



**ជីវិតធម្មជាតិនៅកម្ពុជា**  
**NatureLife Cambodia**

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**FUNDRAISING STRATEGIC PLAN**

**2019 - 2023**

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**Funded by:**



**CRITICAL ECOSYSTEM  
PARTNERSHIP FUND**



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## 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.

This fundraising strategy was developed through involvement and consultative meetings with NLC’s Treasurer, NLC founder members and NLC core staffs (including projects and finance staffs).

## 2. NATURELIFE PROGRAMME STRATEGIC PLAN 2017 - 2027

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). NLC will manage its programmes over the next 10 years 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.**

With five programme areas:

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

PROGRAMME AREAS / GOALS / OBJECTIVES	PROGRAMME STRATEGIES
<p><b>1. Preventing Extinction</b></p> <p><b>Goal:</b> Preventing the extinction of endangered species of bird and other biodiversity in Cambodia</p> <p><b>Objective:</b> To improve the status of endangered birds and biodiversity in Cambodia</p>	<p>1.1 Identify and implement appropriate conservation action to conserve endangered bird species in Cambodia</p> <p>1.2 Research and advocate for bird and mammal species in Cambodia</p> <p>1.3 Identify and implement appropriate conservation action for at least three globally threatened species</p>

	<ul style="list-style-type: none"> <li>1.4 Education and awareness raising on Cambodia wildlife</li> <li>1.5 Support a crackdown on wildlife crime, and rehabilitation activities.</li> <li>1.6 Build capacity of NLC to support government as a focal point to take more responsibility on species conservation Preventing Extinction</li> </ul>
<p><b>2. Conserving Habitat and Sites</b></p> <p><b>Goal:</b> Conserving critical habitats within IBAs/KBAs and PAs</p> <p><b>Objective:</b> To conserve, restore, and protect critical habitats within IBAs/KBAs and PAs</p>	<ul style="list-style-type: none"> <li>2.1 Conduct inventory and update Cambodia’s IBA directory; support evaluation of criteria linking IBAs to KBAs</li> <li>2.2 Identify, promote, restore, and protect priority key habitats for globally threatened species</li> <li>2.3 A proper zonation management plan and a management plan for a protected area is endorsed and implemented</li> <li>2.4 Conserve and regularly monitor threats at vulnerable IBAs</li> <li>2.5 Support capacity building for Protected Area authorities</li> </ul>
<p><b>3. Conserving Migratory Birds</b></p> <p><b>Goal:</b> Strengthening the knowledge and conservation of migratory birds (shorebird and land-bird) in Cambodia</p> <p><b>Objective:</b> To improve the knowledge on migratory birds and create a safe habitat for key migratory species</p>	<ul style="list-style-type: none"> <li>3.1 Assess and nominate key migratory bird habitats as flyway sites in Cambodia</li> <li>3.2 Migratory bird education and awareness raising</li> <li>3.3 Conserve endangered migratory birds in Cambodia</li> <li>3.4 Regional collaboration for conservation action</li> </ul>
<p><b>4. Local Engagement and Livelihood Enhancing</b></p> <p><b>Goal:</b> the Cambodian engagement in biodiversity conservation through awareness raising and livelihood improvement</p> <p><b>Objective 1:</b> To initiate and strengthen the linkage between biodiversity conservation and people’s well-being</p>	<ul style="list-style-type: none"> <li>4.1 Research and implement projects that benefit both biodiversity conservation and local livelihood improvement</li> <li>4.2 Promote co-management initiatives in the IBAs and protected areas</li> <li>4.3 Promote and encourage local communities to adapt and build resilience against climate change</li> <li>4.4 Conducting various awareness activities for local communities, schools, and general public on the</li> </ul>

<p><b>Objective 2:</b> To educate and raise awareness among local communities, schools, and general public on the importance of birds, biodiversity and environmentally sustainable practices</p>	<p>importance of birds, biodiversity and environmentally sustainable practices</p>
<p><b>5. Capacity Building</b></p> <p><b>Goal:</b> Become a science-based local organization that can implement conservation projects and providing reliable information on birds and biodiversity</p> <p><b>Objective 1:</b> To develop institutional capacity to engage with and influence the government and key decision makers</p> <p><b>Objective 2:</b> To enhance the institutional capacity of NatureLife Cambodia to ensure the good governance and support the organization’s growth</p> <p><b>Objective 3:</b> To ensure financial sustainability of NatureLife Cambodia</p>	<p>5.1 Assess, develop, and implement a human resource capacity building plan</p> <p>5.2 Support high-level capacity building of NLC staff</p> <p>5.3 High-level capacity building opportunity for NLC core staff to raise their expertise to international standards</p> <p>5.4 Ensure the functioning of the governing board</p> <p>5.5 Ensure the functioning of the executive committee</p> <p>5.6 Ensure regular communication between governing board and executive committee</p> <p>5.7 Develop required policies to ensure good governance</p> <p>5.8 Recruit and expand NLC membership</p> <p>5.9 Apply to be a partner of national and international networks</p> <p>5.10 Develop a fundraising strategy with BirdLife International Cambodia Program</p> <p>5.11 Build capacity of executive committee to develop funding proposals to submit to donors (to secure restricted funds)</p> <p>5.12 Build capacity and initiate activities or services to raise unrestricted funding (including membership fees)</p>

### 3. SWOT ANALYSIS

NLC founding members and NLC core staffs conducted a SWOT analysis, to provide a better understanding of the organization’s strengths, weaknesses, opportunities and threats in team of fundraising capacities. Understanding the organization’s strengths, capacity and resources is crucial for the design of an appropriate fundraising strategic plan to achieve the organization’s vision. The results of the SWOT analysis of fundraising capacities for NLC, is presented below:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- Human resource in home for building and working in partnership</li> <li>- Clear and unique 10 years programme areas and strategic plan</li> <li>- NLC’s boards who are highly experience in supporting and governing NLC</li> <li>- Institution capacity, policies, bank account and legal recognition (Boards and executive committee)</li> <li>- Working commitment of NLC boards and executive committee</li> <li>- Marketing stuffs in place (Facebook, Website, leaflets)</li> <li>- Capacity in implementing education and awareness projects</li> <li>- Capacity in implementing wetland and migratory birds conservation projects</li> </ul>	<ul style="list-style-type: none"> <li>- Limited technical capacity</li> <li>- Limited fundraising capacity</li> <li>- Language barrier (English)</li> <li>- No full-time staffs in place</li> <li>- NLC’s still depend on BirdLife</li> <li>- Some of founders not active</li> <li>- Still don’t have membership support</li> <li>- Insufficient policies in place</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>- Become national science-based NGOs</li> <li>- First conservation local NGOs working on bird conservation</li> <li>- Support from BirdLife</li> <li>- Partnership opportunities with other local and international conservation NGOs and governments</li> <li>- BirdLife agree in principal to tie NLC and BL which can promote NLC profile</li> <li>- Able to build own unique in biodiversity conservation</li> </ul>	<ul style="list-style-type: none"> <li>- No partnership agreement especially BirdLife</li> <li>- Young conservation NGOs with low reputation (lack confident from donors in implement capacity)</li> <li>- Funding competition with other conservation NGOs and IOs</li> <li>- Depend on BirdLife</li> <li>- Hard to find staffs for local small NGO</li> </ul>

<ul style="list-style-type: none"> <li>- Able to do other fundraising approach through products, service and consultancy</li> <li>- Attract birders and photographers to support conservation</li> <li>- Funding and grant target to national NGOs</li> </ul>	<ul style="list-style-type: none"> <li>- Some BirdLife staff don't support NLC's vision</li> <li>- No MoU to work within any specific sites</li> </ul>
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## 4. GOAL AND OBJECTIVES

**Goal** of NLC strategic plan is to ensure the financial sustainability of organization to implementing the NLC's programme as list in Programme Strategic Plan 2017 – 2027 with the following **objectives**:

1. To assure the predictability of funding for implementing NLC's programme
2. To ensure the effectively of the fundraising targets and approaches
3. To set the fundraising priorities targets within 5 years which are complement to BirdLife International Cambodia Programme

The scope of NLC's fundraising strategic plan will be focus on fundraising priorities, targets donors and approaches to support NLC for achieving its vision, mission and objectives with the following programme areas:

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

## 5. CURRENT RESOURCES

### 5.1 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.

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.

To date, there are three executive committee members who are also the human resource for NLC day to day operation, institute capacity building, fundraising and project implementing.

## 5.2 Financial resources and asset

NLC's current financial resource is **\$6353.99** in US dollars for supporting NLC institution operational cost and some project activities. From established until June of 2018, NLC had raised fund around **\$30,000** in US dollars from different source of funding and a GPS as NLC's asset.

## 6. FUNDRAISING STRATEGY

This section will identifies what are priorities activities in organization programmes and strategies for raising fund with in the next 5 years (2019 – 2023), funding required for those projects and activities, person or team is responsible for doing fundraising, donor directories, and fundraising timeframe and partnership.

### 6.1 Fundraising priorities

Fundraising priorities will based on the priorities strategic activities of NLC and The first 5 years (2019 – 2023) strategic activities will prioritizes on building institution capacities, migratory bird conservation project, and awareness raising activities while species research and site conservation action are the fourth and fifth priorities. Those activities are rank in high, medium and low priorities as below:

#### **Building institution capacities (High priority):**

- Assess, develop, and implement a human resource capacity building plan
- Support high-level capacity building of NLC staff
- High-level capacity building opportunity for NLC core staff to raise their expertise to international standards
- Ensure the functioning of the governing board
- Ensure the functioning of the executive committee
- Ensure regular communication between governing board and executive committee
- Develop required policies to ensure good governance
- Recruit and expand NLC membership
- Apply to be a partner of national and international networks
- Build capacity of executive committee to develop funding proposals to submit to donors
- Build capacity and initiate activities or services to raise unrestricted funding

#### **Migratory bird conservation (High priority):**

- Assess and nominate key migratory bird habitats as flyway sites in Cambodia
- Conserve endangered migratory birds in Cambodia
- Regional collaboration for conservation action

#### **Awareness raising activities (Medium priority):**

- Migratory bird education and awareness raising
- Education and awareness raising on Cambodia wildlife
- Conducting various awareness activities for local communities, schools, and general public on the importance of birds, biodiversity and environmentally sustainable practices

**Species research (Low priority):**

- Research and advocate for bird and mammal species in Cambodia
- Research and implement projects that benefit both biodiversity conservation and local livelihood improvement

**Site conservation action (Low priority):**

- A proper zonation management plan and a management plan for a protected area is endorsed and implemented
- Support capacity building for Protected Area authorities
- Identify and implement appropriate conservation action to conserve endangered bird species in Cambodia
- Education and awareness raising on Cambodia wildlife

## 6.2 Budget estimate

NLC estimate requires budget from 2019 to 2023 is from **USD 86,625 to USD 104,455** annually for personal cost, supplies and operational activities. (ANNEX 1 for estimate budget 2019 to 2023).

Description	2019	2020	2021	2022	2023
Personal cost	\$ 27,000.00	\$ 28,350.00	\$ 29,767.50	\$ 31,255.88	\$ 32,818.67
Supplies	\$ 5,500.00	\$ 5,590.00	\$ 5,684.50	\$ 5,783.73	\$ 5,887.91
Operational activities	\$ 50,000.00	\$ 52,500.00	\$ 55,125.00	\$ 57,881.00	\$ 60,775.00
Overhead cost	\$ 4,125.00	\$ 4,322.00	\$ 4,528.85	\$ 4,4746.04	\$ 4,974.09
<b>Total</b>	<b>\$ 88,625.00</b>	<b>\$ 90,762.00</b>	<b>\$ 95,105.85</b>	<b>\$ 99,666.89</b>	<b>\$ 104,455.99</b>

## 6.3 Fundraising unit

NatureLife Cambodia Executive committee is the fundraising unit while NatureLife Cambodia’s governing board will provide support in fundraising and promote NatureLife profiles to potential donors. NatureLife Cambodia fundraising unit actively identifies donors through donor database or call for proposal announcement, and suggest ideas, write concept notes, develop proposals, and respond to donor communications. This fundraising unit also approach private institution or individual donors, develop merchandising concept plan, provide services such as bird tour or consultancy, promote and recruit membership, and organize fundraising events.

## 6.4 Donor database

This section will present the potential donor list for NLC proposal in the next five years. The donor database might be updated annually for effectively identify potential donors to support NLC fundraising.

<b>Programme</b>	<b>Website</b>	<b>Grant size</b>	<b>Notes</b>
Kate Stokes Memorial Award – Conservation Leadership Programme	<a href="http://www.conservationalleadershipprogramme.org/grants/grant-overview/kate-stokes-memorial-award/">http://www.conservationalleadershipprogramme.org/grants/grant-overview/kate-stokes-memorial-award/</a>	USD 5,000	Supporting CLP alumni, deadline: March or April, a team (3+ individuals) with a range of experience (typically, aged under 30), 1 year project duration
National Geographic Society – Early career grant	<a href="https://www.nationalgeographic.org/grants/grant-opportunities/">https://www.nationalgeographic.org/grants/grant-opportunities/</a>	USD 5,000 and not exceed USD 10,000	Young explorer, in the areas of conservation, education, research, storytelling, and technology, 1 year or less project duration.
National Geographic Society – Exploration grant	<a href="https://www.nationalgeographic.org/grants/grant-opportunities/">https://www.nationalgeographic.org/grants/grant-opportunities/</a>	USD 10,000 to 30,000	Areas of conservation, education, research, storytelling, and technology, 1 year or less project duration.
Critical Ecosystem Partnership Fund (CEPF) – Small grant	<a href="https://www.cepf.net/">https://www.cepf.net/</a>	USD 20,000 or less	Call for proposal, Funds conservation and capacity-building projects led by civil society organizations. Precise strategy and timing of grant process varies from region to region.
Critical Ecosystem Partnership Fund (CEPF) – Large grant	<a href="https://www.cepf.net/">https://www.cepf.net/</a>	average amount of USD 150,000	Call for proposal, Funds conservation and capacity-building projects led by civil society organizations. Precise strategy and timing of grant process varies from region to region.
The Birdfair/RSPB Research Fund for Endangered Birds	<a href="https://www.rspb.org.uk/our-work/conservation/projects/birdfair-rspb-research-fund-for-endangered-birds/#MdAp9qrLg30y7hG.99">https://www.rspb.org.uk/our-work/conservation/projects/birdfair-rspb-research-fund-for-endangered-birds/#MdAp9qrLg30y7hG.99</a>	USD 2,000	Support globally Endangered or Critically Endangered species, to support local ornithologists to undertake research on the world's most threatened birds, to publicize their findings, and to raise the capacity of researchers in developing countries.
Rufford small grant for nature conservation	<a href="https://www.rufford.org/">https://www.rufford.org/</a>	5,000 Pound	Project with direct conservation benefit to threatened habitats or species or field work element of PhD or MSc studies with clear

			conservation output. Project should be minimum 12 months duration
MacArthur Foundation - Conservation and Sustainable Development program	<a href="https://www.macfound.org/">https://www.macfound.org/</a>	N/A (depend on region and funding strategy)	The first private foundations to focus on the preservation of biodiversity. Over 36 years, we have supported conservation training, environmental law and policy, and the creation and management of protected areas, among many other interventions to sustain our natural world.
The Mohamed bin Zayed Species Conservation Fund	<a href="https://www.speciesconservation.org/">https://www.speciesconservation.org/</a>	Maximum of \$25,000 for each project.	The Fund has been established to provide targeted grants to individual species conservation initiatives, recognize leaders in the field and elevate the importance of species in the broader conservation debate. Its focus is global and eligibility for grants will extend to all plant, animal and fungi species conservation efforts, without discrimination on the basis of region or selected species
The Nagao Wetland Fund	<a href="https://www.ramsar.org/activities/the-nagao-wetland-fund">https://www.ramsar.org/activities/the-nagao-wetland-fund</a>	USD 18,000	Annual project cycles from 2017 until 2021, eligible Contracting Parties will be invited by 31 January of each year to submit proposals. The deadline for these submissions will be 1 April.
Ramsar Regional Center-East Asia Wetland Fund	<a href="http://rrcea.org/wetlandfund/">http://rrcea.org/wetlandfund/</a>	USD 10,000	Focus on support and implementing Ramsar strategic plan, need to get endorsement from Ramsar National Focus Point
US Fish and Wildlife Service International Grant Programme	<a href="https://www.fws.gov/international/grants-and-reporting/how-to-apply.html">https://www.fws.gov/international/grants-and-reporting/how-to-apply.html</a>	Max USD 50,000	Funds projects on African and Asian elephants, great apes, marine turtles, neotropical migratory birds, rhinos and tigers. All except the turtle and bird funds are open all year - but "applicants are encouraged to apply between Sept and Dec". There are also

			non-taxon-specific funds for Africa and Latin America/Caribbean.
The Darwin Initiative	<a href="http://www.darwininitiative.org.uk/">http://www.darwininitiative.org.uk/</a>	5,0000 to 48,000 Pound	UK government grants scheme that helps to protect biodiversity and the natural environment in developing countries.
Disney Worldwide Conservation Fund - Annual Conservation Grants	<a href="https://www.thewaltdisneycompany.com/environment/#disney-conservation-fund">https://www.thewaltdisneycompany.com/environment/#disney-conservation-fund</a>	USD 25,000	The Disney Worldwide Conservation Fund provides financial support for the study of wildlife, the protection of habitats and community conservation and education. The goal is to support conservation organizations focused on long-term positive impacts for wildlife and habitats.
ZSL EDGE of Existence programme	<a href="https://www.edgeofexistence.org/edge-fellows/">https://www.edgeofexistence.org/edge-fellows/</a>	USD 12,000	ZSL EDGE focuses specifically on threatened species that represent a significant amount of unique evolutionary history.
Save Our Species (SOS)	<a href="http://www.saveourspecies.org/our-work/apply-grant">http://www.saveourspecies.org/our-work/apply-grant</a>	USD 25,000	SOS is the go-to mechanism to identify and support the best frontline wildlife conservation projects worldwide that help address the global extinction crisis. The first funding call in 2017 is for lemur conservation.
Foundation Segre	<a href="http://www.fondationsegre.org/how-to-apply/">http://www.fondationsegre.org/how-to-apply/</a>	N/A	Submit a preliminary concept of no more than 2,000 words
The GEF Small Grants Programme	<a href="https://sgp.undp.org/index.php">https://sgp.undp.org/index.php</a>	USD 50,000	SGP grants are made directly to community-based organizations (CBOs) and non-governmental organizations (NGOs) in recognition of the key role they play as a resource and constituency for environment and development concerns.
Keidanren Nature Conservation Fund (KNCF)	<a href="https://www.keidanren.net/kncf/en/fund/about/">https://www.keidanren.net/kncf/en/fund/about/</a>	Variable	KNCF raises applicants for the Fund on this Web Page every fiscal year, and Project Selection Committee has assumed the rigid

			responsibility of appraising and selecting supported projects among submitted applications.
People's Trust for Endangered Species worldwide grants	<a href="https://ptes.org/grants/apply-grant/worldwide-grant-criteria/">https://ptes.org/grants/apply-grant/worldwide-grant-criteria/</a>	£3,000 to £10,000	Find the critical scientific evidence that will facilitate the conservation of a species, Provide the answer to a key conservation question, which will enable conservationists to undertake critical conservation action, Undertake the implementation of a key local action which will result in a significantly, positive impact for an endangered species
Japan Fund for Global Environment (JFGE)	<a href="http://www.erca.go.jp/jfge/english/world/grants.html">http://www.erca.go.jp/jfge/english/world/grants.html</a>	300,000 JPY	Nature protection, conservation and restoration, Forest conservation and tree/grass planting, Anti-desertification, Agriculture of environmental conservation type, Mitigation and adaptation to climate change, Building of a recycle-oriented society, Air, water and soil conservation, Comprehensive environmental education, Comprehensive environmental conservation projects, Other environmental conservation projects
Asian Waterbird Conservation Fund – WWF Hong Kong	<a href="https://www.wwf.org.hk/en/reslib/programme_resources/water_wetlands/?16263/res-Asian-Waterbird-Conservation-Fund">https://www.wwf.org.hk/en/reslib/programme_resources/water_wetlands/?16263/res-Asian-Waterbird-Conservation-Fund</a>	USD 5,000	Projects at sites that support significant population of EAAF’s migratory waterbirds with international/regional conservation importance, Projects at sites that are recognized as being important for the conservation of migratory waterbirds in the EAAF in Asia.
Ocean Park Conservation Foundation, Hong Kong (OPCFHK)	<a href="http://www.opcf.org.hk/en/">http://www.opcf.org.hk/en/</a>	Variable	Conservation & Research (Critically endangered species), community education, Local conservation efforts, stakeholder engagement. Mostly focus on marina

			species or coastal conservation.
Rolex Awards for Enterprise	<a href="http://www.rolexawards.com/about/apply">http://www.rolexawards.com/about/apply</a>	100,000 Swiss francs.	Project is helping to expand the knowledge of our world or improve the quality of life on the planet. Projects are grouped broadly in the areas of the environment, applied science and technology, and exploration.

## 6.5 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. 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 candidate in Cambodia.

## 6.6 Source of funding

The main funding source of NLC will be through grants by submit proposal to donors including bilateral, multilaterals, foundation or trusts. Unrestricted funds will also be sought through provision of services (e.g. bird watching and ecotourism programs, research and assessment), Merchandising, sponsorship or membership, individual or institution donation and organized fund raising events. Any fundraising activities and 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.

### 6.6.1 Grants (foundation, trusts, bilateral, or multilaterals)

**Foundation and trusts** whose purposes are exclusively charitable and provide a public benefit. They can be founded by an individual, family or corporation like MacArthur Foundation and The Walt Disney Company Foundation.

**Bilateral donors** are national government with funding schemes like UK government through Darwin Initiative and can be applied by national and international NGOs and other non-profit institution.

**Multilateral donors** are agencies that bring various countries or parties like the European Union (EU), World Bank, Asian Development Bank and the UN agencies such as UNDP and UNEP.

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 with consulting on donor database while maintain good governance.

#### **6.6.2 Donation (Individual or institution)**

NLC also received from individual or institution donors who wish to contribute to birds or wildlife conservation in Cambodia. Donations can be from legal entities, from national and international donors, from national and international governments, and from international embassies or other agencies. Donation can be in kind or in cash while the receiving of donation not obligation to provide back any service or support unless with approval from NLC boards.

#### **6.6.3 Merchandising**

NLC will raises unrestricted fund through merchandising also source of funding for support NLC institution and conservation works. NLC will design and product any bird conservation promote material for selling such as bird pin, hat, T-shirt, painting, books, etc. Those products will be display for sale during event or online through NLC Facebook page or website.

#### **6.6.4 Service and consultancy**

Unrestricted funds will also be sought through provision of services (e.g. bird watching and ecotourism programs, research and assessment). 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.

#### **6.6.5 Membership**

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

### 6.6.6 Fundraising events

NLC will organized bird fair, bird festival, Gala dinner or any other event organizing for fundraising purpose if there is any opportunity for such event to happen. NLC must seeking for support partners for organizing fundraising event and income obtained from the event will go for NLC unrestricted fund in supporting NLC conservation activities. For organizing fundraising event, NLC executive committee shall obtain approval from NLC governing boards and identify sufficient sponsors and human resources are in place.

### 6.6 Fundraising timeframe

NLC will develop grant proposal when there is funding opportunities or announcement of calling for proposal by donors and fit with our programme strategy. While donation fund depend on timing opportunity from individual donor or institution donor who willing to support NLC in bird and wildlife conservation in Cambodia. NLC will also try to identify and lobby donation from potential individual or institution if there are interesting.

Unrestricted funds such as merchandising, provide service and consultancy, membership will be organized based on the prioritize source of fundraising and try to conduct fundraising activities throughout the year for reaching fund requirement. In addition, NLC will organize bird watching trip at least two times per year for raising unrestricted fund. NLC will also conducting fundraising event but this source of funding is listed in very low priority.

Types of funding	2019	2020	2021	2022	2023
Grants	√√√√√	√√√√√	√√√√√	√√√√√	√√√√√
Donation	√√	√√	√√	√√	√√√
Merchandising	√√	√√	√√√	√√√	√√√
Service/consultancy*	√√	√√√	√√√	√√√√	√√√√
Membership	√	√√	√√	√√√	√√√√
Fundraising events	√	√	√	√	√√

\* For providing bird watching service, NLC will try to conduct at least 2 times per year

Prioritize source of fundraising: √ very low, √√ low, √√√ medium, √√√√ high, √√√√√ very high

## 7. MONITORING AND EVALUATION

The mechanism for monitoring and evaluation of NLC's fundraising strategy through monthly meeting and report the fundraising progress in NLC executive committee in order to track progress and offer feedback to improve. The executive committee, led by the Chief Executive Officer, would periodically report on the progress and result of fundraising to the governing board. At the end of 2021, a mid-term review of the fundraising strategy will be conducted in order to assess its result and challenge.

ANNEX 1: 5 years budget estimate for NLC personal cost, supply, and operational activities cost

Description	Unit Cost	Person/Units	No.of day/month	Total Cost	Estimate 5 years budget					Total Cost
					year 1	year 2	year 3	year 4	year 5	
<b>Personal Cost</b>										
Chief Executive Officer	800	1	12	9,600	9,600	10,080	10,584	11,113	11,669	53,046
Admin/Finance Officer	450	1	12	5,400	5,400	5,670	5,954	6,251	6,564	29,838
Project Officer	600	1	12	7,200	7,200	7,560	7,938	8,335	8,752	39,785
Project Assistant	400	1	12	4,800	4,800	5,040	5,292	5,557	5,834	26,523
<b>Total Personal cost</b>					<b>27,000.00</b>	<b>28,350.00</b>	<b>29,767.50</b>	<b>31,255.88</b>	<b>32,818.67</b>	<b>149,192.04</b>
<b>Office, Equipment and Supply</b>										
Share office utilities and supplies	50	1	12	600	600	600	600	600	600	3000
Computer	800	2	1	1,600	1,600	1,600	1,600	1,600	1,600	8000
Office furniture	100	1	1	100	100	100	100	100	100	500
Field equipment ( Camera, GPS )	800	1	1	800	800	800	800	800	800	4000
Share office rental	150	1	12	1,800	1,800	1,890	1,985	2,084	2,188	9946.14
Communication	50	1	12	600	600	600	600	600	600	3000
<b>Total Office, Equipment and Supply</b>					<b>5,500.00</b>	<b>5,590.00</b>	<b>5,684.50</b>	<b>5,783.73</b>	<b>5,887.91</b>	<b>28,446.14</b>
<b>Operational activities</b>										
Building institution capacities					5,000	5,250	5,513	5,788	6,078	27,628
Migratory bird conservation					20,000	21,000	22,050	23,153	24,310	110,513
Awareness raising activities					15,000	15,750	16,538	17,364	18,233	82,884
Species research projects					5,000	5,250	5,513	5,788	6,078	27,628
Site conservation action					5,000	5,250	5,513	5,788	6,078	27,628
<b>Total Operational activities</b>					<b>50,000</b>	<b>52,500</b>	<b>55,125</b>	<b>57,881</b>	<b>60,775</b>	<b>276,282</b>
<b>Overhead Cost</b>					<b>4125.00</b>	<b>4322.00</b>	<b>4528.85</b>	<b>4746.04</b>	<b>4974.09</b>	<b>22695.99</b>
<b>Total</b>					<b>86,625.00</b>	<b>90,782.00</b>	<b>95,105.85</b>	<b>99,666.89</b>	<b>104,455.99</b>	<b>476,615.73</b>