

5. Project Design

This chapter will describe the framework design of the Project, based on the Project Design Matrix (PDM) that is attached as Annex 1. The PDM was formed through three JICA Preparatory Studies in January, May and August 2001 including PCM workshops twice held in January 2001 with both Cambodian and Japanese participants. The Project will use the PDM as a tool for management, monitoring and evaluation of itself. However, the PDM will allow modification if necessary along the course of the Project implementation.

Project Design consists of Overall Goal, Project Purpose, Outputs, Activities and Inputs. Overall Goal is the Project's Development Objective for the forestry sector. The Project is assumed to give reasonably positive impact on the realization of Overall Goal though it is not the direct target of the Project. Project Purpose is the central purpose of the Project, which is to be achieved directly as an effect of Outputs by the termination of the Project implementation. Outputs, which are assumed to result directly from the successful execution of the Project's Activities, are essential components and conditions to directly realize Project Purpose. Activities will be all the necessary components to achieve Outputs and realize Project Purpose, and will be carried out by the members of Project Execution Framework, which is shown on Fig 4-4. Activities require necessary resources as Inputs. Inputs consist of necessary human resources, facilities and equipment and financial costs on both Cambodian and Japanese side.

The Project will be monitored and evaluated for its efficiency, effectiveness, impact, relevance and sustainability as an act of enhancement of accountability for the concerned people. Therefore, Project Design also clarifies, to the extent possible, Objectively Verifiable Indicators and their means of verification respectively for Overall Goal, Project Purpose and Outputs. The Project is also surrounded by external conditions that cannot be controlled directly by the Project. The Project requires some favorable external conditions to be realized with a reasonable probability. Those conditions will be described as Important Assumptions and monitored during the Project implementation in order to adjust the Project course in case of negative turns of those external conditions. The Important Assumptions at the start of the Project are specifically described as Prior Obligations and Prerequisite Conditions in the Project Document and, in short, Preconditions in PDM.

5.1 Overall goal (Development Objective)

Overall goal:

The upgraded capacity of the target groups will promote good practices in the forestry sector in the Kingdom of Cambodia

Good Practices will be defined with clarification of some methodological, technical, economical, financial, social and environmental criteria to be developed or studied in the Project, based on the performance of Project Activities. The Project Execution side will prepare definitions and the Joint Coordinating Committee should authorize them.

Objectively Verifiable Indicators:

The good practices, which the Project would have developed, will be disseminated to more than ten provinces by the year 2006 and to all of the country by the year 2010.

Means of Verification:

- Annual Report of DFW
- Reports of Consultative Group (CG) Meetings of Cambodia
- Interview and Questionnaire to Stakeholders including targeted local people

5.2 Project Purpose, Outputs, and Activities

5.2.1 Project Purpose

Project purpose:

The capacity of the identified target groups, with the DFW Staffs as the principal target group, will be upgraded of planning, implementation, and monitoring and evaluation for laws, legislation, policy, plans and projects in the following priority areas of the forestry sector

The possible priority areas are as follows.

- 1) Restoration of Forest Resources;
- 2) Forest Management & Utilization;
- 3) Community Forestry

The target groups for each training course and other project activities will be determined at the time of formulation of Annual Programme each year.

Objectively Verifiable Indicators:

The capacity of the target groups described in the narration of Project Purpose should be upgraded from D level at the Project Commencement to at least B level by December 2004.

Evaluation will be done, using the benchmark below with 5 grades.

- A. The members of the target groups (TG) are able as an organization to perform, adjust and develop the tasks necessary for the Project Purpose for themselves, based on the analyses of concerned problems, needs and organizational or institutional factors.

- B. The members of the TG are able as an organization to perform the tasks necessary for the Project Purpose with the support of external experts.
- C. The members of the TG are able as an organization to perform the tasks necessary for the Project Purpose in cooperation with external experts.
- D. The members of the TG are able as an organization to perform the tasks necessary for the Project Purpose with guidance of external experts.
- E. The members of the TG cannot perform the tasks necessary for the Project Purpose even with guidance of external experts.

Means of Verification:

- Review of the Project Planning, Implementation and Evaluation Reports
- Review of the Annual Programmes
- Minutes of the Joint Coordinating Committee Meetings
- Interview and Questionnaire to Project leaders, Project staffs, representatives of stakeholders

5.2.2 Outputs

Outputs:

1. Overall capacity-building programs will be planned, implemented, monitored, evaluated and feed-backed to the next programmes by DFW on an annual basis. (Output 1)
2. The identified target groups will be trained. (Output 2)

Objectively Verifiable Indicators

For Output 1:

The managerial level will be upgraded from D level at the Project Commencement to at least B level by December 2004. Evaluation will be done, using the benchmark with 5 grades as follows.

- A. The counterpart (C/P) organ is able to plan, implement, monitor and evaluate the necessary activities for themselves and organize the backup system for proof against risks and a contingency plan
- B. The C/P organ is able to do the above-mentioned with the support of experts if necessary
- C. The C/P organ is able to do the above-mentioned in cooperation with experts
- D. The C/P organ is able to do the above-mentioned under the guidance of experts
- E. The C/P organ cannot organize the project properly at the current level of capacity

For Output 2:

The overall propriety of the training programmes will be judged through the evaluation on (1) to

(4) using 5 grades (A to E) as below. The achievement level for (1) through (4) should be at least B by December 2004.

- (1) Whether the (number of) courses for the respective selected areas satisfied the needs of the area or not
- (2) How well has the curriculum of each course been utilized by the trainees
- (3) The construction of the Training Center and its degree of utilization
- (4) Networking of the Target Group and its utilization

Evaluation will be done using the benchmark with 5 grades below.

- A. Fully utilized
- B. Mostly utilized, partially inappropriate
- C. Only partially utilized
- D. Rarely utilized
- E. No utilization

Means of Verification

For Output 1:

- Review of the Meeting Records of the Project Implementing Organization in the Project Execution Framework
- Interview and Questionnaire to Project Director, Project Manager, Chief Advisor, Project staffs, and Stakeholders

For Output 2:

- Review of the Training Programmes
- Interview and Questionnaire to Project Director, Project Manager, Chief Advisor, Project staffs, and Stakeholders

5.2.3 Activities

1. Organization of capacity building programmes
 - 1.1 Identification of the key items of agenda for capacity building
 - 1.2 Identification of the target groups and its selection procedure
 - 1.3 Identification of trainer resources
 - 1.4 Determination of the annual programmes
 - 1.5 Execution of the annual programmes
 - 1.6 Monitoring and evaluation of the annual programmes
 - 1.7 Recommendations for reflecting the results of programmes on the subsequent annual programmes
 - 1.8 Recommendations for the future opportunities

2. Target group training activities
 - 2.1 Preparation of training facilities
 - 2.2 Execution of the annual training programmes

5.3 Inputs

5.3.1 Inputs from the Japanese side

Long-term experts

- 1) Chief advisor: 36MM
- 2) Training Officer: 36MM
- 3) Coordinator: 36MM

Short-term experts based on the annual programmes (Some of them from local sources)

Approximately 3 - 6 annually as follows:

- *(J) Construction Management
- *(J) Forestry extension system, participatory forest management and their evaluation
- *(J) Introduction of good practices around the world
- *(J or L) Workshop facilitators (training needs analysis)
- *(J or L) Training of trainers for enlarging their skill
- *(J or L) Social survey for model forest preparation
- *(J or L) Specialists in local forests & vegetation
- *Others

Abbreviation: (J) for Japanese experts, (L) from local sources

Counterpart trainings in Japan as well as training opportunities in Southeast Asia

Approximately 3 annually

Construction of training facilities

- 1) The Training Center as the Project HQ in New Phnom Penh
- 2) The model sites for the training activities in the Provinces to be determined in the annual programmes

Equipment and Materials

Proper and necessary equipment and materials will be provided, such as transportation vehicle, personal computers and so on.

Supplemental operational cost

5.3.2 Inputs from the Cambodian Side

Assignment of counterpart personnel

- 1) Project Director
- 2) Project Manager
- 3) Other Project Staffs
 - * Full-time staffs stationed at the training facilities
 - * Officers from the connected offices of DFW
 - * Officers from the concerned provincial authorities
 - * Administrative and clerical personnel

Provision of facilities and equipment

- 1) Land and related public facilities for the Training Center in New Phnom Penh
- 2) A liaison office within DFW HQs
- 3) An interim Project offices until the inauguration of the Training Center

Administrative and operation costs

5.4 Important Assumptions and Risk Analysis

Assumptions on external conditions for the overall goals to sustain the impacts and achieve further objectives are:

- Macro economy and social security will not change the course for the worse in Cambodia.
- Local communities can maintain their living by obtaining forests products from sustainable forests in a stable way.

Assumptions on external conditions for the project purpose to achieve the overall goal are:

- The social security of Cambodia will be kept stable.
- DFW and the Forestry sector will have continuous supports from the Royal Government of Cambodia (RGC).

Assumptions on external conditions for the outcomes to achieve the project purpose are:

- RGC will not change the policy of the Forestry Sector.

Assumptions on external conditions for the activities to achieve the outcomes are:

- The construction of the training facilities is not delayed.
- The safety around the project sites including vicinity of facilities and model areas is distinctly secured.

5.5 Prior Obligations and Prerequisite Conditions

Prerequisite conditions for the project to start are:

- The social security of Cambodia will be kept stable.
- The safety around the project sites is distinctly secured.

6. Project justification

6.1 Public Benefit / Interest and Equalities

84 % of the total population in Cambodia is rural inhabitants and 40.1 % of them are living below the poverty line. They have been heavily dependent on natural resources for obtaining food, energy and so on. On the other hand, deforested areas reached 2.6 million ha from 1969 to 1997, and most of forests are presumed to have degraded in quality. This forest degradation is supposed to bring even worse poverty to rural communities in the course of time. The deforestation also leads negative effects on the natural environment and causes serious socio-economic impact such as floods, fish habitat loss, erosion and soil degradation.

Therefore, the facilitation of sustainable forest management and restoration of forestry resources are clear service to Cambodian people, society and economy, including conquest of rural poverty. The overall goal of the Project corresponds with public benefit / interest and equalities.

6.2 Reasons for Assistance from JICA

In order to cope with development needs of the forestry sector in developing countries, much experiences and comprehensive knowledge has been accumulated in Japan in the forestry fields from silviculture to forest product utilization. This is expected to contribute to help foresters and technicians in developing countries obtain necessary knowledge.

Japan has also amassed a lot of experience in the forest management for more than 100 years since the Meiji era.

Japan has the technical advantage of the extended performance of the sustainable management and restoration of the forest resources. In addition, the main purpose of the Project is capacity building of the human resources and institution, which effectively fits the Project framework to the project type technical cooperation scheme of JICA.

6.3 Expected Effects (or Impacts) of the Project

6.3.1 Impacts on the Development Policy Framework

Reducing poverty is the primary development objective of Royal Government of Cambodia in the First Draft of SEDP II. For achieving this objective, three strategies have been proposed: (1) to promote broad-based sustainable economic growth; (2) to promote social and cultural development; and (3) to ensure the sustainable management and use of the natural resources and environment. SEDP II also states that an improvement of the governance in Cambodia is essential to the fulfillment of all three of the development objectives.

The successful implementation of the Project clearly has a positive impact on the third strategy mentioned above. The Purpose of the Project is to upgrade the capability of the forestry sector in planning, implementing, monitoring and evaluating laws, legislation, policy, plans and projects, which is to contribute the improvement on the governance in Cambodia.

6.3.2 Impacts on the Institutional Framework

The annual programmes of the Project may well include some useful recommendations for a policy or plan of the selected areas, which could contribute to the preparation of legal frameworks, national plans and further steps to be taken. Furthermore, the better coordination and integration of other capacity building initiatives will enable DFW to harvest their outcomes into DFW as property of the organization, which will facilitate the institutionalization of the Project outputs.

6.3.3 Impacts on the Social Economy

The formulation of the annual programmes of the Project should clarify the specification of the target groups for selected agenda. These target groups will be listed from DFW, related PFOs and communities that will have model areas for field training. The governance of the forestry sector belongs to these groups, except the protected areas or flooded forests.

Thus, the Project has the aims for improving the governance of the forestry sector. The improved governance will promote sustainable forest management and restoration of forestry resources in the country, which will have local communities reduce their reliance on forestry resources and acquire better living conditions. Consequently, the Project may have a good impact on the Cambodian society and economy.

6.3.4 Effects from the Technical Standpoint

The coordination of capacity building initiatives through the annual programmes of the Project will cover capacity building components of other connected projects by donors such as WB, GTZ, DANIDA, FAO and ITTO. The training center, which will support other capacity building initiatives under the annual programmes, is planned to be constructed in the first year of the Project.

The specification of the target groups for selected training agenda will be conducted through the formulation of the annual programmes. JICA, as the lead agency, will lead the training for the restoration of the forest resources such as tree planting. DFW and PFOs will have to select their training candidates by means of impartial and transparent procedures. The candidates from DFW and PFOs are foresters from 20s to 40s who have insufficient graduate education. Their potential population concerned in forest restoration are clarified as follows.

Table 6.1 Potential Amount of Staff concerned in the field of Forest Restoration

Reforestation Office of DFW	Forest Management Office of DFW	Other Offices of DFW	PFOs
106	133	174	493

Potential trainees of forest restoration courses may constitute about one third of original numbers, and are indicated in the following columns on Table 6.2. <Note: A same trainee can be trained in different training courses>:

Table 6.2 Number of Potential Trainees for the Restoration of Forest Resources

Target Trainees	Target Number of Trainees	Fields of Training			
		National Forest Rehabilitation	Participatory Forest Management	Forestry Extension	Nursery Tree Production
DFW Officers concerned in Restoration of Forest Resources	50	+	+	+	+
DFW Workers concerned in Restoration of Forest Resources	50	+	+	+	+
PFO Officers concerned in Restoration of Forest Resources	50	+	+	+	+
PFO Workers concerned in Restoration of Forest Resources	100	+	+	+	+
Local Administration staffs (Province, District, Commune)	More than 100		+	+	
People from local communities (Teachers, NGO extension workers, Monks, etc.)	More than 100		+		+

Note-1: (+) notation on the table means the concerned group in the corresponding line has the potential needs for training in the subject of the corresponding column.

Note-2: Total number of provinces in Cambodia is 24.

Later on, the Project may extend its object to local administration staff and people from local community people, after smooth operations.

6.3.5 Economical Benefits

The upgraded human capacity in the forestry sector in Cambodia will promote good practices, which is expected to lead to sustainable forest management as one of the most important natural resources management. In the long range view, the restored forests will keep stable supply of forest products, secure lands for acquiring other natural resources and alleviate natural disasters such as floods and drought. The conservation of forest resources will also contribute to preserving the biodiversity in the Mekong Basin, which is the uncountable benefit to the world. Those will create uncountable benefits and save national expense. Thus, the restoration of the forest resources and sustainable forest management will bring various uncountable benefits and economy of national expenses.

6.4 General Analysis of the Overall Project Rationale

Reducing poverty is the primary development objective of Royal Government of Cambodia as stated in the Draft of Socio Economic Development Plan II (2001-2005). The forest degradation is supposed to bring severer poverty to local communities in the course of the time. The deforestation also leads negative effects on natural environment in general. Thus, the facilitation of sustainable forest management and restoration of forest resources are urgent needs for the Cambodian people, society and economy.

In order to influence the above-mentioned objectives, the Project will bring the central governance of the forestry sector, DFW, into focus. It is because the duration of the Project is limited in three years while sustainable forest management and restoration of forest resources are considered as one of the most important matters for executing SEDPII. The better coordination and integration of other capacity building initiatives through the support of the Project will enlarge the ability of DFW as the sole agency of the forestry sector.

The Project also provides required training programmes of the forestry sector through the cycle management system of the annual programmes. Through the Project activities, the amounts of suitably trained staff of DFW, PFOs and others will increase after a while. They will promote good practices in the forestry sector, which is expected to lead to sustainable forest management. The sustainable forest management would help local communities to improve their living and reduce poverty.

Furthermore, these capacity building objectives are very appropriate for the scheme of the Project Type Technical Cooperation of JICA.

7. Monitoring and Evaluation

7.1 Monitoring

Organization for monitoring shall be composed by the member of the Project, since the main purpose of monitoring is to feedback the results of monitoring into project in order to improve the operation and management of the on-going project.

7.2 Evaluation

A joint evaluation team, consisting of a Cambodian evaluation team and a Japanese evaluation team, will carry out Evaluation.

7.3 Monitoring and Evaluation Schedule

Date	Activities	Person/organization in charge	Reporting method
October 2001	R/D agreement		
December 2001	Start of the cooperation		
June 2002	1st Monitoring	Project Team	Monitoring Report
October 2002	Mid-term Evaluation	Joint Evaluation Team	Minutes of Meeting
December 2002	2nd Monitoring	Project Team	Monitoring Report
June 2003	3rd Monitoring	Project Team	Monitoring Report
December 2003	4th Monitoring	Project Team	Monitoring Report
December 2003	Project Evaluation	Joint Evaluation Team	Minutes of Meeting
June 2004	5th Monitoring	Project Team	Monitoring Report
December 2004	End of the Project		

7.4 Monitoring and Evaluation Items

7.4.1 Monitoring Items

- (1) Monitoring Report; Monitoring Report will be prepared to examine the progress of each activity, constraints and countermeasures, changes in conditions and achievement of outputs by the time of the monitoring.
- (2) Project Achievement Chart; To examine the achievement of each activity in the PO, the Project Achievement Chart will be also compiled at the time of monitoring with the format of Monitoring Report (Annex 4).

7.4.2 Evaluation Items

The outline of the evaluation criteria and its checkpoints are shown in Annex 5.

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Project Design Matrix (PDM) : The Project on the Capacity Building for the Forestry Sector in the Kingdom of Cambodia

1. Project Period: 3 years
2. Implementing Organization: DFW, under MAFF
3. Target Group: the DFW staffs (the principal target group) and other identified groups in the annual programmes
4. Project Location: HQ at the prospective Training Center in New Phnom Penh, a Liaison Office at DFW HQ and the Field Sites to be decided

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important assumptions
<p>Overall Goal</p> <p>The upgraded capacity of the target group will promote good practices in the forestry sector in the Kingdom of Cambodia</p>	<p>The good practices, which the Project would have developed, will be disseminated to more than ten provinces by the year 2006 and to all of the country by the year 2010.</p>	<ul style="list-style-type: none"> ● Annual Report of DFW ● Reports of CG Meetings of Cambodia ● Interview and Questionnaire to Stakeholders including targeted local people 	<ul style="list-style-type: none"> ● Macro economy and social security will not take a change for the worse in Cambodia. ● Local communities can make living on sustainable forests and forestry products economically.
<p>Project purpose</p> <p>The capacity of the identified target groups, with the DFW Staffs as the principal target group, will be upgraded of planning, implementation, and monitoring and evaluation for laws, legislation, policy, plans and projects in the following priority areas of forestry sector</p> <p>The possible priority areas are as follows,</p> <ol style="list-style-type: none"> 1) Restoration of Forest Resources; 2) Forest Management and Utilization; 3) Community Forestry 	<p>The capacity of the target groups described on the left cell should be upgraded from D level at the Project Commencement to at least B level by December 2004.</p> <p>Evaluation will be done using the benchmark below with 5 grades.</p> <ol style="list-style-type: none"> A. The members of the TG are able as an organization to perform, adjust and develop the tasks necessary for the Project Purpose for themselves, based on the analyses of concerned problems, needs and organizational or institutional factors. B. The members of the TG are able as an organization to perform the tasks necessary for the Project Purpose with the support of external experts. C. The members of the TG are able as an organization to perform the tasks necessary for the Project Purpose in cooperation with external experts. D. The members of the TG are able as an organization to perform the tasks necessary for the Project Purpose with guidance of external experts. E. The members of the TG cannot perform the tasks necessary for the Project Purpose even with guidance of external experts. 	<ul style="list-style-type: none"> ● Review of the Project Planning, Implementation and Evaluation Reports ● Review of the Annual Programmes ● Minutes of the Joint Coordinating Committee Meetings ● Interview and Questionnaire to Project leaders, Project Staffs, Representatives of Stakeholders 	<ul style="list-style-type: none"> ● The social security of Cambodia will be kept stable. ● DFW and the Forestry sector will have continuous support from the Royal Government of Cambodia (RGC).
<p>Output 1</p> <p>Overall capacity-building programs will be planned, implemented, monitored, evaluated and feed-backed to the next by DFW on an annual basis.</p>	<p>The managerial level will be upgraded from D level at the Project Commencement to at least B level by December 2004.</p> <ol style="list-style-type: none"> A. The C/P organ is able to plan, implement, monitor and evaluate the necessary activities for themselves and organize the backup system for risk proofing and with contingency plan B. The C/P organ is able to do the above with the support of experts if necessary C. The C/P organ is able to do the above in cooperation with experts D. The C/P organ is able to do the above under the guidance of experts E. The C/P organ cannot organize the project properly with the current level of capacity <p>The overall propriety of the Training Programmes will be judged through the evaluation on (1) to (4) with 5 grades (A to E) as below. The achievement level for (1) to (4) should be at least B by December 2004.</p> <ol style="list-style-type: none"> (1) Whether the (number of) courses for the respective areas selected satisfied the needs of the area or not (2) How well the curriculum of each course utilized by the trainees (3) The construction of the Training Center and its degree of utilization (4) Networking of the Target Group and its utilization <p>Evaluation will be done using the benchmark below with 5 grades.</p> <ol style="list-style-type: none"> A. Fully utilized B. Mostly utilized, partially inappropriate C. Only partially utilized D. Rarely utilized E. No utilization 	<ul style="list-style-type: none"> ● Review of Meeting Records of Project Implementing Organization in Project Execution Framework ● Interview and Questionnaire to Project Director, Project Manager, Chief Advisor, Project Staff, and Stakeholders 	<ul style="list-style-type: none"> ● RGC will not change the policy on the Forestry Sector.
<p>Output 2</p> <p>The identified target groups will be trained.</p>	<p>Evaluation will be done using the benchmark below with 5 grades.</p> <ol style="list-style-type: none"> A. Fully utilized B. Mostly utilized, partially inappropriate C. Only partially utilized D. Rarely utilized E. No utilization 	<ul style="list-style-type: none"> ● Review of the Training Programmes ● Interview and Questionnaire to Project Director, Project Manager, Chief Advisor, Project Staff, and Stakeholders 	

<p>Activities</p> <ol style="list-style-type: none"> 1. Organization of capacity building programmes <ol style="list-style-type: none"> 1.1 Identification of the key items of agenda for capacity building 1.2 Identification of the target groups and its selection procedure 1.3 Identification of trainer resources 1.4 Determination of the annual programmes 1.5 Execution of the annual programmes 1.6 Monitoring and evaluation of the annual programmes 1.7 Recommendations for reflecting the results of programmes on the subsequent annual programmes 1.8 Recommendations for the future opportunities 2. Target group training activities <ol style="list-style-type: none"> 2.1 Preparation of training facilities 2.2 Execution of the annual training programmes 	<p>Inputs</p> <p>Cambodian Side</p> <ul style="list-style-type: none"> ● Assignment of counterpart personnel <ol style="list-style-type: none"> 1) Project director 2) Project manager 3) Other Project Staffs <ul style="list-style-type: none"> * Full-time staffs stationed at the training facilities * Officers from the relevant offices of DFW * Officers from the relevant provincial authorities * Administrative and clerical personnel ● Provision of facilities and equipment <ol style="list-style-type: none"> 1) Land and related public facilities for the Training Center in New Phnom Penh 2) A liaison office within DFW HQs 3) An interim Project offices until the inauguration of the Training Center ● Administrative and operation costs <p>Japanese Side</p> <ul style="list-style-type: none"> ● Long-term experts <ol style="list-style-type: none"> 1) Chief advisor: 36 MM 2) Training Officer : 36MM 3) Coordinator: 36MM ● Short-term experts (Some from local sources) based on the annual programmes ● Counterpart trainings in Japan as well as training opportunities in the region of Southeast Asia ● Approximately 3 annually Construction of Training Facilities <ol style="list-style-type: none"> 1) The Training Center as the Project HQ in New Phnom Penh 2) The sites for the trainings in the Provinces to be determined in the annual programmes ● Equipment and Materials ● Supplemental operational cost 	<ul style="list-style-type: none"> ● The construction period of the training facilities is not delayed. ● The safety for the project sites (Vicinity of experts, facilities, and model areas) is distinctly secured. <p>Preconditions</p> <ul style="list-style-type: none"> ● The social security of Cambodia will be kept stable. ● The safety for the project sites is distinctly secured.
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TERM OF REFERENCE OF JAPANESE LONG-TERM EXPERTS

CHIEF ADVISOR

1. Title: Chief Advisor

2. Attachment Organization: Department of Forestry and Wildlife, Ministry of Agriculture, Forestry and Fisheries

3. Qualification:

3.1 Subject: Administration in the field of forestry

3.2 Academic degree: At least Bachelor degree or its equivalent related to the field of forestry

3.3 Minimum Experience in the field: 15 years

3.4 Language level required: To be capable to communicate in English

4. Job Description

4.1 Location: DFW headquarters and the Project office in New Phnom Penh

4.2 Period: 3 years

4.3 Activity:

The Chief Advisor and Project Director conduct the following activities in cooperation with the Cambodian counterparts.

- 1) To give necessary guidance and advice on technical and administrative matters concerning the implementation of the Project
- 2) To assure the responsibility of the implementation of the Project
- 3) To design, implement, monitor and evaluate the annual programme
- 4) To report the progress of the technical cooperation and the condition of project management to related organizations through the Joint Coordinating Committee
- 5) To give necessary advice on coordinating stakeholders in the field of Capacity Building
- 6) To promote more cooperation with stakeholders
- 7) To make publicity activities of the Project
- 8) To prepare for the evaluation and monitoring of the Project

TERM OF REFERENCE OF JAPANESE LONG-TERM EXPERTS

COORDINATOR

1. Title: Coordinator

2. Attachment Organization: Department of Forestry and Wildlife, Ministry of Agriculture, Forestry and Fisheries

3. Qualification:

3.1 Subject: Administrative works for the Project, Accounting

3.2 Academic degree: Bachelor / Diploma degree or its equivalent

3.3 Minimum Experience in the field: 5 years

3.4 Language level required: To be capable to communicate in English

4. Job Description

4.1 Location: DFW headquarters and the Project office in New Phnom Penh

4.2 Period: 3 years

4.3 Activity:

The Project Coordinator conduct the following activities in cooperation with the Cambodian counterparts.

1) To manage the allocated budget of the Project

2) To manage the equipment, facilities and articles which are provided by Japanese side

3) To strengthen the linkage between Cambodian side and Japanese side

5) To deal with other necessary daily activities for smooth implementation of the Project

TERM OF REFERENCE OF JAPANESE LONG-TERM EXPERTS

TRAINING OFFICER

1. Title: Training Officer

2. Attachment Organization: Department of Forestry and Wildlife, Ministry of Agriculture, Forestry and Fisheries

3. Qualification:

3.1 Subject: Forestry

3.2 Academic degree: At least Diploma degree or its equivalent related to the field of forestry

3.3 Minimum Experience in the field: 10 years

3.4 Language level required: To be capable to communicate in English

4. Job Description

4.1 Location: DFW headquarters and the Project office in New Phnom Penh

4.2 Period: 3 years

4.3 Activity:

The Training Officer conduct the following activities in cooperation with the Cambodian counterparts.

- 1) To make the annual training plan of the capacity building for the forestry sector
- 2) To prepare for the training materials and related facilities
- 3) To execute the annual training in the selected field
- 4) To select and manage the sites for the training

Monitoring Report (No.)

Name of Project:

Project Period:

<p><u>Comment; Project Director</u></p> <p>Signature _____</p> <p>Date: _____</p>
<p><u>Comment; Project Manager</u></p> <p>Signature _____</p> <p>Date: _____</p>
<p><u>Comment; Chief Advisor</u></p> <p>Signature _____</p> <p>Date: _____</p>

*JICA replies to above-mentioned comments/requests if necessary.

Attachment 1

MONITORING REPORT No. ____
 (Achievement of Project Purpose)

Date

*For the effective evaluations, it is strongly recommended to monitor the project purpose level indicator(s) regularly.

Project Purpose	<Achievement>
If there is any advancement/delay compared with the original plan, please clarify the causes and influencing factors in columns below.	
Output Achievement Level	
Changes in Important Assumptions / Pre-conditions	<Outputs→Project Purpose Level>
	<Activities→Outputs Level>
	<Pre-conditions>
Recommended Countermeasures	

Attachment 2

MONITORING REPORT No. _____
 (Achievement of Output)

Date:

(Name: _____)

Output <Plan>	<Achievement>
If there is any advancement/delay compared with the original plan, please clarify the causes and influencing factors in columns below.	
Progress of each Activity	
Changes in Important Assumptions / Pre-conditions	<Activities→Outputs Level>
	<Pre-conditions>
Recommended countermeasures	

MONITORING REPORT No. _____
 (Progress of Activity)

Date:

(Name: _____)

Activity <Plan>	<Progress Report>
If there is any advancement/delay compared with the original plan, please clarify the causes and influencing factors in columns below.	
Changes in Pre-conditions	
Input Level	
Other factors	
Recommended countermeasures	

Attachment 4

**MONITORING REPORT No. _____
(Issues and Countermeasures)**

Date:

Name of the Project:

Issues	Countermeasures
(Description of Issue)	Countermeasures taken by Project (Cambodian-side)
	Countermeasures taken by Project (Japanese-side)
	Request to JICA

Evaluation Items

1 Achievement of the Project

The achievement level of the project activities in terms of inputs, activities, outputs and project purpose, as the Achievement of the Project, is assessed in comparison with the original plan such as R/D, PDM and PO.

1-1 Inputs

- (1) Accomplishment of the inputs from Japanese side in comparison with the plan
- (2) Accomplishment of the inputs from Cambodian side in comparison with the plan

1-2 Activities

- (1) Progress of the activities and the results of corresponding targets in PO
- (2) Degree of difference between the plan and actual condition
- (3) Reasons and constraints for the slipping and postponement

1-3 Output

- (1) Achievement level of the outputs planned on the PDM

1-4 Project Purpose

- (1) Achievement level of the project purpose planned on the PDM

2 Evaluation criteria

2-1 Efficiency

Efficiency is an economic term, which means that the Project used the least costly resources to achieve the results. In other words, the Project gained the most results for its economic contributions. It is to evaluate the relationship between outputs and inputs in terms of timing, quality and quantity, and to reexamine if alternatives strategy would have produced the outputs more efficiently. The questions to be checked for evaluation are considered as follows.

- (1) Timing, quality and quantity of inputs

- Have the inputs been delivered on schedule?
- Was the timing of the inputs appropriate in comparison with the outputs obtained?
- Were the quality and quantity of the inputs appropriate in comparison with the outputs obtained?

(2) Relationship between outputs and inputs

- Have the outputs been attained on schedule?
- Are there any differences between the original plan and actual outputs?
- Do counterparts have enough knowledge and experiences developed through the Project?
- What factors can be considered to have caused delay or hampered the realization of the outputs?

(3) Linkage with other cooperation schemes

2-2 Effectiveness

Effectiveness is a measure of the extent to which the Project has achieved its objectives, the outputs and the project purpose. It measures the extent to which the activities would achieve its purpose, or whether this can be expected to happen on the basis of the outputs at the time of evaluation. The questions to be checked for evaluation are considered as follows.

(1) Project purpose

- What extent has the project purpose been achieved to in comparison with the achievement of the outputs?
- What extent have the outputs contributed to the achievement of the project purpose to?
- What factors can be considered to cause delay or hamper the realization of the project purpose?
- When will the project purpose be attained?

(2) Outputs

- What extent has the outputs been achieved to?
- What extent have the activities been kept on schedule of the initial plan to?
- What extent have the activities contributed to the achievement of the outputs to?
- Are there any outputs and activities that have been changed during the Project?

(3) Important assumptions

2-3 Impact

Impact is a term indicating whether the Project has had an effect on its surroundings in terms of technical, economic, socio-cultural, institutional and environmental factors. Evaluation should consider 1) *Direct effects*: the immediate costs (negative effects) and benefits (positive effects) of both the contribution to and the results of the Project, without taking into consideration of their effects on what are not originally expected in the Project Design; 2) *Indirect effects*: the costs and benefits which are unleashed by the contribution to the Project and by its results. The questions to be checked for evaluation are considered as follows.

- Has the project purpose contributed to the realization of the overall goal?
- Are there any impacts on social, economical, institutional and environmental aspects to be expected by the continuation of the Project?
- What are supposed to cause the possible impacts?

2-4 Relevance

Relevance is the extent to which the Project is consistent with the priorities and policies of the target group, RGC and Japan. The relationship among items in the narrative summary of PDM should be reviewed for the rationale of the Project. The questions to be checked for evaluation are considered as follows:

(1) Overall goal

- Is the overall goal consistent with the Government policy, such as the Second Five Year Socio Economic Development Plan?
- Is the overall goal consistent with needs of the beneficiaries?

(2) Project purpose

- Does the project purpose contribute to the achievement of the overall goal?
- Is the project purpose consistent with the objectives of the implementing organization?

(3) Relationships between outputs, activities and inputs

- Are relative balance among outputs, activities and inputs appropriate?

- Are the outputs, activities and inputs adequate for achievement of the project purpose?

2-5 Sustainability

Sustainability is the extent to which the objectives of the Project will continue after the Project is over; the extent to which the groups affected by the Project want to and can take charge themselves to continue accomplishing its objectives. Therefore, Sustainability is concerned with measuring whether an activity or an impact is likely to continue after JICA assistance has been terminated. The Project will need to be environmentally as well as financially sustainable. Sustainability of the Project will be assessed from the following two aspects:

- i) Capability of staff of DFW assisted by the Project in continuing and expanding the activities initiated by the Project, and
- ii) Institutional capacity of DFW in continuing and expanding activities initiated by the Project.

Capacity of the staff will be assessed through the examination of the organizational maturity, financial sustainability and technical capability. The questions for evaluation will include the followings.

(1) Organizational maturity

- Are the definitions clear on DFW's purpose, membership and organizational structure?
- Does DFW have any system to elaborate and modify plans if necessary?
- Does DFW have any system of decision making and solving internal conflicts?
- Is the membership growing or decreasing?

(2) Financial sustainability

- Does DFW keep the records of income and expenditure?
- Are there any sources of fund identified by DFW and these sources consider DFW eligible?
- Does DFW have an access to external organizations for getting additional knowledge and skills on financial management?

(3) Technical capability

- Can DFW maintain knowledge and technical skills introduced by the Project on its own?
- Do the staffs of DFW share their knowledge and experiences?

- Does DFW have an access to external organizations for getting additional knowledge and technical skills?
- Does DFW show any improvement in the level of their targeted capacity, and can they maintain this level?

Institutional capacity of DFW will be assessed through the examination of the administrative and management capacity, financial conditions, technical ability, ownership of the implementing organization, etc. The questions to be checked for evaluation are considered as follows.

(1) Institutional aspect

- Has the implementing organization obtained the ability to continue the activities?
- Is it expected that the Government will continue to support?
- Is it expected that the counterparts will continue to be assigned at the same positions?

(2) Financial aspect

- Has the implementing organization secured financial and human resources necessary for continuing the activities?

(3) Technical aspect

- Will the inputs/ outputs of the Project, such as facilities, equipment, transferred techniques, etc. be fully utilized after the Project?
- Has the Project developed the techniques that are appropriate for beneficiaries in terms of their technical levels?
- Have counterparts fully acquired the developed techniques and knowledge?

JICA: The result of PCM Workshop for Forest Rehabilitation Project

The Workshops were held at DFW twice on 15-16 and 29-30 January 2001 during the first preparatory study by JICA.

The results of Participation Analysis are summarized as follows.

1. Listing Stakeholders

The followings are the result of grouping of organizations and institutions that are supposed to do with the implementation of the prospective JICA project, Forest Rehabilitation in Cambodia

Three ©-marked organizations and institutions were considered as most important, so their profiles were analyzed as shown on the Table 1 on the next page.

<p>(Donors)</p> <ul style="list-style-type: none"> • Assisting Countries • JICA 	<p>(Authorities concerning Implementation of Forest Rehabilitation)</p> <ul style="list-style-type: none"> • Min. of Agriculture, Forestry and Fisheries (MAFF) © Dep. of Forestry and Wildlife (DFW) • Concessions Related Office of DFW • Forestry Extension Staffs 	<p>(Local People)</p> <ul style="list-style-type: none"> • Rural People © Local People • Users of Forest Resources • Local Communities • Land Owners • Monks • Military Forces • Forest Concessionaires
<p>(Relevant Authorities of RGC)</p> <ul style="list-style-type: none"> • Dep. of Land Registration • Min. of Rural Development • Min. of Environment 	<p>(Students)</p> <ul style="list-style-type: none"> • Students of Agricultural (Forestry) majors • Students writing a Thesis on Forestry 	<p>© Local Administration</p>
<p>• UN and International Organizations</p> <p>• Private Sector</p>	<p>• Assistance Programmes (GTZ/MRC etc.)</p>	<p>• NGO</p>

2. Identification of Target Groups

On the three groups of the most importance among the above groups, the profiles were analyzed respectively in detail as shown on Table 1. Then, the workshop participants worked out which groups should be the target of the Project, assuming that the Project would consist of two phases, (a) Two year preparatory phase and (b) Five year full-fledged phase. The results are the below.

(a) Two year preparatory phase: (Staffs of) DFW and Provincial Forest Offices (PFOs)

(b) Five year full-fledged phase: DFW, PFOs, Local Administrations and Local People

(* To note, Staffs of DFW and PFOs will supposedly take the leading role in the future, and Local Administrations will play the role of coordinator in projects concerned.)

Participation Analysis - Table 1: Detailed Group Analysis:

The table below summarizes the profiles of the three groups chosen by the participation analysis.

Target Group	DFW and PFOs	Local Administrative Authorities	Local People, Users of Forest Resources, Local Communities, Land Owners (Monks, Military Forces, Forest Concessionaires)
Characteristics	<ul style="list-style-type: none"> • Project planning • Project implementation and management • Have Government's support 	<ul style="list-style-type: none"> • Have helping hands in administrative work and management 	<ul style="list-style-type: none"> • Various religions and traditions • Faithful and sincere • Have good unity or cohesion • Settled and do not migrate • Familiar with natural environment • Depend on natural resources (especially, forests and crops)
Needs or Problems	<ul style="list-style-type: none"> • Shortage of funds to maintain tree planting activities • Insufficient knowledge of technical professional staffs • Unbalance between slow progress of reforestation and rapid expansion of logging activities 	<ul style="list-style-type: none"> • Do not have sufficient help 	<ul style="list-style-type: none"> • Struggling to cope with life • Shortage of resources and instruments • Suffer from natural disasters • Difficulty in obtaining by-products from forests
Interests or Benefits	<ul style="list-style-type: none"> • Gain knowledge through projects • Create job opportunity for people • Conservation and education with long perspective • Enhance communication in project implementation 	<ul style="list-style-type: none"> • Forest products for communities to consume or utilize • Rural development, agriculture and environment 	<ul style="list-style-type: none"> • Gain job opportunity • Improvement of daily life • Anxiety in future forest resources management • Dispute on lands
Strengths or Weaknesses	<ul style="list-style-type: none"> • Have a group with expertise in tree planting techniques • Have lands for tree planting • Have chance to gain knowledge from foreign experts • Shortage of infrastructure • Lack of capacity to guide or lead projects 	<ul style="list-style-type: none"> • Have many staffs • Easy to access communities and have communication • Poorly defined boundary between forests and agricultural areas • Shortage of human resources 	<ul style="list-style-type: none"> • Low education • Rich source of information • Difficulty in keep relations with outside world • Susceptible to influence from outside
Implications for the Project	<ul style="list-style-type: none"> • Need cooperation of local people • Need cooperation of Min. of Economy and Finance • Need cooperation of MAFF 	<ul style="list-style-type: none"> • Possible cooperation and participatory management with people • In the position of requesting forestry extension • Some disputes over approaches to solve problems 	<ul style="list-style-type: none"> • Participation in the Project Implementation • Source of labor force • Will face both positive and negative impacts of the Project • Forestry-specialized organizations will actively cooperate with the Project

Figure 2. Problems Tree

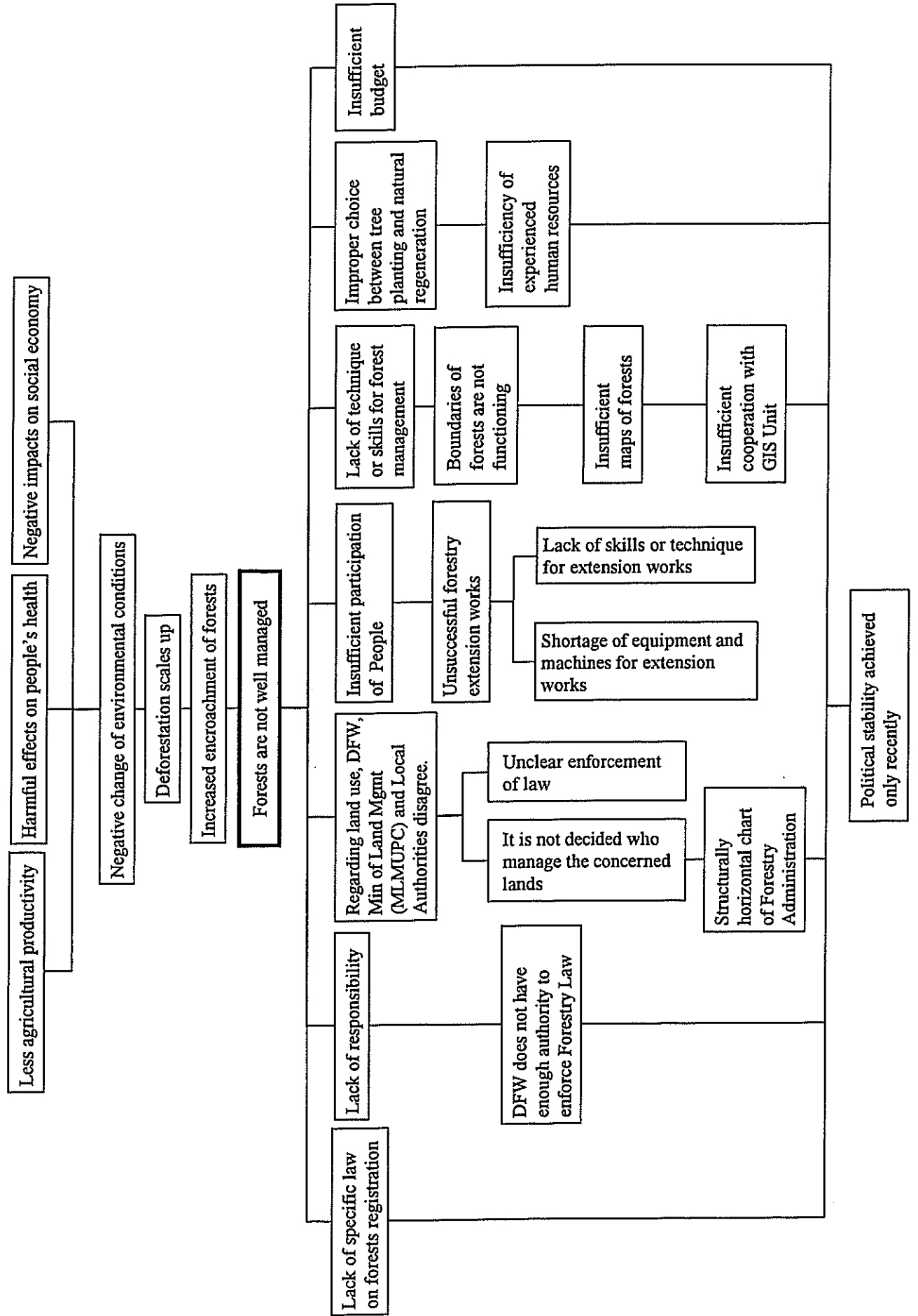
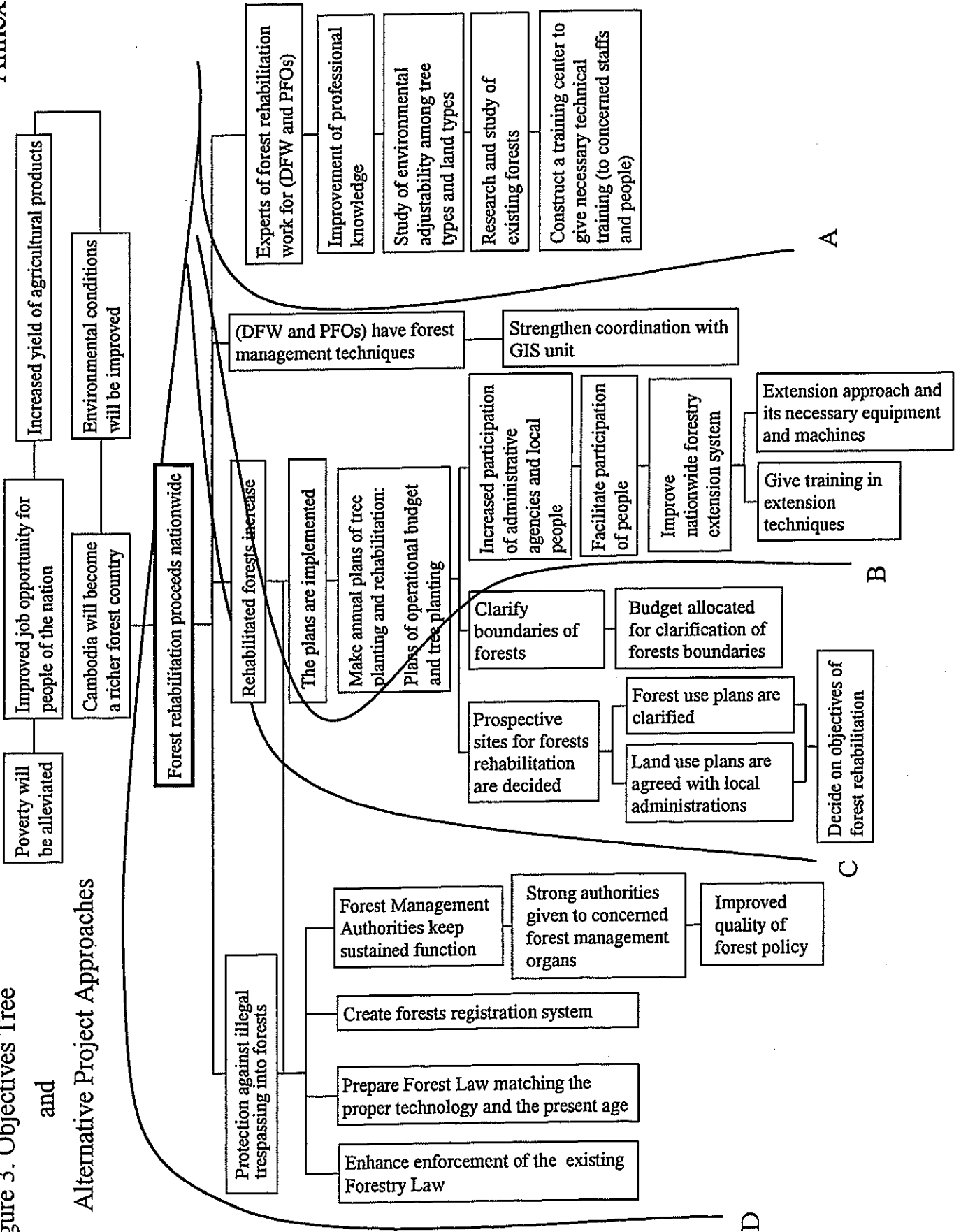


Figure 3. Objectives Tree and Alternative Project Approaches



A

B

C

D