

2. 協議議事録 (Minutes of Meeting)

3. Problems to be addressed, the Current Situation

3.1 Institutional Framework for the Forestry Sector

The Working Group on Forest Rehabilitation of DFW proposed a draft of a National Strategic Plan for Forest Rehabilitation on 1st May 2001, which shows analysis of institutional framework for the forestry sector. The numbers and estimates in this section are quoted from the draft.

At present, the lands related to forests are demarcated to and managed by different authorities as shown in Table-3.1.

Table-3.1 Administrative Demarcation of the Forestry Sector

<i>Category</i>	<i>Main authority of management</i>
Forests in Protected Areas	Ministry of Environment (MOE)
Flooded Forests	Department of Fisheries (DOF), MAFF
Forests under the forest concession	Concession companies (under DFW, MAFF)
Forests under Tree Planting Stations	DFW and Provincial Forest Offices (PFO), MAFF
Forests under land concession	Concession owners (under MAFF)
Community forests	Local Communities and DFW
Other forests	(DFW, MAFF)
Outside of forests	Private use, Local authorities, etc.

(Remark): The mandate of each authority is not clearly divided. In some cases, some forests are overlapped one another. A draft of the new Forestry Law as of 12 May 2001 suggests that the mandate of DFW extend to all Forests except Protected Areas designated by the Royal Decree of November 1993 and Flooded Forests by Fishery Law No.33, 1987.

Source: The draft of a National Strategic Plan for Forest Rehabilitation as of 1 May 2001

Minor revisions were made according to Article 2 and 3 of the draft of Forestry Law as of 12 May 2001

The followings briefly account for forest protection, restoration and management activities for each Forest.

Forests in Protected Areas

25-30% of the total forests is under the Protected Areas. MOE has been developing and implementing management plans of several national parks.

Flooded Forests

DOF has the authority to manage the Flooded Forests designated by Fishery Law No.33 (1987), because fishery resources have close relations to flooded forests. The Flooded Forests consist of flooded forests around Tonle Sap and the Mekong River and mangroves. They occupy 4% of the total forests but most of them duplicate the Protected Areas. They are expected to play a role of conserving and cultivating fishery resources.

Forests under forest concessions

35-40% of the forests is under forest concessions. RGC, whose core is DFW, has been

conducting forestry policy reforms. Consequently, a new system of forest concession management is under reformulation for suitable and well-organized operations.

Forests under Tree Planting Station

Tens of thousands hectares of forests are under the control of Tree Planting Stations of DFW (14 stations) and Provincial Forest Offices (PFO: about 30 stations). They reforest approximately 500 ha of this type annually. Arbor Day planting activities are also done annually, which was a traditional national ceremony before 1970 and resumed from mid 1980s, participated in by citizens and school children.

Forests under land concessions

MAFF has released land concessions as a land lease contract so that private investors can use lands mainly for agriculture, which has added up to hundreds of thousands hectares. Several plans of tree plantations have been set up under this concession system. However, it is not clear how much forest cover is included in issued land concessions.

Community forests

Several community forests (at most thousands ha) have been established mainly through the support of donors and, in particular, NGOs. They sometimes overlap with other forest categories, such as forest concessions and Protected Areas. Forest management systems for community forests are developed. In some cases, community forests have reforestation activities.

Other Forests

25-30% of the total forests is located in other forests. DFW has its mandate to manage other forests. However, DFW does not have sufficient resources for management and control of other forests, which has brought about unsustainable exploitation or inappropriate control by local people and groups.

Outside of Forests

This consists of various types of lands, including important lands for forest restoration. They contain private lands in rural area, such as agricultural lands and home gardens, and public land such as school lands, temple lands, roadside, and canal side. Some of farmers have been conducting tree-planting activities at their own lands with their discretion and interests. Several organizations including the Government's Tree Planting Stations have been supporting these tree-planting activities.

3.2 Needs of the Project

3.2.1 Problems relevant to the Institutional Framework

The Working Group on Forest Rehabilitation of DFW analyzed the problems relevant to Section-3.1, which are as follows:

Forests in Protected Areas

In most of Protected Areas, forest management plans have not been developed and implemented.

Flooded Forests

Appropriate forest management plan has not been developed and implemented.

Forests under Tree Planting Station

Most of the Planting Stations are suffering from illicit encroachment or illegal cutting.

Forests under land concessions

Although several concessions for tree plantation have been approved, these agreements are not transparent and impartial enough.

Community forests

Since legal advocacy is not strong, several disputes have been reported to occur between ownership and utilization of forests.

Other Forests

The organizational system for managing these forests is still missing. So, there are not any established policy for development and management, and any management plans for them.

Outside of the forests

Local people and public sectors do not have enough supports to commence or enhance tree-planting activities.

3.2.2 Capacity Building Needs

Basic institution of the forestry sector is under development even now. Namely, both of the new Forestry Law and the Forest Policy have not been adopted yet and are still drafts. Forest concession system is also being reformed in order to avoid overexploitation, unsustainable management activities and illegal logging. The definition of different forests categories is under consideration to date. Illegal logging and forest crimes have been declining owing to the Forest Crime Monitoring Project, according to FAO, but still need to make continuous efforts.

On the other hand, areas of deforestation amounted to 2.7 million ha (20 % of the total natural forest area of 1969) in the past 30 years. The scope of the challenges to be solved by the Forestry administration of RGC has been expanded broadly to forest protection, restoration and management activities.

The Second Five-Year Plan for the Forestry Sector (SFYPFS) assesses that there are 6 million ha of degraded forests, which urgently need to be rehabilitated. Therefore, the plan proposes 66,120 ha reforestation per year as the target, which consists of 50,000 ha forest plantation, 120 ha

plantation on National Arbor Day and 16,000 ha participatory tree planting annually. This is a challenging step as compared with annual 500-600 ha reforestation level in the last 5 years. The reforestation activities are also facing serious technical, social and financial difficulties.

The SFYPFS and the Working Group on Forest Rehabilitation of DFW indicate that forest management need significant improvement in planning, implementation, monitoring and evaluation for the concession forests, the Protected Areas, the Flooded Forests, the forests under the Tree Planting Stations of DFW and PFOs, and other forests.

(1) Capacity Building Needs for DFW

DFW, the principal authority for the forestry administration, faces and tackles the challenges shown in the Subsection-3.2.1. However, DFW has some weaknesses, which are as follows:

- The higher education of forestry was only resumed in the late 1980s after the civil war. Therefore, most of DFW management staffs are in their 30s', including directors and executives. The experienced management staffs over 40s are very limited in number.
- The headquarters of DFW located in Phnom Penh has limited office spaces. It is difficult to allocate rooms for conference, training and so on. DFW has also sparse facilities and equipment for the field activities.
- The legal and institutional reform is still in progress. Drafts of laws, guidelines and manuals have been prepared stepwise. However, concerned DFW staffs have not acquired sufficient training and instruction of prepared documents. So it is difficult for them to enforce and implement their concepts and contents.
- The concrete action programmes for reforestation and forest management have not been formulated yet, which leads to inadequate implementation.

Taking into accounts circumstances mentioned above, it is easy to understand that one of the core needs of the forestry sector is the capacity building of DFW.

(2) Needs of Coordination of Stakeholders in the Forestry Sector

The issues of all forestry sub-sectors need to be properly addressed. The required technical assistances have been thrown in to solve these issues. As stated in the Section 2.2 and 2.4, these assistances are in progress and include capacity building activities. These capacity building activities are limited and specialized in each sub-sector. Therefore, it is obvious that the Forestry Sector needs an overall strategy for the capacity building, and an integration and coordination of concerned capacity building activities.

3.2.3 Needs of Capacity Building in Specific Areas

(1) Possible Areas

In addition to the coordination of different capacity building assistance activities, JICA Project shall select specific and preferential area for capacity building. However, the forestry situation Cambodia has been radically changing each year recently since the basic framework such as forestry law, forestry policy, concession system and forest category has been in the course of discussion for entire reforms as stated in the previous section. Therefore, JICA Project needs to examine and decide the priority areas on annual basis.

(2) The Training Needs for Forestry Administration of RGC

The attached document of SFYPFS shows the Five-Year (2001-2005) Plan of Training for the forestry administration. The proposed areas of training are as follows (Note: Plans of overseas long-term training are excluded):

Administration, Legislation, Planning and Others

- Law Enforcement
- Forest Policy Formulation
- Human Resource Management
- Collaboration Management
- Library Management

Concession System/ Forest Management and Utilization

- Extension of Cambodian Forest Harvest Code of Practice to Forest Concessionaires
- Extension of Tree Marking Techniques to Forest Concessionaires
- Forest Management and Wood Industry
- Forest Certification

Reforestation and Restoration

- Plant Classification
- Reforestation
- Nursery Management, Forestry Tissue Culture and Seed Management and Supply

Forestry Extension and Community Forestry

- Community Forestry, Community-Based Forest Management
- Forestry Extension
- Agro-forestry

Wildlife and Biodiversity Conservation

- Wildlife and Biodiversity Conservation

Information Technology

- Digital Image Processing

- Map Protection and Coordinate System in ARC View and ARC Info
- Geographic Information on Forest and Tree Resource
- Computer Programming for Information Management System

Forest Research

- Forest Research

(3) Primary Target Areas of JICA Project

Several assistance activities containing capacity building components have already been activated, such as Forest Concession Management and Control by WB, Forest Crime Monitoring by UNDP/FAO, Reduced Impact Logging by ITTO, Community Forestry and Extension by GTZ, Tree Seed Conservation and Provision by DANIDA and so on. It is necessary for JICA to avoid duplication with these assistance activities. Therefore, one of prospective areas is capacity building for Restoration of the Forest Resources which JICA Project might manage as the leading agency. In this area, JICA has been assisting DFW through the dispatch of a long-term expert since 1999.

JICA Project should also become a principal agent to coordinate capacity building components of these assistance activities by donors and stakeholders.

(4) Primary Target Group of the Project

It is necessary for the Project to select proper target groups and the annual programs.

The primary target group will be the DFW (and PFOs) professional staffs.

The reasons for selecting these groups are as follows:

- DFW administers most of forestry issues and affairs except protected areas and flooded forest;
- The development objective of the Project is to promote good practices widely in the forest sectors of Cambodia. So, it is urgently needed to enhance DFW staffs;
- The civil war until the early 1990s has also caused poor human capacity and scarcity of higher educated and experienced foresters.
- DFW and the Forestry Sector are lack of human and organizational capacity, and resources of facilities and equipment;

Refer to the tables and graphs on the next page: Age Distribution of staffs at DFW, Provincial Forest Offices, Reforestation Office of DFW, and Forest Management Office of DFW.

In every office, the categories of F (B), F (T), F (A) and NF (Non-skill) are predominant in number. As to age distribution, 30s are the most in number for all offices. 20s are the second in DFW offices and 40s third, while the other way around in PFOs. In any case, 20s through 40s

groups are the major core of the staffs. The numbers of the shaded groups in the tables <F (B), F (T), and F (A) from 20s to 40s> are 413 for DFW, 493 for PFOs, 106 for RO and 133 for FMO respectively.

The most probably the primary target for capacity building of the Project will be selected from this core group.

Table-3.2 Age Distribution of DFW Staff

Staff Type	20s	30s	40s	50s	Total
F (≥M)	2	10	4	0	16
F (B)	58	162	9	0	229
F (T)	39	52	19	6	116
F (A)	53	16	5	2	76
NF (B)	17	30	4	0	51
NF (T)	4	11	4	7	26
NF (A)	0	0	0	0	0
NF (Non-skill)	77	85	65	26	253
Total	250	366	110	41	767

Note: Unit is Number of Staffs

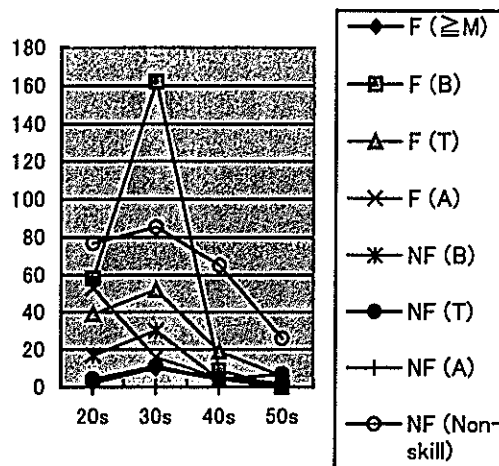


Table-3.3 Age Distribution of PFO Staff

Staff Type	20s	30s	40s	50s	Total
F (≥M)	0	0	0	0	0
F (B)	61	105	4	0	171
F (T)	58	71	23	9	161
F (A)	53	88	30	12	183
NF (B)	3	6	1	0	10
NF (T)	2	7	1	0	10
NF (A)	5	12	13	6	36
NF (Non-skill)	42	191	188	78	499
Total	224	480	260	105	1069

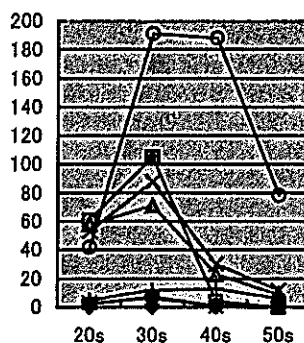


Table-3.4 Age Distribution of Reforestation Office

Staff Type	20s	30s	40s	50s	Total
F (≥M)	0	0	1	0	1
F (B)	7	36	1	0	44
F (T)	4	9	4	2	19
F (A)	31	12	2	0	45
NF (B)	0	2	0	0	2
NF (T)	0	2	1	0	3
NF (A)	4	0	0	0	4
NF (Non-skill)	15	51	25	7	98
Total	61	112	34	9	216

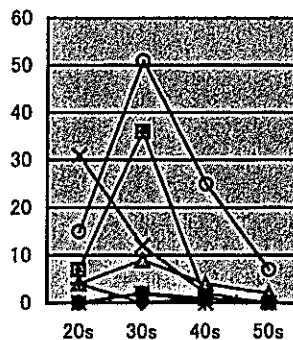
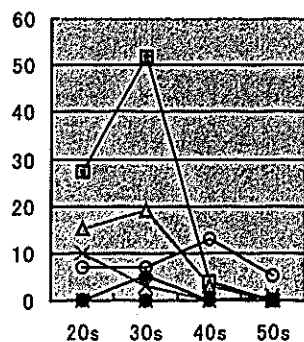


Table-3.5 Age Dtbtn. of Forest Management Office

Staff Type	20s	30s	40s	50s	Total
F (≥M)	0	5	0	0	5
F (B)	27	52	4	0	83
F (T)	15	19	3	0	37
F (A)	10	3	0	1	14
NF (B)	0	0	0	0	0
NF (T)	0	0	0	0	0
NF (A)	0	0	0	0	0
NF (Non-skill)	7	7	13	5	32
Total	59	86	20	6	171



◆ F (≥M)
 ■ F (B)
 ▲ F (T)
 × F (A)
 * NF (B)
 ● NF (T)
 + NF (A)
 ○ NF (Non-skill)

F /
 Forester with professional education in Forestry
 NF /
 Not Forester without professional education in Forestry
 (≥ M) /
 Master or higher degree
 (B) /
 Bachelor with 4 or 5 year of higher education (HE)
 (T) /
 Technician with 3 year HE
 (A) /
 Agent with 2 year HE
 F (A) / Rangers & Guards
 (Non-Skill) /
 Secondary education of 12 years (Drivers and Labors)
 20s / 20-29 years old
 30s / 30-39 years old
 40s / 40-49 years old
 50s / 50-59 years old
 Unit of Tables & Graphs /
 Number of Staffs

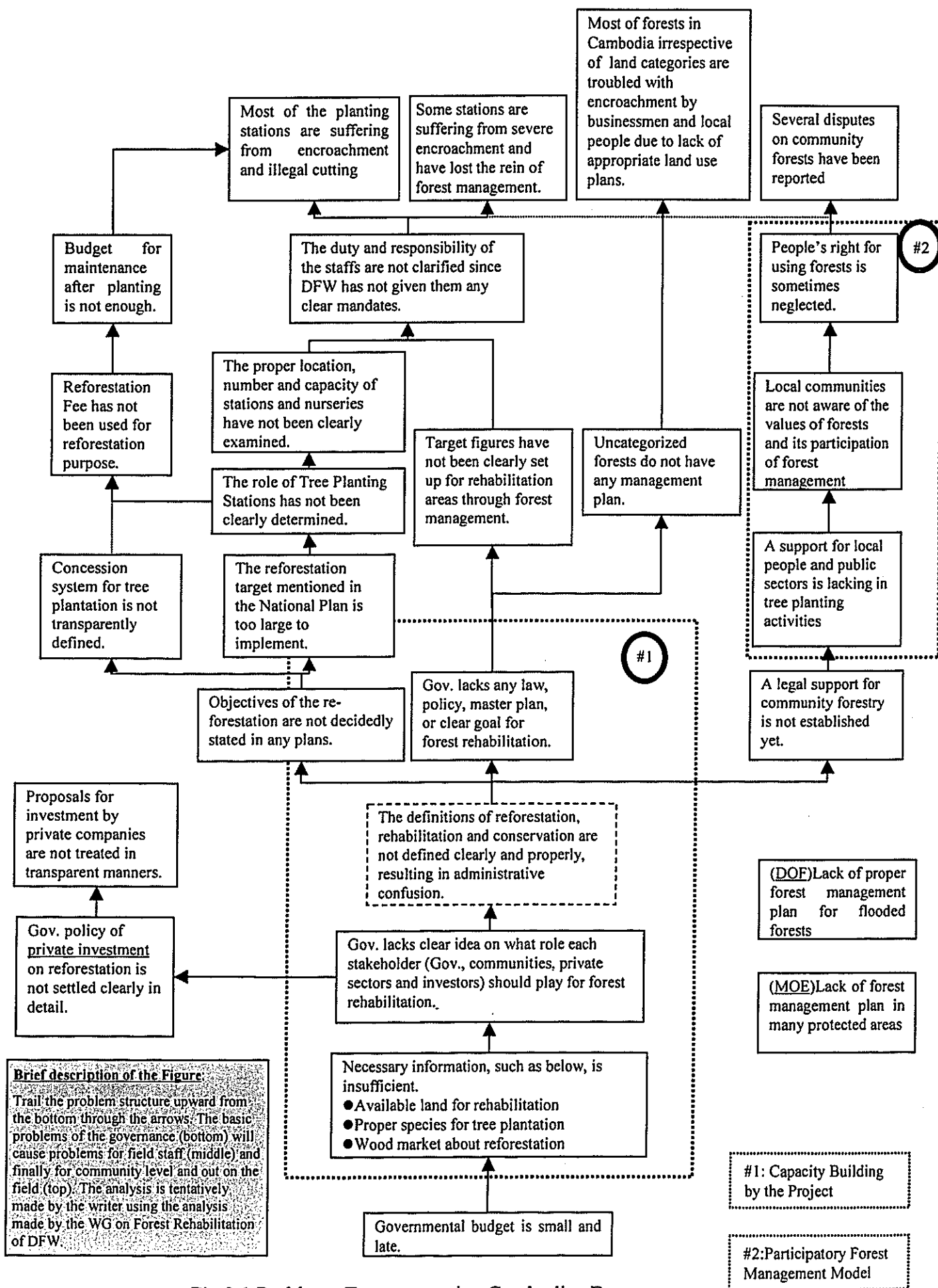


Fig 3.1 Problems Tree concerning Cambodian Forests

3.3 Relations with the Assistance Policy of Japan

3.3.1 General Remarks

Social and economical stability of the Kingdom of Cambodia would be one of indispensable factors for promoting the peace, security and development in Asia and the Pacific Region.

In order to attain the rehabilitation, reconstruction and democratization from the devastated country after the Cambodian peace agreement in 1990s, it is very important to keep stable political powers of Royal Government of Cambodia (RGC).

As Cambodia is one of the important countries listed in the DAC's new development strategy, Government of Japan (GOJ) has provided a variety of supports actively toward the reconstruction and the democratization of Cambodia, acting on the fundamental principles of Japanese ODA.

Japan has been carrying out substantial technical and financial assistance, which Cambodia would urgently need as humanitarian aids, based on the policy discussion between two countries.

In addition, from the view point of medium-to-long term national development of Cambodia, the priority has been set on the following four fields for the development assistance, which should utilize and combine every kind of Japanese ODA schemes, such as Japan's Grant Aid and Project-Type Technical Cooperation.

- Infrastructure for Economy;
- Basic Human Needs for Health Care;
- Agriculture; and
- Capacity Building.

The Consultative Group (CG) meeting held in Tokyo in February 1999 emphasized and confirmed the necessity of countermeasures which were taken for Cambodia, such as national peace and stability, respect for human rights, democratization, importance of law enforcement and forest conservation. It was also decided that the meetings for monitoring assistance activities should be held in every quarter. At the latest CG meeting in Tokyo in June 2001, donors reached common understanding after implementing many assistance activities for years that those had played important roles for national development of Cambodia, and that they should continue to make assistance in strengthening the ownership of RGC.

From many Cambodian development fields, JICA has distinguished the following four fundamental areas of its cooperation in the assistant plan titled the Country-Specific Project Implementation Plan in the fiscal year 2001.

(1) The importance not only of specific technology transfers but also of capacity building focused

- on institutional strengthening and related human resource development;
- (2) The importance of economic upgrading policy for Cambodia, because the country will soon have to join ASEAN Free Trade Area and face severe competition among regional economies;
 - (3) The need to rebuild essential infrastructure destroyed during more than 20 years civil unrest, and;
 - (4) The need to set up a special cooperation for resolving serious landmine problems.

3.3.2 The Forestry Sector

Conservation and sustainable utilization of precious national resources on the Earth including forests is one of the most important subjects which human beings are facing with. GOJ has realized the responsibility as the leading donor in the world, and has the commitment to positively deal with these global subjects.

Wood import from various countries has amounted to approximately 80 % of wood consumption in Japan. Therefore, Japan has understood that it is necessary to take some actions for maintaining and conserving forest resources. GOJ has also been supporting sustainable forest management of other countries through their ownership.

In the Country-Specific Project Implementation Plan for the Kingdom of Cambodia by GOJ, eight priority cooperation fields have been selected for preferential execution. The Forest Sector, which is an important factor of the Environmental Resources Management, has been selected as one of the eight fields in the Plan. It is a key component of Japanese Official Development Assistance (ODA).

4. Project strategy

4.1 Project strategy

4.1.1 Overall Strategy

First, the most preferential requirement is the capacity building for the technical staffs of the Forestry Administration, DFW and Provincial Forest Offices. Because their capacity, experiences and available facilities and equipment are too limited to conduct the serious tasks of mitigating deforestation and the degradation of the forest resources, and to facilitate forest management activities and the restoration of forest resources.

Second, international donors have been implementing specified capacity building components respectively of their forestry projects. However, these capacity building activities are disconnected and not well organized in DFW. Therefore, it is essential that DFW should manage and coordinate these capacity building activities of various assistances including JICA with its own initiative. It is also necessary for JICA to encourage this DFW effort. Consequently, this attempt might bring about abundant fruits for DFW.

4.1.2 Required Activities

The Project will employ the structure shown on the Figure 4.1 in order to realize the objectives of the Overall Strategy. The main objectives (outputs) of the Project consist of two shaded components in the Figure.

The first output of the Project aims at allowing DFW to obtain required ability of guiding and coordinating various capacity building agenda. The Project will help DFW to coordinate and integrate the concerned activities by Partner Organizations through the cycle management scheme (planning, implementation, monitoring and evaluation) of the annual programmes. The training coordinators will be trained and full-fledged, and the Training Unit of DFW will also be strengthened and have the upgraded capacity of coordination.

The second output of the Project aims at implementing required training in the fields of the restoration of forest resources. Specification of the training will be identified in the annual programmes. The Project will construct required training facilities in order to enhance training activities, and will make a list of trainers or lecturers resources and foster some of trainers and lecturers.

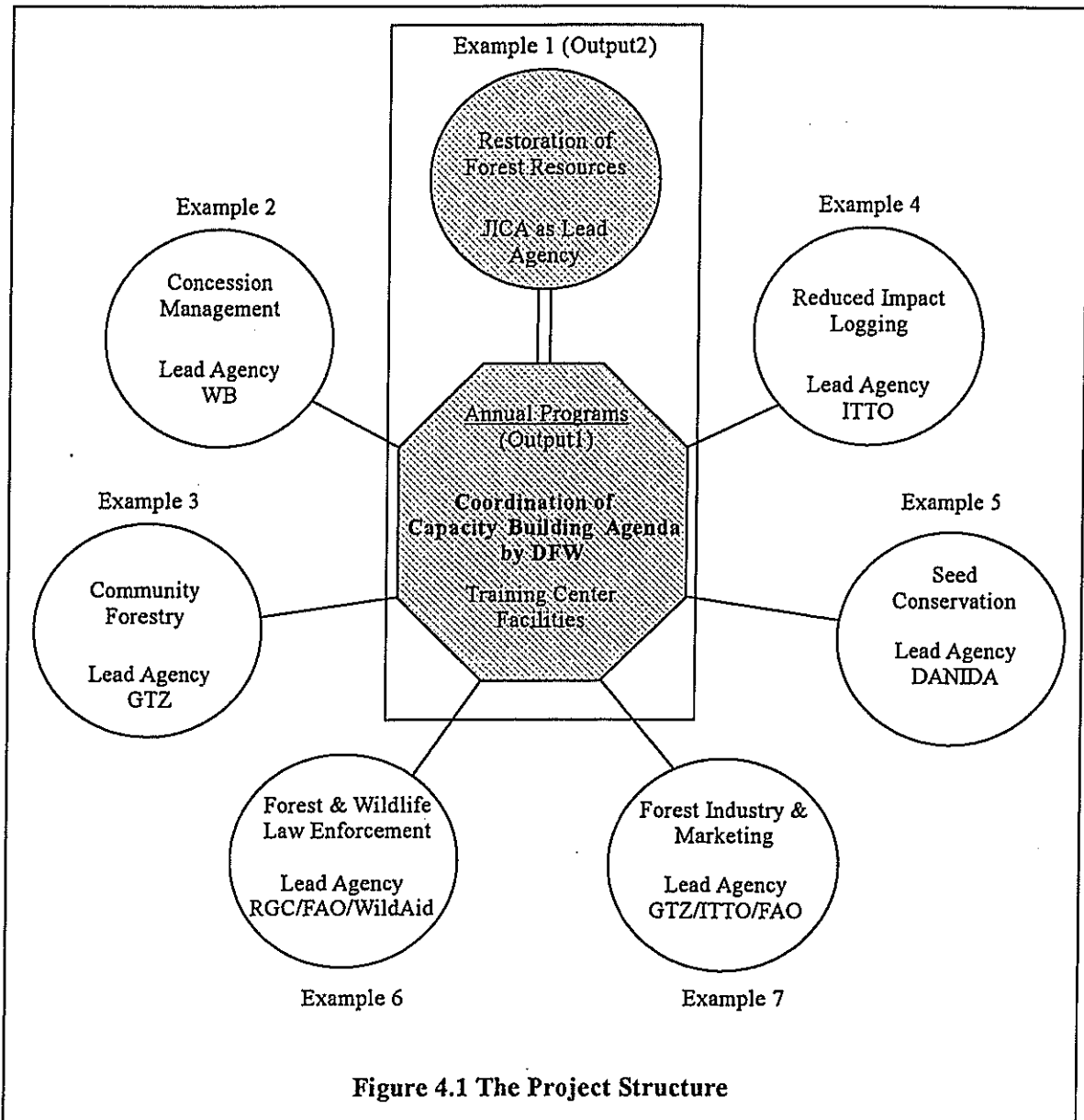


Figure 4.1 The Project Structure

4.2 Implementation Structure

4.2.1 Capacity of the Counterpart Organization (DFW)

(1) Appropriateness of the Counterpart Organization

The forestry sector of Cambodia is administered through the Department of Forestry and Wildlife (DFW), under the Ministry of Agriculture, Forestry and Fisheries (MAFF). Additionally, there are about 1000 staffs that work at Provincial Forest Offices (PFOs). PFOs are under MAFF and directed by DFW. Forest resources management in general is under the jurisdiction of DFW.

The forestry sector in Cambodia is facing wide-spread deforestation and forests degradation,

which is caused by disorderly activities of various local sectors and lack of necessary forest management by local forestry administration. The forestry sector has also many basic tasks in the administration of the central government. The central administration, DFW, is still on the way to develop basic and necessary institution, such as law and regulation, policy and plans. They are inevitably required to tackle problems generated in local areas.

DFW had existed prior to the past Pol Pot regime (1975 - 1979). During the regime the organization halted its function. Its intellectuals were thrown in extreme hardships. Its documents and facilities were destroyed. When DFW made a restart in 1979, few previous staffs could return to the office and there remained no record of the previous age in DFW. The restart meant to start from scratch at that time. Most of present executive officers including the Director General are in their 30s' and post war graduates from Royal University of Agriculture that reopened in 1985.

The Prime Minister declared in 1999 that DFW manage the forest estate as the sole agency. DFW keeps the administrative position of guiding capacity building activities for the forestry sector in Cambodia. Therefore, DFW is regarded as the most appropriate target organization for the Project that aims at upgrading administrative and human capacity in the selected areas of the forestry sector.

(2) Past Achievements

The outcomes of the first five-year plan for the forestry sector (1996-2000) are summarized in the second five-year plan (2001-2005), which are mentioned below.

Forest Policy Implementation and Forestry Law: In July 1996, RGC established under the World Bank's loan the Secretariat of National Committee for Forest Policy Reform in order to efficiently implement the national forest policy. The serving members are the ministers of concerned ministries and the Director General of DFW is serving as Executing Secretary for it.

The secretariat reviewed the main forestry topics for the effective implementation of forest concessions, the monitoring of logging and the increase of income to national budget. As a result, a draft statement of the National Forest Policy and a draft of the Forestry Law were prepared with assistance from UNDP, FAO and ADB.

Law Enforcement: RGC has been taking measures to eliminate illegal forest activities, such as Forest Policy Platform for 1998-2003 and other regulations and decrees in 1999. Enforcement of these has been done by DFW as follows, with support from the Royal Armed Forces, National Police, other relevant authorities, institutions and international communities. It includes confiscation of equipment used in illegalities and illegally cut logs; filing of illegal cases to courts; close down of unauthorized sawmills; termination of forest

concessions without compliance to their contracts and sustainable activities; cure and release of confiscated illegally caught wildlife.

According to DFW, in the year 2000 only, 353 cases were filed for lawsuits, 133 cases were in need of additional investigation, 270 cases were terminated by pull-down and burn-down, and 5 cases passed judgment under the judicial procedure. They were the result of the crime suppression by the forest and wildlife crime-crackdown corps of all the provincial and municipal forestry offices and departments, and the crime extinguishing corps of inter-ministry.

Forest Crime Monitoring and Reporting Project has been implemented under technical assistance from UNDP/FAO with financial support from the World Bank, DANIDA, UK and Australia.

Forest Concession Management and Forest Concession Agreement Review: There are 17 concession companies with 24 valid forest concessions of 4.4 million ha as of today, according to DFW Report on Forestry Achievement for the year 2000 dated December 2000 (An answer to the questionnaire of JICA first preparatory study). 11 companies with 16 forest concession areas of 2.4 million ha were dismissed in order to keep the concerned areas as forest reserves.

In February 2000, RGC adopted Sub-Decree on Forest Concession Management that partly aims to protect and maintain customary rights of local communities to use forest resources in forest concession areas for their subsistence and religious belief. In addition, MAFF has established a policy on wood supply for domestic use. DFW prepared documents on forest management and environmental impact assessment, among which is Code of Practice for Forest Harvesting in Cambodia approved by MAFF. Based on RGC decision in May 1995, round logs are not permitted to export but veneers, plywood and furniture.

Exploitation & Exportation: Exploitation of round logs decreased from 517 thousand m³ in 1996 to 295 thousand m³ in 1999, where the forest concessions part increased from 136 thousand to 291 thousand m³ but the purchase & bidding part drastically decreased from 381 thousand to 4 thousand m³. Sawn timbers & other processed woods also decreased from 80 thousand m³ in 1996 to 26 thousand m³ in 1999. On the other hand, veneers and plywood exploitation increased from 29 thousand to 44 thousand m³ and 0 to 14 thousand m³ respectively in the same time period as above.

The government decided not to allow the exportation of round logs in May 1995 and it ceased since 1997. Veneers export increased in place from 28 thousand m³ in 1996 to 181 thousand m³ in 1999. Boards from cores and plywood came to be exported in the same period. Other forest products are generally slightly increasing.

Forest Plantation and Community Forestry Management: DFW, provinces and towns established 1600 ha of forest plantation in total from 1996 to 1999, whereas tree plantings by people on public lands and on the National Arbor Days were summed up to 576 ha. DFW distributed 2 million mixed species seedlings to local people and other institutions, and promoting protection of forests with NGOs and planting trees especially through pupils.

Wildlife Conservation: Phnom Tamao Zoo was inaugurated on January 2000 as wildlife rescue center with 1,200 ha. It contains 86 species of more than 500 birds, mammals and reptiles for conservation.

Forests and Wildlife Research: In 1998, 112 permanent plots were placed in five provinces to study the growth and yield of forests. Data from the plots were collected in 2000 and will be repeated biannually. DFW library have collected, dried, and maintained specimen of plant species with proper techniques. In addition, 1,727 ha of research forest areas and 2.5ha of nursery was established at Baksna in Kampong Thom province in order to support data collection on the rehabilitation of degraded logged-over forests.

Human Resource Development: In the year 2000, DFW cooperated with other projects and prepared 21 training classes and seminars. DFW sent its officers for overseas training, 81 for short training courses, 6 for master courses, 1 for Ph.D degree course. Domestically DFW trained 33 officers in short courses, 8 for master courses and 3 officers earned master degrees.

(3) Budget Allocation

The accounting procedure and documentation of DFW is not well systematized. So it seems somewhat ambiguous to outsiders. The following numbers are available from an answer to JICA Questionnaire of the first preparatory study and the Report on Provided Incomes and Expenses.

Budgetary Components for DFW are divided into three main classifications.

1. Salary and other operational expenses
2. Office maintenance and utility charges
3. Reforestation fee (forest management, nursery cost, inventory study, etc.)

Salary and other operational expenses in total these three years are as follows.

Table 4.1 Salary and operational expenses (1998-2000)

1998	1999	2000
US\$ 151,000	US\$ 374,000	US\$ 183,000

The items of Salary and other operational expenses in 2000 are as below.

Table 4.2 The items of salary and operational expenses in 2000

Items	(10 ³) Riel	US\$
Retired officers	2,059	528
Salary	344,916	88,440
Non-government workers	71,440	18,318
Animal's victuals (advance)	185,000	47,436
Relevant to Missions	99,913	25,619
Reception and expense account, etc	10,775	2,763
Total	714,103	183,103

Rate US\$ 1 = 3900 Riel

Office maintenance and utility charges in 2000 amount to approximately 162,000 \$US.

Reforestation fee in 2000 add up to approximately 135,000 \$US.

Proposed expenses on Tree Plantation activities in 2000 are the following.

Table 4.3 Proposed expenses on Tree Plantation activities in 2000

Items	(10 ³) Riel	\$US
Tree Plantation in 2000 : DFW station	318,015	81,542
: Provincial Station	207,770	53,274
: Total	525,785	134,817
Maintenance & Replacement of Trees for 1995-97: DFW station	32,759	8,340
: Provincial Station	16,920	4,338
: Total	49,679	12,738
Organization of Tree Seeds for 2000	33,922	8,698
Expenses in plantation per 100 ha: Office-supply/ Laborer /Total	70/ 130/ 200	18/ 33/ 51
: Total of 3500 ha	7,000	1,795
Tree Breeding for distribution to local people and local government	36,615	9,388
Total	653,001	167,436

The time flowchart of the ordinary budget is as follows:

DFW (Jan) → MAFF (March-April) → Finance Min (Oct) → Treasury (Nov-Next Jan) → DFW

- January of the preceding year: DFW delivers a proposal of next year's budget to MAFF
- March or April of the preceding year: MAFF delivers a compiled proposal to Ministry of Finance
- October of the preceding year: Ministry of Finance decides the total budget of RGC and its allocation, and delivers the final plan to National Treasury
- November of the preceding year to Next January: National Treasury disburses the agreed expenses to DFW

The revenues from the forest sector to the national budget in 2000 amounted to approximately 11 million \$US.

(4) Institutional Arrangements

As of December 2000, DFW had 765 staffs which was continually increasing. There are 1069 staffs in Provincial Forest Offices (PFOs). In general, the capacity of the DFW staffs is limited and they have not received sufficient training in spite of low salary and heavy workload. The structure of forest administration has not been well organized. DFW has insufficient development funds for smooth operations and development. (See Figure 4.2 and 4.3)

The salary levels of different grades are categorized into the following 3 groups, according to Planning and Accounting Office of DFW (June 2001).

Leaders, from deputy chief of office to department head; 57120-75140 Riel
Professionals, from high school diploma to Ph.D; 45900-76330 Riel
Labourers; 32640-58310 Riel

The most preferential business of the forestry administration is to unify a line of command and management system. In order to function them efficiently, it is imperative to develop human resources and capacity of the organization through effective training systems and incentive schemes. Human resource development is also encouraged in private sectors.

Organization of DEW:

The Department of Forestry and Wildlife is supervised by a board of Directors and has 6 offices, one enterprise, one institute and 2 autonomous enterprises (Refer to Fig 4.2) as follows:

<The numbers in the angle bracket shows the number of Foresters with Bachelor or higher degree of Science (first # on the left) and the number of total staffs (second # on the right), respectively>

Board of Directors consists of a Director General and four Deputy Director Generals.

Administration and Personnel Office supports the management of human resources, administrative issues and prepares official reporting. They also organize capacity building opportunities and workshops, with limited staffs. <6 / 36>

Planning and Accounting Office supervises statistics and revenues from the forestry sectors, prepares annual budget plan, pays salary of staffs, and manages institutional materials and equipment. They also deal with affairs of international relation. <9 / 50>

Forest Engineering Office takes charge of construction plans and works, directs on technical standards for forest engineering in forest concession and other forest areas, and maintains machines and equipment for forest harvesting. They also study and inform on forest fire issues, and develop norms for the system of forest fire protection. <9/96>

Forest Management Office studies forest inventory, manages forest concessions and annual harvests, supervises saw mills and wood processing industries, and conducts remote sensing and mapping. <88 / 171>

Reforestation Office controls general reforestation activities, selects seeds and sites for planting, innovates techniques for tree planting and breeding, manages planting stations, supervises community forestry, and conducts forest extension activities. <45 / 216>

Wildlife Protection Office researches and collects wildlife inventory, facilitates wildlife conservation and captive breeding programs, regulates wildlife trading and suppress violations in the trade, and runs wildlife education and awareness campaign. <17 / 65>

Forest and Wildlife Research Institute directs forest and wildlife studies, collects data on forest and wildlife, prepares information system on forest and wildlife, keeps up wood and silviculture technology, and conducts remote sensing and mapping for forest study purpose. <49 / 53>

Legislation and Litigation Office formulates drafts of forestry laws and legislation, and deal with legal violation incidents on forests. <26 / 134>

Kampuchea Forest Export - Import Company (KAMFOREXIM) manages an export of forest products and import of materials and equipment for forests.

Others are Cambodia-Soviet Timber Enterprise (Forest Concession), Cambodia –Okada Lumber Export and Import Enterprise (Forest Concession).

The National Committee to Manage and Execute Forest Management Policy: This National

Committee consists of the following members:

1. Prime Minister	President
2. Minister of State, and Minister of Economy and Finance	Vice President
3. Minister of Agriculture, Forestry and Fisheries	Vice-President
4. Representative of Council of Ministers	Member
5. Representative of Council for Development of Cambodia	Member
6. Representative of the Ministry of Defense	Member
7. Representative of the Ministry of Interior	Member
8. Representative of the Ministry of Planning	Member
9. Representative of the Ministry of Commerce	Member
10. Representative of the Ministry of Environment	Member
11. Director General of the Department of Forestry and Wildlife	Executive Secretary

The secretariat coordinates a number of issues and differences among RGC, donors, and all stakeholders of the forest sector, supervises assistances, sets up investment programs for the forest sector, reports the activities above-mentioned and of the National Committee to the Government and to donors, and makes proposals and plans of forest policy.

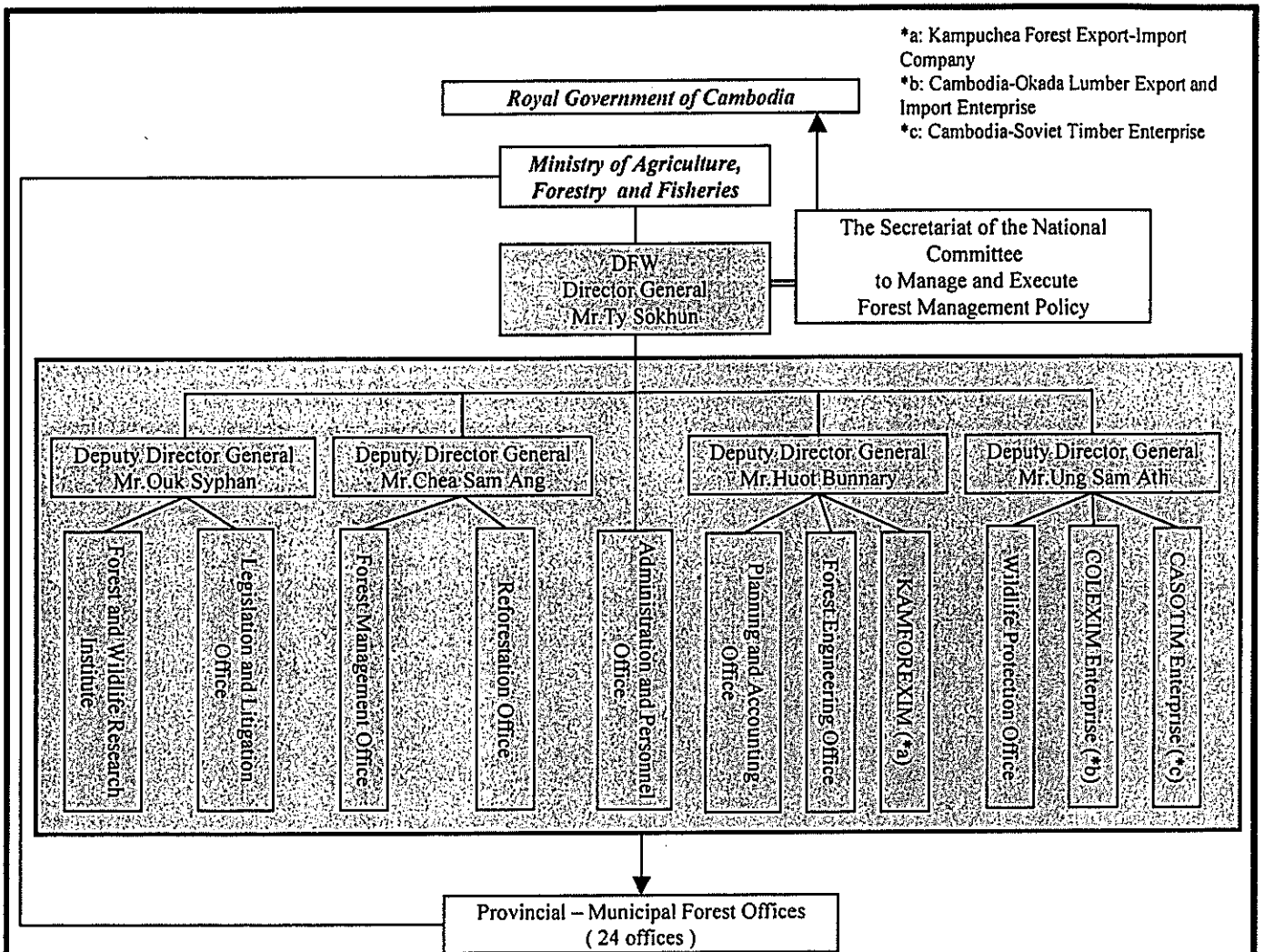


Fig 4.2 Organization Chart of the Department of Forestry and Wildlife (DFW) (January, 2001)

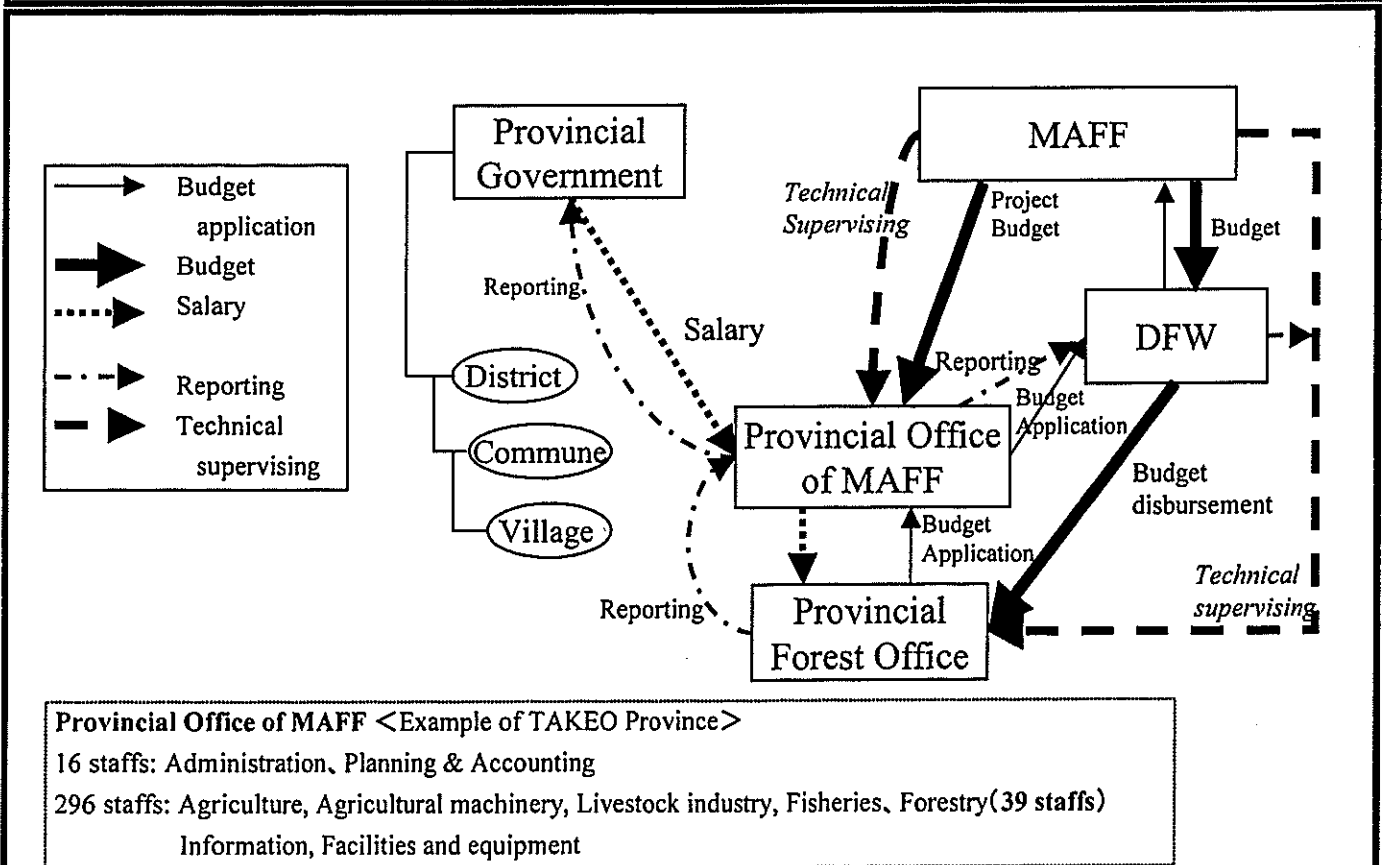


Fig 4.3 Administrative line of central and local forest administration

(5) Counterpart Personnel Assignment

DFW has confirmed to assign its staffs as counterpart personnels for the Project.

- Project Director
- Project Manager
- Other Project Staffs composed of:
 - Full-time staffs stationed at the training facilities which will be constructed for the Project;
 - Officers from connected Offices of DFW;
 - Officers from concerned Provincial authorities;
 - Administrative and clerical personnels

The Project Management Team would consist of the Project Staffs of the Cambodian Side in the Project Execution Framework for smooth implementation of the Project. If necessary, an Deputy Project Manager would be assigned in order to make him/her function as the leader of the Team under the Project Manager and have close relation to the Planning, Statistics and Accounting Office. This Team is supposed to act as a principal coordinator of the Project among DFW, PFOs, JICA expert team and other project activities. In addition, three or four fulltime highly educated staffs may be necessary, who would be authorized by DFW.

(6) Implementation Structure (See Figure 4.4)

(a) Project Execution Framework:

(DFW)

Project Director	Director General, DFW
Project Manager	Deputy Directors, DFW
Project Staff	Fulltime Project staffs and competent liaison officers from relevant offices of DFW and Provinces

(JICA)

Chief Advisor	The facilitator for planning and evaluation, To be assigned by JICA as the counterpart to the Project Manager
Project Experts	To be assigned by JICA as the counterpart to the Project staffs of DFW

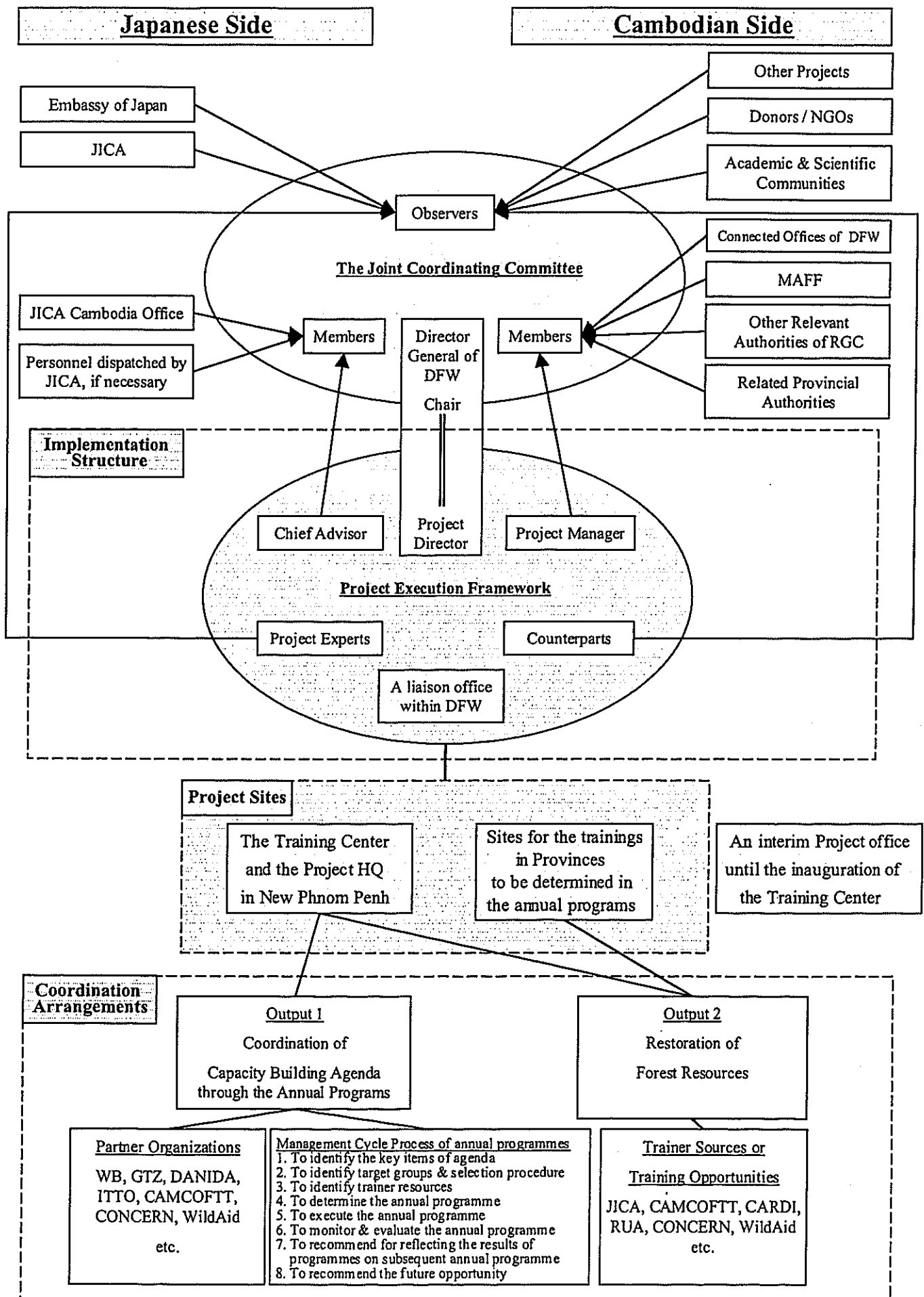


Fig 4-4 The Implementation Structure and the Coordination Arrangements

(b) The Joint Coordinating Committee:

The Joint Coordinating Committee is to be responsible for the important decisions related to the Project. The primary functions of the Committee are (1) to monitor and evaluate the Project, and (2) to adopt the annual programmes and reports of the Project.

The Committee will be composed of the Chair Person, the Members and the Observers. The Chair Person can declare closed sessions against the Observers. The rules and guidelines for the management of the Committee will be determined in the beginning of the Project.

The initial members will be:

Chair Person; Director General, DFW

Members; (RGC)

- Project Director
- Project Manager
- Representatives from connected Offices of DFW
- Representatives from MAFF
- Representatives from other concerned authorities of RGC
- Representatives from other concerned Provincial authorities

(GOJ)

- Chief Advisor
- Coordinator
- Project Experts appointed by the Chief Advisor
- Resident Representative of JICA
- Concerned Personnel to be dispatched by JICA, if necessary

Observers; (RGC)

- Project Staff
- Representatives from Other Projects
- Donors / NGOs
- Academic and Scientific Communities

(GOJ)

- Embassy of Japan
- JICA

(c) All Other Organizations participating in the Project:

The Annual Programmes including Capacity Building Initiatives by Donors and NGOs as Partner Organizations; DFW (the Project Team) has to coordinate various Capacity Building Initiatives and to formulate the annual programmes as Output 1 of the Project with the help of JICA expert team. The Partner Organizations are responsible for implementing their own initiatives in the

annual programme. They should also deliver a report on the achievement of their initiatives at the end of the programme year.

Collaborative groups for field training; They are composed of PFOs, Provincial Administrators and communities and their members. The Project would select certain forest areas as models, and need to form collaborative groups related to concerned forest areas in the earlier phases for executing field-oriented training activities. These groups will be formed for each model forest in the earlier phase of the activities concerning the site.

4.2.2 Availability of Necessary Human Resources

The Government of Japan, through JICA, is to assign the Project Experts, who are composed of three (3) full-time experts and several short-term experts, if necessary.

The followings are their titles and positions:

- A Chief Advisor as the facilitator for planning and evaluation
- A Training Officer as the facilitator for execution of the training programmes
- An Administrative Coordinator as the liaison officer with JICA

It is necessary for RGC to officially submit the Form A1 to GOJ immediately.

Other short-term experts will be dispatched according to the needs of the Project, which will be specified in the annual programmes.

4.3 Relevant Institutions

CAMCOFTT; the Cambodia Community Forestry Training Team (CAMCOFTT) is a collaborative team from DFW, MOE, RUA and CONCERN Worldwide. CAMCOFTT brings in a kind of unification to the main government institutions responsible for the development of community forestry in Cambodia. The Project needs to generate a strong relationship with CAMCOFTT, because it will become a favorable source of trainers to intensify skills of trainers and other staffs of the Project and to give lessons to trainees of the Project.

RECOFTC; the Regional Community Forestry Training Center (RECOFTC) based in Bangkok, Thailand provides required technical support to CAMCOFTT. It may become an additional source of trainers to train trainers and Community Forestry extension leaders.

RUA; Royal University of Agriculture of Cambodia (RUA) is an another source of trainers for the Project' training curriculums and it is a member of CAMCOFTT.

CONCERN Worldwide; this NGO is organizing several Community Forestry pilot projects and assisting the policy formulation and training of community forestry. It is a member of CAMCOFTT.

CARDI; Cambodian Agricultural Research and Development Institute (CARDI) belongs to MAFF. It has a team of agricultural scientists, social scientists and engineers. It is regarded as the core of agricultural expertise in CAMBODIA. It has been providing training services for several years. Its training center annually offers 13 training courses that more than 300 individuals attend and are carried out in Khmer or English.

WildAid; WildAid is an international wildlife conservation organization headquartered in San Francisco, USA. In Cambodia, WildAid works in close cooperation with DFW to strengthen wildlife law enforcement and educate the public. DFW and WildAid are conducting a series of training sessions to build the capacity of DFW officers to effectively investigate and control wildlife crimes. To reinforce the results of the training, DFW and WildAid have created a special elite team, the “Wilderness Protection Mobile Unit”, that focuses specifically on wildlife crime and patrols throughout the country.

Professional Schools; private professional schools may well be used for commanding required skills in computers and English, because it is necessary for trainees of the Project to share the knowledge and experiences of other subjects.

Administrations related to Other Land and Forest-Use; the Ministry of Environment (MOE), the Department of Fisheries (DOF) of MAFF, the Ministry of Land Management Urban Planning and Construction (MLMUPC), the Ministry of Water Resources and Meteorology (MWRM), and the Ministry of Rural Development (MRD) can be enumerated as these Administration. The Project needs to collaborate with them about workshops and conventions for regional land use plans, forest zoning activities and so on.

Other Connected Institutions; the Ministry of Economy and Finance, the Ministry of Planning and the Cambodia Development Council are listed as connected institutions. Because they would approve and manage governmental development plans, including forestry and forest resources issues.

4.4 Sustainability

4.4.1 Institutionalization of the Project Achievements

Most of the existing projects have some capacity building components. DFW has to coordinate and integrate these initiatives through the support of the Project by means of the cycle management system of the annual programmes. The better coordination and integration of these initiatives will guide DFW to harvest their outcomes as the common property of the organization, which will facilitate the institutionalization of the Project outputs.

4.4.2 Factors for the Sustainability after the Project

Policy of Cambodia: Forest resources management is one of the most preferential issues in Cambodia. Because, the Policy Platform of RGC for the year 1998-2003 has put it first and the Prime Minister has recognized that there are a closer link between the problems of forestry and the difficulty of the government existence. As a result, the strong commitment of the government will enlarge the sustainability of the Project outcomes.

Organizational factors: The Joint Coordinating Committee consists of the executive members of the Project, the representatives from DFW, MAFF, other related authorities of RGC and JICA as well as observers from donors, NGOs and broad sectors. The main functions of the Committee are (1) to monitor and evaluate the Project; and (2) to adopt the annual programmes and reports of the Project. The active and secure participation of the DFW executive staffs is to form the reliable institutional framework for implementing the Project harmoniously. Furthermore, it is desirable that model training sites and assisting communities should be selected through participatory approach in order to execute field oriented training activities.

Financial factors: The key to the continuity of the Project impact is dominated by whether the trained target groups can make good practices uninterruptedly. To realize this, the trained groups from both government and private sectors need to sustain their activities and roles or social positions. Government trainees require find continuous funds from RGC for a demonstration of good practices on restoration, efficient management and sustainable utilization of forest resources. Trainees from communities need to find various benefits in restoration and sustainable utilization of forest resources, and make good practices by their own efforts or provision of external assistance.

Technical factors:

It is very important that the Project should provide the practical and field-oriented training since lectures only in the classrooms does not bring sufficient results. On-the-job training and training contents are to be determined in the annual programmes, corresponding to the conditions of the forestry sector of Cambodia at the time. This enables for the Project to respond to the changing real needs of the forestry sector. The practical training is to help trained target groups to activate their activities and solve various field problems after the termination of the Project.

4.5 Special Consideration

4.5.1 Consideration on Social Aspects

Gender:

Women generally take responsibility of the agricultural activities in rural area of Cambodia. The gender issue is considered as one of important subjects for training curriculums in the Project. It is also feasible that short-term experts of social survey including gender issues will be dispatched to reflect on gender issues at the time of the selection of model sites, which is to be decided in the annual programmes. Women should constitute some share of course trainees and participants in model approaches.

Land utilization:

It is necessary to consider the practical and traditional use of the concerned land by surrounding communities at the time of selection of model sites for field training activities. It is better to avoid enclosed lands since they tend to have some conflicts among surrounding communities and are often used for energy and living sources by local people. Therefore, it is essential to dispatch short-term experts of socioeconomic survey for a baseline study at the time of selection of model sites. The Project should take into account on the activities after training programmes in order to avoid disputes among surrounding communities.

4.5.2 Consideration on Environmental Aspects

The Project generally stands by environment. In order to avoid environmental perturbations, it is better to select indigenous species as planting trees for plantation. So, it might be necessary to dispatch short-term experts for a classification of indigenous species and vegetation survey.