

付属資料

1. 調査日程
2. ミニッツ

調査日程

			スケジュール
5	26	月	評価分析団員：移動（東京⇒プノンペン着）
	27	火	事務所打合せ（調査のスケジュール、評価用PDM等の確認） プロジェクト専門家と打合せ FWTCにてC/P・専門家に調査目的の説明 専門家と評価用PDMの協議
	28	水	コンボンチュナンにてC/Pへのインタビュー 資料等確認
	29	木	評価表PDM案、評価骨子案の作成、適宜専門家およびC/Pへのヒアリング 専門家との打合せ（評価用PDM、改定PDM）
	30	金	C/Pおよび専門家との打合せ（評価用PDM、改定PDM） 評価用PDM案作成作業
	31	土	資料整理、評価グリッドおよび合同評価レポート案作成
6	1	日	副総括／参加型森林管理および研修計画団員：移動（東京⇒プノンペン）
	2	月	団内打合せ（調査前半のブリーフィング、主に評価表PDMの確認、対処方針の検討） 森林局長表敬、カンボジア側評価メンバーとの打合せ 第1回合同評価委員会（プロジェクト概要の紹介、各セクションより活動進捗の発表） RECOFTCとの打合せ
	3	火	コンボンチュナンカントンメント表敬 ディビジョンでのC/Pインタビュー他 FPサイト（ボエンコック村）見学、住民への聞き取り
	4	水	副総括／参加型森林管理：FPサイト見学、C/Pおよび住民への聞き取り その他団員：合同評価レポート第1ドラフト案、PDM改定案作成作業、確認作業
	5	木	団内打合せ（合同評価レポート第1ドラフト協議） C/P、専門家と打合せ（評価用PDM、合同評価レポート第1ドラフト（ファインディング）の共有、改定PDM）
	6	金	合同評価団打合せ 森林局長への概略説明、コメント確認
	7	土	合同評価レポート案作成
	8	日	同上
	9	月	評価団打合せ（合同評価レポートおよびミニッツの最終協議） 森林局長への最終報告
	10	火	第4回合同調整委員会（JCC） 合同評価レポートの説明、ミニッツ署名 昼食（レセプション） 事務所報告 本邦団員帰国
	11	水	日本着

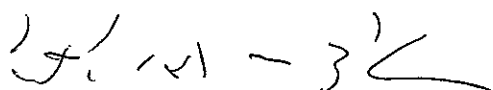
REPORT OF THE JOINT MID-TERM EVALUATION ON JAPANESE TECHNICAL COOPERATION ON THE CAPACITY BUILDING FOR THE FORESTRY SECTOR PHASE II

The Japanese Mid-term Evaluation Team (hereinafter referred to as "the Japanese Team"), organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA"), headed by Mr. Kazuhiro Yoneda, Resident Representative of JICA Cambodia Office, conducted the mid-term evaluation study from May 26 to June 10, 2008, for the purpose of conducting a mid-term evaluation of the Project for the Capacity Building for the Forestry Sector Phase II (hereinafter referred to as "the Project")

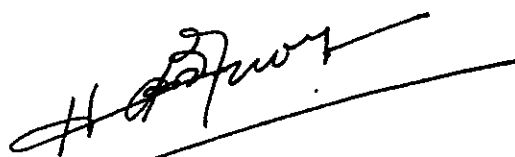
For this purpose, the Japanese Team and the Cambodian authorities concerned formed the Joint Evaluation Team (hereinafter referred to as "the Team"). The Team evaluated performance and achievements of the Project through field visits, interviews and had a series of discussions in respect of desirable measures to be taken by both Governments for the successful implementation of the Project.

The Team agreed on the contents of the Evaluation Report attached hereto. As a result of the discussions, the Team agreed to recommend to their respective Governments the matters referred to in the attached Evaluation Report.

Phnom Penh, June 10, 2008



Mr. Kazuhiro Yoneda
Leader,
Japanese Mid-term Evaluation Team,
Japan International Cooperation Agency



Mr. Huot Bunnary
Leader,
Cambodian Mid-term Evaluation Team,
Ministry of Agriculture, Forestry and
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1. Introduction

1.1 Objectives of the Evaluation

The evaluation activities were performed with the following objectives:

- (1) To verify the accomplishments of the Project compared to those planned;
- (2) To identify obstacles and/or facilitating factors that have affected the implementation process;
- (3) To analyze the Project in terms of the five evaluation criteria (i.e. Relevance, Effectiveness, Efficiency, Impact, and Sustainability) with special focus on Relevance, Effectiveness and Efficiency; and
- (4) To make recommendations on the Project regarding the measures to be taken for the remaining period.

1.2 Members of the Joint Evaluation Team

(1) The Japanese Team

Title	Name	Position
Team Leader	Mr. Kazuhiro YONEDA	Resident Representative, JICA Cambodia Office
Vice Team Leader/ Participatory Forest Management	Mr. Kenichi TAKANO	Counsellor, Department of Global and Environment
Training Plan	Mr. Yosuke NISHII	Project Officer, Forestry and Nature Conservation Team 1, Group 1 (Forestry and Natural Environment), Global Environment Department, JICA
Evaluation and Analysis	Ms. Yasuyo HIROUCHI	Permanent Expert, International Development Associates Co. Ltd.
Planning Management	Ms. Tomoko TANAKA	Assistant Resident Representative, JICA Cambodia Office

(2) The Cambodian Team

Title	Name	Position
Team Leader	Mr. Huot Bunnary	Deputy Director General, Ministry of Agriculture, Forestry and Fisheries (MAFF)
Vice Team Leader	H.E. Tim Sipha	Head of Southern Tonle Sap Inspectorate, Forestry Administration (FA)
Member	Mr. Chea Sengyi	Deputy Chief, Bilateral Cooperation Office, Ministry of Economic and Finance (MEF)
Member	Mr. Hour Lim Chhun	Head, Forestry Extension Office, FA
Member	Mr. Nhek Ratana Pich	Chief, Phnom Tamao Zoological Park and Wildlife Rescue Centre, FA

1.3 Schedule of the Evaluation Study

The Evaluation Study was conducted from May 26, 2008 to June 10, 2008. The Joint Evaluation Team (hereinafter referred to as the Team) collected the information through questionnaires and a series of interviews with Japanese experts and Cambodian counterpart personnel of the Project. The Team also conducted a field observation in the Field Project site

(hereinafter referred to as the FP site) in Kampong Chhnang. Based on the results, the Team prepared a draft report and finalized it through a series of discussions on June 10, 2008.

1.4 Review of Project Design Matrix (PDM)

For evaluation of a technical cooperation of JICA, Project Design Matrix ¹(PDM) is used as one of the essential documents. Prior to the start of the evaluation, the Team reviewed the current PDM prepared and shared by JCC in September (PDM ver1) and agreed to prepare a PDM for evaluation (PDMe) as a basis of the evaluation. The PDMe was prepared thorough consultation with the Japanese Experts and the Cambodian C/Ps as attached ANNEX 1.

2. Outline of the Project

2.1 Background of the Project

The Kingdom of Cambodia is known as a country with rich forests and natural resources. According to the Food and Agriculture Organization of the United Nation (FAO), the forests in the country totalled over 13 million hectares, or more than 70% of the total land area (about 18 million ha) in the 1960s. However, for over 40 years, especially the last 20 years after the civil war, forests have been constantly damaged and devastated. In 2003, the total area of forest was estimated at about 11.4 million hectares or about 62.7% of the total land area². Forest cover ratio is very differs in each province and municipality, such as forest ratio of Preah Vihear is shown as 95.3% and Phnom Penh is no remaining of forest. The direct causes of deforestation, or degradation of forests, are mainly illegal logging and encroachment of the forests for expansion of agricultural land.

On the other hand, poverty is widespread with 36 percent of the rural population, some 4.5 million people, are living below the poverty line³, and the economic gap between the rich and poor is widening. The majority of the population is dependent on agriculture and access to natural resources. It means the majority people remain vulnerable and rely on natural resources due to land shortage, increasing population, poor harvest and others.

Today is more serious issue relating to forest-clearing for personal land grabbing ambition of those rich and powerful individuals. In detail, there is on the increase along with the lack of lands for farming and building residential houses for the people. At the same time, forestland has been diminished because of illegal logging and land encroachment ruing the past decade. The forestland in concessions also were poorly managed and exploited by the companies.

¹ PDM: a summary table of a project design that describes necessary Inputs, Activities. Outputs, Project Purpose, Overall Goal, Important Assumption, Objectively Verifiable Indicators, Means of Verification, and the logical relationship between and among them

² Forestry Statistics in Cambodia in 2004 (FA)

³ Less than US\$1 per day

If forests are well managed, it is a great potential to lift millions of people out of poverty, through improved and enhanced livelihoods and indirectly, through their contribution to the national economy. In fact, forests in Cambodia are one of the important resources for the country's economy and for people. Over 90% of the households in Cambodia use firewood and charcoal for fuel⁴.

In this situation, proper forest resource management is one of the prime concerns in Cambodia's domestic policy. In parallel, there is a pressing need to train FA staff, but FA did not have a training system with regular courses for its own staff. In April 1999, the Cambodian government requested the Government of Japan to assist human resource development of FA.

The Capacity Building Project for the Forestry Sector in Kingdom of Cambodia (hereinafter referred to as the Phase I Project) commenced in December 2001 under the collaboration with JICA.

The Phase I Project trained in three years approximately 1,500 foresters on forestry law, community forestry, nursery, silviculture, forest/wildlife management and measurement. In successfully provided trainees with basic knowledge on the subjects and raised their awareness of their duties defined by the Forestry Law. However, the final evaluation team of the Phase I Project found out that trainees' application of acquired skills and knowledge needs improvement. This is partially due to the short course duration and insufficient field practice.

The Royal Government of Cambodia requested the Government of Japan to extend its technical assistance for five years. Based on the several discussions between FA and the Preparatory Study teams, livelihood of local peoples as well as capacity building of local FA staff are selected as a main target of the Project.

Since local people need natural resources, especially forestry resources to maintain and improve their livelihoods, Community Forestry (CF) is one of the means to responding to local people. The FA has responsibility for forest management and recognizes the importance of working with communities to meet the needs of local people and achieve sustainable management of natural resources, especially forest resources.

JICA dispatched Preparatory Study teams as below and had mutual discussions with Cambodian side.

⁴ Cambodia Millennium Development Goals Report 2003 (Royal Government of Cambodia)

1st mission: From September 19, 2004 to October 10, 2004

2nd mission: From November 28, 2004 to December 26, 2004

3rd mission: 1st batch From June 5, 2005 to June 17, 2005

2nd batch From August 14, 2005 to October 15, 2005

As a result, the Project framework was agreed by both governments and the Records of Discussions (R/D) was signed in December 14, 2005.

2.2 Summary of the Project

According to the Project Design Matrix for evaluation (PDMe) (Annex 1), the Project Purpose is "Through the capacity building of Forestry Administration (FA) officers, sustainable utilization of community resources is secured for stabilizing the living of local people in the Field Project (FP) site".

The Overall Goal of the Project is "Sustainable community resources utilization by local people is secured in the area conducted participatory community resources management".

The Output (0) is "It is established to prepare the project activities, the training for first FP sites and local FA who are not in the FP sites (grasp the current situation and training needs based on the results of the past training evaluation and Baseline surveys)", and sub-Outputs are,

- (1) -1 "CF activities are smoothly implemented, and as the result of the CF and other activities, community resources are managed properly in the FP sites", (1)-2 The importance of the community resources, including forestry resources, is recognized by local people, (1)-3 Practical knowledge and skills are obtained by local FA officers, and are utilized for local people's needs,
- (2) -1 "CF activities are smoothly implemented, and as the result of the CF and other activities, community resources are managed properly in the FP sites", (2)-2 The importance of the community resources, including forestry resources, is recognized by local people, (2)-3 Practical knowledge and skills are obtained by local FA officers, and are utilized for local people's needs,
- (3) -1 "Practical knowledge and skills are obtained by local FA offices and the knowledge and skills gained through the training and follow up activities are utilized in the office and/ or fields", and (3)-2 "Training is conducted efficiency and effectively.

3. Methodology of Evaluation

3.1 Data Collection Method and Analysis

3.1.1 Data Collection Method

The Team made interviews with the Cambodian C/P and the Japanese experts engaged in the Project. The Team also collected information through questionnaires from the concerned personnel. The team also conducted field surveys in Kampong Chhnang.

3.1.2 Items of Analyses

(1) Accomplishment of the Project

Accomplishment of the Project was measured in terms of the Inputs, the Outputs and the Project Purpose in comparison with the Objectively Verifiable Indicators of the PDMe as well as the plan delineated in the R/D.

(2) Implementation Process

Implementation process of the Project was reviewed to see if the Activities have been implemented according to the schedule delineated in the latest PO (Annex 2), and to see if the Project has been managed properly as well as to identify obstacles and/or facilitating factors that have affected the implementation process.

(3) Evaluation based on the Five Evaluation Criteria

(a) Relevance

Relevance of the Project was reviewed to see the validity of the Project Purpose and the Overall Goal in connection with the needs of the beneficiaries and policies of Cambodia and Japan.

(b) Effectiveness

Effectiveness was analyzed by evaluating the extent to which the Project has achieved and contributed to the beneficiaries.

(c) Efficiency

Efficiency of the Project implementation was analyzed focusing on the relationship between the Outputs and Inputs in terms of timing, quality, and quantity.

(d) Impacts

Impacts of the Project were forecasted by referring to positive and negative impacts caused by the Project.

(e) Sustainability

Sustainability of the Project was forecasted in institutional, financial and technical aspects by examining the extent to which the achievement of the Project would be sustained and/or expanded after the Project is completed.

4. Summary of Accomplishment and Implementation Process of the Project

4.1 Accomplishment of the Project (Details are described in Annex 3)

(1) Inputs (Details are described in section (1) of Annex 3)

Summary of Inputs is shown in the tables below.

Table 1: Summary of Cambodian Inputs

Allocation of C/P:	Management C/P: 7 persons Technical C/P: 14 persons	Running Expenses: (as of Dec.2007)	US\$55,900
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Table 2: Summary of Japanese Inputs

Dispatch of Experts:	Long-term: 7 persons in total Short-term: 3 persons in total	Provision of Equipment: (as of Mar.2008)	US\$ 96,400
C/P Trained in Japan:	24 persons in total	Local Activity Cost: (as of Mar. 2008)	US\$ 439,400

(2) Outputs (Details are described in section (2) of Annex 3)

1) Output 0:

Number	Objectively Verifiable Indicators clarified in PDMe
0a	Training Plan, revised training curriculum and materials are prepared.
0b	Trainers of class are assigned, and facilitators are instructors of FP sites are selected.

- Indicator 0a: Training plan for the year 2006 has been prepared. Training curriculum and materials prepared through the Phase I Project have been reviewed and revised.
- Indicator 0b: Instructors and lecturers for class room training as well as field training conducted by FWTC have been assigned.

2) Output 1:

Number	Objectively Verifiable Indicators clarified in PDMe
1.1a.	Number of CF members is increased by the end of the Project
1.1b	CF is legalized by the end of the Project.
1.1c	Local people (i.e. CF members) become able to find the institutions. necessary for support in community resource management by the end of the Project.
1.2a	Number of self-help activities related to community resource management by local people (such as NTFP utilization, tree planting) is increased by the end of the Project.
1.2b	Annual average attendance rate of CF members to the meetings related to the Project is increased every year.

1.3a	Contents of technical transfer of local FA(extension, advice, etc) to local people (i.e. CF and its members) are utilized by them.
1.3b	In kind support of local FA (seeds, seedlings, etc.) provided to local people (i.e. CF and its members) are utilized by them.

- Indicator 1.1a: The number of the members of the officially recognized target CF (i.e. Boeng Kok CF) has not changed since the beginning of the Project.
- Indicator 1.1b: None of the target CFs have been legalized yet. In fact, for each target CF, little progress has been made in the legalization process since the beginning of the Project due to various reasons (see Annex 4 for details)
- Indicator 1.1c: In Boeng Kok CF, some members had some contacts with the local institutions related to community resource management (i.e. Fisheries Office of Provincial Department of Agriculture) through the Project. In the other target CF, no contacts have been developed yet.
- Indicator 1.2a: Self-help activities related to community resource management, which can be clearly identified as the direct impact of the Project, have not been observed so far.
- Indicator 1.2b: An annual average attendance rate of Boeng Kok CF members in the meetings related to the Project for the year 2007 (i.e. 48%) was decreased by 5 points compared with the one for the year 2006 (i.e. 53%). For information, the average attendance rate in January-May 2008 was 36%.
- Indicator 1.3a: For Boeng Kok CF and/or its members, various techniques have been transferred to some CF members based on their needs. According to the concerned local FA officers, all of the techniques have been utilized by them.
- Indicator 1.3b: For Boeng Kok CF and/or its members, various in-kind supports have been provided based on their needs. According to the concerned local FA officers, all of the in-kind supports have been utilized by them.

3) Output 2:

Number	Objectively Verifiable Indicators clarified in PDMe
2.1a	Number of CF members is increased by the end of the Project
2.1b	CF is legalized by the end of the Project.
2.1c	Local people (i.e. CF members) become able to find the institutions. necessary for support in community resource management by the end of the Project.
2.2a	Number of self-help activities related to community resource management by local people (such as NTFP utilization, tree planting) is increased by the end of the Project.
2.2b	Annual average attendance rate of CF members to the meetings related to the Project is increased every year.

2.3a	Contents of technical transfer of local FA(extension, advice, etc) to local people (i.e. CF and its members) are utilized by them.
2.3b	In kind support of local FA (seeds, seedlings, etc.) provided to local people (i.e. CF and its members) are utilized by them.

- Information was not available as full-fledged activities have not yet started

4) Output 3

Number	Objectively Verifiable Indicators clarified in PDMe
3.1a.	Eighty (80)% of ex-trainees regard the contents of the training as having improved their knowledge and skills.
3.1b	Eighty (80)% of ex-trainees have shared skills and knowledge with obtained through the training.
3.1c	Eighty (80)% of the supervisors of the ex-trainees assess the training quality is "applicable".
3.1d	All of the ex-trainees who requested for follow up activities satisfy with the responses of FWTC.
3.2a	By the end of the Project, 75 training courses are conducted in accordance with with annual training plans (FMP:42, Sil:23, CF:10).

- Indicator 3.1a: Eighty (80) % of the ex-trainees regard the contents of the training as having improved their knowledge and skills.
- Indicator 3.1b: Sixty-seven (67) % of the ex-trainees have shared skills and knowledge obtained through the training with co-workers, communities, etc.
- Indicator 3.1c: Ninety-three (93) % of the supervisors of the ex-trainees regard the training quality as "applicable" to the work in the office and/ or fields.
- Indicator 3.2a: With regard to Forest Management Plan, Silviculture, and Community Forestry, a total of 39 training courses have been conducted.

(3) Project Purpose (Details are described in section (3) of Annex 3)

Number	Objectively Verifiable Indicators clarified in PDMe
1	At each CF, local FA is recognized by local people as a good "Facilitator", "Advisor" and/or "Demonstrator" of community resource management and utilization by the end of the Project.
2	At each CF, method and know-how to secure & improve their livelihood by sustainable use of community resources are obtained by local people by the end of the Project.
3	Relationship between local FA and local authority is deepen by the end of the Project.

- Indicator 1: It was found too early to obtain meaningful information for this Indicator at this point. For information, according to the result of the group discussion at Boeng Kok CF conducted by the Project in April 2008, some CF members recognized the positive change of behavior of the local FA officers.

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- Indicator 2: Techniques related to forest tree plantation and tending, fruit tree seedling production, fruit tree planting and tending, and fish farming have been transferred to the local people (i.e. CF members) in Boeng Kok CFs so far. It is uncertain if these techniques have been enough to “secure & improve” their livelihood which contributes to attain sustainable use of community resources, since organized review on this matter has not been conducted yet. For information, according to the result of the group discussion at Boeng Kok CF conducted by the Project in April, 2008, the CF members are willing to receive further assistance to obtain the method and know-how.
- Indicator 3: Information was not available.

4.2 Implementation Process (Details are described in Annex 4)

While most of the Activities for Output 3 (i.e. training by FWTC) have been implemented as planned, the Activities for Output 1 (i.e. Filed Projects), especially those for Phnom Preah Thet CF in Samaki Meachey Triage, are behind the schedule. One of the main reasons for the delay is land issues over the CF site.

After some initial difficulties in communication, the Project has been implemented in close collaboration between the Japanese experts and their C/Ps.

At present, communication within Output is generally sufficient for day-to-day implementation of the Project. Mutual integration of FP activities and training at FWTC could be further strengthened in order to promote information sharing and common understanding regarding the Project as well as a team spirit.

The PDM and the PO, which are the essential tools for the project management, need some improvement. Description of some of the components of the PDM is found to be vague. Most of the Objectively Verifiable Indicators are not well defined; and some of them lack criteria to judge the achievement level. As for the PO, necessary information such as “expected outcome(s)”, “person in charge⁵”, “implementers”, “(required) inputs”, etc. is not identified for each Activity. The PO does not cover all of the Activities defined in the PDM, either. In the monitoring process, these issues have not been addressed. This has made it difficult for all those concerned to have clear and common understanding of the overall implementation process, progress of the Project based on the PO, expected achievement level of the Outputs, and the Project Purpose of the PDM.

⁵ Cambodian personnel should be identified as a person in charge.

5. Summary of Evaluation based on the Five Evaluation Criteria

5.1 Relevance (Details are described in Section 1 of Annex 5)

The Overall Goal is relevant with the needs of Cambodia because the majority of the people, who live below the poverty line, depends their livelihood on community resources and the needs for sustainable utilization of the community resources are high. The Project Purpose is consistent with the organizational needs of FA. It is relevant with the needs of local people in the FP sites as all of them are dependent on community resources for their livelihood. The Overall Goal and the Project Purpose are consistent with the Rectangular Strategy of the Royal Government of Cambodia (2004) and the latest National Strategic Development Plan (2006-2010) as well as Official Development Assistance (ODA) policies of Japan. The Project is considered to be still relevant.

5.2 Effectiveness (Details are described in Section 2 of Annex 5)

The Project is considered to be fairly effective.

The Output 1 and the Output 2 are confirmed to contribute to the achievement of the Project Purpose. With regard to the Output 3, as intended in the designing stage of the Project and confirmed in various occasions of the implementation stage, including the meetings of JCC, its contribution to the achievement of the Project Purpose is limited in comparison with the other Outputs because the training conducted under the Output 3 is targeted not only the local FA officers in the FP sites but also those in other Divisions/Cantonments. In the meantime, its contribution to the achievement of the Overall Goal is expected to be high.

5.3 Efficiency (Details are described in Section 3 of Annex 5)

The Inputs from both Cambodian and Japanese sides have been generally appropriate in terms of timing, quality and quantity in order to produce the Outputs with exception of followings:

- There was a gap-time between the assignments of the first and the second Chief Advisors in 2006 due to budgetary reason of JICA. Some important activities for Output 1 proceeded during the absence of the Chief Advisor.
- In the beginning of the Project, a total of ten C/Ps from FWTC, who had been trained through the Phase I Project, was assigned for Output 3. Six of them, however, left the office in the end of May due to a drastic change in the internal regulations of the Project concerning payment and insufficient explanation and communication on the matter from the Japanese side. Since then, activities for Output 3 have been carried out by four C/Ps (i.e. two Deputy Chiefs and two Training Coordinators). It is noted that, through the efforts of the remaining C/Ps as well as the support provided by the J/Es, the negative impacts on production of the Output have been alleviated to a minimum extent.

Overall, the Inputs of the Project have contributed to production of the Outputs. The Project, therefore, is considered to have been mostly efficient.

5.4 Impacts (Details are described in Section 4 of Annex 5)

Neither positive nor negative impacts have been observed yet.

5.5 Sustainability (Details are described in Section 5 of Annex 5)

Institutional and organizational aspects: The legal and policy support for sustainable utilization of community resources is likely to continue. Training facilities at FWTC has been available for training activities by other development partners, such as ITTO, AFD, RECOFTC and NGOs; however, organization strategy for the post-project period has not yet been clarified and continuous discussions are needed.

Financial aspects: The Government of Cambodia has allocated necessary budget to implement the Project activities so far. It is uncertain, however, if financial sustainability is secured after the termination of the Project.

Technical aspects: Due to delay of the activities in the FP sites, accumulation of the experiences of the field C/Ps is still limited, but their technical capacity is expected to be enhanced in the latter half of the Project period. The C/Ps at FWTC have played a main role in formulation, implementation and monitoring the training courses already. Their capacity would be raised enough to sustain and develop the effects of the Project by the end.

6. Conclusion

As described above, the Project activities have been conducted fairly as planned.

As for the five evaluation criteria: 1) the relevance of the Project is endorsed by the Cambodian national policy, needs of local people, and the Japanese ODA policy; 2) the effectiveness is fairly assured; 3) the Project is considered to be mostly efficient as the Project overcame the constraints of the Inputs 4) Neither positive nor negative impacts have been observed yet; and 5) the forecasted sustainability, which is a key for this output-rich Project, is fair.

7. Recommendations and Lessons Learned

Through the evaluation, valuable recommendations and lessons were raised as described below.

7.1 Recommendations

(1) Modification of PDM

In order to clarify and include necessary activities in PDM, it is recommended that the Project discuss modification of PDM with participation of all Project members and finalize them in the next JCC meeting as soon as possible. Upon modification, it is recommended following points to be considered.

- (a) To unify Output 1 and Output 2;
- (b) To upgrade the sub-outputs as Outputs;
- (c) To modify the activities as described in ANNEX4 section 3 and the indicators to make consistent with current activities;
- (d) To clarify the target groups; and
- (e) To clarify the definition of FP site, Target CF and Community Resources

Furthermore, it is recommended to modify the Project Framework of the Project which has been shared in 1st JCC meeting in September, 2006, accordingly to the above mentioned modification of PDM. Both modified PDM and the Project Framework should be shared in Khmer among the Project members for better understanding.

(2) Modification of PO

Current PO(Annex 2) does not cover whole project period. Therefore it is necessary to revise and prepare PO in order to enhance common understanding of overall implementation process. In addition, the current PO needs some improvements in following points;

- (a) To clarify expected outcome(s), person in charge, implementers(*), inputs and schedule for each activities;
- (b) To clarify the number of new FP site(s) with consideration to remaining project period;
- (c) To clarify the plan for each target FP site with consideration to remaining project period; and
- (d) To cover all activities stated on PDM.

(*) Upon revision, since the assignment of the expert in charge of Training and Coordination will be terminated in February, 2009, reallocation of responsibility of these duties among Japanese experts should be considered.

(3) Monitoring System

Reporting and monitoring system within the Project has not been well-established. In order to avoid misunderstanding among those concerned, it is recommended to hold periodic full meeting within the Project, and also to submit Semi-annual progress report which to be shared between both Japanese and Cambodian side.

(4) Strategy for handing over training activities

Large portion of expenditure for the training activities in FWTC have been covered by Japanese side. In order to ensure the continuity of training activities in FWTC, it is recommended that the Project to discuss and confirm a strategy for handing over responsibility of training activity to the Cambodian side with certain procedures. This should include ways for securing additional budget and implementation framework of FWTC.

(5) Involvement of CFO

Involvement of CFO is not enough in the Project even though CFO is taking center role in implementation of CF activities and has rich experiences. For effective and sustainable implementation of activities in FP sites, it is recommended to draw and utilize the capacity and knowledge of CFO staff.

(6) Update of FP manual (ver. 1.1)

It was found that FP manual (ver. 1.1) used in the field project activities does not reflect actual conditions of Cambodia or activities taken place in the sites. It is recommended that FP manual is to be modified reflecting current activities and conditions.

7.2 Lessons Learned

- (1) In order to avoid misunderstanding and mistrust within the project, it is crucial to take enough time and measures for consultation and to make consensus within the project (especially between Japanese experts and CPs) before making important decisions.
- (2) In order to secure efficient and effective implementation of CF activities within limited project period, it is crucial to collect enough information regarding land conditions such as land tenure and regulation before site selection, so to avoid negative factors that are out of project's control.

End of Document.

Attachment

Annex 1	The PDMe (based on PDM ver.1)
Annex 2	The latest PO (ver.1)
Annex 3	Accomplishment of the Project
Annex 4	Implementation Process of the Project
Annex 5	Evaluation based on the Five Evaluation Criteria

Appendix A	Record of Cambodian Inputs
A-1	List of C/P
Appendix B	Record of Japanese Inputs
B-1	List of Japanese Experts
B-2	Counterpart Training
B-3	List of Major Equipment
B-4	Local Activity Cost for the Project
Appendix C	Attendance Rate of CF meeting
Appendix D	Activity Chart for Output1
Appendix E	Organization Chart
Appendix F	List of Abbreviation



Annex 1 PDM for Evaluation (PDMe) based on PDM ver 1 dated September 13, 2006 (page 1/3)

Project Title: The Project on Capacity Building for the Forestry Sector Phase 2 ~Community Forestry (CF) with Contribution to the Livelihood Improvement of the Local people~

Target Groups: 1) Local FA Officers and 2) Local people in the Field Project sites

Date: September 13, 2006

Duration: 5 years (12/2005 – 11/ 2010)

Project Implementers: Forestry Administration, under the MAFF

Project Location: Forestry Administration, Forest and Wildlife Training Center (FWTC) and Cantonment & Division offices in the Field Project sites

Field Project Sites: K Thmar, K Tralach and other divisions to be decided

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal Sustainable community resources utilization by local people is secured in the area conducted participatory community resources management.</p>	<ul style="list-style-type: none"> Practical examples of local people who started new activities and the kinds of resources management activities Economic and social condition of local people in the area, particularly of poor people Improvement of natural resources including forestry resources The Numbers of CF members Varities of CF and community resource management activities Number of new legalized CF and approved CFMP Increased land area under CF management 	<ul style="list-style-type: none"> Annual Report of FA -Forestry Statistics -Reports of Project field visits -Reports of Project survey (Baseline, Questionnaire & Interview for local people, local FA & ex-trainees, -Final evaluation & Impact assessment) Training reports -Reports of follow-up activity 	<p>A: There is no change of Government policy and strategy on the forestry sector.</p>
<p>Project Purpose Through the capacity building of Forestry Administration (FA) officers, sustainable utilization of community resources is secured for stabilizing the living of local people in the Field Project (FP) sites</p>	<ol style="list-style-type: none"> 1. <u>Local people recognize that</u> At each CE, local FA <u>is recognized by local people as a good "Facilitator", "Adviser" and/or "Demonstrator"</u> of community resource management and utilization <u>by the end of the Project</u> 2. At each CF, <u>local people can obtain</u> method and know-how to secure & improve their livelihood by sustainable use of community resources <u>are obtained by local people by the end of the Project</u> 3. It is deepened Relationship between local FA and local authority <u>is deepened by the end of the Project</u> 	<ul style="list-style-type: none"> -Reports of CF activities in the Field Project sites -Reports of Project survey -Reports of Project field visits -Questionnaire & Interview for local authority, relevant agencies and development organizations 	<p>A: Economy and social situation does not take a change for the worse in the</p> <p>B: Field Project sites and the area conducted participatory community resources management</p>
<p>Output 0 It is established to prepare the project activities, the training for first FP sites and local FA who are not in the FP sites (grasp the current situation and training needs based on the results of the past training evaluation and Baseline surveys)</p>	<ol style="list-style-type: none"> 0a. <u>Prepared</u> Training plan, revised training curriculum and materials <u>are prepared</u> 0b. <u>Assigned</u> Trainers of class <u>are assigned</u>, and <u>selected</u> facilitators and instructors of FP sites <u>are selected</u> 	<p>0a&b. <u>Record of the Project</u></p>	
<p>Output 1 (in first Field Project sites): ① CF activities are smoothly implemented, and <u>as</u> the results of the CF and other activities, community resources are managed properly in the FP sites:</p>	<p><For each target CF></p> <ol style="list-style-type: none"> 0a. Increased Number of CF members <u>is increased by the end of the Project</u> 0b. <u>Legalize</u>-CF is legalized by the end of the Project <u>& CF-agreements</u> 0c. <u>Accessibility of necessary information and institutions</u> are obtained by local people through local FA <u>Local people</u> (i.e. CF members) become able to find the institutions necessary for support in community resource management <u>by the end of the Project</u> <p><u>Implementation of FMP</u> ← Deleted as this is not part of the Project</p>	<p>0a. <u>Record of the Project</u> 0b. <u>Record of the Project & CF Agreements</u></p>	<p>A: Trained personnel continue working for the implementing organizations (Trained personnel do not leave FA drastically.)</p> <p>B: Government provides legal recognition for CF sites</p>
<p>② <u>Local people recognize</u> (The importance of their community resources, including forestry resources, <u>is recognized by local people</u>)</p>	<p><For each target CF></p> <ol style="list-style-type: none"> 2a. Number of self-help activities related to community resource management by local people (such as NTFP utilization, tree planting) <u>is increased by the end of the Project</u> 2b. Annual average attendance rate of CF members to the meetings related to the Project <u>is increased every year.</u> <p><u>Recognition of the role of local FA</u> ← Deleted as it is almost same as Indicator 1 of Project Purpose.</p>	<p>2a&b. <u>Record of the Project</u></p>	<p>C: There are good collaboration with all relevant agencies and development organizations working in the filed Project site.</p>
<p>③ <u>Local FA officers obtain</u> Practical knowledge and skills <u>are obtained by local FA officers, and are utilized for local people's needs</u></p>	<p><For each target CF></p> <ol style="list-style-type: none"> 3a. Contents of technical transfer of local FA (extension, advice, etc) to local people (i.e. CF and its members) <u>are utilized by them</u> 3b. In kind support of local FA (seeds, seedlings, etc.) <u>provided to local people (i.e. CF and its members) are utilized by them.</u> 	<p>3a&b. <u>Record of the Project</u></p>	<p>D: No major natural disaster to affect natural resources (rain, storm, flood, fire, etc).</p>

Struckthrough=the words deleted from the original sentences. **Underlined**=the words added to the original sentences

<p>Output 2 (in additional Field Project sites): ① CF activities are smoothly implemented, and as the results of the CF and other activities, community resources are managed properly in the FP sites:</p> <p>② Local people recognize [The importance of their community resources, including forestry resources, is recognized by local people]</p> <p>③ Local FA officers obtain Practical knowledge and skills are obtained by local FA officers, and are utilized for local people's needs</p>	<p><For each target CF> ①a Application and utilization of experiences and lessons through the first Field Project sites ①b. Increase Number of CF members is increased by the end of the Project ①c. Legalize CF is legalized by the end of the Project & CF agreements ①d. Accessibility of necessary information and institutions by local people through local FA and Local people (i.e. CF members) become able to find the institutions necessary for support in community resource management by the end of the Project Implementation of FMP ← Deleted as this is not part of the Project <For each target CF> ②a Number of self-help activities related to community resource management by local people (such as NTFP utilization, tree planting) is increased by the end of the Project ②b Annual average attendance rate of CF members to the meetings related to the Project is increased every year. Recognition of the role of local FA ← Deleted as it is almost same as Indicator 1 of Project Purpose <For each target CF> ③a. Contents of technical transfer of local FA (extension, advice, etc) to local people (i.e. CF and its members) are utilized by them ③b. In kind support of local FA (seeds, seedlings, etc.) provided to local people (i.e. CF and its members) are utilized by them.</p>	<p>①a. Record of the Project ①b. Record of the Project & documents of CF Agreements</p> <p>②a & b. Record of the Project</p> <p>③a & b. Record of the Project</p>	
<p>Output 3 (Training by FWTC) ① Local FA officers obtain practical knowledge and skills and utilize the knowledge and skills in the office and/or field gained through the training and follow up activities. → Practical knowledge and skills are obtained by local FA officers and the knowledge and skills gained through the training and follow up activities are utilized in the office and/or fields</p> <p>② Training is conducted efficiently and effectively.</p>	<p>Number and contents of application and utilization of knowledge and skills ①a. Eighty (80)% of ex-trainees regard the contents of the training as having improved their knowledge and skills ①b. Eighty (80)% of ex-trainees have shared skills and knowledge with obtained through the training ①c. Eighty (80)% of the supervisors of the ex-trainees assess the training quality is "applicable". ①d. All of the ex-trainees who requested for follow up activities satisfy with the responses of FWTC.</p> <p>②a Number and kind of follow-up training activities: By the end of the Project, 75 training courses are conducted in accordance with annual training plans (FMP-42, Sit-23 CF-10)</p>	<p>①a: Results of questionnaire survey to the ex-trainees conducted by the Project every two years ①b & c: Results of questionnaire survey to the supervisors of the ex-trainees conducted by the Project every two years ①d: Results of questionnaire survey to those who requested for follow-up activities conducted by the Project ②a: Record of the Project</p>	

Activities	Inputs	Preconditions
<p>0. Preparation of the Project</p> <p>0-1. Field Project</p> <ol style="list-style-type: none"> ① Assign C/Ps ② Select target Field Project Sites and select target CF based on criteria ③ Study on target villages and activities of other donors and NGOs <p>0-2. Trainings in FWTC</p> <ol style="list-style-type: none"> ① Assign C/Ps ② Pre-evaluate the past trainings ③ Find out training needs ④ Prepare the training plan and curriculum for local FA <p>1. Implementation of Field Projects Activities (in the first Field Project site):</p> <p>1-1. Preparation and Planning</p> <ol style="list-style-type: none"> ① Select villages for project intervention ② Conduct Local Resources Study ③ Prepare activity plan for project villages ④ Compile Annex to the Field Project Manual <p>1-2. Implementation and Monitoring</p> <ol style="list-style-type: none"> ① Conduct trainings in project village ② Monitor and evaluate the trainings ③ Conduct follow-ups as required in project village ④ Monitor reactions of villagers and modify activity plans <p>1-3. Administration and Reporting</p> <ol style="list-style-type: none"> ① Compile annual and monthly plans for Field Project Activities ② Regularly report on Field Project Activities ③ Hold regular meetings with local organizations ④ Hold quarterly Field Project meetings <p>1-4. Evaluation</p> <ol style="list-style-type: none"> ① Evaluate the impact of the Field Project <p>2. Implementation of Field Projects Activities (in additional Field Project sites):</p> <p>Same as Activity 1.</p> <p>3. Regular training by FWTC</p> <ol style="list-style-type: none"> ① Implement FWTC training and field training <ul style="list-style-type: none"> - Forestry Management Plan (FMP) - Community Forestry System - Silviculture ② Monitor and evaluate the trainings ③ Conduct follow-ups as required ④ Modify the training plans including contents and approach ⑤ Transfer training activities to Cambodian side gradually 	<p>Cambodian Side</p> <p>FA</p> <ol style="list-style-type: none"> 1. Project Director 2. Project manager & Deputy Project managers 3. Project coordinators as Project Administration Unit 4. Field Project managers 5. Project counterparts (Training Coordinators, Field Project Coordinators) 6. Field counterparts 7. Lecturers of class, instructors of field training 8. Administrative staff, and Supporting staff <p><Building and Facilities ></p> <ol style="list-style-type: none"> 1. Project offices at FWTC and at Field Project site 2. Land for the training facility at Field Project site 3. Meeting rooms to be used for workshops and seminars 4. Materials and equipment which were provided by JICA in the CBFS Project <p><Financial Inputs ></p> <ol style="list-style-type: none"> 1. Necessary maintenance cost of project facilities 2. Salary of counterpart, administrative staff and supporting staff. 3. Necessary cost for conducting training at FWTC and Field Project sites <p>Japanese Side*1</p> <ol style="list-style-type: none"> 1. JICA experts (long & short term*) 2. Counterpart Training (either in Japan or third country) 3. Necessary materials and equipment for field training and Field Project Implementation 4. Preparation of field training facility*2 <p>*1 Based on the Plan of Operation, the number of dispatch experts will be determined with the expertise in following fields:</p> <ul style="list-style-type: none"> - Chief advisor - Project Coordinator - Participatory Forest Management - Community Resource Management - Community Development - Forest management plan - Others as needed <p>*2 Based on the Activities, the number and target of local FA will be determined and discussed the facility for efficient training implementation.</p>	<p>1. Security of Field Project site is insured by RGC.</p> <p>2. There are no major changes in FA's policy on personnel and human resource development as well as supports to local people.</p>

~~Struckthrough~~=the words deleted from the original sentences. Underlined=the words added to the original sentences

Plan of Operations (Field Project)

Date: September 13, 2006

Implementation of Field Projects Activities (in the first First Project site)		2006				2007				2008				2009				2010			
		1~3	4~6	7~9	10~12	1~3	4~6	7~9	10~12	1~3	4~6	7~9	10~12	1~3	4~6	7~9	10~12	1~3	4~6	7~9	10~12
Kg. Tralach Division	1-1 Preparation and Planning																				
	1-1-1 Select villages for project intervention																				
	1-1-2 Conduct Local Resources Study																				
	1-1-3 Prepare activity plan for project villages																				
	1-1-4 Compile Annex to the Field Project																				
	1-2 Implementation and Monitoring																				
	1-2-1 Conduct trainings in the project villages																				
	1-2-2 Monitor and evaluate the trainings																				
	1-2-3 Conduct follow-ups as required in project villages																				
	1-2-4 Monitor reactions of villagers and modify activity plan																				
	1-4 Evaluation																				
	1-4-1 Evaluate the impact of the Field Project																				

Another Division in Kg. Chhnang	1-1 Preparation and Planning																				
	1-1-1 Select villages for project intervention																				
	1-1-2 Conduct Local Resources Study																				
	1-1-3 Prepare activity plan for project villages																				
	1-1-4 Compile Annex to the Field Project																				
	1-2 Implementation and Monitoring																				
	1-2-1 Conduct trainings in the project villages																				
	1-2-2 Monitor and evaluate the trainings																				
	1-2-3 Conduct follow-ups as required in project villages																				
	1-2-4 Monitor reactions of villagers and modify activity plan																				
	1-4 Evaluation																				
	1-4-1 Evaluate the impact of the Field Project																				

Plan of Operation (Training by FWTC)

Date: 13.September.2006

		2006				2007				2008				2009				2010			
		1~3	4~6	7~9	10~12	1~3	4~6	7~9	10~12	1~3	4~6	7~9	10~12	1~3	4~6	7~9	10~12	1~3	4~6	7~9	10~12
FMP	Implement FWTC training and field																				
	3-1 training																				
	Monitor and evaluate the trainings																				
	3-2																				
Silviculture	Conduct follow-ups as required																				
	3-3																				
	Modify the training plans including contents and approach																				
	3-4																				
CF	Implement FWTC training and field																				
	3-1 training																				
	Monitor and evaluate the trainings																				
	3-2																				
	Conduct follow-ups as required																				
	3-3																				
	Modify the training plans including contents and approach																				
	3-4																				
	Implement FWTC training and field																				
	3-1 training																				
	Monitor and evaluate the trainings																				
	3-2																				
	Conduct follow-ups as required																				
	3-3																				
	Modify the training plans including contents and approach																				
	3-4																				
	Transfer training activities to Cambodian side gradually																				
	3-5																				

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Annex 3 : Accomplishment of the Project

(1) Accomplishment of Inputs

Plan as per the plan in the R/D and PDMe	Source/Method	Results (as of June 10, 2008))																																													
1 Cambodian side		For details, please see Appendix A																																													
1.1 Counterpart personnel (1) Project Director (2) Project manager & Deputy Project managers (3) Project coordinators as Project Administration Unit (4) Field Project managers (5) Project counterparts (Training Coordinators, Field Project Coordinators) (6) Field counterparts (7) Lecturers of class, Instructors of field training (8) Administrative staff, and Supporting staff	Review of record of Inputs	<p>At present, 21 persons from FA are assigned as C/P for the Project on part-time basis as shown in the tables below.</p> <p>Table(1)-1: Project management C/P</p> <table> <tr> <th>Position in the Project</th><th>#</th><th>Position /Organization</th></tr> <tr> <td>1 Project Director</td><td>1</td><td>Head of FA</td></tr> <tr> <td>2 Project Manager</td><td>1</td><td>Deputy Head of FA</td></tr> <tr> <td>3 Deputy Project Managers</td><td>2</td><td>Chief of FWTC, Chief, Kg Chhnang Cantonment</td></tr> <tr> <td>4 Project Coordinators</td><td>2</td><td>-Chief of Administration of International Cooperation Office (AICO) -Chief of Planning Accounting & Finance Office (PAO)</td></tr> <tr> <td>5 Field Project Managers</td><td>1</td><td>Deputy Chief of Kg. Chhnang Cantonment</td></tr> <tr> <td>Total</td><td>7</td><td></td></tr> </table> <p>Table(1)-2: Project C/P</p> <table> <tr> <th>Position in the Project</th><th>#</th><th>Position/Organization</th></tr> <tr> <td>1 Training Coordinators</td><td>4</td><td>FWTC</td></tr> <tr> <td>2 Field Project Coordinators</td><td>1</td><td>Chief of Kg. Tralach Division, Kg. Chhnang Cantonment</td></tr> <tr> <td>3 C/P in Community Forestry</td><td>4</td><td>-Deputy Head, AICO -Officer, Wildlife Protection Office (WPO) -Officers, Community Forest Office (CFO)</td></tr> <tr> <td>Total</td><td>9</td><td></td></tr> </table> <p>Table(1)-3: Field C/P</p> <table> <tr> <th>Position in the Project</th><th>#</th><th>Position/Organization</th></tr> <tr> <td>1 Field C/P from Kg. Tralach Division</td><td>5</td><td>-Deputy Chief -Chief of Kg. Tralach Triage -Officer of Kg. Tralach Triage -Chief of Samak Mean Chey Triage -Deputy Chief of Samak Mean Chey Triage</td></tr> <tr> <td>Total</td><td>5</td><td></td></tr> </table> <p>As for lecturers of class and instructors of field training, a total of 14 FA officers have been assigned so far.</p> <p>Regarding administrative staff, one person has been assigned since August 2007 but he has not come to the office since October 2007.</p> <p>For details, please see Appendix A-1</p>	Position in the Project	#	Position /Organization	1 Project Director	1	Head of FA	2 Project Manager	1	Deputy Head of FA	3 Deputy Project Managers	2	Chief of FWTC, Chief, Kg Chhnang Cantonment	4 Project Coordinators	2	-Chief of Administration of International Cooperation Office (AICO) -Chief of Planning Accounting & Finance Office (PAO)	5 Field Project Managers	1	Deputy Chief of Kg. Chhnang Cantonment	Total	7		Position in the Project	#	Position/Organization	1 Training Coordinators	4	FWTC	2 Field Project Coordinators	1	Chief of Kg. Tralach Division, Kg. Chhnang Cantonment	3 C/P in Community Forestry	4	-Deputy Head, AICO -Officer, Wildlife Protection Office (WPO) -Officers, Community Forest Office (CFO)	Total	9		Position in the Project	#	Position/Organization	1 Field C/P from Kg. Tralach Division	5	-Deputy Chief -Chief of Kg. Tralach Triage -Officer of Kg. Tralach Triage -Chief of Samak Mean Chey Triage -Deputy Chief of Samak Mean Chey Triage	Total	5	
Position in the Project	#	Position /Organization																																													
1 Project Director	1	Head of FA																																													
2 Project Manager	1	Deputy Head of FA																																													
3 Deputy Project Managers	2	Chief of FWTC, Chief, Kg Chhnang Cantonment																																													
4 Project Coordinators	2	-Chief of Administration of International Cooperation Office (AICO) -Chief of Planning Accounting & Finance Office (PAO)																																													
5 Field Project Managers	1	Deputy Chief of Kg. Chhnang Cantonment																																													
Total	7																																														
Position in the Project	#	Position/Organization																																													
1 Training Coordinators	4	FWTC																																													
2 Field Project Coordinators	1	Chief of Kg. Tralach Division, Kg. Chhnang Cantonment																																													
3 C/P in Community Forestry	4	-Deputy Head, AICO -Officer, Wildlife Protection Office (WPO) -Officers, Community Forest Office (CFO)																																													
Total	9																																														
Position in the Project	#	Position/Organization																																													
1 Field C/P from Kg. Tralach Division	5	-Deputy Chief -Chief of Kg. Tralach Triage -Officer of Kg. Tralach Triage -Chief of Samak Mean Chey Triage -Deputy Chief of Samak Mean Chey Triage																																													
Total	5																																														
1.2 Building and facilities for the Project (1) Project offices at FWTC and at Field Project site (2) Land for the training facility at Field Project site (3) Meeting rooms to be used for workshops and seminars (4) Materials and equipment which were provided by JICA in the CBFS Project	ditto	Project offices at FWTC, Headquarters of FA, and at Field Project site, land for the training facility at Field Project site, meeting rooms for workshops and seminars, and materials and equipment, which were provided by JICA in the CBFS Project, have been made available for the Project.																																													
1.3 Financial Inputs (1) Necessary maintenance cost of project facilities	-ditto-	So far, US\$ 55,900 has been allocated as running expenses for the implementation of the Project. Major items include electricity, water,																																													

Annex 3 : Accomplishment of the Project

Plan as per the plan in the R/D and PDMe	Source/ Method	Results (as of June 10, 2008))										
(2) Salary of counterpart, administrative staff and supporting staff. (3) Necessary cost for conducting training at FWTC and Field Project sites		telephone, fuel (Hi-Ace), wage for security guards, etc. Necessary maintenance cost of project facilities, and salary of C/P and administrative staff and supporting staff have been provided as well. Table (1)-4: Provision of running expenses by the Cambodian fiscal year (Jan-Dec) Unit=US\$ <table><tr><th>CFY</th><th>2006</th><th>2007</th><th>2008</th><th>Total</th></tr><tr><td>Amount</td><td>27,810.4</td><td>28,050.9</td><td>n/a</td><td>55,860.08</td></tr></table>	CFY	2006	2007	2008	Total	Amount	27,810.4	28,050.9	n/a	55,860.08
CFY	2006	2007	2008	Total								
Amount	27,810.4	28,050.9	n/a	55,860.08								
2 Japanese side												
2.1 Dispatch of expert *1 Based on the Plan of Operation, the number of dispatch experts will be determined with the expertise in following fields: <ul style="list-style-type: none">• Chief advisor• Project Coordinator• Participatory Forest Management• Community Resource Management• Community Development• Forest management plan• Others as needed	Review of record of inputs	1) <u>Long-term experts.</u> So far, a total of seven long-term experts in the fields of (i) Chief Advisor, (ii) Chief Advisor/Participatory Forest management, (iii)Village Resources Management, (iv)Coordinator/Village Development and Extension, (v) Coordinator/Forestry Training, (vi) Community Forestry, and (vii) Community Forestry II. 2) <u>Short-term experts</u> So far, a total of three short-term experts have been dispatched from Japan in four times in the fields of (i) Community Forestry (twice), (ii) Training Plan, and (iii) Community Forestry/Coordination with World Bank Project. Table(1)-5: Number of dispatched short-term experts by the Japanese fiscal year (April-March) <table><tr><th>2005(Dec-)</th><th>2006</th><th>2007</th><th>2008(*plan)</th><th>Total</th></tr><tr><td>1</td><td>3</td><td>0</td><td>0</td><td>4</td></tr></table> For details, please see Appendix B-1	2005(Dec-)	2006	2007	2008(*plan)	Total	1	3	0	0	4
2005(Dec-)	2006	2007	2008(*plan)	Total								
1	3	0	0	4								
2.2Counterpart Training (either in Japan or third country)	ditto	So far, twenty-four persons in total have been sent for training. Table (1)-6: Number of Cambodian FA staff trained in Japan by the Japanese fiscal year (April-March) <table><tr><th>2005(Dec-)</th><th>2006</th><th>2007</th><th>Total</th></tr><tr><td>1</td><td>22</td><td>1</td><td>24</td></tr></table> For details, please see Appendix B-2	2005(Dec-)	2006	2007	Total	1	22	1	24		
2005(Dec-)	2006	2007	Total									
1	22	1	24									
2.3Necessary materials and equipment for field training and Field Project Implementation	ditto	So far, a total of approximately \$96,400 has been disbursed for procurement of the equipment and machinery. Major items include 2 vehicles, 12 motor cycles, a copy machine, a lap top computer, and 40 GPS. Table (1)-7: Disbursement related to the equipment and machinery by the Japanese fiscal year (April-March) Unit=US\$ <table><tr><th>2005(Dec-)</th><th>2006</th><th>2007</th><th>Total</th></tr><tr><td>0</td><td>64,700</td><td>31,700</td><td>96,400</td></tr></table> For details, please see Appendix B-3	2005(Dec-)	2006	2007	Total	0	64,700	31,700	96,400		
2005(Dec-)	2006	2007	Total									
0	64,700	31,700	96,400									
2.4 Preparation of field training facility *Based on the Activities, the number and target of local FA will be determined and discussed the facility for efficient training implementation	ditto	An office for Kg. Tralach Division, which is also used as a facility for field training, was constructed in December 2006.										
2.5 Local activity cost	ditto	So far, approximately US\$439,400 has been disbursed as local activity costs. Major expense items include (i)general operational expenses , (ii) air-fare for the study tour to Laos and international seminars in Japan and Vietnam, the business trips to Bangkok, (iii) other travel expenses, including field daily allowance for C/P, (iv) fees for trainers and interpreters, wages for a secretary and field workers, (v) meeting										

Annex 3 : Accomplishment of the Project

Plan as per the plan in the R/D and PDMe	Source/ Method	Results (as of June 10, 2008))										
		expenses, and (vi) subcontract costs. Table (1)-8: Provision of local activity costs by the Japanese fiscal year (April-March) Unit=US\$ <table><tr><th>JFY</th><th>2005 (Dec-)</th><th>2006</th><th>2007</th><th>Total</th></tr><tr><td>Amount</td><td>51,505.07</td><td>191,857.31</td><td>196,022.28</td><td>439,384.66</td></tr></table>	JFY	2005 (Dec-)	2006	2007	Total	Amount	51,505.07	191,857.31	196,022.28	439,384.66
JFY	2005 (Dec-)	2006	2007	Total								
Amount	51,505.07	191,857.31	196,022.28	439,384.66								
		For details, please see Appendix B-4										

(2) Accomplishment of Outputs

Narrative Summary (PDMe)	Objectively Verifiable Indicators (PDMe)	Source/ Method	Results (as of June 10, 2008)																																	
Output 0 it is established to prepare the project activities, the training for first FP sites and local FA who are not in the FP sites (grasp the current situation and training needs based on the results of the past training evaluation and Baseline surveys)	<p>a Training plan, revised training curriculum and materials are prepared</p> <p>b Trainers of class are assigned and facilitators and instructors of FP sites are selected</p>	<p>Review of the Project records</p> <p>ditto</p>	<p>Training plan for the year 2006 has been prepared. Training curriculum and materials prepared through the Phase I Project have been reviewed and revised.</p> <p>Instructors and lecturers for class room training as well as field training conducted by FWTC have been assigned.</p>																																	
Output 1.1 CF activities are smoothly implemented, and as the results of the CF and other activities, community resources are managed properly in the FP sites	<p><For each target CF></p> <p>a. Number of CF members is increased by the end of the Project</p>	Record of the Project	<p>So far, two target CFs have been identified: Boeng Kok CF and Phnom Preah Thet CF. While the former was formulated and recognized by the Government in March 2003 (prior to the commencement of the Project), the latter has not been officially formulated yet.</p> <p style="text-align: center;">Table (2)-1: Administrative Division relevant to target CFs</p> <table border="1"> <thead> <tr> <th></th><th>Name of Target CF</th><th>Village(s)</th><th>Commune</th><th>District</th><th>Province</th></tr> </thead> <tbody> <tr> <td>1</td><td>Boeng Kok</td><td>Boeng Kok</td><td>Longveak</td><td>Kg. Tralach</td><td>Kg. Chhnang</td></tr> <tr> <td>2</td><td>Phnom Preah Thet</td><td>1 Chrak Kov 2 Srey Vong 3 Chrak Sdach 4 Krang Sdach 5 Chrak Kantout 6 Krang Beng 7 Svay Kambet</td><td>Peam</td><td>Samaki Meanchey</td><td>Kg. Chhnang</td></tr> </tbody> </table> <p style="text-align: center;">Table (2)-2: Forest Management Division relevant to target CFs</p> <table border="1"> <thead> <tr> <th></th><th>Name of Target CF</th><th>Triage</th><th>Division</th><th>Cantonment</th></tr> </thead> <tbody> <tr> <td>1</td><td>Boeng Kok</td><td>Kg. Tralach</td><td>Kg. Tralach</td><td>Kg. Chhnang</td></tr> <tr> <td>2</td><td>Phnom Preah Thet</td><td>Samaki Meanchey</td><td>Kg. Tralach</td><td>Kg. Chhnang</td></tr> </tbody> </table> <p>1) <u>Boeng Kok CF</u>: The number of CF members has not changed since the beginning of the Project</p> <p>2) <u>Phnom Preah Thet CF</u>: Information was not available since official formulation of CF has not been completed yet. A total of 760 families from 7 villages near the target CF site have registered in a list in the application form for formulating CF.</p>		Name of Target CF	Village(s)	Commune	District	Province	1	Boeng Kok	Boeng Kok	Longveak	Kg. Tralach	Kg. Chhnang	2	Phnom Preah Thet	1 Chrak Kov 2 Srey Vong 3 Chrak Sdach 4 Krang Sdach 5 Chrak Kantout 6 Krang Beng 7 Svay Kambet	Peam	Samaki Meanchey	Kg. Chhnang		Name of Target CF	Triage	Division	Cantonment	1	Boeng Kok	Kg. Tralach	Kg. Tralach	Kg. Chhnang	2	Phnom Preah Thet	Samaki Meanchey	Kg. Tralach	Kg. Chhnang
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Annex 3 : Accomplishment of the Project

Narrative Summary (PDMe)	Objectively Verifiable Indicators (PDMe)	Source/ Method	Results (as of June 10, 2008)																																																			
			<p>Table(2)-3: The number of CF member families</p> <table><tr><th>CF</th><th>Dec 2005</th><th>Jun 2008</th></tr><tr><td>1. Boeng Kok</td><td>156</td><td>156</td></tr><tr><td>2. Phnom Preah Thet*1</td><td>0</td><td>760</td></tr></table> <p>*1: The number refers to those registered in a list of an application form for establishing CF. It is, therefore, not the number of recognized members of CF.</p>	CF	Dec 2005	Jun 2008	1. Boeng Kok	156	156	2. Phnom Preah Thet*1	0	760																																										
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	<p><For each target CF> b. CF is legalized by the end of the Project</p>	Record of the Project & CF Agreements	<p>None of the target CFs has been legalized yet as shown in the tables below.</p> <p>Table (2)-4: Progress of legalization of Boeng Kok CF</p> <p>A=completed, B=ongoing, C=not started yet.</p> <table><tr><th>Formal Steps for Legalization of CF</th><th>Progress</th><th>Remarks</th></tr><tr><td>1. CF formulation</td><td>A</td><td>- Formulated in Jan. 2003. - Formulation was supported by an international NGO "CONCERN".</td></tr><tr><td>2. Development of CF management structure</td><td>A</td><td>- CFMC established in Mar.2003 - Establishment was supported by "CONCERN"</td></tr><tr><td>3. Development of CF Management Committee (CFMC) By-Laws</td><td>B</td><td>- Draft of by-law was prepared in February 2006. - The Project considers it necessary to review and modify the by-laws as appropriate in light of the Guideline issued in July 2006.</td></tr><tr><td>4. Boundary demarcation and planning</td><td>A</td><td>- The boundary demarcation and plan, which was supported by "CONCERN", was authorized by the Government in October 2003. - The Project carried out an additional boundary demarcation survey in January and February 2008. Another survey is being contemplated.</td></tr><tr><td>5. Development of CF Regulation</td><td>A</td><td>- CF regulation, which was supported by "CONCERN", was authorized by the Government in October 2003. - The Project considers it necessary to review and modify the regulation in light of the Guideline issued in July 2006.</td></tr><tr><td>6. Development of CF Agreement</td><td>B</td><td>- Draft agreement was developed in 2006 - The Project considers it necessary to review and modify the draft in light of the Guideline issued in July 2006.</td></tr><tr><td>7. Development of CF Management Plan (CFMP)</td><td>B</td><td>ditto</td></tr><tr><td>8. Monitoring and evaluation on implementation process</td><td>C</td><td></td></tr></table> <p>Table (2)-5: Progress of legalization of Phnom Preah Thet CF</p> <p>A=completed, B=ongoing, C=not started yet</p> <table><tr><th>Formal 8 Steps for Legalization of CF</th><th>Progress</th><th>Remarks</th></tr><tr><td>1. CF fomulation</td><td>B</td><td>- The concerned CF site is not recognized as a "potential CF" by the FA yet</td></tr><tr><td>2. Development of CF management structure</td><td>C</td><td></td></tr><tr><td>3. Development of CF Management Committee (CFMC) By-Laws</td><td>C</td><td></td></tr><tr><td>4. Boundary demarcation and planning</td><td>C</td><td></td></tr><tr><td>5. Development of CF Regulation</td><td>C</td><td></td></tr><tr><td>6. Development of CF Agreement</td><td>C</td><td></td></tr><tr><td>7. Development of CFMP</td><td>C</td><td></td></tr></table>	Formal Steps for Legalization of CF	Progress	Remarks	1. CF formulation	A	- Formulated in Jan. 2003. - Formulation was supported by an international NGO "CONCERN".	2. Development of CF management structure	A	- CFMC established in Mar.2003 - Establishment was supported by "CONCERN"	3. Development of CF Management Committee (CFMC) By-Laws	B	- Draft of by-law was prepared in February 2006. - The Project considers it necessary to review and modify the by-laws as appropriate in light of the Guideline issued in July 2006.	4. Boundary demarcation and planning	A	- The boundary demarcation and plan, which was supported by "CONCERN", was authorized by the Government in October 2003. - The Project carried out an additional boundary demarcation survey in January and February 2008. Another survey is being contemplated.	5. Development of CF Regulation	A	- CF regulation, which was supported by "CONCERN", was authorized by the Government in October 2003. - The Project considers it necessary to review and modify the regulation in light of the Guideline issued in July 2006.	6. Development of CF Agreement	B	- Draft agreement was developed in 2006 - The Project considers it necessary to review and modify the draft in light of the Guideline issued in July 2006.	7. Development of CF Management Plan (CFMP)	B	ditto	8. Monitoring and evaluation on implementation process	C		Formal 8 Steps for Legalization of CF	Progress	Remarks	1. CF fomulation	B	- The concerned CF site is not recognized as a "potential CF" by the FA yet	2. Development of CF management structure	C		3. Development of CF Management Committee (CFMC) By-Laws	C		4. Boundary demarcation and planning	C		5. Development of CF Regulation	C		6. Development of CF Agreement	C		7. Development of CFMP	C	
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Annex 3 : Accomplishment of the Project

Narrative Summary (PDMe)	Objectively Verifiable Indicators (PDMe)	Source/ Method	Results (as of June 10, 2008)																																		
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	<For each target CF> c. Local people (i.e. CF members) become able to find the institutions necessary for support in community resource management by the end of the Project	Record of the Project	1) <u>Boeng Kok CF</u> : Some members of CF have developed a contact with Kg. Chhnang Cantonment Office of Fisheries, MAFF, through fish farming assisted by the Project. 2) <u>Phnom Preah Thet CF</u> : Not yet.																																		
<u>Output 1.2</u> The importance of the community resources, including forestry resources, is recognized by local people	<For each target CF> a. Number of self-help activities related to community resource management by local people (such as NTFP utilization, tree planting) is increased by the end of the Project	Record of the Project	1) <u>Boeng Kok CF</u> : Self-help activities related to community resource management, which can be clearly identified as the direct impact of the Project, have not been observed so far. 2) <u>Phnom Preah Thet CF</u> : Same as 1) above.																																		
	<For each target CF> b. Annual average attendance rate of CF members to the meetings related to the Project is increased every year	ditto	1) <u>Boeng Kok CF</u> : An annual average attendance rate of CF members in the meetings related to the Project in 2007 was decreased by 5points compared with the one in 2006. For information, the average attendance rate in January-May 2008 was further decreased by 12 points compared with the annual average attendance rate in 2007. <div>Table (2)-6: Annual attendance rate of Boeng Kok CF members</div> <table><tr><th>Type of Meetings</th><th>2006</th><th>2007</th><th>2008(-May)</th></tr><tr><td>Meetings targeted all CF members</td><td>51%</td><td>17%</td><td>27%</td></tr><tr><td>Meetings targeted particular groups</td><td>61%</td><td>78%</td><td>63%</td></tr><tr><td>Total</td><td>53%</td><td>48%</td><td>36%</td></tr></table> 2) <u>Phnom Preah Thet CF</u> : Information was not available due to the following reasons: (i) information about the participants of the meetings was not recorded in 2006; and (ii) the meetings with CF members have not been conducted in 2008 so far. <div>Table (2)-7: Annual attendance rate of Phnom Preah Thet CF members</div> <table><tr><th>Type of Meetings</th><th>2006</th><th>2007</th><th>2008</th></tr><tr><td>Meetings targeted all potential CF members</td><td>n/a (Note *1)</td><td>32%</td><td>- (Note *2)</td></tr><tr><td>Meetings targeted particular groups</td><td>n/a (Note *1)</td><td>81%</td><td>- (Note *2)</td></tr><tr><td>Total</td><td>-</td><td>33%</td><td>-</td></tr></table> Note 1: Some meetings were conducted in 2006 but detailed information on the participants was not recorded then. Note 2: Meetings have not been conducted so far. For details, please see Appendix C.			Type of Meetings	2006	2007	2008(-May)	Meetings targeted all CF members	51%	17%	27%	Meetings targeted particular groups	61%	78%	63%	Total	53%	48%	36%	Type of Meetings	2006	2007	2008	Meetings targeted all potential CF members	n/a (Note *1)	32%	- (Note *2)	Meetings targeted particular groups	n/a (Note *1)	81%	- (Note *2)	Total	-	33%	-
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<u>Output 1.3</u> Practical knowledge and skills are obtained by local FA officers, and are utilized for local people's needs	<For each target CF> a. Contents of technical transfer of local FA (extension, advice, etc) to local people (i.e. CF and its members) are utilized by them	Record of the Project	1) <u>Boeng Kok CF</u> : Various techniques have been transferred to some CF members based on their needs through training. According to the concerned local FA officers, all of the techniques have been utilized by them.																																		

Annex 3 : Accomplishment of the Project

Narrative Summary (PDME)	Objectively Verifiable Indicators (PDME)	Source/ Method	Results (as of June 10, 2008)																																							
			<p>Table (2)-8: Techniques transferred and the number of target members (households) in Boeng Kok CF</p> <table> <tr> <th></th><th>Contents of Technical Transfer</th><th># of target hh=(A)</th><th>Ratio of (A) to the total # of hh</th></tr> <tr> <td rowspan="4">By the Project</td><td>1 Forest tree plantation and tending</td><td>n/a</td><td>n/a</td></tr> <tr> <td>2 Fruit tree seedling production</td><td>35</td><td>22.4%</td></tr> <tr> <td>3 Fruit tree planting and tending</td><td>35</td><td>22.4%</td></tr> <tr> <td>4 Fish farming</td><td>23</td><td>14.7%</td></tr> <tr> <td>By the local FA</td><td>1 Forest tree plantation (on the occasion of Arbor Day)</td><td>n/a</td><td>n/a</td></tr> </table> <p>2) <u>Phnom Preah Thet CF</u>: Training activities have not been conducted for Phnom Preah Thet CF yet.</p>		Contents of Technical Transfer	# of target hh=(A)	Ratio of (A) to the total # of hh	By the Project	1 Forest tree plantation and tending	n/a	n/a	2 Fruit tree seedling production	35	22.4%	3 Fruit tree planting and tending	35	22.4%	4 Fish farming	23	14.7%	By the local FA	1 Forest tree plantation (on the occasion of Arbor Day)	n/a	n/a																		
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	<p><For each target CF> b. In kind support of local FA (seeds, seedlings, etc.) provided to local people (i.e. CF and its members) are utilized by them.</p>	ditto	<p>1) <u>Boeng Kok CF</u>: Various in-kind supports have been provided to the target CF and/or its members based on their needs as shown in the table below. According to the concerned local FA officers, all of the supports have been utilized by them.</p> <p>Table (2)-9: In-kind support provided to Boeng Kok CF/its members in 2006-2007</p> <table> <tr> <th></th><th>Contents of In Kind Support</th><th># of target hh</th><th>Quantity of support</th></tr> <tr> <td rowspan="6">By the Project</td><td>1 Forest tree seedlings to be planted in CF site</td><td>n/a</td><td>2,116 seedlings in total</td></tr> <tr> <td>2 Seeds of Mango and Jackfruit</td><td>35</td><td>20 seeds x 2 /hh</td></tr> <tr> <td>3 Rice for "Food for Labor" for digging fish pond</td><td>23</td><td>700 kg /hh</td></tr> <tr> <td>4 Fish fries for fish pond</td><td>24</td><td>14,850 fries in total</td></tr> <tr> <td>5 Lime for fish pond</td><td>23</td><td>20-30 kg /hh</td></tr> <tr> <td>6 Weight measure for fish growth monitoring for fish pond</td><td>23</td><td>1 measure /hh</td></tr> <tr> <td>By the local FA</td><td>1 Forest tree seedlings (on the occasion of Arbor Day)</td><td>n/a</td><td>n/a</td></tr> </table> <p>2) <u>Phnom Preah Thet CF</u>: A small reservoir has been provided by the Project based on the needs of the local people living in Charak Kov, one of the seven villages constituting Phnom Preah Thet CF. Construction was completed in February 2008. Since the rainy season has just started, there is not sufficient water for utilization by the local people yet.</p> <p>Table(2)-10: In-kind supports provided to Phnom Preah Thet CF and/ or its members in 2008</p> <table> <tr> <th></th><th>Contents of In Kind Support</th><th># of target hh(=A)</th><th>Ratio of (A) to the total # of hh</th></tr> <tr> <td>By the Project</td><td>1. Construction of a small reservoir in Chrak Kov Village</td><td>278</td><td>36.6%</td></tr> <tr> <td>By the local FA</td><td>nil</td><td>-</td><td>-</td></tr> </table>		Contents of In Kind Support	# of target hh	Quantity of support	By the Project	1 Forest tree seedlings to be planted in CF site	n/a	2,116 seedlings in total	2 Seeds of Mango and Jackfruit	35	20 seeds x 2 /hh	3 Rice for "Food for Labor" for digging fish pond	23	700 kg /hh	4 Fish fries for fish pond	24	14,850 fries in total	5 Lime for fish pond	23	20-30 kg /hh	6 Weight measure for fish growth monitoring for fish pond	23	1 measure /hh	By the local FA	1 Forest tree seedlings (on the occasion of Arbor Day)	n/a	n/a		Contents of In Kind Support	# of target hh(=A)	Ratio of (A) to the total # of hh	By the Project	1. Construction of a small reservoir in Chrak Kov Village	278	36.6%	By the local FA	nil	-	-
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Output 2.1 CF activities are smoothly implemented, and as the results of the CF and other activities,	a. Application and utilization of experiences and lessons through the first Field Project sites	Record of the Project	Information was not available because the full-fledged activities under Output 2 have not started yet.																																							
	b. Number of CF members is increased by the end of the Project	Record of the Project & CF Agreements	ditto																																							
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Annex 3 : Accomplishment of the Project

Narrative Summary (PDMe)	Objectively Verifiable Indicators (PDMe)	Source/ Method	Results (as of June 10, 2008)
community resources are managed properly in the FP site	d. Local people (i.e. CF members) become able to find the institutions necessary for support in community resource management by the end of the Project	ditto	ditto
Output 2.2 The importance of the community resources, including forestry resources, is recognized by local people	a. Number of self-help activities related to community resource management by local people (such as NTFP utilization, tree planting) is increased by the end of the Project	Record of the Project	Information was not available because the full-fledged activities under Output 2 have not started yet.
	b. Annual average attendance rate of CF members to the meetings related to the Project is increased every year.	ditto	ditto
Output 2.3 Practical knowledge and skills are obtained by local FA officers, and are utilized for local people's needs	a. Contents of technical transfer of local FA (extension, advice, etc) to local people (i.e. CF and its members) are utilized by them	Record of the Project	Information was not available because the full-fledged activities under Output 2 have not started yet.
	b. In kind support of local FA (seeds, seedlings, etc.) provided to local people (i.e. CF and its members) are utilized by them.	ditto	ditto
Output 3.1 Practical knowledge and skills are obtained by local FA officers and the knowledge and skills gained through the training and follow up activities are utilized in the office and/or field	a. Eighty (80)% of ex-trainees regard the contents of the training as having improved their knowledge and skills	Results of questionnaire survey to the ex-trainees conducted by the Project every two years	According to the results of the first biennial questionnaire survey conducted by the Project in September 2007, <u>eighty (80) %</u> of the ex-trainees regard the contents of the training as having improved their knowledge and skills.
	b. Eighty (80)% of ex-trainees have shared skills and knowledge obtained through the training	Results of questionnaire survey to the supervisors of the ex-trainees conducted by the Project every two years	According to the results of the first biennial questionnaire survey conducted by the Project in September 2007, <u>sixty-seven (67) %</u> of the ex-trainees have shared skills and knowledge obtained through the training with co-workers, communities, etc.
	c. Eighty (80)% of the supervisors of the ex-trainees regard the training quality as "applicable"	ditto	According to the results of the first biennial questionnaire survey conducted by the Project in September 2007, <u>ninety-three (93) %</u> of the supervisors of the ex-trainees regard the training quality as "applicable" to the work in the office and/ or fields.
	d. All of the ex-trainees, who requested for follow up activities, satisfy with the responses of FWTC.	Results of questionnaire survey to those who requested for follow-up activities conducted by the Project	Information was not available at the time of the evaluation.
Output 3.2 Training is conducted efficiently and effectively.	a. By the end of the Project, 75 training courses are conducted in accordance with annual training plans (Forest Management Plan :42, Silviculture :23 Community Forestry:10)	Record of the Project	With regard to Forest Management Plan, silviculture, and Community Forestry, a total of <u>39</u> training courses have been conducted as shown in the table below.

Annex 3 : Accomplishment of the Project

Narrative Summary (PDMe)	Objectively Verifiable Indicators (PDMe)	Source/ Method	Results (as of June 10, 2008)																																
			<p style="text-align: center;">Table (2)-11: Results of Training conducted from February 2006-May 2008</p> <table border="1"> <thead> <tr> <th>Subject</th><th># of Course</th><th># of Days</th><th># of Trainee</th><th># of Trained staff</th><th>Main Courses</th></tr> </thead> <tbody> <tr> <td>Forest Management Plan</td><td>22</td><td>123</td><td>557</td><td>419</td><td>-FMP formulation -Map/GPS & Demarcation</td></tr> <tr> <td>Silviculture</td><td>16</td><td>62</td><td>549</td><td>281</td><td>-Nursery Establishment -Cutting (Acacia Hybrid)</td></tr> <tr> <td>Community Forestry*1</td><td>1</td><td>33</td><td>4</td><td>4</td><td>Training of Trainers (TOT)</td></tr> <tr> <td>Total</td><td>39</td><td>218</td><td>1,110</td><td>552*2</td><td></td></tr> </tbody> </table> <p>*1 Training courses in Community Forestry have been conducted in coordination with CBSFLM. *2 The number is not the sum of above numbers since some of the trainees overlap between FMP and Silviculture training.</p>			Subject	# of Course	# of Days	# of Trainee	# of Trained staff	Main Courses	Forest Management Plan	22	123	557	419	-FMP formulation -Map/GPS & Demarcation	Silviculture	16	62	549	281	-Nursery Establishment -Cutting (Acacia Hybrid)	Community Forestry*1	1	33	4	4	Training of Trainers (TOT)	Total	39	218	1,110	552*2	
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(3) Accomplishment of Project Purpose

Narrative Summary	Objectively Verifiable Indicators (PDMe)	Source/ Methods	Results (as of June 10, 2008)
Through the capacity building of Forestry Administration (FA) officers, sustainable utilization of community resources is secured for stabilizing the living of local people in the Field Project (FP) sites	1. At each CF, local FA is recognized by local people as a good "Facilitator", "Adviser" and/or "Demonstrator" of community resource management and utilization by the end of the Project	-Reports of CF activities in the Field Project sites -Reports of Project survey -Reports of Project field visits -Questionnaire & Interview for local authority, relevant agencies and development organizations	It was found too early to obtain meaningful information for this Indicator at this point. For information, according to the result of the group discussion at Boeng Kok CF conducted by the Project in April 2008, some CF members recognized the positive change of behavior of the local FA officers.
	2. At each CF, method and know-how to secure & improve their livelihood by sustainable use of community resource are obtained by local people.	ditto	As shown in the results of the Indicator for Output 1-3a, techniques related to forest tree plantation and tending, fruit tree seedling production, fruit tree planting and tending, and fish farming have been transferred to the local people (i.e. CF members) in one of the target CFs so far. It is uncertain if these techniques have been enough to "secure & improve" their livelihood which contributes to attain sustainable use of community resources, since organized review on this matter has not been conducted yet. For information, according to the result of the group discussion at Boeng Kok CF conducted by the Project in April, 2008, the CF members are willing to receive further assistance to obtain the method and know-how.
	3. Relationship between local FA and local authority is deepened by the end of the Project	ditto	Information was not available in this stage.

Annex 4: Implementation Process

Item	Source/Methods	Results (as of June 10, 2008)
1 Implementation of Activities		<p>Overall: The Activities of the initial PDM (ver.0) were modified in September 2006. The modified PDM (ver.1) was signed between Resident Representative of JICA Cambodia Office and Director General of Forestry Administration and was explained to the first JCC meeting held on September 13, 2006.</p>
(1)Activities for Output 0	Review of progress reports, questionnaire & interview with C/P, J/E,	<p>Overall progress: The Activities for Output 0 were to be conducted from December 2005-May 2006 according to the PO for Output 1 (PO ver.0)¹. The PO Activities were implemented mostly as planned.</p> <p>Issues: Development of a FP Manual (FP manual ver.1.1), which was set as an Activity for Output 1 (i.e. Activity 1-4) was implemented in May 2006. (The Evaluation Team was not able to find a record concerning the reason for implementation of the said activity earlier than originally planned). The contents of the Manual have been found to be difficult to be used as implementation guidelines for the Field Projects conducted under Output 1 & 2. For example, three "Direct Outcomes" of the Field Project delineated in the manual are not consistent with three objectives of Output 1 & 2. The "Overall Outcome" set in the FP Manual is not consistent with the Project Purpose, either.</p> <p>According to the presentation materials provided to the Evaluation Team by the Project at the first meeting of the Joint Evaluation Committee, "(t)here are gaps between the Manual and current actual activities; eg. The Manual does not cover CF related activities (including legalization process) but mostly livelihood related ones".</p> <p>The Manual is not fully utilized in the field. It had not been translated into Khmer language until the end of 2007. Copies of Khmer version of the Manual were provided to the field C/Ps just after the translation for information. The Project considers it necessary to update the Manual as soon as possible so that it could be actually used as implementation guidelines for the Field Projects.</p>
(2)Activities for Output 1	-ditto-	<p>Overall progress: The Activities for the first FP sites in Kg. Tralach Division in Kg. Chhnang Cantonment are behind the schedule. The start of the Activities for additional FP sites in a different Division in the same Cantonment is delayed for one year due to a delay of the Activities for the first FP sites. It is expected that the selection of the new site(s) will be completed by August 2008. (For details, please see Appendix D).</p> <p>Issues:</p> <ol style="list-style-type: none"> 1. The Activities for Boeng Kok CF in 2008 are delayed for a few months because (i) detailed needs assessment had to be conducted as the previous ones (conducted in 2006 and 2007) were found to be insufficient, particularly for developing an activity plan; (ii). On the other hand, some field C/Ps question the necessity of the implementation of another needs assessment. 2. The Activities for Phnom Preat Theat CF are delayed for almost two years for the following reasons: <ol style="list-style-type: none"> a. Initially, four (4) villages were identified as the villages for project intervention (in March-May 2006). Later on, it was found out that there were more villages involved in forest resource use of possible CF site. Various meetings with Commune Council and representatives of the interested villages were held. As a result, seven (7) villages decided to join the CF in July-October 2007. b. More than 70 families encroach on the CF site selected for project

¹ The Activities of the PO are not consistent with those in the PDM (PDM ver.0). Judging from the monthly monitoring report submitted by the then Chief Advisor, the actual activities were implemented according to the PO.

Annex 4: Implementation Process

Item	Source/ Methods	Results (as of June 10, 2008)
		<p>intervention. The Project has taken a "soft measure" to deal with the encroachers , which requires time.</p> <p>c. The CF site selected for project intervention has not been recognized as a "potential CF" by the Government yet. The site is overlapped with Economical Land Concession area. The Cantonment office has been trying to get contacts with the concession holder to start negotiation, which has been unsuccessful so far. In addition, within the CF site, there was a land claimed by a pagoda. It took more than one year to settle the boundary issues with the pagoda. Confirmation of CF boundaries was conducted together with members of pagoda committee in March 2008.</p> <p>As much time had spent for settlement of boundary issues as well as formulation of CF, motivation of local people became lower. In order to address the issue, a small reservoir was constructed in one of the villages involved in CF site in January 2008.</p>
(3)Activities for Output 2	-ditto-	<p><u>Overall progress:</u> According to the PDM ver.1, the Output 2 is concerned with additional FP sites (i.e. FP sites in Division(s) in Cantonment(s) other than Kg. Chhnang).</p> <p>The full-fledged activities under Output 2 have not started yet. The J/E in Community Forestry II, who is expected to support Output 2, has been dispatched since November 2007. She has been implementing studies necessary for selection of new FP site(s)/target CF(s).</p> <p><u>Issues:</u></p> <ol style="list-style-type: none"> 1. The plan, including the schedule, for the Activities under Output 2 is not clear yet. In the first meeting of JCC in September 2006, the schedule for the selection of target FP sites were explained. According to the presentation materials attached to the M/M of the said meeting, selection of another Division starts in the third year (i.e. in 2008). The PO presented at the same meeting, however, did not include the one for Output 2. The PO for Output 2 does not still exist. 2. C/Ps for the J/E in Community Forestry II have not been officially assigned yet. She has been implementing studies necessary for selection of a new FP site with a voluntary support of a training coordinator in Community Forestry, who is a C/P for Output 3 officially.
(4)Activities for Output 3	-ditto-	<p><u>Overall progress:</u> For Output 3, training on the subject of (i) Forest Management Plan (FMP), (ii) Silviculture, and (iii) Community Forestry (CF) is envisaged in the PDM. The training on the subjects of Forest Management Plan and Silviculture have been implemented as planned. The training for CF, however, is behind the schedule. Issues related to training for CF are highlighted below.</p> <p><u>Issues:</u> According to the Training Plan presented at the first meeting of JCC held on September 13, 2006, the training on the subject of CF for the years 2006-2007, targeting 6 Cantonments, is conducted by "Coordination with Capacity Building for Sustainable Forest and Land Management (CBSFLM) Project" funded by the World Bank/Japan Social Development Fund (JSDF); and the training for the years 2008-2010, targeting 9 Cantonments, is implemented by the Project alone. (The Training Plan, however, is not consistent with the modified PO presented then).</p>

Annex 4: Implementation Process

Item	Source/Methods	Results (as of June 10, 2008)
		<p style="text-align: center;">Chart: Training Plan presented at the first meeting of JCC</p> <p style="text-align: center;">Note: RECOFTC (Regional Community Forestry Training Center for Asia and Pacific) is an implementing organization of CBSFLM.</p> <p>A formal agreement regarding the coordination with CBSFLM has not been concluded. Instead, through meetings with the Chief Technical Advisor for CBSFLM, the following oral agreement was made in the end of 2007:</p> <ol style="list-style-type: none"> The Project pays for the training expenses of four local FA officers from Kg. Chhnang Cantonment (two from Kg. Tralarch Division, which is the first FP site of the Project, and the other two from Kg. Chhnang Division and /or Romeas Division, which is a possible FP site), who participate in the training by CBSFLM. The Project makes the training facilities at FWTC available for the training conducted by CBSFLM for free. The Project provides transportation service for the trainees. <p>The commencement of the training by CBSFLM was delayed. The training, which started in January 2008, is scheduled to be completed in October 2008. This is almost a one-year delay in comparison with the above mentioned Training Plan.</p>
2 Implementation System	Review of progress reports	<ol style="list-style-type: none"> <u>Mutual integration of FP activities and training at FWTC:</u> Ways of cooperation in a mutually complementary form among activities in FP sites and training at FWTC has not been clearly established so far. For example, efficient system for distributing experiences and knowledge accumulated through trainings at FWTC to activities in FP sites has not been well established yet, and on the other hand, there had not been significant feedback of experience from FP sites toward planning and implementation of training in FWTC. <u>Involvement of CFO:</u> Involvement of CFO is not enough in the Project even though CFO is taking center role in implementation of CF activities.
3 Project Management	Review of project reports, materials related to PO, PDM, questionnaire & interview with C/P, J/E	<ol style="list-style-type: none"> <u>Joint Coordinating Committee:</u> The first meeting of the Joint Coordinating Committee, the decision making body of the Project, was held in September 2006². Subsequently, two meetings were held in May and December 2007. At present, the JCC is composed of Chairman (Head, FA) and Members (Project Director, Project Manager, Deputy Project Managers, Project Coordinators, Field Project Manager, representatives from relevant Office of FA, representatives from other relevant authorities of the Government of Cambodia including Council for Development of Cambodia, and representatives from relevant Provincial authorities). <u>Monitoring by JICA through semi-annual progress report:</u> A semi-annual progress report (in English) for review by the Project has not been prepared so far. <u>Internal Monitoring System:</u> Project full meeting attended by all J/Es and Cambodian C/Ps has not been organized periodically.

² Functions of the JCC delineated in the Record of Discussions (R/D) of the Project are: (i) to approve the Annual Plan of Operation (APO) formulated by the Project; (ii) to review the overall progress of the technical cooperation program and activities carried out under the above mentioned APO the Project; and (iii) to review and exchange views on make decisions relevant to the overall management of the Project.

Annex 4: Implementation Process

Item	Source/Methods	Results (as of June 10, 2008)
		<p>4. <u>The PDM and the PO:</u> The PDM and the PO is an essential tool for the project management for the projects supported by JICA.</p> <p>1) <u>PDM:</u> The initial PDM (PDM ver.0) has been modified. The modified PDM (i.e. PDM ver.1) were explained in the first meeting of the JCC in September 2006. The PDM ver.1 is found to need some improvement.</p> <ul style="list-style-type: none"> • <u>The problems inherited from the initial PDM (PDM ver.0):</u> Three Outputs are identified in the PDM but each of them consists of a few Sub-outputs with different objectives, which makes it difficult to understand the overall objective of the concerned Output. In addition, the Activities as well as the Objectively Verifiable Indicators are not specified for each Sub-Output. The Objectively Verifiable Indicators are not well defined, either. Some of them lack criteria to judge the achievement level. Description of some of the components of the PDM is found to be vague. • <u>The problems specific to the current PDM (PDM Ver1):</u> The major modification was made to the Activities for Output 0 and Output 1, while Outputs and their Objectively Verifiable Indicators were kept intact. Most of the Activities defined in the PDM ver.0 were left out from the PDM ver.1. For example, as for Output 1, the activities related to CF are not identified in the current PDM, while the Output 1.1 clearly defines the CF related activities as important and necessary activities ("CF activities are smoothly implemented and (as) the results of the CF and other activities, community resource managed properly in the FP site"). <p>2) <u>PO :</u> The current PO was developed when the PDM was modified in 2006 (PO ver.1). The PO ver.1 also needs some improvement. Firstly, information necessary for planning and monitoring, such as "expected outcome(s)", "person in charge", "implementers", "(required) inputs", etc. is not identified for each Activity. Secondly, the current PO does not cover the whole Project. It lacks the PO for the Activities under Output 2. The PO for the Activities 1.3.1-13.4 has not been prepared, either. Lastly, the schedule delineated in the PO does not reflect some of the important plans/progress of the Project. For example, the Activities under Output 1 are delayed for one-two years. The schedule for Output 3 is not consistent with the Training Plan presented at the first meeting of JCC as well as at the first meeting of the Joint Evaluation Team.</p> <p>In the monitoring process, these issues have not been addressed. This has made it difficult for all those concerned to have common understanding of the overall implementation process and progress of the Project based on the PO as well as expected achievement level of the Outputs and the Project Purpose of the PDM.</p>
4 Communication	Review of project reports, questionnaire & interview with C/P, J/E	<p>1. <u>Within the implementing organizations:</u> Communication within the local FA and within FWTC respectively has been sufficient for smooth implementation of the Project. Communication between local FAs and FWTC is smooth as well but it could be further strengthened as they are integral parts of the Project.</p> <p>2. <u>Between the J/Es and their C/Ps:</u> Communication between the J/Es and their C/Ps is sufficient at the moment. Comments are made by some C/Ps, however, regarding the difficulty of the communication in the beginning of the Project. Some of the activities were planned and implemented without due consultation with the C/Ps sometimes.</p> <p>3. <u>Among the J/Es:</u> At present, communication among the J/E is sufficient for smooth implementation of the Project.</p>
5 Coordination with relevant organizations	Review of project reports	<p>The Project has coordinated with various local organizations in implementing the activities. For example, it has coordinated with the Kg. Chhnang Cantonment Office of Fisheries, MAFF for technical support to fish farming activities in Boeng Kok CF. It has also coordinated with local authorities and Pagoda Committee to determine boundary demarcation in Phnom Preah Thet</p>

Annex 4: Implementation Process

Item	Source/ Methods	Results (as of June 10, 2008)
		CF site.
6 Other factors that have affected the implementation process	Interview with C/P & J/E	<ol style="list-style-type: none"> 1. <u>Support of the managerial C/P</u>: The managerial C/P of the Project, in particular, the Project Director, has paid considerable attention for smooth implementation of the Project. Their understanding on the scheme of technical cooperation of JICA has facilitated smooth implementation, too. 2. <u>Lack of enough explanation of project outline in initial stage</u>: Since the Project phase 1 had terminated, both sides were engaged in designing of the Phase II Project which took for a year. In this period, 3 missions of preliminary evaluation and some consultancy missions have been dispatched from Japan and they had mutual discussions with Cambodian side. However, some of the significant changes of the project outline were made by Japanese side without enough explanation to expected actors of the Project in the beginning of the Project. This had worked as one of the disincentives for smooth implementation of the Project.

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Annex 5: Evaluation by Five Criteria

1. RELEVANCE:

Item	Source/Method	Evaluation (as of June 10, 2008)
1.1 Necessity		
(1) Relevance with the needs of Cambodia	Review of the relevant document	<p>The Overall Goal ("Sustainable community resources utilization by local people is secured in the area conducted participatory community resources management") is relevant with the needs of Cambodia.</p> <ul style="list-style-type: none"> ➤ Cambodia is known as a country with rich forests and natural resources. According to the Food and Agriculture Organization of the United Nation (FAO), the forests in the country totalled over 13 million hectares, or more than 70% of the total land area (about 18 million ha) in the 1960s. However, for over 40 years, especially the last 20 years after the civil war, forests have been constantly damaged and devastated. In 2003, the total area of forest was estimated at about 11.4 million hectares or about 62.7% of the total land area. ➤ Poverty is widespread with 36 percent of the rural population, some 4.5 million people, are living below the poverty line. The majority of the population is dependent on agriculture and access to natural resources. It means the majority people remain vulnerable and rely on natural resources due to land shortage, increasing population, poor harvest and others. ➤ If forests are well managed, it is a great potential to lift millions of people out of poverty, through improved and enhanced livelihoods and indirectly, through their contribution to the national economy. In fact, forests in Cambodia are one of the important resources for the country's economy and for people.
(2) Relevance with the needs of target beneficiaries.	Review of the reports, interview with C/P responsible for FP site and FWTC	<p>The Project Purpose ("Through the capacity building of Forestry Administration (FA) officers, sustainable utilization of community resources is secured for stabilizing the living of local people in the Field Project (FP) site") is relevant with the needs of target beneficiaries.</p> <ul style="list-style-type: none"> ➤ Almost all of the local people in FP sites are dependent on agriculture and access to natural resources due to land shortage, increasing population, poor harvest and others. ➤ For the proper forest resource management, there is a pressing need to train FA staff. The Capacity Building Project for the Forestry Sector in Kingdom of Cambodia (The Phase I Project) trained in three years approximately 1,500 foresters. The Phase I Project successfully provided trainees with basic knowledge on the subjects and raised their awareness of their duties defined by the Forestry Law. FA, however, recognizes the importance to upgrade the capacity of the officers so that they can apply the acquired skills and knowledge in the field for sustainable utilization of community resources.
1.2 Priority		
(1) Relevance with national plan and policies of Cambodia	Review of the documents	<p>The Overall Goal and Project Purpose are relevant with the national development plans of Cambodia.</p> <ul style="list-style-type: none"> ➤ According to the Rectangular Strategy of the Royal Government of Cambodia (2004), one of the priority issues is "Enhancement of Agriculture Sector", and "Forestry Reform" is identified as one of the targets for sustainable agriculture development. ➤ In the National Strategic Development Plan (2006-2010), it is described that "Every effort will be made to maintain total forest coverage at 60% of land area and continue reforestation" and that "RGC is committed to implement a National Forestry Programme" with the following priorities: (i) Strengthening of forestry management and conservation; (ii) Promoting man-made plantation to substitute for national forest demands by encouraging private investment and public participation; (iii) Promoting forestry contribution to social and economic development; (iv) Promoting forestry contribution to poverty reduction by strengthening community forestry initiatives and by involving local communities in forest exploitation plans; and (v) Creating public awareness to add to, replant and use community plantations for firewood and charcoal needs and not destroy forest.

Annex 5: Evaluation by Five Criteria

Item	Source/Method	Evaluation (as of June 10, 2008)
(2) Relevance with ODA policies of Japan	ditto	<p>The Overall Goal and Project Purpose are still consistent with ODA policies of Japan.</p> <ul style="list-style-type: none"> ➤ According to the Official Development Assistant Charter, published by the Government of Japan, "consideration to global warming and environmental problems," is one of the four priority issues. ➤ In the Japan's Medium-Term Policy of ODA, 2005, the environmental sector is set as one of the most important sectors of international cooperation. ➤ According to the latest JICA Country Programme of Cambodia (2005-2008), "sustainable utilization of natural resources" is one of the important development issues.
1.3 Adequacy as means		
(1) Technological Advantage of Japan	Questionnaire, interviews with C/P and J/E	Judging from the experiences of JICA technical cooperation projects in all over the world, there are technical advantages of Japan in the field of sustainable utilization of forest resources.

2. EFFECTIVENESS (Prospect) :

Items	Source/Methods	Evaluation (as of June 10, 2008)
2.1 Achievement level of the Project Purpose	Review of Annex 3 & project reports, interview with C/P, J/E	<p>It was found preliminary to assess the current achievement level of the Project Purpose as well as likelihood of achievement by the end of the Project.</p> <p>It was also found out that Indicators for the Project Purpose are not defined well. They were not objectively verifiable, either. Improvement of each indicator was observed but it was difficult to assess the exact level of achievement.</p>
2.2 Contribution of the Outputs to the Project Purpose	ditto	<ul style="list-style-type: none"> ➤ Output 1 & 2 Proper management of community resources in the FP sites (i.e. the Output 1.1 & 2.1), recognition of importance of the community resources, including forestry resources, by local people in the FP sites (i.e. the Output 1.2), and acquirement of practical knowledge and skills, which are utilized for local people's needs, by local FA officers in the FP sites (i.e. the Output 1.3 & 2.3) directly contributes to the achievement of the Project Purpose. ➤ Output 3 The contribution of the Output 3.1 (i.e. acquirement of practical knowledge and skills, which are utilized in the office and/or fields, by local FA officers) & 3.2 (i.e. efficient and effective implementation of training) to the achievement of the Project Purpose is limited compared with the Output 1 & 2 since the training conducted under the Output 3 is targeted not only local FA officers in the FP sites but also those who are not in the FP sites. <p>It should be noted that the limited degree of contribution of the Output 3 to the Project Purpose (and its greater contribution to the Overall Goal) was recognized by the personnel concerned with the Project since the designing stage.</p>
2.3 Important Assumptions	Review of progress reports	<p>Four Important Assumptions for the Project Purpose are identified in the current PDM:</p> <ul style="list-style-type: none"> ➤ <u>The first Assumption</u> ("Trained personnel continue working for the implementing organizations: Trained personnel do not leave FA drastically"): So far, the personnel trained through the Project in the FP sites have not left the FA. ➤ <u>The second Assumption</u> ("There are good collaboration with all relevant agencies and development organizations working in the FP sites") & <u>the third Assumption</u> ("No major natural disaster to affect natural resources (rain, storm, flood, fire, etc)": The assumptions have been satisfied so far.

Annex 5: Evaluation by Five Criteria

Items	Source/Methods	Evaluation (as of June 10, 2008)
2.4 Other promoting /hampering factors	ditto	Specific factors have not been identified.

3. EFFICIENCY:

Items	Source/Methods	Evaluation (as of June 10, 2008)
3.1 Production level of Outputs	Review of Accomplishment grid (Annex 3), implementation process (Annex 4), project reports,	<p>Overall: The Outputs of the Project have been produced partly.</p> <ul style="list-style-type: none"> ➤ Output 0: The Output 0 has been produced already. <ul style="list-style-type: none"> • 0.1: Training plan for the year 2006 has been prepared. Training curriculum and materials prepared through the Phase I Project have been reviewed and revised. • 0.2: Instructors and lecturers for class room training as well as field training conducted by FWTC have been assigned. ➤ Output 1: Production level of the Output 1 is less than expected, judging from the achievement level of its Indicators as well as the progress of the Activities. It is uncertain that the Output is expected to be produced fully by the end of the Project. Achievement levels of the Objectively Verifiable Indicators are summarized below. <ul style="list-style-type: none"> • 1.1a: <u>Steady</u>. The number of the members of the officially recognized target CF (i.e. Boeng Kok CF) has not changed since the beginning of the Project. • 1.1b: <u>Less than expected</u>. None of the target CFs have been legalized yet. In fact, for each target CF, little progress has been made in the legalization process since the beginning of the Project due to various reasons (see Annex 4 for details). It is uncertain if all of the target CFs, including the new ones to be selected in another Division of Kg. Chhnang Cantonment, would be legalized by the end of the Project.. • 1.1c: <u>Less than expected</u>. In Boeng Kok CF, some members had some contacts with the local institutions related to community resource management (i.e. Kg. Chhnang Cantonment Office of Fisheries, MAFF) through the Project. In the other target CF, no contacts have been developed yet. • 1.2a: <u>Not clear</u>. Self-help activities related to community resource management, which can be clearly identified as the direct impact of the Project, have not been observed so far. • 1.2b: <u>Less than expected</u>: An annual average attendance rate of CF members in the meetings related to the Project for the year 2007 (i.e. 48%) was decreased by 5 points compared with the one for the year 2006 (i.e. 53%). For information, the average attendance rate in January-May 2008 was 36%. • 1.3a: <u>Steady</u>. For Boeng Kok CF and/or its members, various techniques have been transferred to some CF members based on their needs. According to the concerned local FA officers, all of the techniques have been utilized by them. • 1.3b: <u>Steady</u>. For Boeng Kok CF and/or its members, various in-kind supports have been provided based on their needs. According to the concerned local FA officers, all of the in-kind supports have been utilized by them. ➤ Output 2: <u>Not started yet</u>. The first Activity identified for the Output 2 (i.e. selection of target CFs in another Cantonment) has not been completed yet. Since the PO for the Output 2 does not exist, it is difficult to say whether the Activities for the Output 2 are on or behind the schedule. It is uncertain if all the planned Activities of the current PDM would be completed by the end of the Project. It is difficult to forecast the likely achievement of the Objectively Verifiable Indicators, which are basically the same as the ones for the Output 1, whose activities have preceded

Annex 5: Evaluation by Five Criteria

Items	Source/Methods	Evaluation (as of June 10, 2008)
		<p>those planned for the Output 2 by almost two and a half years.</p> <p>➤ Output 3: <u>Production level is steady</u>, judging from the achievement level of its Indicators. The Output is expected to be produced fully by the end of the Project</p> <ul style="list-style-type: none"> • 3.1a: <u>Steady</u>. Eighty (80) % of the ex-trainees regard the contents of the training as having improved their knowledge and skills. • 3.1b: <u>Mostly steady</u>. Sixty-seven (67) % of the ex-trainees have shared skills and knowledge obtained through the training with co-workers, communities, etc. • 3.1c: <u>More than expected</u>. Ninety-three (93) % of the supervisors of the ex-trainees regard the training quality as "applicable" to the work in the office and/ or fields. • 3.1d: <u>Information was not available</u>. • 3.2a: <u>Steady</u>. With regard to Forest Management Plan, silviculture, and Community Forestry, a total of 39 training courses have been conducted
3.2 Important Assumptions	Review of progress reports	Important assumptions for the Outputs are not identified in the PDM. It was found out that all of the Important Assumptions for the Project Purpose are also the assumptions for the Outputs.
3.4 Inputs		
(1) Cambodian side		
(a) C/P and administrative staff	Questionnaire & interview with C/P and J/E	<p>➤ <u>Timing, Duration & Quantity:</u></p> <ul style="list-style-type: none"> • Timing, duration, and quantity have been mostly appropriate. • In the beginning of the Project, a total of ten C/Ps from FWTC, who had been trained through the Phase I Project, was assigned for Output 3. Six (6) of them, however, left the office in the end of May 2006 due to a drastic change in the internal regulations of the Project concerning payment and insufficient explanation and communication on the matter from the Japanese side. Since then, activities for Output 3 have been carried out by four C/Ps (i.e. two Deputy Chiefs and two Training Coordinators). It is noted that, through the efforts of the remaining C/Ps as well as the support provided by the J/Es, the negative impacts on production of the Output have been alleviated to a minimum extent. • In the case of a J/E in Community Forestry II in charge of new FP site(s) in other Cantonment, who arrived in November 2007, her official C/Ps have not been assigned yet. It is natural that field C/Ps has not been assigned since new FP site(s) has/have not been decided yet. She has been implementing studies necessary for selection of a new FP site with a voluntary support of a training coordinator in Community Forestry, who is a C/P for Output 3 officially. It would be more efficient if some C/P(s) from Central FA/FWTC were officially assigned as C/Ps for the J/E in Community Forestry II. • As mentioned in section (1)1.1 in Annex 3, an administrative staff, who was assigned in August 2007 to support administrative works, has been most of the time absent since October 2007. Some of the technical C/Ps at FWTC have been taking up administrative and clerical works so far, which has put additional burden to those who are already busy. Concern for limitation to the capacity of remaining CPs was heard from themselves. There have been not enough countermeasures or discussions taken place so far. <p>➤ <u>Quality:</u></p> <ul style="list-style-type: none"> • Technical C/Ps with the relevant background and experiences have been assigned. <p>➤ <u>Others</u></p> <ul style="list-style-type: none"> • In November 2007, additional four staffs from the central FA (i.e. AICO, WPO, and CFO) were assigned as "part-time" C/Ps in Community Forestry to support activities for the Field Project in Kg. Tralach. Though three of them occasionally join the activities as required, their

Annex 5: Evaluation by Five Criteria

Items	Source/Methods	Evaluation (as of June 10, 2008)
		roles in the Project have not been specified.
(b) Building, and facilities	-do-	<p>➤ <u>Timing</u>:</p> <ul style="list-style-type: none"> Land and facilities necessary for the Project activities have been provided in time. <p>➤ <u>Quantity</u>:</p> <ul style="list-style-type: none"> Office space for the Japanese Experts, including a meeting room, is considered sufficient. <p>➤ <u>Quality</u>:</p> <ul style="list-style-type: none"> For the Project Office, an air conditioner has been provided for each room. Telephone lines have been made available. Though power failure occurs sometimes due to Cambodian electricity situation, it has hardly affected the production of the Outputs.
(c) Financial inputs	-do-	<p>➤ <u>Timing & Quantity</u></p> <ul style="list-style-type: none"> Necessary budget has been released without delay.
(2) Japanese side		
(a) Expert	Questionnaire & interview with C/P and J/E	<p>➤ <u>Timing & Duration</u>:</p> <ul style="list-style-type: none"> Most of the J/Es have been dispatched in accordance with the schedule. There was a gap-time between the assignments of the first and the second Chief Advisors in 2006. While the first Chief Advisor left in the middle of May, the dispatch of the second one was held back until the beginning of August due to budgetary reasons of JICA. This resulted in insufficient project management during the said period. In addition, during the absence of the Chief Advisor (i.e. from the middle of May to the end of July 2006), important activities for Output 1, including selection of FP site and target CFs, development of FP manual (ver.1.1), implementation of training activities and their follow-ups in one of the selected target CFs, and preparation of draft amendment of the Master Plan, proceeded. It would have been efficient if the second Chief Advisor had been dispatched earlier or the assignment period for the first Chief Advisor had been extended. Not a few field C/Ps consider it more efficient to have one J/E for the whole project period. According to them, when a different J/E comes, ideas/strategies/plans change. They feel that there has been no continuity. <p>➤ <u>Quantity</u>:</p> <ul style="list-style-type: none"> So far, the total amount of annual M/M for the J/Es has been appropriate. <p>➤ <u>Quality</u>:</p> <ul style="list-style-type: none"> Judging from the results of questionnaires and interviews, in general, the J/Es with the relevant background, experiences, and technical level have been assigned to the Project. With regard to some J/Es, comments have been made by some of the C/Ps regarding their insufficient communication capacity and lack of willingness to listen to the views of C/Ps and local experts who are familiar with Cambodian conditions. Some of the C/Ps claimed that some J/Es used to make decisions and to plan and implement the activities without due consultation with their C/Ps.
(b) C/P training	-do-	<p>➤ <u>Timing & Quantity</u>:</p> <ul style="list-style-type: none"> Appropriate number of C/Ps has been dispatched for training as planned. <p>➤ <u>Quality</u>:</p> <ul style="list-style-type: none"> According to the results of questionnaires and interviews with the C/Ps dispatched for the training, the quality of the training was appropriate. <p>➤ <u>Utilization</u>:</p> <ul style="list-style-type: none"> Some C/Ps have been able to share the knowledge obtained in the training to their colleagues and/or local people. Others feel it is difficult to apply the obtained knowledge in the Cambodian context.
(c) Equipment	-do-	<p>➤ <u>Timing</u>:</p> <ul style="list-style-type: none"> Equipment has been procured and delivered as planned.

Annex 5: Evaluation by Five Criteria

Items	Source/Methods	Evaluation (as of June 10, 2008)
		<ul style="list-style-type: none"> ➤ <u>Quantity:</u> <ul style="list-style-type: none"> • Sufficient quantity of the equipment has been provided. ➤ <u>Items, Specifications, Quality:</u> <ul style="list-style-type: none"> • In general, items, specifications and quality of the provided equipment are considered to be appropriate. ➤ <u>Operation and Maintenance Appropriate</u> ➤ <u>Utilization:</u> <ul style="list-style-type: none"> • The provided equipment has been utilized for the Project activities.
(d) Local activity cost	-do-	<ul style="list-style-type: none"> ➤ <u>Timing, Quantity:</u> <ul style="list-style-type: none"> • Sufficient amount has been released without delay. ➤ <u>Management:</u> <ul style="list-style-type: none"> • Sufficient quantity of the equipment has been provided.
3.5 Precondition s (i.e. the conditions that need to be satisfied prior to the beginning of the Project)	Progress reports, JCC report J/E, C/P	The pre-conditions ("Security of Field Project site is insured by RGC" and "There are no major changes in FA's policy on personnel and human resource development as well as supports to local people") had been met prior to the beginning of the Project.
3.6 Coordination with other relevant projects	Progress reports, J/E	<ol style="list-style-type: none"> 1. <u>Coordination with Freshwater Aquaculture Improvement and Extension Project supported by JICA (July and September 2007):</u> At the beginning of the fish farming support activities under Output 1, the CBFSII requested the Fisheries project to provide technical guidance to the Provincial Fisheries Officer. A Japanese expert of the Project provided some technical support and advices to the CBFSII. 2. <u>Participation to the Technical Working Group of Forestry and Environment (Since September 2006):</u> Chief Advisor of the CBFSII has been participating to the Technical Working Group of Forestry and Environment, consisting of various donor agencies and a NGO representative, such as DANIDA, World Bank, UNDP, FAO, EU, and WCS (Wildlife Conservation Society) and exchanging views and experiences related to forest and environment related activities. 3. <u>Coordinated support to CF promotion by supporting a national seminar on CF guideline with other donors and NGOs (January 2007):</u> The CBFSII sported FA to organize the first national seminar on CF guideline, jointly with other donor agencies and NGO' s, such as DANIDA, UNDP, Community Forestry International (CFI), Community Based Natural Resources Management Learning Institute (CBNRMLI) and Regional Community Forestry Training Center (RECOFTC). 4. <u>Exchange of views and information with other donor agencies and NGOs supporting CF promotion by participating to National Community Forestry Promotion Coordination Committee (NCFPCC) meetings and providing some logistical support to holding such meetings (Since June 2007):</u> The CBFSII staff are attending the NCFPCC meetings, participated by FA staff, donor agencies and related NGO' s, to be held regularly by CFO, FA, and exchanging views and information related to CF promotion. It also supports holding of by-monthly meeting attended by local FA staff and related institutions to CF through provision of Training facilities and transport. 5. <u>Technical Exchange visit by the JICA supported Shino-Japan Forestry Ecology Training Center Project in China (July 2007):</u> Several staff of above project in China visited the CBFSII under the technical exchange. 6. <u>Coordination with the Regional Community Forestry Training Center (RECOFTC) implemented Capacity Building for Sustainable Forest and Land Management Project (CBSFLM) under the Japan Social Development Fund Grant (Since December 2007):</u> The CBFSII is now sending four trainees to the training under the CBSFLM project. After receiving the training (October 2008), the trainees are expected to give trainings to other local FA staff and local people within the field project and training under the CBFSII. Possible coordination with the project

Annex 5: Evaluation by Five Criteria

Items	Source/Methods	Evaluation (as of June 10, 2008)
		after the completion of its training will be sought. 7. <u>Technical Exchange with the JICA supported Forest Management and Community Support Project in Lao P.D.R. (March 2008)</u> The project sent the group of 12, consisting of CP staff, Japanese experts and other FA staff to the above project technical exchange visit.
3.7 Other promoting /hampering factors	Accomplishment grid, progress reports, C/P, J/E	Specific factors have not been identified.

4. IMPACT:

Items	Source/Methods	Evaluation (as of June 10, 2008)
4.1 Impact at the Overall Goal level		It was found too early to assess the likelihood of achievement of the Overall Goal at the moment.
(1) Achievement level of the Overall Goal	Review of Annex3,	
(2) Important Assumption	-ditto-	
4.2 Other impacts	Through studies on other evaluation items	Neither positive nor negative impacts have not been observed so far.

5. SUSTAINABILITY:

Items	Source/Methods	Evaluation (as of June 10, 2008)
5.1 Institutional & Organizational Aspects		
(1) Policy and legal supports	Review of the relevant document, questionnaire to C/P	It is likely that current policy will continue to follow and to support the sustainable utilization of community resources after termination of the Project. > As described in section 1. 1.2 (1), the scope of community resource management strategy in this Project fully accords with Cambodian government's socio-economic development policies where improvement of livelihood and capacity building of human resources are the major component, which is likely to continue after the termination of the Project. > Also, CF enhancement is considered one the important role of FA, which actions are authorized by the CF strategy plan and actual procedures defined in CF guideline. > Through discussion with DG of FA, FA's continuous intention for developing FA's capacity for the implementation of community resource management was confirmed.
(2) Organizational strategy	Discussion with the managerial C/P	Training facilities at FWTC has been available for training activities by other development partners, such as ITTO, AFD, RECOFTC and NGOs; however, organization strategy for the post-project period has not yet been clarified and continuous discussions are needed.
(4) Deployment of C/P	ditto	As mentioned in 3.4(1)(a) of this Annex, six C/Ps left FWTC in the beginning of the Project. Though the current C/Ps both in the FP sites and at FWTC seem to commit to their work, it is hard to examine the continuity of C/P engagement in post-Project period at this point. . In the meantime, all of them are permanent employees of the FA, which ensures their continuous employment. They are expected to be assigned to the relevant posts after the end of the Project.

Annex 5: Evaluation by Five Criteria

Items	Source/Methods	Evaluation (as of June 10, 2008)
(5) Management capacity	Questionnaire and interview with C/P, J/E	<p>➤ <u>FWTC (Training)</u>: Administration capacity for FWTC is likely to lack partially due to absence of administration staff. Discussions are needed for necessary countermeasures. Administration staff has been assigned from FA in August 2007, but has not been showing up at FWTC. Other C/Ps are filling up necessary logistics for activities so far, but concerns for limitation to the capacity of remaining counterparts are heard. There have been not enough countermeasures or discussions done so far.</p>
5.2 Financial Aspects	Discussion with the managerial C/P	<p>It is not likely that the budget necessary to continue and develop the relevant activities will be secured after the termination of the Project, and discussions for countermeasures are needed.</p> <p>➤ <u>Local FA and FWTC</u>: Through questionnaire and interview surveys targeting C/Ps both in FP sites and FTWC, concern about financial limitation in continuation and expansion of the relevant activities in the post-project period in all aspects, including salaries of staff, maintenance cost for the equipment and facilities, and direct running cost of the activities, was heard. The concern is shared by the J/Es. FA has an intention of trying to secure additional fund through budgetary request to concerned authority of the Cambodian Government, the result of which is not yet to be known. Additional financial resources from development partners are limited at this moment, too.</p> <p>➤ <u>Target CF</u>: There have been some attempts for establishing CF member fund for the future activities by accumulating some of the incomes through livelihood improvement activities, but not systematically established as basic concept of the project activities yet.</p>
5.3 Technological Aspects		
(1) Technical capacity of C/P	Questionnaire and interview with C/P, J/E	<p>➤ <u>Local FA</u>: Due to delay in the activities in the FP site, in particular, those related to CF, field C/Ps have not yet been able to accumulate enough experiences. Technical capacity of the field C/Ps is expected to be enhanced in the latter half of the activities, however.</p> <p>➤ <u>FWTC</u>: Technical capacity of the C/Ps has been enhanced steadily. It is found through questionnaire and interviews, C/Ps has been covering main role in formulation, implementation and monitoring of current training courses with minimum advisory support from the Japanese experts. This was confirmed from Japanese expert. It is likely that the C/P will gain enough skills and knowledge to implement relevant activities independently by the end of the Project.</p>
(2) Utilization of the provided machinery and equipment	Interview with C/P & J/E	<p>➤ <u>Utilization</u>: Machinery and equipments provided by the Project has been utilized fully. Since most of the equipments provided are general items such as vehicles, motor cycles, GPS, and office supplies (computer, copy machine), technical capacity to utilize these equipments after the termination of the Project is likely to be ensured.</p> <p>➤ <u>Maintenance</u>: Since most of the equipments are locally procured, spare parts and consumables are available in Cambodia.</p>

Start of phase II

List of C/Ps

Name	Position	FA position	Field	PDM No.	Period of Assignment		2005	2006	2007	2008	2009	2010
					From	To						
<FA Central>												
1 H.E. Ty Sokkun	Project Director	Head of FA		1~3	2001.12.24							
2 Mr. Ouk Syphan	Project Manager	Deputy Head of FA		1~3	2001.12.24	2006.4.23						
3 Mr. Chea Samang	Project Manager	Deputy Head of FA		1~3	2006.4.24							
4 Mr. Pak Canada	Deputy Project Manager	Chief of FWTC		3 (Respons.)	2005.5.12							
5 Mr. Chit Bunthaviv	Project Coordinator	Chief of AICO		1~3	2001.12.24							
6 Mr. Than Sarath	Project Coordinator	Chief of PAO		1~3	2001.12.24							
<Training Center>												
1 Mr. Bun Radar	C/P (FWTC)	Deputy chief of FWTC/ Training Coordinator	Forestry Management Plan	3	2001.12.24							
2 Mr. Hen Channthy	C/P (FWTC)	Deputy chief of FWTC/ Training Coordinator	Community Forestry	3	2001.12.24							
3 Mr. Eng Polo	C/P (FWTC)	Training Coordinator	Silviculture	3	2001.12.24	2006.5.31						
4 Mr. Ry Sam El	C/P (FWTC)	Training Coordinator	Silviculture	3	2002.12.03	2006.5.31						
5 Mr. Top Meng Ngoun	C/P (FWTC)	Training Coordinator	Forestry Management Plan	3	2004.08.05							
6 Mr. Lor Seng	C/P (FWTC)	Training Coordinator	Forestry Law	3	2002.12.3	2006.5.31						
7 Ms. Sao Chanthol	C/P (FWTC)	Training Coordinator	Community Forestry	3	2005.05.12	2006.5.31						
8 Mr. Mon Peng Ky	C/P (FWTC)	Training Coordinator	Silviculture	3	2005.05.12							
9 Mr. Vann Savuth	C/P (FWTC)	Training Coordinator	Forestry Management Plan	3	2005.05.12	2006.5.31						
10 Ms. Hy Mon	C/P (FWTC)	Training Coordinator	Community Forestry	3	2005.05.12	2006.5.31						
11 Mr. Nuon Thetac Borey	C/P (FWTC)	Staff	Driver		2005.05.12	2006.5.31						
<Field Project>												
1 Mr. Sin Kosal	Deputy Project Manager	Chief, Kg Chhnang Cantonment	Overall management	1 (Respons.)	2005.05.12							
2 Mr. Chea Bunthia	Field Project Manager	Deputy Chief, Kg Chhnang Cantonment	Overall management	1	2005.05.12							
3 Mr. Ben Boline	Field Project Coordinator	Chief, Kg Talach Division	Overall management	1	2005.05.12							
4 Mr. Hor Dara	C/P (Field Project)	Deputy Chief, Kg Talach Division	Overall management	1	2005.05.12							
5 Mr. Chheng Dara	C/P (Field Project)	Chief, Kg Talach Triage	Boeng Kok village	1	2005.05.12	2007.12.24						
6 Mr. Seun Vanna	C/P (Field Project)	Chief, Kg Talach Triage	Boeng Kok village	1	2007.12.25							
7 Mr. Sek Thach	C/P (Field Project)	Officer, Kg Talach Triage	Boeng Kok village	1	2007.12.25							
8 Mr. Seng Setrun	C/P (Field Project)	Chief, Sameak Mean Chey Triage	Peam Commune	1	2005.05.12	2007.12.24						
9 Mr. Noy Sam Ol	C/P (Field Project)	Chief, Sameak Mean Chey Triage	Peam Commune	1	2007.12.25							
10 Mr. Men Vuthy	C/P (Field Project)	Deputy Chief, Sameak Mean Chey Triage	Peam Commune	1	2007.12.25							
11 Ms. Vong Sopharia	C/P (Community Forestry)	Deputy Chief, AICO, FA	Overall management	1	2007.11.13							
12 Ms. Kong Phalika	C/P (Community Forestry)	Officer, WPO, FA	Overall management	1	2007.11.13							
13 Ms. Tep Pakthavy	C/P (Community Forestry)	Officer, CFO, FA	Overall management	1	2007.11.13							
14 Ms. Nao Keinsopheap	C/P (Community Forestry)	Officer, CFO, FA	Overall management	1	2007.11.13							

List of Japanese Experts

Start of phase
End of phase II

Name	Title	PDM No.	Period of Assignment		2005	2006	2007	2008	2009	2010
			From	To						
<Long term experts>										
1 Mr.Kazuhiro Goseki	Chief Advisor	1~3	2004.5.20	2006.5.19	↔					
2 Mr.Masaniko Hori	Chief Advisor/Participatory Forest Management	1~3	2006.8.1	2008.7.31	↔	↔	↔			
3 Mr.Kozo Yamashita	Village Resources Management	0, 3	2005.2.10	2007.2.9	↔	↔				
4 Mr.Yukinori Ito	Coordinator/Village Development and Extension	0, 1	2005.8.8	2007.8.7	↔	↔	↔			
5 Mr.Hiroyuki Tsuburaya	Coordinator/Forestry Training	3	2007.1.25	2009.1.24		↔	↔	↔		
6 Mr.Makoto Fukuyama	Community Forestry	1	2007.6.1	2009.5.31			↔	↔		
7 Dr.Junko Komoto	Community Forestry II	2	2007.11.12	2009.11.11			↔	↔	↔	
<Short term experts>										
8 Mr.Hirofumi Ishizaka	Community Forestry	1	2006.3.10	2006.3.28		★				
			2006.4.19	2006.5.30		★				
9 Mr.Shinichirou Tsuji	Training Plan	3	2006.4.2	2006.5.3		★				
10 Dr.Kasumi Ito	Community Forestry/Coordination with WB Project	1, 3	2006.7.30	2007.3.19		↔	↔			

C/P Training

Name of Participants	Position	Present Position	Training Date	Training Course	Supported Fund	Place
Ms.Sao ChanThol (1)	Training Coordinator, FWTC Staff of FMO	ditto	Feb 9 to Mar 15, 2006	CP Group Training (Planning and Management of Training Program)	JICA group training	JPN
Mr.Samreth Vanna (2) Mr.Ngy Virak	Deputy Director,FWRI, FA C.Kg.Thmar Div.	ditto D.C. of FMO	Oct 3, to Nov 18, 2006	CP training (Forest and Forestry Sector Project CP)	JICA CP training (Joint Training Course)	JPN
Mr.Chea Sam Ang (1)	Deputy Head, FA	ditto	Oct 15 to 28,2006	CP training	JICA	JPN
Mr.Tim Sipha (15) Mr.Long Ratanakommar Mr.Chhin Vannary Mr.So Lorn Mr.Cheam Youdong Mr.Song Kheang Mr.Po Bunleng Mr.Khun Sophea Mr.Teang David Mr.Sok Phit Mr.Yon Youvarith Mr.Thong Vanviravuthy Mr.Khim Pann Mr.Chea Phally Mr.Suon Thirous	D.Ins of Mekong D.D.CFO, FA D.D. Admin, FA D.D.FIDT, FA H.Stungtreng Can. H. Koh Kong Can. D.H.Kandal Can. H. Samrong Div. H.Thalaborivath Div. H.Koh Gnek Div H.Kandal Div H. Chloung Div H.Banteysrey Div. H.Sandann Div D.H.Morning Russey Div.	ditto ditto ditto ditto ditto ditto ditto ditto ditto ditto ditto ditto ditto ditto ditto	Feb.11 to Mar.10 2007	Middle class forester's capacity building in Cambodia	JICA Country Focused Training	JPN
Mr.Chea Buntha (2) Mr.Ben Bollyna	Deputy Chief, Kg.Chhnang Can. C.Kg.Tralach Div	ditto ditto	Feb.26 to Mar 13, 2007	Issue-Specific International Cooperation Seminar	JICA Seminar	JPN
Mr.Hor Dara (2) Mr.Mom Pengkry	D.C.Kg.Tralach Div Staff of FWTC	ditto ditto	Mar.3 to 17, 2007	CP training(Rural Community Forestry)	JICA CP training	JPN
Mr.Sin Kosal (1)	Head of Kg.Chhnang Cantonment	ditto	March 2 to 13, 2008	CP training(forest/forest land management)	JICA CP training	JPN

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Training in abroad by Local Cost

Name of Participants	Position	Present Position	Training Date	Training Course	Place
Mr.Hem Chanrithy	C/P at FWTC	ditto	March 16 to 22,2008	Exchange of Experiences between Cambodia and Forest Management and Community Support Project in Lao P.D.R	Laos
Mr.Bun Radar	"	"			
Mr.Mom Pengkry	"	"			
Mr.Noy Sam Ol	C/P at FP site	"			
Mr.Men Voutthy	"	"			
Mr.Sek Thach	"	"			
Ms.Lim Sopheap	C/P at Central	"			
Ms.Tep Pakthavy	"	"			
Ms.Nouv Ket Sopheap	"	"			

List of Major Equipment

JFY	Equipment	Manufacturer	Model Number	Location	# of eqpt	# of available eqpt	# of disposed eqpt	Unit Price(\$)	Total Price(\$)
2005	Copy Machine	Konica Minolta	Dialt D:470	FWTC/Project Office	1	1	0	8950	8950
	Vehicle (Mini Bus)	Ford		FWTC	1	1	0	27,500	27,500
	Vehicle (Prado)	Toyota	Land Cruiser PRADO	FWTC	1	1	0	28,250	28,250
2006	Motor Bike	Suzuki	Viva	Kg. Tralach Division	4	4	0	1100	4440
	GPS	Garmin	Garmin 76	FWTC	20	20	0	275	5500
2007	Motor Bike	Suzuki	Smash Revo 2008	FWTC	8	8	0	1170	9360
	GPS	Garmin	Garmin 76S	FWTC	20	20	0	620	12,400




Local Activity Cost for the Project

	Items	Cost			
		FY 2005	FY 2006	FY 2007	Total
	TOTAL	51,505.07	191,857.31	196,022.28	439,384.66
1	General Cost	14,679.78	85,194.48	88,139.87	188,014.13
2	Airfare	0.00	690.24	6,723.00	7,413.24
3	Travel Cost (except airfare)	19,413.17	71,669.05	68,930.54	160,012.76
4	Allowance, Rewards	16,872.75	24,058.97	31,417.77	72,349.49
5	Conference Expenses	59.37	1,494.57	811.10	2,365.04
6	Contract	480.00	8,750.00	0.00	9,230.00

US \$

Summary of attendance rate

1. Boeng Kok CF

	All CF members			Particular groups			Total		
	Expected no. of participants	Actual no. of participants	Attendance rate	Expected no. of participants	Actual no. of participants	Attendance rate	Expected no. of participants	Actual no. of participants	Attendance rate
2006	156	80	51	41	25	61	197	105	53
2007	156	26	17	163	127	78	319	153	48
2008	312	84	27	100	63	63	412	147	36
Total	624	190	30	304	215	71	928	405	44

2. Phnom Preah Thet CF

	All CF members			Particular groups			Total		
	Expected no. of participants	Actual no. of participants	Attendance rate	Expected no. of participants	Actual no. of participants	Attendance rate	Expected no. of participants	Actual no. of participants	Attendance rate
2006									
2007	2,135	679	32	32	26	81	2,167	705	33
2008									
Total	2,135	679	32	32	26	81	2,167	705	33

Attendance rate of meetings with CF members

1. Boeng Kok CF

1) Meetings targeted all CF members

Year	Month	Day	Title / Contents of meeting	Expected no. of participants	Actual no. of participants	Attendance rate
2006	11	24	Election for CF Management Committee members	156	80	51
2007	2	26	Discussion on new livelihood improvement activities	156	26	17
2008	4	18	Presentation on PRA outputs	156	54	35
	4	25	Ranking of potential activities (PRA)	156	30	19
Total				624	190	30

2) Meetings targeted particular groups

Year	Month	Day	Title / Contents of meeting	Expected no. of participants	Actual no. of participants	Attendance rate
2006	12	29	Selection of fish farming households 2007 (1)	41	25	61
2007	1	3	Selection of fish farming households 2007 (2)	41	25	61
	1	26	Meeting with fish farming households	23	n.a.	n.a.
	1	29	Meeting with fish farming households	23	23	100
	2	23	Meeting with fish farming households	23	23	100
	6	4	Training on erosion control of fish pond	23	17	74
	6	15	Training on fish farming	23	20	87
	7	3	Review of plantation (with CFMC members)	7	5	71
	7	23	Additional training on fish farming	23	14	61
2008	1	22	Review of fish farming	23	n.a.	n.a.
	4	7	PRA practice	15	15	100
	4	9	PRA practice	15	12	80
	4	10	PRA practice	15	8	53
	4	18	PRA practice	15	7	47
	5	8	Discussion on fish farming in 2008	40	21	53
Total				304	215	71

2. Phnom Preah Thet CF

1) Meetings targeted all CF members

Year	Month	Day	Title / Contents of meeting	Expected no. of participants	Actual no. of participants	Attendance rate
2007	7	12	CF establishment and Participatory forest resource use survey (Svay Kambet Village)	129	45	35
	7	13	CF establishment and Participatory forest resource use survey (Krang Beng Village)	234	58	25
	7	13	CF establishment and Participatory forest resource use survey (Chrak Kantout Village)	116	44	38
	7	16	CF establishment and Participatory forest resource use survey (Krang Kantol Village)	201	76	38
	7	16	CF establishment and Participatory forest resource use survey (Srey Vong Village)	100	60	60
	7	17	CF establishment and Participatory forest resource use survey (Chrak Kov Village)	278	74	27
	7	17	CF establishment and Participatory forest resource use survey (Chrak Sdach Village)	124	58	47
	10	15	CF establishment (Krang Beng Village)	234	111	47
	10	16	CF establishment (Chrak Kantout Village)	116	53	46
	10	16	CF establishment (Krang Kantol Village)	201	37	18
	10	17	CF establishment (Chrak Sdach Village)	124	32	26
	12	7	Pond construction (Chrak Kov Village)	278	31	11
Total				2,135	679	32

2) Meetings targeted particular groups

Year	Month	Day	Title / Contents of meeting	Expected no. of participants	Actual no. of participants	Attendance rate
2006	11	11	Meeting with Village Chiefs (4 Villages) , Commune Chief, monks from Pagoda, and members from Pagoda Committee	n.a	n.a.	n.a.
	11	?	Group interview with Village Chief, Village Development Committee members (4 Villages)	n.a	n.a.	n.a.
2007	2	?	Meeting with Village Chiefs (7 Villages) , Commune Chief, members from Pagoda Committee, representatives from Provincial and District	n.a	n.a.	n.a.
	8	30	CF establishment (with Commune Council and 7 village representatives) (1)	16	n.a.	n.a.
	10	5	CF establishment (with Commune Council and 7 village representatives) (2)	16	n.a.	n.a.
	10	22	CF establishment (with Commune Council and 7 village representatives) (3)	16	12	75
	12	7	Pond construction in Chrak Kov and boundary confirmation	16	14	88
Total				32	26	81

Activity Chart for Output 1

Activities under Output 1		Expected Outcome	2006				2007				2008				Person in charge	Implementors	Other major inputs		Remarks
			1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12			Gambodian	Japanese	
<First FP site (Kg. Tralarch Div in Kg. Chhnang)>																			
1-1 Preparation and Planning																			
1-1-1	Select villages for project intervention	n/a													n/a	n/a	n/a	n/a	<Overall> "Study necessary for site selection, including needs survey, was conducted only in Kg. Chhnang." "Selection of the Division and target CFs were completed during the absence of the Chief Advisor (CA)"
	a Boeng Kok	n/a													n/a	n/a	n/a	n/a	
	b Phnom Preah Theat (PPT)	n/a													n/a	n/a	n/a	n/a	Initially, four villages were identified as the villages concerning target CF site. Later on, it was turned out that three more villages were using the CF site.
1-1-2	Conduct Local Resources Study	n/a													n/a	n/a	n/a	n/a	"Local resources" here means human resources according to the FP manual ver.1.1)
	a Boeng Kok	n/a													n/a	n/a	n/a	n/a	
	b PPT	n/a													n/a	n/a	n/a	n/a	Not started yet (Delayed by 2 years)
1-1-3	Prepare activity plan for project villages	n/a													n/a	n/a	n/a	n/a	<Overall>Activity Plans per se have not been prepared because "insufficient outputs of needs assessment has caused difficulty to carry out this activity:e.g. no needs n CF activities were assessed"according to the presentation materials provided by the Project. Activities for target CFs have been conducted according to by-weekly, monthly, and/or quarterly work plans.
	a Boeng Kok	n/a													n/a	n/a	n/a	n/a	"In 2006, baseline survey and needs assessment were conducted, but Activity Plan was not prepared for some reason." "In 2008, another needs assessment was conducted in April "as the previous one did not provide sufficient information, particularly for developing an Activity Plan" according to the presentation materials provided by the Project)
	b PPT	n/a													n/a	n/a	n/a	n/a	Not started yet (Delayed by 2 years)
1-1-4	Compile Annex to the Field Project	n/a													n/a	n/a	n/a	n/a	
	a Boeng Kok	n/a													n/a	n/a	n/a	n/a	
	b PPT	n/a													n/a	n/a	n/a	n/a	Not started yet (Delayed by two years)
1-2 Implementation and Monitoring																			
1-2-1	Conduct trainings in the project villages	n/a													n/a	n/a	n/a	n/a	
	a Boeng Kok	n/a													n/a	n/a	n/a	n/a	"Training on plantation and fish farming (2006) and training on fruit tree seedling production (2007) "Trainings in 2006 and 2007 were conducted without having prepared the Activity Plan (Act.1.1.3). "This activity item was initiated during the absence of CA. It was initiated before selection of the target CFs was authorized by JCC in Sep.2006
	b PPT	n/a													n/a	n/a	n/a	n/a	Not started yet. (Delayed by two years)
1-2-2	Monitor and evaluate the trainings	n/a													n/a	n/a	n/a	n/a	
	a Boeng Kok	n/a													n/a	n/a	n/a	n/a	Organized monitoring on fruit tree seedling production has been conducted.
	b PPT	n/a													n/a	n/a	n/a	n/a	Not started yet (Delayed by two years)
1-2-3	Conduct follow-ups as required in project villages	n/a													n/a	n/a	n/a	n/a	("Follow-ups" means here implementation of the activities after training)
	a Boeng Kok	n/a													n/a	n/a	n/a	n/a	"Plantation and fish farming (2006) and fruit tree seedling production and fruit tree plantation (2007) "This activity in 2006 was initiated during the absence of CA. It was initiated before selection of the target CFs was authorized by JCC in Sep.2006
	b PPT	n/a													n/a	n/a	n/a	n/a	Not started yet (Delayed by two years)
1-2-4	Monitor reactions of villagers and modify activity plans	n/a													n/a	n/a	n/a	n/a	
	a Boeng Kok	n/a													n/a	n/a	n/a	n/a	"Monitoring of ongoing activities has been conducted though no organized monitoring of villagers' reaction has been conducted. "There has been no Activity Plan to be modified
	b PPT	n/a													n/a	n/a	n/a	n/a	Not implemented yet (Delayed by two years)

[illegible]

[illegible]



Source: The appendix of Prakas No.509 PK/MAFF/B Dated September 17, 2003

ABBREVIATIONS

AICO	Administration of International Cooperation Office, Forestry Administration
CBFS	The Project on Capacity Building for the Forestry Sector
CBSFLM	Capacity Building for Sustainable Forest and Land Management
CF	Community Forestry
CFMC	Community Forestry Management Committee
CFMP	Community Forestry Management Plan
CFO	Community Forestry Office, Forestry Administration
CONCERN	Concern Worldwide Cambodia
C/P	Counterpart Personnel
DG	Director General
FA	Forestry Administration, Ministry of Agriculture, Forestry and Fisheries
FAO	Food and Agriculture Organization of the United Nation
FMP	Forestry Management Plan
FP	Field Project
FWTC	Forestry and Wildlife Training Center
JCC	Joint Coordinating Committee
J/E	Japanese Experts
JICA	Japan International Cooperation Agency
JSDF	Japan Social Development Fund
MAFF	Ministry of Agriculture, Forestry and Fisheries
MEF	Ministry of Economics and Finance
M/M	Minutes of Meeting
NTFP	Non-Timber Forest Product
ODA	Official Development Assistance
PAO	Planning Accounting & Finance Office, Forestry Administration
PDM	Project Design Matrix
PDMe	Project Design Matrix for evaluation
PO	Plan of Operation
RECOFTC	Regional Community Forestry Training Center for Asia and Pacific
R/D	Record of Discussions
RG	Royal Government of Cambodia
TOT	Training of Trainers
WPO	Wildlife Protection Office, Forestry Administration

