



ជីវិតធម្មជាតិនៅកម្ពុជា NatureLife Cambodia

TEN YEARS PROGRAMME STRATEGY 2017-2027



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PREFACE:

NatureLife Cambodia Organization (NLC) was officially registered as a national conservation organization in February 2017, with strong support from Critical Ecosystem Partnership Fund through International Union for Conservation of Nature (IUCN) and BirdLife International.

BirdLife International is a global partnership of conservation organizations (NGOs), one per country or territory and growing over 121 partnerships worldwide. BirdLife International has been directly involved in Cambodia conservation works and local capacity building for more than 15 years.

NLC's founder members firmly believe that we will continue the strong foundation laid by BirdLife International as NLC transition into its national partner in Cambodia. Empowered by our passion in nature and people, we believe that, together, a sustainable future is possible.

2017-2027 Programme Strategy is the directed document with which NLC will manage its programme over the next 10 year based on:

- **Our Vision: Together for nature and people living in greater harmony**
- **Our Mission is to conserve the biodiversity by managing natural resources sustainably for the benefit of all.**

and divide into five program areas:

1. **Preventing Extinction,**
2. **Conserving Habitat and Sites,**
3. **Conserving Migratory Birds,**
4. **Local Engagement and Livelihood,**
5. **Capacity Building,**

This programme strategy was developed through a series of consultative meetings was conducted with NLC founder members and BirdLife core staff to gather information and discuss NLC's program areas and strategic plan. This NLC's strategic plan was prepared with contributions from NLC founder members, BirdLife Cambodia core staff, NLC board members and other relevant partners. We have provided and listed one or several goals and strategic actions to each of our program area which will be the guideline to our work and allow us to monitor the progress.

All the goals lists in this 10 years programme strategy will be achieve and success, which was impossible without hard work from all parties, our staffs, and support from our passionate donors, partners and relevant government institutions. We are greatly inspired to continue building a sustainable future for all of us. **Thank you and we would love to have you in our journey!**



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1

INTRODUCTION



1. INTRODUCTION

NatureLife Cambodia (NLC) is a national conservation organization, officially registered with the Ministry of Interior since February 2017. NLC is a non-profit, neutral, non-discriminatory, non-partisan and politically unaligned organization which does not provide equipment, financial or human resources to support any political parties or ideologies. The organization was established with strongly support from BirdLife International and financial support from the Critical Ecosystem Partnership Fund through the International Union for Conservation Nature (IUCN). NLC was founded with 12 members, of whom 10 are BirdLife Cambodia core staff members. The establishment was initiated as part of BirdLife International's transitional strategy of working through national NGO partners, to-date implemented in 121 countries. In Cambodia, after directly engaging in the conservation sector and building local staff capacity for more than 15 years, BirdLife International is looking to hand over their mission in Cambodia to the locally-established NGO. All 12 founding members of NLC share a strong conviction that BirdLife's mission can be implemented by Cambodians.

Designated Important Bird Areas (IBAs) are managed by BirdLife International. The program aims to identify and protect a network of critical sites for the world's bird populations and biodiversity more generally. In Cambodia, 40 IBAs have been identified since 2003, covering a total area of approximately 24% of Cambodia's land area. All IBAs were recognized as Key Biodiversity Areas (KBAs). KBAs are unique biodiversity sites requiring immediate conservation action. IBAs also play a significant role in supporting livelihoods of the communities who rely on the natural resources found in the areas. Over the last two decades, all IBAs have been under serious pressure from growing populations and the Cambodia's economic development. As a result, some of Cambodia's IBAs have been converted into industrial or agricultural areas and may not be suitable as key sites for biodiversity conservation, such as the Bassac Marsh, Dei Roneat, and Snoul. More than 60% of IBAs are located within national protected areas; however, some of these areas share the same pressures as the non-protected areas. In the near future, the Cambodia's IBA directory must be updated in order to provide accurate information on the conservation importance of the IBAs to the relevant decision makers.

In 2008, the Cambodian Protected Area law was issued to ensure the effective management, conservation and sustainable use of natural resources in protected areas. The Ministry of Environment is responsible for the management of all protected areas. In 2016, the Cambodian government transferred protected forests and other conservation areas then under management by Ministry of Agriculture Forestry and Fishery, to the Ministry of Environment, thus increasing the total number of protected areas to 49 sites and covering over 7 million hectares or 40.4 % of Cambodia's land area. Threats to protected areas in Cambodia include logging, Economic Land Concessions, poaching, mining, and land encroachment for human settlements and agriculture. Threats coming from outside of the protected areas include human activities that lead to pollution, climate change, and the introduction of invasive species. Limited capacity for and understanding by local governments of the management of the national protected area system has resulted in destruction, exemplified in the Beng Per and Snoul Wildlife Sanctuaries. Deforestation is continuing and

occurring at an increasing rate according to recent forest cover data released by the Forestry Administration, which shows a rapid decline of forest cover from 61.1% in 2002 to 49.5% in 2014.

NatureLife Cambodia's strategic plan has been developed to direct the NGO towards achieving its goals and objectives in the next ten years (2017-2027). The development of this strategy was built upon the BirdLife International's global strategy for 2013-2023. NatureLife Cambodia will select Cambodian IBAs and protected areas where investment is required due to the risks posed to biodiversity. NLC will invest in conservation of the general ecosystem and its biodiversity, with birds as a conservation focus.



Lesser Adjutant (Juvenile) (Vulnerable species)

2

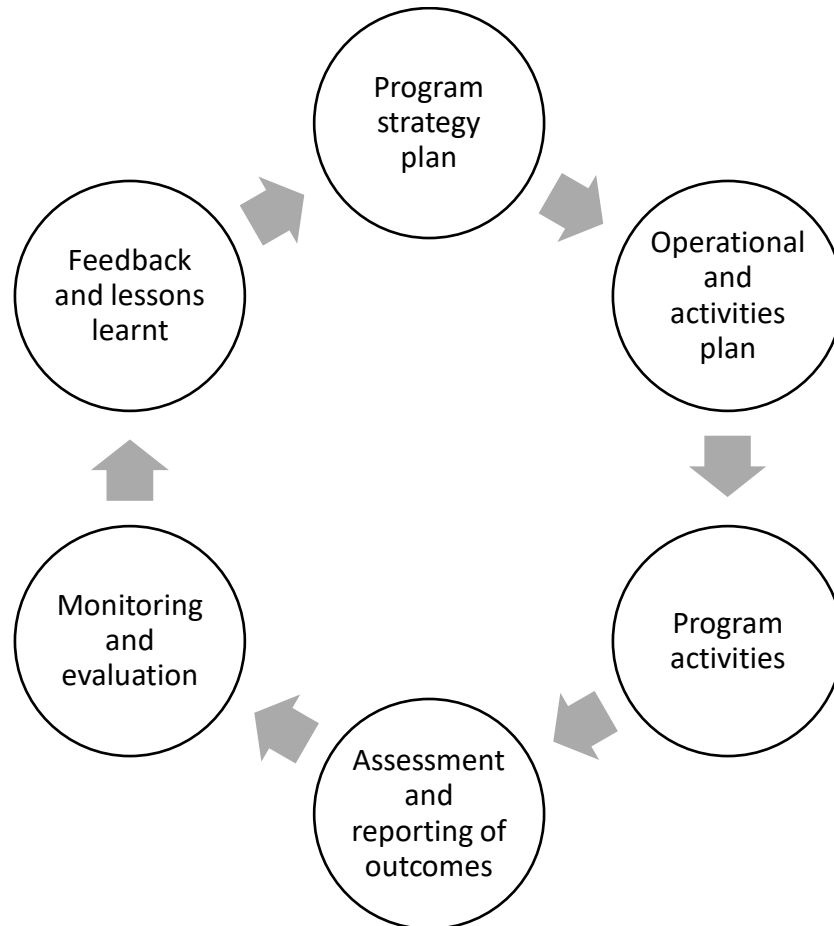
PROGRAMME STRATEGY DEVELOPMENT METHOD



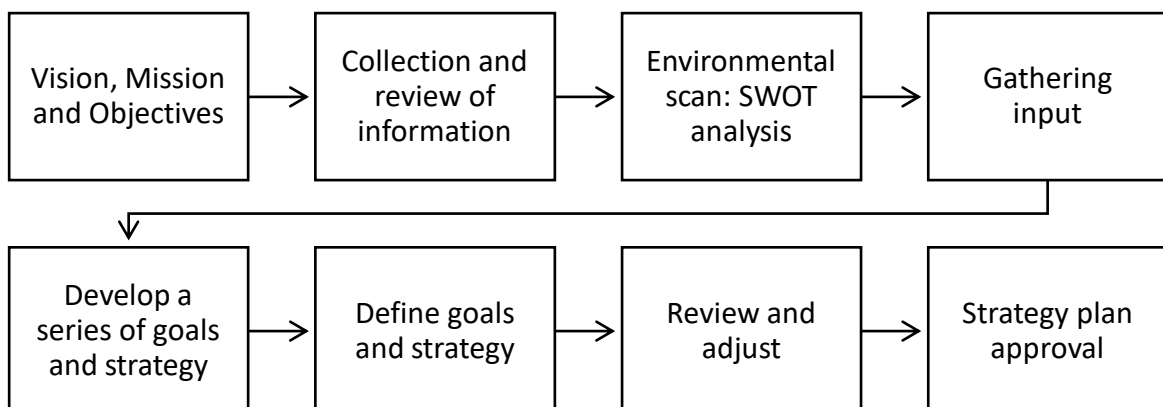
2. PROGRAM STRATEGY DEVELOPMENT METHOD

2.1 Program strategy development cycle and process

NLC's program strategy cycle is as follows:



NLC's strategic plan is developed using the following process:



2.2 Review of BirdLife’s and other partners’ strategic plans

BirdLife strategic plan for 2013 – 2020 and other Birdlife partner strategic plans, including Bird Conservation Nepal strategic plan 2017 – 2021 and the Bhutan Royal Society for the Protection of Nature strategic plan 2016 – 2020 were consulted and reviewed as examples for the development of NLC’s strategic plan.

In addition, BirdLife global program’s goals has been prioritized during review and consultation. Complimentary program areas of interest to NLC have been identified for implementation in Cambodia. The Bird Conservation Nepal strategic plan and Bhutan’s Royal Society for the Protection of Nature strategic plan were consulted for the development of the methodology and format for NLC’s strategic plan, in order to make its message clear and its targets achievable.

Other reviewed documents include Cambodia’s National Biodiversity Strategy and Action Plan 2016, National Protected Area System strategic management plan 2014, and the Cambodia Climate Change Strategic Plan 2014 – 2023. All were consulted in order to ensure that NLC’s strategic plan is fully aligned with the national strategy.

2.3 SWOT analysis

NLC founding members and BirdLife Cambodia core staff members conducted a SWOT analysis, to provide a better understanding of the organization’s strengths, weaknesses, opportunities and threats. Understanding the organization’s strengths, capacity and resources is crucial for the design of an appropriate strategic plan to achieve the organization’s vision.

The results of the SWOT analysis for NLC, conducted by Mr. Robin Loveridge, board member of NLC, by collecting input from NLC founders and BirdLife core staff, is presented below:

Strengths	Weaknesses
<ul style="list-style-type: none">- Science-based approach- Good relationship with government institutions- Good track record and reputation- Long-term connection to key conservation sites- Managing national datasets on endangered bird species- Coordination of species working groups and development of national species action plans	<ul style="list-style-type: none">- Lack of long-term capacity building plan to raise Cambodian staff capacity to equal international standard and expertise- Limited fundraising skills- Communication with partners, donors, local stakeholders- Marketing, brand awareness networking and promoting the organization- Weaker networks at provincial and local levels

<ul style="list-style-type: none"> - Technical expertise in species monitoring methods - Experience of different conservation approaches: <ul style="list-style-type: none"> • species interventions, • habitat management and restoration, • legislation: protected area designation and zonation, IBA, Ramsar site designation 	<ul style="list-style-type: none"> - Limitation of Internal human resource policies – lack of retirement funds - No sustainable financing mechanism - Narrow skills and focus on bird conservation - No central database for species monitoring data - Expertise/opportunities and support of BirdLife secretariat not fully known or utilized
Opportunities	Threats
<ul style="list-style-type: none"> - Unique: the 1st local NGO to focus on research-based, high standard conservation - Focus on high-end capacity building - Attract senior, creative Cambodians to lead the organization - New and complimentary funding opportunities - The existing BirdLife program is an already formed team with the core skill sets needed to form a functioning local NGO - New opportunities for collaboration with other organizations- e.g. local partners and local approach - Opportunities to begin working in some protected areas 	<ul style="list-style-type: none"> - Retaining staff and attracting high quality new staff - Require human resources and financial support to kick-start the new organization - Key skills need to be strengthened are technical species knowledge, English language training to support fundraising, project management - Need long-term strategy - Challenge to market the new organization effectively- new brand recognition, logo communicated to donors - Transferring BirdLife’s reputation to the newly established NLC - Uncertain level of support from BirdLife secretariat

NLC’s approach is as follows:

- Capacity building: Invest in high level capacity building opportunities for Cambodians e.g. International Masters programs.
- Key species and habitats: oversee the delivery of species action plans, providing training to other partners in priority landscapes.
- Sustainable fundraising needs may be met by being a membership organization

2.4 Gathering input

A series of consultative meetings was conducted with NLC founder members and BirdLife core staff to gather information and discuss NLC's program areas and strategic plan. A draft of NLC's strategic plan was prepared with contributions from NLC founder members, BirdLife Cambodia core staff, NLC board members and other relevant partners.

2.5 Strategic plan workshop

A day-long strategic planning workshop was organized with participation from NLC board members, NLC founding members, NLC executive committee, BirdLife Cambodia core staff, and a strategic plan development consultant in order to review and provide additional input on the NLC strategic plan draft version. The draft version of NLC strategic plan was revised based on the results of the workshop and the final version of NLC strategic plan was distributed to NLC board members for endorsement.



NatureLife Cambodia Founders and BirdLife Cambodia Programme Staff conduct SWOT analysis

A group of swans is shown in a natural setting with green foliage in the background. One swan is prominently featured on the left, with its long neck curved. Other swans are visible in the foreground and middle ground, some resting on a large rock. The overall scene is peaceful and natural.

3

2017-2027 STRATEGIC DIRECTION

3. 2017 – 2027 STRATEGIC DIRECTION

3.1 VISION, MISSION AND OBJECTIVES

NatureLife Cambodia’s Vision: Together for nature and people living in greater harmony

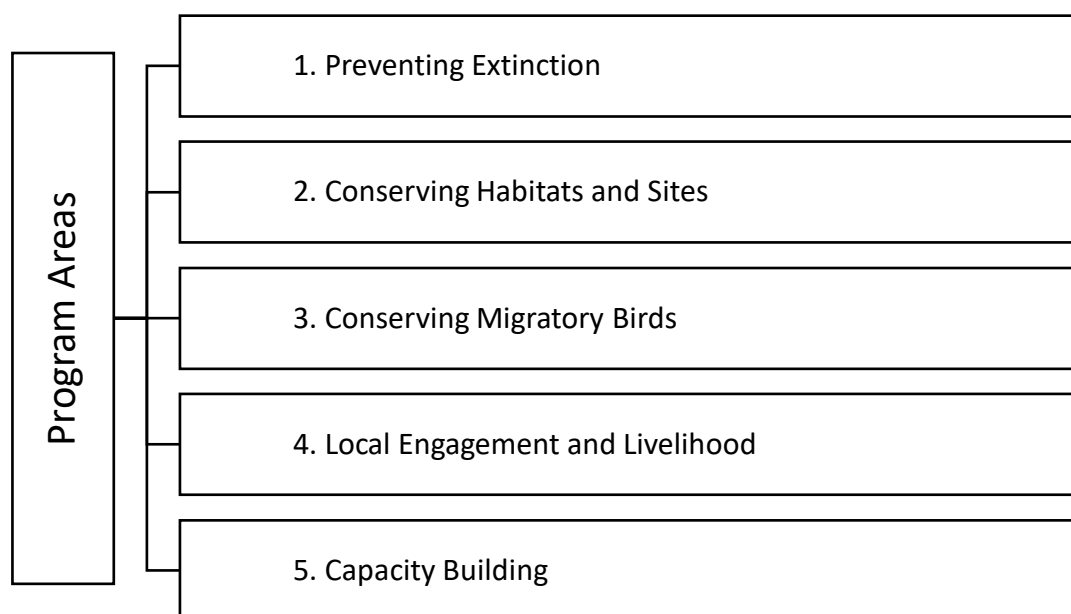
NatureLife Cambodia’s Mission is to conserve the biodiversity by managing natural resources sustainably for the benefit of all.

NatureLife Cambodia is working to achieve the following objectives:

- Maintain and preserve wildlife in Cambodia,
- Conserve sites and habitats for biodiversity
- Sustain ecological systems that enrich people's lives,
- Contribute to the alleviation of poverty by enhancing the sustainable use of natural resources and,
- Build capacity and promote conservation work among Cambodian citizens.

3.2 PROGRAM AREAS

NLC’s work is divided into five program areas – 1 Preventing Extinction, 2 Conserving Habitat and Sites, 3 Conserving Migratory Birds, 4 Local Engagement and Livelihood, 5 Capacity Building, with each program area consisting of one or several goals.



Programme Area 1:

PREVENT EXTINCTION



3.2.1 PREVENTING EXTINCTION

<p>Rationale: Cambodia is located within the Indo-Burma biodiversity hotspot which is an area of highly diverse in flora and fauna. According to the 2016 National Biodiversity Strategy and Action Plan for Cambodia, there are 601 bird species, 1357 fish species, 72 amphibian species, 173 reptiles species, 162 mammal species and 3113 plant species listed; however, new species are still being described. With many species having unique roles in the ecosystem, the conservation of these species from extinction can significantly contribute to maintaining the functioning of each environment.</p> <p>Hunting, poisoning, habitat destruction, pollution, introduced species, and climate change are considered to be the major threats to all species. Critically endangered ibises and vulture species are threatened by poisoning, disturbance, and habitat conversion. The Bengal Florican is facing extinction due to habitat conversion into dry season rice fields. The natural habitat of the newly described Cambodian tailor bird, endemic to Cambodia, is threatened by urbanization projects. While it is likely that the Kou Prey is already extinct, populations of other globally threatened mammal species such as Asian Elephant, Tiger, Gaur, Banteng, Eld’s deer, Black shack douc langur, Malayan Sun Bear, Pangolin, and Mekong dolphin are declining and will encounter a similar fate unless conservation actions are undertaken. Overfishing, use of illegal or destructive fishing gear, and loss of healthy fish habitat are the main threats to fish stocks in Cambodia, resulting in the disappearance of key species from wetland and marine habitats.</p>		
<p>Goal: Preventing the extinction of endangered species of bird and other biodiversity in Cambodia</p>		
<p>Objective: To improve the status of endangered birds and biodiversity in Cambodia</p>		
Strategy	Timeframe	Expected Outcome / Measurable Indicator
1.1 Identify and implement appropriate conservation action to conserve endangered bird species in Cambodia	2027	<ul style="list-style-type: none"> - Target at least 5 highly endangered bird species with conservation actions - Facilitate a working group for at least one species - Develop at least 3 species action plan
1.2 Research and advocate for bird and mammal species in Cambodia	2025	<ul style="list-style-type: none"> - Study reports (e.g. Cambodia tailor bird) - Study report on highly endangered bird species
1.3 Identify and implement appropriate conservation action for	2027	<ul style="list-style-type: none"> - Target at least 3 globally threatened mammal species with conservation action

at least three globally threatened species		<ul style="list-style-type: none"> - Conduct research and produce study reports on at least 3 globally threaten species
1.4 Education and awareness raising on Cambodia wildlife	2027	<ul style="list-style-type: none"> - Organize annual educational and awareness raising activities to the public on Cambodia’s wildlife. - Develop awareness raising tools and materials
1.5 Support a crackdown on wildlife crime, and rehabilitation activities.	2027	<ul style="list-style-type: none"> - Partnership with relevant institution and rehabilitation centers - Support government as a focal point on cracking down on wildlife crime
1.6 Build capacity of NLC to support government as a focal point to take more responsibility on species conservation	2027	<ul style="list-style-type: none"> - Attain government endorsement for the species action plans, and engage government in their implementation - Support government as a focal point playing a key role in leading species working group

Programme Area 2:

CONSERVE HABITATS AND SITES



3.2.2 CONSERVE HABITATS AND SITE

Rationale: Cambodia is a key biodiversity hotspot with a high richness of species key to conservation. Important Bird Areas (IBAs) are places of international significance for the conservation of birds and other biodiversity. There are 40 IBAs in Cambodia as assessed by BirdLife International’s Cambodia Program since 2003. However, it is necessary to reassess and update their current status in order to effectively carry out conservation work. IBAs are a subset of Key Biodiversity Areas (KBAs), sites that contribute significantly to preventing extinction globally. IBAs are identified using birds as qualifying species while KBAs are identified using a standard set of criteria applicable to plants, animals, and ecosystems. It is expected that many IBAs will also qualify as KBAs for other species groups, as well as for ecosystems of concern, based on KBA standards.

According to the Ministry of Environment, there are 46 protected areas (PAs) in Cambodia. These areas include national parks, wildlife sanctuaries, protected landscapes, multiple used areas, Ramsar sites, cultural heritages sites, biosphere reserves, and marina parks. Most of the IBAs are under legal protection of the Ministry of Environment, as they are within national protected areas; unfortunately, economic development and land use changes have placed these key habitats under threat. The key to species conservation is the protection of their habitat, but key habitats for endangered species are under threat from agricultural land conversion, habitat degradation, invasive species, and over-exploitation. Therefore, proper zonation for natural resource management is required to minimize habitat loss. Habitat here refers to key areas within IBAs and Pas, which provide critical support for key species during their life-cycles.

Both protected area and IBAs in Cambodia are targets for NLC conservation. NLC will focus on habitats that are critically damaged and are not currently supported by conservation activities. NLC believes that by protecting habitats, we protect wildlife and prevent extinction.

Goal: Conserving critical habitats within IBAs/KBAs and PAs

Objective: To conserve, restore, and protect critical habitats within IBAs/KBAs and PAs

Strategy	Timeframe	Expected Outcome / Measurable Indicator
2.1 Conduct inventory and update Cambodia’s IBA directory; support evaluation of criteria linking IBAs to KBAs	2025	- Publication of an updated version of Cambodia’s IBAs/KBAs directory

2.2 Identify, promote, restore, and protect priority key habitats for globally threatened species	2027	<ul style="list-style-type: none"> - At least two key threatened species habitats are identified and studied - At least 2 KBAs are under conservation management
2.3 A proper zonation management plan and a management plan for a protected area is endorsed and implemented	2027	<ul style="list-style-type: none"> - At least one zonation plan for a protected area is endorsed - At least one management plan for a protected area is endorsed - Support government focal point to implement management and zonation plan
2.4 Conserve and regularly monitor threats at vulnerable IBAs	2027	<ul style="list-style-type: none"> - An IBA database is established and managed
2.5 Support capacity building for Protected Area authorities	2027	<ul style="list-style-type: none"> - At least two PA management authorities are supported or have undergone habitat monitoring and site management training - A co-management mechanism introduced to at least one PA

Programme Area 3:

CONSERVE MIGRATORY BIRDS



3.2.3 CONSERVE MIGRATORY BIRDS

<p>Rationale: ‘Flyway’ is the term used to describe a geographic region that supports a group of populations of migratory birds throughout their annual cycle. Currently nine flyways are recognized worldwide. Cambodia is located in the East Asian-Australasian Flyway and has, since 2007, been a member of the East Asian-Australasian Flyway Partnership, for which the Ministry of Environment is the responsible agency. The information related to migratory bird species and its population is still limited; moreover, Cambodia has limited project activities and human resources that work for the conservation of migratory birds and flyways. Currently, there is only one flyway in Cambodia which is at the Koh Kapik Ramsar site (Koh Kong Province). One species of endangered shorebird, the Spotted Greenshank, is found at this site of global importance. It is importance to conduct a feasibility study in order to provide accurate baseline data to support decision making and develop conservation mechanisms. NLC will work closely with Ministry of Environment to promote flyways and conserve migratory bird species along the flyway.</p>		
<p>Goal: Strengthening the knowledge and conservation of migratory birds (shorebird and land-bird) in Cambodia</p>		
<p>Objective: To improve the knowledge on migratory birds and create a safe habitat for key migratory species</p>		
Strategy	Timeframe	Expected Outcome / Measurable Indicator
3.1 Assess and nominate key migratory bird habitats as flyway sites in Cambodia	2025	<ul style="list-style-type: none"> - At least one potential site is designated as a flyway site
3.2 Migratory bird education and awareness raising	2027	<ul style="list-style-type: none"> - Organize at least one education and awareness raising event about migratory birds per year. - Develop awareness raising tools and materials

3.3 Conserve endangered migratory birds in Cambodia	2027	<ul style="list-style-type: none"> - Support at least one endangered migratory bird action plan endorsement by government (e.g. Saurus Crane, Yellow-breasted Bunting, Spoon-billed Sandpiper) - Conservation action is taken for at least one endangered migratory bird species in Cambodia
3.4 Regional collaboration for conservation action	2027	<ul style="list-style-type: none"> - Become migratory bird focal point in Cambodia - Become involved with regional initiatives (e.g. Asian waterbird census)



Lesser Sand-Plover (Charadrius mongolus) Koh Kapic Ramsar site, Koh Kong Province

Programme Area 4:

LOCAL ENGAGEMENT AND LIVELIHOOD



3.2.4 LOCAL ENGAGEMENT AND LIVELIHOOD

Rationale: Forests and wetlands provide local and indigenous communities with their ecosystem services such as provision of sustenance and raw materials, regulation of natural processes such as flooding, and cultural values. The areas are fundamental for some spiritual beliefs. Most local communities who depend on natural resources for their daily livelihoods are subsistence farmers. Their limited knowledge on sustainable use of natural resources, and poverty, are forcing them to become involved with activities such as illegal logging, hunting, and fishing. The majority of the communities do not possess hard land title and are therefore at risk of eviction from their lands. The insecurity inherent to such an arrangement further exacerbates unsustainable exploitation resulting in encroachment onto protected lands and forest loss, at the expense of long-term ecosystem management and conservation.

Although people live close to and depend on natural resources in such areas, knowledge and understanding of biodiversity issues can be limited. Extension services and facilities devoted to environment awareness are also lacking. Increased public understanding of the importance of biodiversity and addressing the local communities' needs, such as livelihood improvements, are essential elements in guaranteeing the effectiveness of measures to achieve conservation goals.

Water scarcity and decimation of natural resources by climate change could directly affect the livelihood of vulnerable local communities, since most of them depend on natural resources. Reducing climate change causes, mitigating its effects, and helping local communities to adapt to new circumstances is essential. Restoration of degraded ecosystems to help local communities to develop resilience to climate change is required to ensure the function of ecosystem services for fundamental necessities such as foods, water, and fuel.

Goal: Enhancing the Cambodian engagement in biodiversity conservation through awareness raising and livelihood improvement

Objective 1: To initiate and strengthen the linkage between biodiversity conservation and people's well-being

Strategy	Timeframe	Expected Outcome / Measurable Indicator
4.1 Research and implement projects that benefit both biodiversity conservation and local livelihood improvement	2027	<ul style="list-style-type: none"> - Monitor and report on the effectiveness of Community Protected Areas (CPA) for conserving biodiversity - Produce reports on the linkage between biodiversity conservation and local livelihood from at least 5 target IBAs or protected areas - Conservation and sustainable livelihood projects are implemented

		in at least 5 target IBAs or protected areas
4.2 Promote co-management initiatives in the IBAs and protected areas	2027	<ul style="list-style-type: none"> - At least 5 community protected areas/community fisheries are established and strengthened - At least two PA stakeholder committees have been established and strengthened - At least one CPA network is set up
4.3 Promote and encourage local communities to adapt and build resilience against climate change	2027	<ul style="list-style-type: none"> - Climate change adaptation and resilience project for local livelihood improvement is implemented in at least two vulnerable communities located within IBAs or PAs.
<p>Objective 2: To educate and raise awareness among local communities, schools, and general public on the importance of birds, biodiversity and environmentally sustainable practices</p>		
4.4 Conducting various awareness activities for local communities, schools, and general public on the importance of birds, biodiversity and environmentally sustainable practices	2027	<ul style="list-style-type: none"> - At least 5 youth and kids clubs are established at target project areas - At least 5 awareness events are organized for improving public knowledge every year (e.g. Cambodia Bird Fair)

Programme Area 5:

CAPACITY BUILDING



3.2.5 CAPACITY BUILDING

<p>Rationale: There are more than 3000 national and international NGOs registered with the Ministry of Interior and Ministry of Foreign Affair and International Collaboration, operating in Cambodia. These NGOs are working to support various sectors including health, community development, education, biodiversity conservation, natural resource management, human rights, and democracy. As a worldwide nature conservation partnership, BirdLife International came to Cambodia in 1997 and has been seeking a suitable national NGO to be its partner organization. Unfortunately, no local NGO has fulfilled the required criteria, and for this reason, BirdLife established its own program office in Cambodia in 2003. After more than 12 years, it is acknowledged that biodiversity conservation and implementing projects still strongly depend on international NGOs. Most national NGOs develop their capacity toward implementing sustainable natural resources management, while most scientific reports are developed by foreign experts and are not available in the Cambodian language, limiting the possibility of a successful national NGO emerging</p> <p>NatureLife Cambodia was established with the aim of being a strong Cambodian NGO which plays a leading role in biodiversity conservation, with a scientific foundation. Significant efforts in building the NGO's capacity must be carried out in order to strengthen its position as a national science-based organization.</p>		
<p>Goal: Become a science-based local organization that can implement conservation projects and providing reliable information on birds and biodiversity</p>		
<p>Objective 1: To develop institutional capacity to engage with and influence the government and key decision makers</p>		
Strategy	Timeframe	Expected Outcome / Measurable Indicator
5.1 Assess, develop, and implement a human resource capacity building plan	2022	<ul style="list-style-type: none"> - Human resources capacity building plan for NLC - Core staff are in charge of the following roles: general management and program development, technical development, administration and finance - MoU with academic institutions for staff capacity building - Providing support to students in conducting research on biodiversity and conservation action

5.2 Support high-level capacity building of NLC staff	2025	<ul style="list-style-type: none"> - Support attendance of NLC staff at capacity building training opportunities
5.3 High-level capacity building opportunity for NLC core staff to raise their expertise to international standards	2025	<ul style="list-style-type: none"> - NLC becomes member of IUCN species working group - Support provided to at least one core member of NLC to attend an international conservation Master's program
Objective 2: To enhance the institutional capacity of NatureLife Cambodia to ensure the good governance and support the organization's growth		
Strategy	Timeframe	Expected Outcome / Measurable Indicator
5.4 Ensure the functioning of the governing board	2018	<ul style="list-style-type: none"> - Sufficient number of qualified board members in place, and regular meetings are occurring
5.5 Ensure the functioning of the executive committee	2018	<ul style="list-style-type: none"> - Regular meetings, protocols, and procedural document are in place
5.6 Ensure regular communication between governing board and executive committee	2018	<ul style="list-style-type: none"> - Communication platform is in place
5.7 Develop required policies to ensure good governance	2022	<ul style="list-style-type: none"> - Financial manual, human resources manual, and other policies are developed and approved by board.
5.8 Recruit and expand NLC membership	2022	<ul style="list-style-type: none"> - Membership strategic plan is developed - At least 700 members recruited - 50% of members are contributing and supporting NLCs conservation actions - At least one community birding club is NLC member

5.9 Apply to be a partner of national and international networks	2022	<ul style="list-style-type: none"> - Partnership MoU is signed with Birdlife International - Member of IUCN and other organizations - Member of national networks (e.g. NGO forum, Forum Syd)
Objective 3: To ensure financial sustainability of NatureLife Cambodia		
5.10 Develop a fundraising strategy with BirdLife International Cambodia Program	2018	<ul style="list-style-type: none"> - Fundraising strategy is in place
5.11 Build capacity of executive committee to develop funding proposals to submit to donors (to secure restricted funds)	2027	<ul style="list-style-type: none"> - Fund raising unit is in place (including fund-raising advisor) - Proposals are submitted regularly to take advantage of relevant funding opportunities
5.12 Build capacity and initiate activities or services to raise unrestricted funding (including membership fees)	2027	<ul style="list-style-type: none"> - Fundraising events are organized at least once a year - Amount of funds raised (i.e. average annual budget is 50,000 USD) - Identify support from Cambodian business community



Awareness raising and culture conservation education to local students during World Culture Day 2017



Co-organized National Consultative Workshop on Designate Stung Sen Core Area and Surrounding Area as Ramsar Site

A small bird with a long, curved beak is perched on a branch. The bird has a black head and neck, a yellow breast, and brown wings and tail. The background is a lush green forest with many leaves and branches.

4

RESOURCES

4. RESOURCES

The twelve founders of NLC will be the key human resources for implementing the projects. As a non-profit organization, NLC has been building a network with both government and non-government partners to implement its program strategy. Financial resources for NLC will be generated from the following sources:

4.1 RESTRICT FUNDRAISING

BirdLife International is the strategic partner who will support the executive committee of NLC to raise restricted funds from donors based on development of specific projects. Based on the ten years program strategy described here, NLC will develop project proposals to submit to donors. As NLC is a newly-established NGO, the most effective strategy for fundraising is to build partnerships with national and international conservation NGOs. Such partnerships will strengthen proposals and increase the chances of their success. NLC will also seek to be a member of the national NGO network, as well as a member of NGO-forum and Forum Syd, among others. The executive committee will play a key role in developing the funding proposals and the governing board will provide its support in building connections with possible donors while maintain good governance.

4.2 FUNDRAISING FOR UNRESTRICTED FUNDS

NLC is a membership organization. Marketing will be done to recruit as many members as possible. Members would support the organization by volunteering their time or through a financial donation (membership fee). NLC will also assess the possibility of recruiting legacy members as VIP members, who could contribute financially or in kind to support the organization's activities.

Unrestricted funds will also be sought through provision of services (e.g. bird watching and ecotourism programs, research and assessment, products). Any services offered will be provided after receiving an endorsement from the governing board on the strategic plan and providing sufficient human resources are in place.

4.3 HUMAN RESOURCES

The twelve founding members of NLC have higher education credentials and long-term experience in the conservation sector. These founders will be some of the key human resources of NLC in project implementation.

NLC's strategy is controlled by its governing board, while daily organizational operation is carried out by executive committee. The current governing board of NLC is composed of four well-known experts in the conservation sector. In the near future one more board member will be recruited according to NLC by-laws. NLC's governing board is a non-executive body who volunteer their time, knowledge, and experience to ensure NLC operates effectively. The board is in charge of strategy approval and of monitoring the progress of projects, as well as assisting with fundraising.

Day to day program operation will be carried out by an executive committee. This committee is composed of senior NLC staff and headed by the chief executive officer. Currently this executive committee is composed of three officers: 1) chief executive officer, 2) program manager and 3) finance/administrative manager, all recruited from the group of founding members. As NLC grows, this committee will increase in size as needed for effective operations, subject to approval by the governing board. The executive committee plays a key role in fundraising and ensuring that the goals and objectives of projects and the overall program are achieved.

4.4 PARTNERSHIP WITH BIRDLIFE INTERNATIONAL

BirdLife International has an excellent conservation record in Cambodia based on solid conservation results including establishing new protected areas, development and management of protected areas, and species conservation. BirdLife International has received accolades for its work and it is considered as one of the six main international conservation NGOs active in Cambodia, along with World Wildlife Fund, Conservation International, Flora&Fauna International, Wildlife Conservation Society, and Wildlife Alliance. While BirdLife International has worked on establishing NLC, its core Cambodia Program remains active and continues to play a significant role in conservation of native species and habitat. NLC's establishment is part of BirdLife International's transition strategy, and therefore during the transitional period, NLC and BirdLife Cambodia programs will not compete with each other, but rather complement each other's efforts, as part of BirdLife International's greater mission. BirdLife International's Cambodia program, and in particular the Cambodia Program Manager who is one of the governing board members of NLC will provide technical support for fundraising and strengthening institutional capacity building.

An agreement between NLC and BirdLife International will be made to ensure effective collaboration during the transition period, including the building of a road map for strengthening NLC as BirdLife International's partner in Cambodia. We expect that by the end of 2027, NatureLife Cambodia will become a partner of BirdLife International in Cambodia through official partnership selection process.

5

MONITORING AND EVALUATION



5. MONITORING AND EVALUATION

The mechanism for monitoring and evaluation of NLC's program strategy will be developed, in order to track progress and offer feedback to improve programing. The mechanism would continue and be updated as part of the monitoring and evaluation strategy. The executive committee, led by the Chief Executive Officer, would periodically report on the progress of program strategy to the governing board. At the end of 2022, a mid-term review of the program strategy will be conducted in order to assess its achievements in different areas including inputs, outcomes, impacts, appropriateness, effectiveness, efficiency, and sustainability.



NatureLife Cambodia staffs with General Director of General Directorate for Environmental Knowledge and Information, Director of Department of Stung Treng, and Siem Pang Wildlife Sanctuary rangers on World Vulture Day 2017 at Siem Pang, Stung Treng

Annex 1: Table of NatureLife Cambodia strategic plan 2017 to 2027

PROGRAMME AREAS	GOAL	OBJECTIVE	STRATEGY	TIMEFRAME	EXPECTED OUTCOME
1 Preventing Extinction	Preventing the extinction of endangered species of bird and other biodiversity in Cambodia	To improve the status of endangered birds and biodiversity in Cambodia	1.1 Identify and implement appropriate conservation action to conserve endangered bird species in Cambodia	2027	<ul style="list-style-type: none"> - Target at least 5 highly endangered bird species with conservation actions - Facilitate a working group for at least one species - Develop at least 3 species action plan
			1.2 Research and advocate for bird and mammal species in Cambodia	2025	<ul style="list-style-type: none"> - Study reports (e.g. Cambodia tailor bird) - Study report on highly endangered bird species
			1.3 Identify and implement appropriate conservation action for at least three globally threatened species	2027	<ul style="list-style-type: none"> - Target at least 3 globally threatened mammal species with conservation action - Conduct research and produce study reports on at least 3 globally threaten species
			1.4 Education and awareness raising on Cambodia wildlife	2027	<ul style="list-style-type: none"> - Organize annual educational and awareness raising activities to the public on Cambodia’s wildlife. - Develop awareness raising tools and materials

			1.5 Support a crackdown on wildlife crime, and rehabilitation activities.	2027	<ul style="list-style-type: none"> - Partnership with relevant institution and rehabilitation centers - Support government as a focal point on cracking down on wildlife crime
			1.6 Build capacity of NLC to support government as a focal point to take more responsibility on species conservation	2027	<ul style="list-style-type: none"> - Attain government endorsement for the species action plans, and engage government in their implementation - Support government as a focal point playing a key role in leading species working group
2 Conserving Habitat and Sites	Conserving critical habitats within IBAs/KBAs and PAs	To conserve, restore, and protect critical habitats within IBAs/KBAs and PAs	2.1 Conduct inventory and update Cambodia's IBA directory; support evaluation of criteria linking IBAs to KBAs	2025	<ul style="list-style-type: none"> - Publication of an updated version of Cambodia's IBAs/KBAs directory
			2.2 Identify, promote, restore, and protect priority key habitats for globally threatened species	2027	<ul style="list-style-type: none"> - At least two key threatened species habitats are identified and studied - At least 2 KBAs are under conservation management

			2.3 A proper zonation management plan and a management plan for a protected area is endorsed and implemented	2027	<ul style="list-style-type: none"> - At least one zonation plan for a protected area is endorsed - At least one management plan for a protected area is endorsed - Support government focal point to implement management and zonation plan
			2.4 Conserve and regularly monitor threats at vulnerable IBAs	2027	<ul style="list-style-type: none"> - An IBA database is established and managed
			2.5 Support capacity building for Protected Area authorities	2027	<ul style="list-style-type: none"> - At least two PA management authorities are supported or have undergone habitat monitoring and site management training - A co-management mechanism introduced to at least one PA

3 Conserving Migratory Birds	Strengthening the knowledge and conservation of migratory birds (shorebird and land-bird) in Cambodia	To improve the knowledge on migratory birds and create a safe habitat for key migratory species	3.1 Assess and nominate key migratory bird habitats as flyway sites in Cambodia	2025	<ul style="list-style-type: none"> - At least one potential site is designated as a flyway site
			3.2 Migratory bird education and awareness raising	2027	<ul style="list-style-type: none"> - Organize at least one education and awareness raising event about migratory birds per year. - Develop awareness raising tools and materials
			3.3 Conserve endangered migratory birds in Cambodia	2027	<ul style="list-style-type: none"> - Support at least one endangered migratory bird action plan endorsement by government (e.g. Saurus Crane, Yellow-breasted Bunting, Spoon-billed Sandpiper) - Conservation action is taken for at least one endangered migratory bird species in Cambodia
			3.4 Regional collaboration for conservation action	2027	<ul style="list-style-type: none"> - Become migratory bird focal point in Cambodia - Become involved with regional initiatives (e.g. Asian waterbird census)

4 Local Engagement and Livelihood	Enhancing the Cambodian engagement in biodiversity conservation through awareness raising and livelihood improvement	To initiate and strengthen the linkage between biodiversity conservation and people's well-being	4.1 Research and implement projects that benefit both biodiversity conservation and local livelihood improvement	2027	<ul style="list-style-type: none"> - Monitor and report on the effectiveness of Community Protected Areas (CPA) for conserving biodiversity - Produce reports on the linkage between biodiversity conservation and local livelihood from at least 5 target IBAs or protected areas - Conservation and sustainable livelihood projects are implemented in at least 5 target IBAs or protected areas
			4.2 Promote co-management initiatives in the IBAs and protected areas	2027	<ul style="list-style-type: none"> - At least 5 community protected areas/community fisheries are established and strengthened - At least two PA stakeholder committees have been established and strengthened - At least one CPA network is set up

			4.3 Promote and encourage local communities to adapt and build resilience against climate change	2027	<ul style="list-style-type: none"> - Climate change adaptation and resilience project for local livelihood improvement is implemented in at least two vulnerable communities located within IBAs or PAs.
		To educate and raise awareness among local communities, schools, and general public on the importance of birds, biodiversity and environmentally sustainable practices	4.4 Conducting various awareness activities for local communities, schools, and general public on the importance of birds, biodiversity and environmentally sustainable practices	2027	<ul style="list-style-type: none"> - At least 5 youth and kids clubs are established at target project areas - At least 5 awareness events are organized for improving public knowledge every year (e.g. Cambodia Bird Fair)

5 Capacity Building	Become a science-based local organization that can implement conservation projects and providing reliable information on birds and biodiversity	To develop institutional capacity to engage with and influence the government and key decision makers	5.1 Assess, develop, and implement a human resource capacity building plan	2022	<ul style="list-style-type: none"> - Human resources capacity building plan for NLC - Core staff are in charge of the following roles: general management and program development, technical development, administration and finance - MoU with academic institutions for staff capacity building - Providing support to students in conducting research on biodiversity and conservation action
			5.2 Support high-level capacity building of NLC staff	2025	<ul style="list-style-type: none"> - Support attendance of NLC staff at capacity building training opportunities
			5.3 High-level capacity building opportunity for NLC core staff to raise their expertise to international standards	2025	<ul style="list-style-type: none"> - NLC becomes member of IUCN species working group - Support provided to at least one core member of NLC to attend an international conservation Master's program

		To enhance the institutional capacity of NatureLife Cambodia to ensure the good governance and support the organization's growth	5.4 Ensure the functioning of the governing board	2018	- Sufficient number of qualified board members in place, and regular meetings are occurring
			5.5 Ensure the functioning of the executive committee	2018	- Regular meetings, protocols, and procedural document are in place
			5.6 Ensure regular communication between governing board and executive committee	2018	- Communication platform is in place
			5.7 Develop required policies to ensure good governance	2022	- Financial manual, human resources manual, and other policies are developed and approved by board.
			5.8 Recruit and expand NLC membership	2022	- Membership strategic plan is developed - At least 700 members recruited - 50% of members are contributing and supporting NLCs conservation actions - At least one community birding club is NLC member

			5.9 Apply to be a partner of national and international networks	2022	<ul style="list-style-type: none"> - Partnership MoU is signed with Birdlife International - Member of IUCN and other organizations - Member of national networks (e.g. NGO forum, Forum Syd)
	To ensure financial sustainability of NatureLife Cambodia		5.10 Develop a fundraising strategy with BirdLife International Cambodia Program	2018	<ul style="list-style-type: none"> - Fundraising strategy is in place
			5.11 Build capacity of executive committee to develop funding proposals to submit to donors (to secure restricted funds)	2027	<ul style="list-style-type: none"> - Fund raising unit is in place (including fund-raising advisor) - Proposals are submitted regularly to take advantage of relevant funding opportunities
			5.12 Build capacity and initiate activities or services to raise unrestricted funding (including membership fees)	2027	<ul style="list-style-type: none"> - Fundraising events are organized at least once a year - Amount of funds raised (i.e. average annual budget is 50,000 USD) - Identify support from Cambodian business community