicized in our newsletter and other communications.

Please include your full contact details below:

Name: Mr. Or Channy

Organization name: CRDT

Mailing address: Street 2, Trapeang Pring, Sangkat Kratie, Cambodia

Tel: 0855-12 454 636

Fax: N/A

E-mail: or_channy@crdt.org.kh

Performance Tracking Report Addendum

CEPF Global Targets

(April 2014 – March 2015)

Provide a numerical amount and brief description of the results achieved by your grant.
Please respond to only those questions that are relevant to your project.

Project Results	Is this question relevant?	If yes, provide your numerical response for results achieved during the annual period.	Provide your numerical response for project from inception of CEPF support to date.	Describe the principal results achieved during the grant term. (Attach annexes if necessary)
1. Did your project strengthen management of a protected area guided by a sustainable management plan? Please indicate number of hectares improved.	No			Please also include name of the protected area(s). If more than one, please include the number of hectares strengthened for each one.
2. How many hectares of new and/or expanded protected areas did your project help establish through a legal declaration or community agreement?	No			Please also include name of the protected area. If more than one, please include the number of hectares strengthened for each one.
3. Did your project strengthen biodiversity conservation and/or natural resources management inside a key biodiversity area identified in the CEPF ecosystem profile? If so, please indicate how many hectares.	No			
4. Did your project effectively introduce or strengthen biodiversity conservation in management practices outside protected areas? If so, please indicate how many hectares.	No			
5. If your project promotes the sustainable use of natural resources, how many local communities accrued tangible socioeconomic benefits? Please complete Table 1 below.	No			

If you answered yes to question 5, please complete the following table

