

CEPF Final Project Completion Report

Organization Legal Name	Cooperation Committee for Cambodia (CCC)
Project Title	Strengthening NGO Governance in Cambodia
CEPF Grant or Number	CEPF-091 (IUCN Ref.) / CEPF-109512 (CEPF Ref.)
Date of Report	12 March 2020

CEPF Hotspot: Indo-Burma

Strategic Direction: 8

Grant Amount: US\$ 20,000

Project Dates: 1 July 2018 to 30 September 2019

PART I: Overview

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

The project has been implemented by Cooperation Committee for Cambodia (CCC) with support from the Governance Steering Committee members, including World Renew, Danmission, Forum Syd, South East Asia Development Program, Diakonia, East West Management Institute, Dan Church Aid, Mission Alliance, Organization to Develop Our Villages, and a Freelance Consultant to lead and advise on the project implementation including materials development, learning topics, and fundraising. The Governance Steering Committee was created by CCC with a voluntary participation from those governance experts on civil society sector. The Committee, which was formed by CCC since 2016 was administered by CCC until now.

2. Summarize the overall results/impact of your project

The internal governance of CSOs has been strengthened through a number of interventions under the Strengthening NGO Governance in Cambodia Project through which the implementation of the project's initiatives is hosted by CCC and steered by more than ten governance experts on CSO governance. Significant achievements under this intervention included: guidance principles for funding partners, training workshops on the internal governance and policy development, mentoring and coaching services for organizational policy development, and the Board and Executive Director (ED) workshops. Specifically, for the period of July 2018 – September 2019, CCC organized six Board & ED workshops with 137 participants (44 women) from 77 NGOs with average of 13 NGOs participating in each workshop, one learning forum for the cohort 1, five learning forums for cohort 2, and five steering committee meetings with 7 participants per

meeting. Currently there are 11 steering committee members (6 females). Additionally, there were five on-site and online mentoring and coaching events provided to 60 participants (female 32) from 18 NGOs.

About ten sample of the organizational governance policies have been developed and used as the reference and supporting documents to develop NGO internal policies in order to improve the organizational governance and accountability. These included: organizational bylaw, staff/personnel policies, financial management policies, conflict of interest policy, grievance policy, gender and minority policy, child protection policy, environmental policy, board of director term of reference, management term of reference, and complaint mechanism procedure. Eight organization participated and were awarded with the certificate of governance and professional practice for NGOs in Cambodia as a result of participating in project activities. This includes; This Life Cambodia (TLC), Krousar Yoeung Association (KrY), Urban Poor Women Development Organization (UPWD), Advocacy Policy Institute (API), Bondos Komar (BK), Volunteer Service Oversea (VSO), PEPY Empowering Youth (PEPY), and Child Right Coalition (CRC).

Video documentation on the governance lesson learnt has been developed and used as the tool to promote local good governance in Cambodia. Common practical guidelines for funding partners/donors has been developed to promote their local NGOs partners on good governance and accountability in Cambodia. These guidelines resulted from contributions by more than 80 participants from 70 institutions including NGOs learning participants in cohort 1 and donors/international NGOs in Cambodia. The documents mentioned above have been promoted, specifically among the funding partners and their partnering NGOs, and thus they have enhanced mutual understanding and accountability one to another.

3. Briefly describe actual progress towards the overall project goal (as stated in the small grant contract)

Description of the overall project goal (as stated in the small grant contract)	Summary of actual progress towards this goal
<p>NGOs in Cambodia achieve high quality, sustainable results, through the identification, documentation, and application of practices promoting good governance and accountability.</p>	<p>The capacity development interventions for CSOs were revisited, making them more practical, simple and more responsive to the needs of CSOs. The Holistic Institutional Development (HID) materials were developed and includes three important topics on CSO Governance and Leadership, Effective Project Development, and Resource Mobilization become the three important pillars of the HID package. The materials will be launched and used for the capacity development events from 2019.</p> <p>Eight NGOs were awarded certificates for governance and professional practice for NGOs in Cambodia. These NGOs include; TLC, KrY, UPWD, API, BK, VSO, PEPY, and CRC. Fifteen NGOs have developed/improved their internal policies including; by law, staff/personnel policies, financial policy, compliant mechanism, child protection</p>

	<p>policy, grievant procedure in order to compliance with the Cambodian Laws and Governance & Professional Practice (GPP) standards for NGO in Cambodia. These NGOs are VBNK, CCC, Cambodia Act, ATSA, OREDA, FLO, KSO, CYK, WRC, Komar Rikreay, CWDCC, AK, WRC, AMARA, and HA.</p> <p>Additionally, the Board-ED practical guidelines, the Guidelines for funding partners, and other governance related documentation have been shared widely among stakeholders. Those materials have contributed to the enhanced performance and accountability for the executive, oversight, and funding sides.</p>
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4. Describe the success or challenges of the project toward achieving its overall goal

Achievements of the project have been made through successful implementation of many activities. These included:

- Six learning forums, engaging a total of 129 participants (51 females) from 88 organizations were completed during the period of July 2018 – September 2019. The forums were designed based on the need of participants specifically on the concept of organizational good governance, type of board, effectiveness and efficiency of governing board functioning, role and responsibilities of board members and executive director of non-profit organization, effective communication and relationship of organization within organization board members, local authority, organizational beneficiaries, and staff, effective of board meeting, board recruitment, board self-assessment, the relevant laws including Law on Association and Non-governmental organization, Cambodian labor law, Taxation law, donors perspective on local NGO governance, and organizational governance policies development.
- Learning practice on governance that was participated by 18 NGOs. The contents and methodology of this learning practice have created many positive changes for the participants. Specifically for the Board-ED workshop, it was reported that the board members did not interfere much in the daily operations of the organization, the annual board performance review was conducted regularly, the improved organizational by law, board members were more active and their performance were improved based on the role and responsibility of the board members involve in recruiting organizational consultancies’, review and approve on organizational policies, conduct organizational field visit, meeting with target beneficiaries, development conflict of interest policy, compliance mechanism, more openness and accountable both downward and upward accountability, better communication both internal and external. However, about 25% of those organizations still facing the challenges of recruit board members especially small organization.
- Mentoring and coaching services were provided and were the main methods to support applicants and interested NGOs in order to fulfill by Governance & Professional Practice (GPP) standards. During the reporting period (July 2018 – September 2019), there are eight NGOs

among of 18 NGOs that successfully applied by the GPP standards, and received individual and in-class mentoring and coaching interventions.

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

Interventions carried out through the project has added significant contribution to the NGOs who wish to comply with the standards of Governance and Professional Practice Certification system, a unique system for NGO governance certification in Cambodia. Eight NGOs have been awarded with the Governance and Professional Practice for NGOs in Cambodia including TLC, KrY, UPWD, API, BK, VSO, PEPY, and CRC. Those organizations improved their internal governance including good functioning governance board, organizational by law, personnel policies, financial policy, organizational grievance procedure, conflict of interest policy, child protection policy, gender and minority policy, and compliance mechanism, sound financial management, transparency and accountability after involved in the project intervention.

PART II: Project Objectives and Activities/Deliverables

6. Objectives (as stated in the small grant contract)

List each objective and activity/deliverable from the small grant contract and describe the actual progress/results. Add or remove number of Objectives and Activities as required.

Objective 1: Participating NGOs and individuals have identified and applied practices that create transparency and accountability in NGOs’ relationships with boards and donors, and their target communities (supported by tools to support implementation of good practices).		
Activity description	Deliverable(s)	Summary of actual progress/results for this activity
Activity 1.1: Provide capacity development to 30 interested NGOs through five in-class mentoring and coaching events on organizational development (including development of organizational policies).	Five mentoring and coaching events organized, including participation of 30 NGOs in total. Report prepared outlining the learning and results achieved by participating NGOs (based on participant evaluations).	Mentoring and coaching were a main method to support applicant and interested NGOs to fulfill Governance & Professional Practice standards called (GPP). There were 60 participants (53% females) from 18 NGOs that have participated in five in-class mentoring and coaching events. 20 organizations received both physical and online individual mentoring and coaching support in order to improve their internal governance including organizational by-law, staff policies, financial policy, conflict of interest policy grievance procedure and child protection policy. The Women Resource Center (WRC) in Siem Reap province mentioned this after they developed internal policies through CCC mentoring and coaching support on

		organizational policies development. Moreover, 44% of these NGOs were awarded a GPP certificate.
<p>Activity 1.2: Provide a series of forums for an existing cohort of LNGOs learning on governance with the aim of strengthening local NGO Governance and creating examples of good local NGO governance.</p>	<p>Two forums organized, including participation by at least 12 NGOs in total.</p> <p>Report prepared outlining the learning and results achieved by participating NGOs (based on participant evaluations).</p>	<p>There were 18 people from 14 organizations of cohort 1 that participated in a learning forum held on 11 March 2019. At the forum the participants reflected on their board performance and provided input on practical guidelines for donors use to promote their local NGOs partners' governance.</p>
<p>Activity 1.3: Provide a series of forums for a new cohort of LNGOs learning on governance with the aim of strengthening local NGO Governance and creating examples of good local NGO governance.</p>	<p>Four forums organized, including participation by at least 15 NGOs in total.</p> <p>Report prepared outlining the learning and results achieved by participating NGOs (based on participant evaluations).</p>	<p>There are 18 NGO participating in cohort 2. Organizations reported that they have a lot of positive change through their participation in five board and executive directors learning forum events. These positive changes include; board members changed to not too much interfere in daily operation works of the organization, the annual board performance review, improved organizational by law, board members are more active and performance based on the role and responsibility, the board members involve in recruiting organizational consultancies', review and approve on organizational policies, conduct organizational field visit, meeting with target beneficiaries, development conflict of interest policy, compliance mechanism, more openness and accountable both downward and upward accountability, better communication both internal and external.</p>
<p>Activity 1.4: Work with a group of 15 funders in Cambodia to develop guidelines for how funders can support governance strengthening in local partners</p>	<p>Donor guidelines developed.</p>	<p>The practical guideline for donors/funders to use for improving their partner's internal governance was developed at a consultation workshop with 86 participants from 56 organizations of local NGOs. Four INGOs/Donors network meetings were organized. A video governance documentary was produced with NGOs from cohort 1, and steering committee members and donors participating in the production.</p>

Objective 2: A support system has been established that provides services to NGO management and Boards and it allows them to do their job better		
Activity description	Deliverable(s)	Summary of actual progress/results for this activity
<p>Activity 2.1: Compile materials that will assist people in governance roles: draft by-laws, case studies of good governance practices, list of good auditors etc.</p>	<p>A set of materials (including at least draft by-laws, case studies of good governance, list of good auditors) available online and by phone contact</p>	<p>A set of internal good governance materials were produced and used as supporting documents while developing policies. The materials include; organizational bylaw, personnel policies, financial policy, grievance procedure, conflict of interest policy, child protection policy, gender and minority policy, and compliance mechanism.</p> <p>The video governance documentary is produced and used to promote organizational good governance.</p> <p>Please kindly click here for further information www.ccc-cambodia.org</p>
<p>Activity 2.2: Establish the NGO Governance contact point at CCC, and make it known to people who want governance support.</p>	<p>Information on CCC website that indicates the contact point and an email sent to NGO members advising them of its existence.</p>	<p>Sample organizational bylaw, staff policy, finance policy, gender policy, grievance policy, child protection policy, compliance mechanism, conflict of interest policy, were developed and used as reference documents to strengthen and improve internal governance and accountability. CCC have assigned Mr. Sok Sovann Mentoring and coaching specialist to provide any assistant to the requested NGO, which willingness to improve the internal organizational governance.</p>
<p>Activity 2.3: Provide capacity development through on-site individual mentoring and coaching to 20 LNGOs aimed at improving internal governance.</p>	<p>On-site mentoring and coaching provided to 20 interested LNGOs</p> <p>Report prepared outlining the on-site mentoring and coaching support provided.</p>	<p>60 people (53% females) from 18 organizations received mentoring and coaching support during the project period to develop the organizational policies including organizational by-law, personnel policy, financial policy, conflict of interest policy, gender policy, grievance procedure, child protection policy, financial reserving fund policy, governance board term of reference, management team term of reference, services charging policy, and voluntary policy.</p> <p>16 out of 18 organizations have reported that they have revised and use the updated policy by using the knowledge gaining from mentoring and coaching intervention. For example, Bondos Komar (BK) have updated the child protection</p>

		policy, board director policy, financial policy moreover, this organization awarded certificate of governance & professional practice (GPP), while the CYK have updated those policies and in the process of GPP certification screening.
Activity 2.4: Organize a reflection workshop to examine the support system's operation and results.	Reflection workshop organized, with at least 35 participants. Report prepared on the operation and results of the support system	Based on the result of the annual member satisfaction survey on CCC's services showed that the interventions of CCC for its members and target audiences are still highly relevant, responsive to the needs of local NGOs. The quality services of CCC were ensured by the voluntary groups which were established to oversee the different type of service/activities. The Steering Committee for Local NGOs Governance Project is one of eight volunteer groups to ensure that the project is making sound progress towards the achievements of promote sustainable change in both attitudes and behavior with regard to governance of local NGOs in Cambodia. CCC also organized annual reflection workshop for a half day on 14 November 2018 to reflect on what had been achieved and improved so far. Another achievement of the project was also in terms of encouraging all stakeholders to have full engagement and inclusive contribution to the realization of organization's mandates especially the participation of steering committee members and NGOs partners, increase participation from back donors to promote good governance, conduct field follow up to the organization who have participated in the project, develop feedback mechanism to collect feedback from participant for the applicable knowledge.

Objective 3: Participating NGOs and individuals have influenced other stakeholders (i.e. NGO Boards, Executive Directors, staff and donors that have not directly participated in the project) through sharing interesting case studies and other resources, and the learning events.		
Activity description	Deliverable(s) <i>List the deliverable(s) for each activity</i>	Summary of actual progress/results for this activity <i>Describe actual progress/results for this activity</i>

<i>List each activity as stated in the small grant contract</i>		
Activity 3.1: Conduct or join awareness-raising events to build common understanding about local NGO governance for (i) donors/back donors/INGOs organizations not directly involved in the project in order that they understand how to support LNGO governance (ii) local NGOs not directly involved in the project.	Four awareness-raising events organized or attended. Report prepared about the awareness-raising events.	Three awareness raising events with 86 people from 56 organizations were organized during donors/ INGOs network meeting to promote a common understanding on local NGO governance for donors and INGOs organizations not directly involved in the project in order that they understand how to support LNGO governance and local NGOs not directly involved in the project.

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

There are ten policies and procedures developed and used as supporting documents to promote internal governance and accountability. This includes bylaws, staff policies, financial policy, conflict of interest policy, gender and minority policy, child protection policy, grievance procedure, and compliant mechanism, board term of reference, and management term of reference.

7.1 List of documents have developed

No	Title of documents
1	Sample of organizational by-law
2	Sample of Personnel policies
3	Sample of Financial policy
4	Sample of Gender and minority policy
5	Sample of conflict of interest policy
6	Sample of grievance procedure
7	Sample of compliant mechanism procedure
8	Sample of board policy/ToR
9	Sample of Child protection policy
10	Sample of management ToR
11	Practical guideline for donors use to promote their local partners governance
12	five summary learning forum report of cohort 2 and one learning summary report of cohort 1
13	Participants manual of governance
14	Summary of Donors & INGOs meeting on 13 July 2018

7.2 List governance learning practice cohort 1

<u>Name</u>	<u>Organization</u>	<u>Title</u>	<u>Email & Phone</u>
<u>Mr Yang Kim Eng</u>	<u>PDP Center</u>	<u>ED</u>	president@pdpcenter.org 016828211
<u>Mr Pheng Phirun</u>	<u>PDP Center</u>	<u>BoD</u>	phengphirun35@gmail.com 012589953
<u>Mr Lek Chowan</u>	<u>PNKS</u>	<u>Development Manager</u>	pnks@online.com.kh 092278404
<u>Ms Barbara Soung</u>	<u>PNKS</u>	<u>BoD</u>	barb.soung@gmail.com 012737965
<u>Ms Srey Sotheavy</u>	<u>ACT</u>	<u>ED</u>	director@act.org.kh ; sotheavy82@gmail.com 017990371
<u>Mr Khaylay Heang</u>	<u>ACT</u>	<u>BoD</u>	khaylay@yahoo.com.au 012498789
<u>Ms Yin Manith</u>	<u>M'lopRussey</u>	<u>ED</u>	ed@mluprussey.org.kh 012711193
<u>Mr Heam Sun Ann</u>	<u>M'lopRussey</u>	<u>BoD</u>	sunannheam@yahoo.com 010347347
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<u>Mr Rath Sarath</u>	<u>OREDA</u>	<u>ED</u>	sarath.oreda@gmail.com 077720561
<u>Mr Seng Tinekor</u>	<u>OREDA</u>	<u>BoD</u>	tinekor_seng@wvi.org 0968349734
<u>Mr Phou Teng</u>	<u>CWDCC</u>	<u>ED</u>	phouteng@gmail.com 012 643 136
<u>Mr Sao Vansey</u>	<u>ICSO</u>	<u>ED</u>	ppoffice@icso.org.kh ; vansey@icso.org.kh 023 997 657 / 012 813 744
<u>Mr Vanly Virya</u>	<u>ICSO</u>	<u>BoD</u>	director@vbnk.org 012 864754
<u>Ms Pre Phally Phoung</u>	<u>BCV</u>	<u>ED</u>	phuong@bcv-cambodia.org ; phuongbcv@gmail.com 012307027/089885625
<u>Ms Menh Navy</u>	<u>BCV</u>	<u>BoD</u>	navym@cord.org.kh 011958979
<u>Mr Meas Kheang</u>	<u>CCIM</u>	<u>D.Director</u>	mkheang@vodhotnews.com 017556099/066444999
<u>Ms Ung Yokkhoan</u>	<u>AMARA</u>	<u>ED</u>	ungyokkhoan@yahoo.com 012895358/ 053952419
<u>Mr Chou Chivorn</u>	<u>AMARA</u>	<u>BoD</u>	sdrbtb@gmail.com 017776176
<u>Mr Theng Savoeun</u>	<u>CCFC</u>	<u>ED</u>	sc.cfc@gmail.com 078225088/015225088

<u>Mr Chim Piseth</u>	<u>CCFC</u>	<u>BoD</u>	<u>0966417079</u>
<u>Mr Nao Sokhom</u>	<u>CLO</u>	<u>ED</u>	<u>noasokhom@gmail.com</u> <u>078887172</u>
<u>Mr Ma Ravuth</u>	<u>CLO</u>	<u>BoD</u>	<u>rdmc@efc.org.kh</u> <u>077390601 / 012515323</u>

7.3 List governance Learning practice cohort 2

Contact Person	NGO Name	Title	Email
Ms. Heng Chan Thon	WP	ED	director@wathnkpheap.org 011243344
Ms. Phom Pheuy	WP	BoD	Pheuy.phom@yahoo.com 012 984 505
Ms. Pheng Sophanna	WP	Adm/HR	
Mr. Poek Sophorn	PK	ED	sophorn@ponlokkhmer.org 011243344
Ms. Prum Kinchheng	Komar Rikreay	ED	kmercambodia@yahoo.com 012732307
Ms. Tuy Sokuntheary	Komar Rikreay	FD	stheary81@yahoo.com
Mr. Mong Vichet	Highlanders	DD	haratanakiri@gmail.com 075 974 182 / 012 900 269
Toeung Sokha	Highlanders	Accountant	sokhatoeung@gmail.com 092 958 150
Ms. Kong Phean	Highlanders	BoD	097 620 5935
Mr. Luy Techchheng	YSC	ED	chheng@youthstarcambodia.org 023900162
Ms. Peou Chenda	YSC	OO Senior	chenda@youthstarcambodia.org 012 525 425
Ms. Kong Vanthat	WRC	ED	director@wrccambodia.org 017544616
Mr. Tep Samnang	EFC	ED	tepsamnang@efc.org.kh 077572572
Mr. Hom Sakunth	CCD	ED	ccdrt25@gmail.com 012476834/ 0978264326
Mr. Rith Sarakk	PEPY	ED	sarakk@pepyempoweringyouth.org 012911727
Ms. Khouth Sochanphawatd	PEPY	BoD	Rawatd79@gmail.com 012 400 385
Ms. Sien Kannitha	PEPY	FM	konnith@pepyempoweringyouth.org 092 704 333
Mr. Sok Sothirak	BK	ED	sothirak@bandoskomar.org 012755536
Mr. Van Saravuth	SVC	ED	saravuth.v@svc-cambodia.org 012522881
Mr. Sam Samnang	SVC	BoD	

Mr. Kong Villa	Cambodia Act	ED	sg@cambodiaacts.org 095 408 508
Ms. Vuon Soriya	WMC	A-ED	soviry.v@wmc.org.kh 012 945 728
Ms. Som Khemra	WMC	BoD	012 681 136
Ms. Hun Phanna	CWDA	ED	phannahun@gmail.com 012195 11 99
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Mr. Naung Sam Oeung	CIPL	ED	cipl2017@gmail.com 012370001
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Mr. Nean Sopho	FLO	PM	Sopho.nean@flocambodia.org 012 752 805
Ms. Kuch Sophattana	SKO	ED	k.phattana@samatapheapkhnom.org 092808990
Mr. Brom Sambo	CODO	ED	director@codocambodia.org , codocambodia@gmail.com 012573826
Ms. Van Arun Raing	CODO	BoD	012 941 934

PART III: Lessons, Sustainability, Safeguards and Financing

Lessons Learned

8. 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:

- Project Design Process (*aspects of the project design that contributed to its success/ shortcomings*)
 - Six learning forum have been conducted with 74 board directors and executive directors from 32 organizations. The sector does not have universally accepted definitions or standards for (good) governance: conflicting messages between MOI/LANGO, GPP standards, and donor views, creates both confusion and the space for inaction. The donor views and requirements do not appear to be motivating NGOs to change their practices. Rather the absence of specific attention being paid to the issues is another contributory factor to the space for inaction. Even in NGOs that say they want to improve their governance the blocks are often intractable;

- Despite this, in reality most donors do little to motivate NGOs to improve their governance practices. A lack of time is usually cited as the reason for not doing anything more on this matter. It is also a fact that the national staff of donor organisations are unlikely to have deep understanding of good governance (theory or practice), and therefore do not know how best to support it;
 - Donors appear to have diverse views on emphasis – financial controls vs social accountability, having good governance for NGOs is primarily the concern of donors although there are exceptions and some NGOs are keen to learn how to get it right;
 - The problem of governance in Cambodian NGOs is systemic, rather than a feature of individual organisations
- Project Implementation (*aspects of the project execution that contributed to its success/ shortcomings*)
- The donors or funders are the catalyst to speed-up or promote local NGO governance in Cambodia, so it is good to firstly seek for their understanding and support on the project. Secondly, the Guideline for donors/funders will be finalized soon so it is important that the guideline will be widely promoted within civil society sector as well as their stakeholders.

We should avoid:

- Holding forums at the very busy times, especially for the board and the management
- Attempting to have donors meet together in larger groups. They cannot find times together. Work with donors needs to be done individually or in small groups. The exception to this is that short times as INGO quarterly meetings are possible.

Sustainability / Replication

9. Summarize the success or challenges in ensuring the project will be sustained or replicated, including any unplanned activities that are likely to result in increased sustainability or replicability.

Mr. Seng Sovathana, Diakonia Program Officer (one of CCC funding partners) conducted a field assessment on 23 – 25 October 2019 in Siem Reap province and reported that the majority of the 18 NGOs of cohort 2 have committed to review their policies including financial management policy, human resources and administration policy, grievance policy, conflict of interest policy, complaint mechanism policy, child protection policy, and the bylaw.

Mr. Seng Sovathana also met with the Women Resource Center (WRC) and PEPY Empowering Youth (PEPY) and found that they have improved their board function and relationships among

the management team, staff and board. The board have spent more time with organizations and visited their targeted beneficiaries. WRC have been reviewing their policies including finance policy, child protection policy, gender policy, conflict of interest and grievance policy. WRC applied the NGO GPP certificate, but they failed, while PEPY have received the NGP GPP certificate. PEPY has strong organizational function with policies in place.

Even though most of the activities of the project were implemented as planned, a few small challenges were also faced, including:

- Less participation from donor/funding partners in developing the practical guidelines to promote local NGOs governance in Cambodia. It needs the project to invest more on the awareness and value sharing among them.
- Best practices on the internal governance have been well promoted not only among the participating NGOs but their stakeholders and the overall civil society sector. CCC have made those materials accessible through possible means such as forum, workshop, online content, helpline and others. Samples of the organizational by-laws, staff manual, financial policy, conflict of interest policy, grievance procedure, compliance mechanism, gender and minority policy have been made available for those in need.

The project produced the draft practical guideline specifically for donor/funding partners to promote common understanding on local NGO governance. At the same time, the governance video documentary was also developed and will be made ready in 2019. Learning forum reports and sample of governance documents including organizational by law, financial policy, staff policies, conflict of interest policy, gender and minority policy, grievance procedure, and compliance mechanism procedure were made and shared among the participants and other reachable stakeholders.

Safeguards

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

Not applicable - No safeguards were triggered by this project

Additional Funding

11. 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

a. Total additional funding (US\$)
\$62,861.60

b. Type of funding

Please provide a breakdown of additional funding (counterpart funding and in-kind) by source, categorizing each contribution into one of the following categories:

Donor	Type of Funding*	Amount	Notes
European Union	Project based	\$11,981.58	Funding for supported project Strengthening Civil Society for Democratic and Sustainable Development in Cambodia this project had budget amount Euro 1,500,000 that Co-Funding between EU and BfdW (EU 1,000,000 Euro and BfdW 500,000 Euro) Funding CCC as the basket fund, which is allocated based on CCC business plan
Bread for the World	Project based	\$796.72	
Dan Church Aid	Co-financing	\$3,055.87	Funding CCC as the basket fund, which is allocated based on CCC business plan
Diakonia	Co-financing	\$2,450.54	Funding CCC as the basket fund, which is allocated based on CCC business plan
KEPA	Co-funding	\$669.25	Funding CCC as the basket fund, which is allocated based on CCC business plan
World Renew	Co-funding	\$655.06	Funding CCC as the basket fund, which is allocated based on CCC business plan
NPA	Co-funding	\$2,298.00	Funding CCC as the basket fund, which is allocated based on CCC business plan
Other donors and CCC core fund	Co-funding	\$20,954.58	
CEPF/IUCN	Co-funding	\$20,000.00	Funding CCC as project based
Total		\$62,861.60	

* 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

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

PART IV: Impact at Portfolio and Global Level

CEPF requires that each grantee report on impact at the end of the project. The purpose of this report is to collect data that will contribute to CEPF's portfolio and global indicators. CEPF will aggregate the data that you submit with data from other grantees, to determine the overall impact of CEPF investment. CEPF's aggregated results will be reported on in our annual report and other communications materials.

Ensure that the information provided pertains to the entire project, from start date to project end date.

Contribution to Portfolio Indicators

13. If CEPF assigned one or more Portfolio Indicators to your project during the full proposal preparation phase, please list these below and report on the project’s contribution(s) to them.

Indicator	Narrative
Not applicable	

Contribution to Global Indicators

Please report on all Global Indicators (sections 14 to 21 below) that pertain to your project.

14. Key Biodiversity Area Management

Number of hectares of Key Biodiversity Areas (KBA) with improved management

Please report on the number of hectares in KBAs with improved management, as a result of CEPF investment. Examples of improved management include, but are not restricted to: increased patrolling, reduced intensity of snaring, invasive species eradication, reduced incidence of fire, and introduction of sustainable agricultural/fisheries practices. Do not record the entire area covered by the project - only record the number of hectares that have improved management.

If you have recorded part or all of a KBA as newly protected for the indicator entitled “protected areas” (section 17 below), and you have also improved its management, you should record the relevant number of hectares for both this indicator and the “protected areas” indicator.

Name of KBA	# of Hectares with strengthened management *	Is the KBA Not protected, partially protected or Fully protected? Please select one: NP/PP/FP
Not applicable	<i>Not applicable</i>	<i>Not applicable</i>

* Do not count the same hectares more than once. For example, if 500 hectares were improved due to implementation of a fire management regime in the first year, and 200 of these same 500 hectares were improved due to invasive species removal in the second year, the total number of hectares with improved management would be 500.

15. Protected Areas

Number of hectares of protected areas created and/or expanded

Report on the number of hectares of protected areas that have been created or expanded as a result of CEPF investment.

Name of PA*	Country(s)	# of Hectares	Year of legal declaration or expansion	Longitude**	Latitude**
Not applicable					

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* *If possible please provide a shape file of the protected area to CEPF.*

** Indicate the latitude and longitude of the center of the site, to the extent possible, or send a map or shape file to CEPF. Give geographic coordinates in decimal degrees; latitudes in the Southern Hemisphere and longitudes in the Western Hemisphere should be denoted with a minus sign (example: Latitude 38.123456 Longitude: -77.123456).

16. Production landscape

Please report on the number of hectares of production landscapes with strengthened biodiversity management, as a result of CEPF investment. A production landscape is defined as a landscape where agriculture, forestry or natural product exploitation occurs. Production landscapes may include KBAs, and therefore hectares counted under the indicator entitled “KBA Management” may also be counted here. Examples of interventions include: best practices and guidelines implemented, incentive schemes introduced, sites/products certified and sustainable harvesting regulations introduced.

Number of hectares of production landscapes with strengthened biodiversity management.

Name of Production Landscape*	# of Hectares**	Latitude***	Longitude***	Description of Intervention
Not applicable				

* *If the production landscape does not have a name, provide a brief descriptive name for the landscape.*

***Do not count the same hectares more than once. For example, if 500 hectares were strengthened due to certification in the first year, and 200 of these same 500 hectares were strengthened due to new harvesting regulations in the second year, the total number of hectares strengthened to date would be 500.*

*** Indicate the latitude and longitude of the center of the site, to the extent possible, or send a map or shape file to CEPF. Give geographic coordinates in decimal degrees; latitudes in the Southern Hemisphere and longitudes in the Western Hemisphere should be denoted with a minus sign (example: Latitude 38.123456 Longitude: -77.123456).

17. Beneficiaries

CEPF wants to record two types of benefits that are likely to be received by individuals: formal training and increased income. Please report on the number of men and women that have benefited from formal training (such as financial management, beekeeping, horticulture) and/or increased income (such as tourism, agriculture, medicinal plant harvest/production, fisheries, handicraft production) as a result of CEPF investment. Please provide results since the start of your project to project completion.

17a. Number of men and women benefitting from formal training.

# of men benefitting from formal training*	# of women benefitting from formal training*
78	51

**Please do not count the same person more than once. For example, if 5 men benefited from training in beekeeping, and 3 of these also benefited from training in project management, the total number of men who benefited should be 5.*

17b. Number of men and women benefitting from increased income.

# of men benefiting from increased income*	# of women benefiting from increased income*
Not applicable	Not applicable

**Please do not count the same person more than once. For example, if 5 men benefited from increased income due to tourism, and 3 of these also benefited from increased income due to handicrafts, the total number of men who benefited should be 5.*

17c. Total number of beneficiaries – Combined

Report on the total number of women and the number of men that have benefited from formal training and increased income since the start of your project to project completion.

Total # of men benefiting*	Total # of women benefiting*
78	51

**Do not count the same person more than once. For example, if Paul was trained in financial management and he also benefited from tourism income, the total number of people benefiting from the project should be 1 = Paul.*

18. Benefits to Communities

CEPF wants to record the benefits received by communities, which can differ to those received by individuals because the benefits are available to a group. CEPF also wants to record, to the extent possible, the number of people within each community who are benefiting. Please report on the characteristics of the communities, the type of benefits that have been received during the project, and the number of men/boys and women/girls from these communities that have benefited, as a result of CEPF investment. If exact numbers are not known, please provide an estimate.

18a. Please provide information for all communities that have benefited from project start to project completion.

Name of Community	Community Characteristics (mark with x)							Type of Benefit (mark with x)							# of Beneficiaries			
	Subsistence economy	Small landowners	Indigenous/ ethnic peoples	Pastoralists / nomadic peoples	Recent migrants	Urban communities	Other*	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 forums/structures	Improved access to ecosystem services	# of men and boys benefiting	# of women and girls benefiting

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

18b. Geolocation of each community

Indicate the latitude and longitude of the center of the community, to the extent possible, or upload a map or shape file. Give geographic coordinates in decimal degrees; latitudes in the Southern Hemisphere and longitudes in the Western Hemisphere should be denoted with a minus sign (example: Latitude 38.123456 Longitude: -77.123456).

Name of Community	Latitude	Longitude

19. Policies, Laws and Regulations

Please report on change in the number of legally binding laws, regulations, and policies with conservation provisions that have been enacted or amended, as a result of CEPF investment. “Laws and regulations” pertain to official rules or orders, prescribed by authority. Any law, regulation, decree or order is eligible to be included. “Policies” that are adopted or pursued by a government, including a sector or faction of government, are eligible.

19a. Name, scope and topic of the policy, law or regulation

No.	Name of Law, Policy or Regulation	Scope (mark with x)			Topic(s) addressed (mark with x)														
		Local	National	Regional/International	Agriculture	Climate	Ecosystem Management	Education	Energy	Fisheries	Forestry	Mining and Quarrying	Planning/Zoning	Pollution	Protected Areas	Species Protection	Tourism	Transportation	Wildlife Trade
1																			
2																			
3																			

19b. For each law, policy or regulation listed above, please provide the requested information in accordance with its assigned number.

No.	Country(s)	Date enacted/ amended MM/DD/YYYY	Expected impact	Action that you performed to achieve this change
1				
2				
3				

20. Best Management Practices

Please describe any new management practices that your project has developed and tested as a result of CEPF investment, that have been proven to be successful. A best practice is a method or technique that has consistently shown results superior to those achieved with other means.

No.	Short title/ topic of the best management practice	Description of best management practice and its use during the project
1		
2		

21. Networks & Partnerships

Please report on any new networks or partnerships between civil society groups and across to other sectors that you have established as a result of CEPF investment. Networks/partnerships should have some lasting benefit beyond immediate project implementation. Informal networks/partnerships are acceptable even if they do not have a Memorandum of Understanding or other type of validation. Examples of networks/partnerships include: an alliance of fisher folk to promote sustainable fisheries practices, a network of environmental journalists, a partnership between one or more NGOs with one or more private sector partners to improve biodiversity management on private lands, a working group focusing on reptile conservation. Please do not use this tab to list the partners in your project, unless some or all of them are part of such a network / partnership described above.

No.	Name of Network/ Partnership	Year established	Country(s) covered	Purpose
1				
2				

Part V. 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.

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