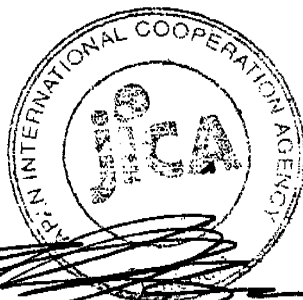


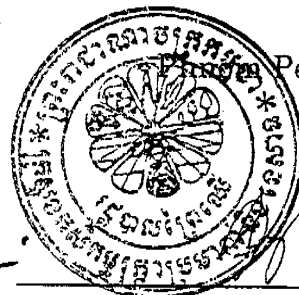
MINUTES OF MEETINGS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
FORESTRY ADMINISTRATION
MINISTRY OF AGRICULTURE, FORESTRY AND FISHERIES
OF THE ROYAL GOVERNMENT OF CAMBODIA
ON
JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT ON CAPACITY BUILDING FOR
THE FORESTRY SECTOR PHASE II

The Japan International Cooperation Agency (hereinafter referred to as "JICA") Cambodia Office and the Cambodian Ministry of Agriculture, Forestry and Fisheries (hereinafter referred to as "the Cambodian side") had series of discussions for the purpose of working out the details of the technical cooperation program concerning the Project on Capacity Building for the Forestry Sector Phase II in the Kingdom of Cambodia (hereinafter referred to as "the Project").

As a result of the discussions, the Team and the Cambodian side agreed upon the matters referred to in the document attached hereto. This document is related to the Record of Discussions (hereinafter referred to as "R/D") on the Project signed on December 14, 2005.



Mr. Juro Chikaraishi
Resident Representative,
Cambodia Office,
Japan International Cooperation
Agency (JICA),
Japan



H.E. Ty Sokhun
Head
Forestry Administration,
Ministry of Agriculture, Forestry
and Fisheries
Kingdom of Cambodia

Penh, December 14, 2005

THE ATTACHED DOCUMENT

(1) PROJECT FRAMEWORK AND INPUTS

The Project Design Matrix (hereinafter referred to as "PDM") and Plan of Operations (hereinafter referred to as "PO") are shown in ANNEX 1 and 2, respectively. Both JICA and the Cambodian side agreed to recognize PDM and PO as the important tool for project management, and the basis of monitoring and evaluation of the Project. However, they may be revised after the commencement of the Project through mutual discussions between Japanese and the Cambodian sides. The Joint Coordinating Committee (hereinafter referred to as "JCC") will be held at least once a year to discuss on the results and situations of the Project activities as well as the activity plans for the next fiscal year. PDM and PO can be modified from time to time within the framework of the R/D with an approval of the JCC, in order to make various inputs that are available from both sides, according to the progress of the Project. In terms of PO, only PO-0 is attached as ANNEX 2 at this moment because the Project will formulate PO-1~PO-3 in Activity 0 and these shall be approved by the JCC.

(2) PROJECT DOCUMENT

The JICA and the Cambodian side have jointly prepared the Project Document for the implementation of the Project as shown in ANNEX 3. The Project Document is important to share consensus on any issues related to the Project, such as its background, strategy, purpose, activities, outputs, inputs and expected impacts.

ANNEX I PROJECT DESIGN MATRIX
ANNEX II PLAN OF OPERATIONS (PO-0)
ANNEX III PROJECT DOCUMENT

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Project Title: The Project on Capacity Building for the Forestry Sector Phase II ~Community Forestry (CF) with Contribution to the Livelihood Improvement of the Local people
Target Groups: CF members in the target CF in the Field Project (FP) site & Local FA officers (local FA) in FP site, other local FA officers (as the principal target group), Local people in the same communes or village of the target CF in FP site (as the beneficiaries)
Project Location: HQ at the FWTC (Forest and Wildlife Training Center in New Phnom Penh), a Liaison Office at FA HQ and the Field Sites
Field Project Sites: K Thmar, K Tralach and other divisions to be decided
Duration: 5 years (12/2005-11/2010)
 13 Oct. 2005

Narrative Summary	Objective Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal Sustainable community resources utilization by local people is secured in the area conducted participatory community resources management.</p>	<p>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 • Varieties of CF and community resource management activities • Number of new legalized CF and approved CFMP • Increased land area under CF management</p>	<p>Annual Report of FA Forestry Statistics Reports of Project field visits & Interview for local people, local FA & ex-trainees, Final evaluation & Impact assessment) Training reports Reports of follow-up activity</p>	<p>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 sites.</p>	<p>1. Local people recognize that local FA is a good "facilitator", "Adviser" and/or "Demonstrator" of community resource management and utilization. 2. Local people can obtain method and know-how to secure & improve their livelihood by sustainable use of community resources. 3. It is deepen relationship between local FA and local authority.</p>	<p>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>	<p>Economy and social situation does not take a change for the worse in the 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) Output 1 (in first Field Project sites): 1 CF activities are smoothly implemented, and the results of the CF and other activities, community resources are managed properly in the FP sites. 2 Local people recognize the importance of their community resources including forestry resources. 3 Local FA officers obtain practical knowledge and skills, and utilize for local people's needs.</p>	<p>Prepare training plan, revised training curriculum and materials Assign trainers of class, and select facilitators and instructors of FP sites Increase number of CF members Legalize CF & CF agreement Implementation of FMP Number of self-help activities related to community resource management by local people (such as NTFP utilization, tree planting) Contents of transfer of local FA to local people (extension, advice, etc) In kind support of local FA to local people (seeds, seedlings, etc.) Re-cognition of the role of local FA Accessibility of necessary information and institution by local people through local FA</p>	<p>Reports of CF and other community resource management activities in the target CF Reports of Project field visits Reports of Project survey CFMP of the target CF CF agreement in the Field Project site M&E reports of CF Training reports Revised training curriculum and materials Reports of follow-up activity</p>	<p>Trained personnel continue working for the implementing organizations (Trained personnel do not leave FA drastically) Government provides legal recognition for CF sites. There are good collaboration with all relevant agencies and development organizations working in the filed Project site. No major natural disaster to affect natural resources (rain, storm, flood, fire, etc).</p>
<p>Output 2 (in additional Field Project sites): 1 CF activities are smoothly implemented, and the results of the CF and other activities, community resources are managed properly in the FP sites 2 Local people recognize the importance of their community resources including forestry resources. 3 Local FA officers obtain practical knowledge and skills, and utilize for local people's needs.</p>	<p>Application and utilization of experiences and lessons through the first Field Project sites Increase number of CF members Legalize CF & CF agreement Implementation of FMP Number of self-help activities related to community resource management by local people (such as NTFP utilization, tree planting) Contents of transfer of local FA to local people (extension, advice, etc) In kind support of local FA to local people (seeds, seedlings, etc.) Re-cognition of the role of local FA Accessibility of necessary information and institution by local people through local FA</p>	<p>Number and content of application and utilization of knowledge and skills gained through their training and follow up activities Number and kinds of follow up activities</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. 2 Training is conducted efficiently and effectively.</p>			

<p>Activities:</p> <p>0. Preparation of the Field Project (FP) sites and training by FWTC</p> <ol style="list-style-type: none"> ① Assign C/Ps and confirm their role of FWTC ② Select target Field Project Sites and select target CF based on criteria ③ Study and formulate forest management plan in targeted Field site and identify the potential CF areas ④ Study on target villages; 1) community resources and 2) socio-economic Baseline survey ⑤ Study other donors and NGO's activities (gather their information and lesson learned) surrounding FP sites ⑥ Study the training needs of local FA in the FP sites ⑦ Based on the study results, prepare the training plan, curriculum and materials for first FP sites ⑧ Conduct re-evaluation of the past FWTC training based on practical utilization ⑨ Conduct necessary training workshop in order to confirm the training results' understanding ⑩ Confirm the needs of the training and revise the contents of training by FWTC ⑪ Further, lesson learned from the above study results and also utilized the existing documents, prepare the training plan, curriculum and materials for local FA who are not in the FP sites ⑫ Decide the methods and criteria of monitoring and evaluation in each training conducted by FWTC <p>1. Implementation of target Field Projects Activities (first FP sites):</p> <ol style="list-style-type: none"> ① Conduct necessary additional training for local FA in the FP sites ② Assess target villagers' needs based on the study results ③ Hold a kick-off workshop with local people ④ Support making progress of Community Forestry Agreement ⑤ Prepare the implementation criteria/set up Field Project guideline ⑥ Prepare FP activities based on villagers' needs and reach consensus of the activities participated by local people ⑦ Facilitate to prepare and revise CFMP and annual operation plan ⑧ Conduct CF and other activities facilitated by local FA according to local needs and the Project criteria & guideline - Conduct study tour and exchange with other CF members - Technical supports related to forestry (e.g., Extension Forestry Law, Seed supply & planting techniques, Technical advice on forestry management, etc) - Providing opportunity for income generation (e.g. Non-timber forest products as bamboo, mushroom, rattan, vine, resin, etc) - Improve Livelihood/dairy life (e.g., Agroforestry, Animal husbandry, Vegetable seeds, Toilet/Sanitation, Water resource supply) ⑨ Collaborate with local authorities, NGO's & private sector to implement income generation & livelihood activities (Provide technical trainers, Fund availability, Processing & Marketing, etc) ⑩ Monitor and evaluate the FP activities regularly (including integrate and upgrade CFMP according to the CF progress and Project activities) ⑪ Feed-back the results and experiences of the Field Project activities into the training by FWTC ⑫ Compile the lesson learned and experiences to utilize for Project in the later stage. particularly 	<p style="text-align: center;">Inputs</p> <p>Cambodian Side</p> <p>FA</p> <ol style="list-style-type: none"> 1. Project Director 2. Project manager & Deputy Project managers as Project Administration Unit 3. Project coordinators 4. Field Project managers 5. Project counterparts (Training Coordinators, Field Project Coordinators) 6. Field counterparts 7. Lectures 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**</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>Preconditions</p> <ol style="list-style-type: none"> 1. Security of Field Project site is insured by RGC. 2. There are no major changes in FA's policy on personnel and human resource development as well as supports to local people.
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selection of additional FP and suitable FP activities

- ⑬ Conduct Impact assessment study on local people in the Field Project sites

2. Implementation of target Field Projects Activities (additional FP sites):

- ① Select new additional target Field Project Sites (divisions/communes) and select target CF based on criteria
- ② Study and revise forest management plan in the additional targeted Field sites and identify the potential CF areas
- ③ Conduct necessary additional training for local FA in the additional target FP sites
- ④ Study on target villages; 1) community resources and 2) socio-economic Baseline survey (In accordance with the progress of formulating of forest management plan, and the results of socio-economic survey)
- ⑤ Assess target villagers' needs based on the study results
- ⑥ Hold a kick-off workshop with local people
- ⑦ Prepare the FP activities based on villagers' needs and reach consensus of the activities participated by local people
- ⑧ Facilitate to prepare and revise CFMP and annual operation plan
- ⑨ Conduct CF and other activities facilitated by local FA according to local needs and the Project criteria & guideline
- Conduct study tour and exchange with other CF members
- Technical supports related to forestry
- Providing opportunity for income generation
- Improve Livelihood/dairy life
- ⑩ Collaborate with local authorities, NGO's & private sector to implement income generation & livelihood activities
- ⑪ Monitor and evaluate the FP activities regularly
- ⑫ Conduct Impact assessment study on local people in the Field Project sites

3. Regular training by FWTC (for local FA exclude local FA in the targeted FP sites)

* It focuses on 'practical' use by the training, and not for Basic/theoretical training.

- ① Implement FWTC training and field training
 - Forestry Management Plan (FMP)
 - Community Forestry System
 - Silviculture
- ② Evaluate the training results and review the training based on the training evaluation results
- ③ Based on the training evaluation results, decide the approach and contents of follow-up activities (technical advice, necessary material or equipment etc)
 - * Follow-up activities will be delivered by the next three approaches:
 - Offering by FWTC
 - Proposed by ex-trainees
 - Conduct additional training (through dispatching trainer in the field of ex-trainees)
- ④ Implement the follow up activities for ex-trainees, and monitor and evaluate the activities regularly
- ⑤ Transfer training activities to Cambodian side gradually

Dec. 6, 2005

Project Activities for fiscal year of 2005

PO-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)

Major category		Activities	Plan of Operation												Progress of Activities	
			Nov	Dec	Jan	Feb	Mar	Apr	May	Person in charge	Output					
0-1. Before R/D		0-1-1. Assign C/Ps and confirm their role of FWTC <0-1>													Project Management Unit	Project implementation system is prepared and reviewed.
0-2. Field Project Selection (0-2)		0-2-1. Finalize criteria for CFs selection as FP site, and select several candidate CFs for feasibility survey <0-2>													Short-term expert for CF & Projects' experts	Several candidate CFs were selected as target of feasibility survey.
		0-2-3. Conduct feasibility survey to narrow down the candidate CFs as FP site <0-2, 0-4>													Short-term expert for CF & Projects' experts	Appropriate and sufficient information to narrow down candidate CF is obtained.
		0-2-4. Study other donors and NGO's activities surrounding FP sites <0-5>													Short-term expert for CF & Projects' experts	Current activities and lesson learned of the other donors and NGO's are accumulated.
		0-2-5. Select CFs as FP site <0-2>													Short-term expert for CF & Projects' experts	Target CF sites are selected in the each of the 1st FP sites.
		0-2-6. Conduct the baseline survey for the selected CFs <0-2, 0-4>													Contractor with local FA at FP sites	Current condition of the selected FP sites is grasped.
0-3. Preparation of FP sites including training		0-3-1. Survey training needs of local FA in the FP sites <0-6>													Short-term expert for CF & Projects' experts	Training needs of the local FA in the FP sites are identified.
		0-3-2. Prepare training plan, curriculum, and materials for local FA of the first FP sites based on surveys (feasibility survey of 0-2-3, baseline survey of 0-2-6, survey on NGO of 0-2-4, survey on training needs of 0-3-1) <0-7>													Short-term expert for CF & Projects' experts	Training for the local FA in the FP sites are prepared.
0-4. Preparation of training for local FA without FP site		0-4-1. Conduct re-evaluation of the past FWTC training (including contents and methods of training) based on practical utilization <0-8>													Short-term expert for training planning	Re-evaluation report is prepared

Plan of Operation												Progress of Activities	
Major category	Activities	Implementation					Person in charge	Output					
		Nov	Dec	Jan	Feb	Mar			Apr	May			
	0-4-2. Conduct WS on necessary training in order to confirm (verify) level of understanding as a result of past training <0-9>				■			Short-term expert for training planning	WS report is prepared				
	0-4-3. Confirm (review) the needs of the trainings and revise contents of training by FWTC (based on the current needs) <0-10>				■			Short-term expert for training planning	Revised training plans are prepared				
	0-4-4. Prepare training plan, curriculum, and materials for local FA who are not in the FP sites <0-11>				■			Short-term expert for training planning	Trainings are prepared.				
0-5. Preparation of PO	0-5-1. Prepare PO-1 & PO-2 based on the results of surveys conducted by short-term expert for CF							Project	1. PO 1 & PO 2 are prepared by short-term expert based on the result of surveys and training curriculum for Forest officers with FP. 2. Baseline report is published.				
	0-5-2. Prepare PO-3 based on the results of surveys conducted by short-term expert for Training planning.							Project	PO 3 are prepared by short-term expert based on the result of surveys and training curriculum for Forest officers without FP				
0-6. Study & Formulate FMP (0-3)	0-6-1. Prepare the draft forest management plans of the FP sites							Field Project Units Field Project Supporting Unit	The draft FMP are prepared in each FP sites.				
	0-6-2. Conduct necessary field surveys to Prepare the forest management plan in targeted field sites and identify the potential CF area							Short-term expert	Necessary filed data are collected to identify Potential CF and to complete the Forest management Plan for FP sites.				
0-7. Trainings	0-7-1. Implement trainings on FMP, Nursery, and CF theory							Field Project Units Field Project Supporting Unit	Three trainings are implemented effectively with appropriate timing				
	0-7-2. Examine weakness of C/P in terms of knowledge and practical skills etc on CF and implement training for it.				■	■	■	Underconsideration					
0-8. Others	0-8-1. Prepare seasonal materials for resource management in advance							Field Project Units	Training materials for the local FA in the FP sites are prepared.				
	0-8-2. Preparing to produce seedlings for the villagers, to meet their demands on community resources management							Field Project Units Field Project Supporting Unit	Seedlings are being nursed by local FA and/or by villagers.				

Kingdom of Cambodia

***The Project on Capacity Building for the
Forestry Sector Phase II***

***~Community Forestry with Contribution to the
Livelihood Improvement of the Local People~***

<Project Document>

December 2005

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ABBREVIATIONS

AICO	Administration and International Cooperation Office, FA
CBFS	Capacity Building in the Forestry Sector
CF	Community Forestry
CFMC	Community Forestry Management Committee
CFMP	Community Forestry Management Plan
CMDGs	Cambodia Millennium Development Goals
FA	Forestry Administration
FAO	Food and Agriculture organization
FMP	Forest Management Plan
FWTC	Forestry and Wildlife Training Center
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
JICA	Japan International Cooperation Agency
MAFF	Ministry of Agriculture, Forestry and Fishery
MOE	Ministry of Environment
NCFP	National Community Forestry Programme
NGO	Non-governmental Organization
NFP	National Forest Programme
NPRS	Second Five-year Socio-economic Development Plan
NTFP	Non-timber Forest Product
OCBP	Overall Capacity Building Programme
ODA	Official Development Assistance
PAO	Planning and Accounting Finance Office, FA
PO	Plan of Operation
SEDP	Second Five-year Socio-economic Development Plan
TWG	The Joint Technical Working Group
TWG-F&E	The Joint Technical Working Group on Forestry and Environment
UNFF	United Nations Forum on Forests
WB	The World Bank

1. Introduction

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 Nations (FAO), the forests in the country totaled 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 degraded and devastated. In 2003, the total area of forests was estimated at about 11.4 million hectares or about 62.7% of the total land area¹. 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 populations, some 4.5 million people, are living below the poverty line (less than US\$1 per day², and that the economic gap between the rich and poor is widening). The majority of the population is dependent on agriculture and access to natural resources, particularly on forest and fish. 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 during the past decade. The forestland in concessions also were poorly managed and exploited by the companies.

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 people. Over 90 % of the households in Cambodia use firewood and charcoal for fuel.³ 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 Forestry Administration (hereinafter referred to as "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 Japanese government to assist human resource development of FA.

The Japan International Cooperation Agency (JICA) started the Capacity Building Project for the Forestry Sector in the Kingdom of Cambodia (hereinafter referred to as the "CBFS") in December 2001. CBFS Project (hereinafter referred to as "previous Project") aimed to upgrade FA's capacity to formulate,

¹ FA, Forestry Statistics in Cambodia to 2004

² UNDP Country report 2003

³ Royal Government of Cambodia, Cambodia Millennium Development Goals Report 2003, p.62.

implement, monitor and evaluate the laws, policies, plans and projects on the priority areas such as reforestation / rehabilitation of forest resources, forest management and utilization, and community forestry. Previous Project built the Forestry and Wildlife Training Center (FWTC) in February 2003. Since the time, the local FA offices' authorities and staff members were significantly increased by the FA organizational reform, and they had a chance of various training never before.

Previous Project has trained in three years approximately 1,500 foresters on forestry law, community forestry, nursery, silviculture, forest/wildlife management and measurement. It 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 previous 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 Cambodian government has requested Japanese government to extend its technical assistance by five years. Based on the several discussion between FA and the Preparatory Study team, livelihood of local people as well as capacity building of local FA staff are selected as a main target of the Project.

Because local people need natural resources, especially forest 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, then, the Project framework was agreed both government.

JICA dispatched three times of Preparatory Study team; 1st mission in September, 2nd mission in December 2004, then, 3rd mission in June, August and September 2005 to formulate the detail of Project design. This Project Document elaborates on the Project design and the planning process.

2. Background Information

2-1. Socio-economic Context

Cambodia is located in Indochina and shares borders with Thailand, Laos and Vietnam. There are two distinct seasons, namely the dry season from November to April, and the wet season or tropical monsoon season from May to October. It has a population of 13.6 million in 2004 with an average annual population growth of 1.9% in the period of 1998-2004⁴. 81% of population lives in the rural area in 2004 and over 90% of them are Khmer and Theravada Buddhist.

Cambodia is in the rehabilitation stage after a prolonged civil war and political turmoil for more than 20 years since the 1970s. During that time, basic infrastructure such as roads, bridges, irrigation systems, schools, health centers, and water supply system was destroyed. Judicial, legislation, and administration systems were devastated. Many valuable human resources were lost. When peace returned in 1993, Cambodia held its first general election. The newly democratic Cambodia emphasizes an open economy for economic development and joined ASEAN in 1999 and the World Trade Organization in October 2004.

Cambodia has experienced socio-economic development over the last two decades, although it suffered from the regional economic crisis and domestic political turbulence in 1997-1998. For example, life expectancy at birth increased from 39 in 1980 to 54 years in 2004. The adult illiteracy rate decreased from 45.5% in 1980 to 26% in 2004⁵. GDP rapidly increased from US\$2.8 billion in 1994 to US\$4.9 billion in 2004. Average annual growth rate of GDP from 1994 to 2004 is 7.0%. The manufacturing and industry section increased its share of GDP from 14.4% in 1994 to 29.2% in 2004⁶. Major industries in Cambodia are textiles and garments, beverages, food processing, and wood processing. Major exports are garments, textile product, sawn, wood and wood furniture, and rubber.⁷

Despite these positive developments, Cambodia still has many challenges and difficulties in achieving the same level of socio-economic development as many other ASEAN member countries. 36% of total population in Cambodia lives below the national poverty line. GDP per capita is \$310 in 2003, the second lowest among the ASEAN member countries⁸. The percentage of population with access to clean water is 30%, which is far below the average of low-income countries (75%) in 2002. Infant mortality is 97 per 1,000 live births, one of the highest among the ASEAN member countries.

To facilitate socio-economic development, the Cambodian government has put forward three major policy plans: Second Five-year Socio-economic Development Plan (SEDP), National Poverty Reduction Strategy (NPRS), and Cambodia Millennium Development Goals (CMDGs).

⁴ The World Bank, "Cambodia at a glance", accessed on September 13, 2005

http://www.worldbank.org/cgi-bin/sendoff.cgi?page=%2Fdata%2Fcountrydata%2Faaq%2Fkhm_aaq.pdf

⁵ Literacy(% of population age15+) The World Bank, "Cambodia at a glance", accessed on September 13, 2005

⁶ The World Bank, "Cambodia at a glance", accessed on September 13, 2005

http://www.worldbank.org/cgi-bin/sendoff.cgi?page=%2Fdata%2Fcountrydata%2Faaq%2Fkhm_aaq.pdf

⁷ ASEAN homepage, <http://www.aseansec.org/4738.htm>

⁸ ASEAN homepage, http://www.aseansec.org/macroeconomic/aaq_gdp22.htm

2-2. National Strategy

2.2.1 Second Socio-economic Development Plan over 2001-2005 (SEDPII)

After reviewing SEDP I (1996-2000), the Cambodian government devised the strategic goals for 2001-2005. This strategy is regarded as one of the most important national plans for Cambodia and all other plans come under it. The government identified the development vision "to have a socially cohesive, educationally advanced, and culturally vibrant Cambodia without poverty, illiteracy, and diseases."⁹

2.2.2 Cambodia National Poverty Reduction Strategy (NPRS) 2003-2005

NPRS is the government policy for poverty reduction with well-defined road maps for implementation, and puts focus on realizing economic growth and poverty reduction objectives. Parallel to the SEDPII, NPRS was prepared in 2002 by the Council for Social Development (CSD), an inter-ministerial (25 governmental organizations) body chaired by the Minister of Planning. NPRS proposes eight priority poverty reduction actions:

- Maintaining macroeconomic stability;
- Improving rural livelihoods;
- Expanding job opportunities;
- Improving capabilities;
- Strengthening institutions and improving governance;
- Reducing vulnerability and strengthening social inclusion;
- Promoting gender equity; and
- Priority focuses on population.

NPRS has the action plan matrix to implement it. The matrix highlights the importance of forests for poverty reduction and reform of the forestry sector in the sections of "promoting agricultural development" and "sustainable management and use of natural resource and management".

2.2.3. Cambodia Millennium Development Goals (CMDGs)

CMDG defines specific indicators to be achieved by the years between 2010 and 2015 in the following eight priority areas¹⁰:

- Eradicate extreme poverty and hunger;
- Achieve universal primary education;
- Promote gender equality;
- Reduce child mortality;
- Improve maternal health;
- Combat HIV/AIDS, malaria and other diseases;
- Ensure environmental sustainability; and

⁹ Royal government of Cambodia, SEDP II, page 6.

¹⁰ UNDP and SIDA, Cambodia Millennium Development Goals Report 2003, p. 61-67.

- Develop a Global Partnership for Development.

Under the seventh item of "ensure environmental sustainability", percentage and surface area of forest coverage, number of rangers, and wood fuel dependency of household are identified as the indicators.

2.2.4 The Rectangular Strategy

At the first cabinet meeting of the third legislature of the national assembly in July 2004, the government set the "Rectangular Strategy for Growth, Employment, Equity and Efficiency in Cambodia" to meet its mandates. The strategic rectangle has four sides and one core stone:

The Rectangular Strategy in Cambodia

<i>Rectangle 1: Enhancement of agricultural sector</i>	<i>Rectangle 2: Continued rehabilitation and construction of physical infrastructure</i>	<i>Rectangle 3: Private sector development and employment generation</i>	<i>Rectangle 4: Capacity building and human resource development</i>	<i>Core stone: Good governance (Implementation of Governance Action Plan)</i>
Improved productivity and diversification of agriculture	Continued restoration and construction of transport infrastructure	Strengthened private sector and attraction of investments	Enhanced quality of education	Anti-corruption
Land reform and mine clearing	Management of water resources and irrigation	Promotion of small and medium enterprises	Improvement of health services	Judicial and legal reforms
Fisheries reform	Development of energy and power grids	Creation of jobs and ensuring improved working conditions	Fostering gender equity	Public administration reform
Forestry reform	Development of information and communication technology	Establishment of social safety nets for civil servants and workers	Implementation of population policy	Reform of armed forces, especially demobilization

Four overall environments for the implementation of the rectangular strategies are defined as (1) peace, political stability and social order; (2) partnership in development with all stakeholders, including the private sector, donor community and civil society; (3) favorable economic and financial environment; and (4) the integration of Cambodia into the region and the world.¹¹

Under the Rectangle 1, "Enhancement of agricultural sector", the importance of forestry reform is clearly stated. Furthermore, the capacity building and human resource development are emphasized in the Rectangle 4.

¹¹Cambodia New Vision, accessed on October 10 2005, <http://www.cnv.org.kh/>

2.2.5 The National Strategic Development Plan (NSDP)

In the interest of promoting coherence in development policies and strategies, the Royal Government focal point is Ministry of planning and each TWGs members will formulate a single national development plan, the National Strategic Development Plan, 2006-2010 (NSDP), by consolidating the SEDP and NPRS and aligning the plan with CMDGs¹². NSDP will be the strategic policy document for implementing the Royal Government's development vision that should be responsive to the Rectangular Policy. The Plan's strategy and any specific direction will not be obvious in this moment because no drafting documents, but the plan will be expected to finalize within this year.

2-3. Description of the Forestry Sector

2.3.1 The State of Forests and the Forest Sector in Cambodia

Cambodia has a higher forest cover than any other country in South Eastern Asia. Estimates of the extent of forests vary depending upon the definitions and technologies used in the assessments. The official FA figure derived from an assessment in 2002/2003 is 62.7% down from 73 % in 1969. This represents a loss of 10% in 34 years. A considerable area of forest is now degraded as a result of agricultural encroachment, fire and poor logging practices but extensive forests rich in timber and biodiversity still exist in a number of areas of the country.

The official figures for land allocation and forest cover provided by the FA of the Ministry of Agriculture and Forestry for 2004 are as follows¹³:

- Total country areas: 18,160,670 ha
- Total forest area (Permanent forest estates: PFE): 11,392,347 ha.
- Protected forests: 1,490,500 ha.
- Protected areas: 3,134,471 ha.
- Forest concessions: 3,374,328 ha (of which only 12 concessionaires remained valid as of September 2003).

The forest types within permanent forest estate are classified as the table below (Department of Forests and Wildlife: DFW, 2003).

¹²Royal Government of Cambodia (2005), Circular on the formulation of the National Strategic Development Plan: 2006-2010

¹³FA, Forestry Statistics in Cambodia to 2004

Forest Coverage in Cambodia

Forest cover before 1970

Forest classification	Area (ha)
Dense moist evergreen forest	3,955,300
Dense semi-evergreen forest	2,504,000
Dwarf evergreen forest	288,700
Dry deciduous forest	5,296,700
Mangrove forest	38,300
Rear mangrove forest	57,500
Bamboo	387,400
Flooded forest	681,400
Pine forest	17,800
Total	13,227,100

Forest cover 2002/2003

Forest classification	Area (ha)	%
Evergreen forest	3,720,504	20.5
Semi-evergreen forest	1,455,091	8.0
Deciduous forest	4,833,138	26.6
Wood Shrubland Dry	138,939	0.8
Wood Shrubland Evergreen	150,017	0.8
Bamboo	28,952	0.2
Other forest	1,065,706	5.9
Total	11,392,347	62.7

The permanent forest estate is principally under the jurisdiction of the FA. It is mapped but not legally constituted nor demarcated on the ground. Within the PFE national parks and equivalent reserves are under the jurisdiction of the Ministry of Environment (MoE) and are partially demarcated. The PFE includes all protection forests, wildlife sanctuaries, national parks, forest concessions and reforestation areas. 4.6 millions ha of forestlands, more than 25% of total area of the country now has some form of protected status. However significant parts of these areas are occupied or have recently been subject to encroachment or degradation. There is at present some discussion as to the sustainability of such an ambitious allocation of land to conservation in the context of a population growing at 2.9% and an economic growth at 7.6% in 2003. There is also concern that some areas of high conservation value lie outside the designated conservation areas.

2.3.2 The Trend on Forest Production in Cambodia

Forests are one of the economic resources in Cambodia. In the late 1990s forest product exports contributed about 4% of GDP. Most of this took the form of timber exports to Asian markets. Main trading partners were China, which received 75% of exported round logs, and Thailand, which received 75% of sawn lumber exports. The forest resources are clearly sufficiently extensive to support a very considerable export oriented timber industry as well as meeting domestic needs for a variety of forest products and services. However the way in which the industry operated in the 1990s was clearly not sustainable and this led the government to begin a process of much greater regulation of industrial concessions. The World Bank (WB) supported these efforts but it proved difficult to implement the various technical approaches to forest management that were developed.

In the face of such difficulties the government suspended all logging in concessions on January 1st 2002. The concessions of 17 companies covering 3,501,107 ha in 24 concessions were cancelled. A further 12

concessions covering 3,374,328 ha were required to produce new "Strategic Forest Management Plans" as a basis for re-negotiating their concession agreements. These plans are still under review and all industrial forestry is thus suspended at present. Several large plywood mills and sawmills, representing a considerable investment, are thus not operating. In addition the FA has closed, and sometimes destroyed, 1,351 illegal sawmills and 653 small wood processing plants. Some timber is still legally available from government approved land conversion activities.

Logging in concessions in Cambodia

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Forest Production by Concessions			136,026 m ³	242,463 m ³	233,348 m ³	290,876 m ³	179,330 m ³	121,497 m ³		
Cancelled concessions agreement						8	43	0	4	2
Granted concessions agreement	1	2	11	5	10					

Source: Calculated, based on the data from Forestry Administration, "Forestry Statistics to 2002, May 2003", and List of Forest Concession Companies in Cambodia (01-09-2003)"

A potentially strong framework for concession management has been prepared with assistance from the World Bank but this has not been tested because of uncertainty as to the commitment and competence of the concessionaires and doubts about the ability of the FA to control their activities. The debate on this issue has generated a high level of mistrust amongst the different parties. The guidelines have been developed in cooperation with the World Bank for regulating forest concessions.

2.3.3 Job description of the Forestry Administration and the Ministry of Environment

Currently, the FA and the MOE are responsible for managing forest and wild animals. FA is one of the 19 public institutions under the Ministry of Agriculture, Forestry and Fisheries (MAFF) that manage forest and forest resources at Permanent Forest Reserve in accordance with the National Forestry Sector Policy and the Forestry Law. In August 2002, the Forestry Law was enacted. The law defines FA's function, permanent forest estate, forest concession management, management of community forestry, royalty for harvesting of forest products and by-products, legal penalties and procedures for resolving forestry offences.

MOE is responsible for management, planning and development of the 23 protected areas with a total area of 3,273,200 ha, accounting for appropriately 18 % of the Cambodia's surface area¹⁴. The area includes forests, wetlands and coastal zones. The National Assembly passed the first Law on Environmental Protection and Natural Resources Management on 24 December 1996. The law includes the following: general provisions; national and regional environmental action plans; environmental impact assessment; natural resources management; environmental protection; monitoring, record keeping, and inspections; public participation and information collection, environmental endowment fund, and penalties.

¹⁴ FAO, <http://www.un.org.kh/fao/pdfs/section5/chapterxxx/40.pdf>

Since the two governmental authorities' duty and function sometimes overlap, establishment of a national forest management system by integration of the duty and function of FA and MOE is one of the important tasks for MAFF and MOE.

2.3.4 Roles and Duties on Forestry Administration Officers

As described the above chapter, FA is a government authority under MAFF for the management of forests and forest resources in accordance with the National Forestry Sector Policy and the Forestry Law. Since September 2003¹⁵, the FA organization was reformed and it has been a unique management and organization structure for the whole country in vertical line, which divided into central, inspectorate, cantonment, division, and triage forestry administration levels.

The FA comprises offices and entities at central level, and also inspectorates, cantonments, divisions, and triages at rural level, and the Organization Chart of FA is shown in attached table. In the past, field foresters operated within the administrative structures of the Provinces. They now report directly to the FA and are allocated to Cantonments, Divisions and Triages. These forest management units are defined on agro-ecological criteria and do not correspond to administrative units. The roles and duties of the FA cantonments, divisions and triages of FA are determined as below.

Roles and duties on FA officers

Organization	Contents of their Function (Roles and Duties)
FA inspectorates	To control, advise, coordinate and conduct inspection on the implementation of all the activities by cantonments, divisions and triages FA within its own jurisdiction, and to perform other duties provided by the chief of FA.
FA cantonment	<ul style="list-style-type: none"> - To control, conduct, coordinate the divisions and triages FA within its own jurisdiction. - To implement the policy and management plan of national forestry sector. - To study and develop forestry sector management plan within its own jurisdiction, to setup the work plan for the implementation of the FA divisions, and to submit those plans to the chief of FA. - To study and manage the permanent forest reserves to establish as community forest with identifying the precise boundary, optimum size of forest resources and the needs of local communities for traditional uses. - To issue timber and NTFPs harvesting quota for local communities. - To issue permits for the establishment of timber and NTFPs delivery stock and small-scale handicrafts. - To issue permits for the establishment of all kilns in industrial or handicraft forms which use timber and NTFPs as primary materials. - To issue transportation permits for timber and NTFPs derived from community forests. - To sign community forestry agreement with local communities that resides inside or near the permanent forest reserves. - To regularly report to the chief of FA by monthly, quarterly, semester, nine-monthly and yearly on the activities of forestry sector within its own jurisdiction. - To perform other duties provided by FA leaders.
FA division	- To implement the assessment of forest and wildlife resources and to demarcate the forest boundaries.

¹⁵FA, The Prakas N° 509 PK/MAFF/B Dated September 17, 2003

	<p>the forest boundaries.</p> <ul style="list-style-type: none"> - To study, research and implement the management and conservation of wildlife and its habitats. - To study, develop and implement the forestry sector management plan within the jurisdiction. - To develop the management plan of ex-concessions production forests within the jurisdiction and to submit the plan to the chief FA for approval. - To implement the reforestation and forest rehabilitation. - To implement extension, protection and strike against the forest fire. - To coordinate, review and provide technical assistances to the forestry community. - To control forest-harvesting operation, and to measure, evaluate the quantity and quality of timber and NTFPs in order to record in the book "A". - To implement investigation, prevention and suppression to all forest and wildlife offences. - To file the forest and wildlife offences cases and send the offences report to the court. - To issue timber and NTFPs harvesting permits exceeding the traditional use rights of local community in community forests. - To issue timber and NTFPs transportation permits originated from its own jurisdiction. - To regularly report to the chief of FA cantonment by monthly, quarterly, semestry, nine-monthly and yearly on the activities of forestry sector within its own jurisdiction. - To perform other duties provided by FA leaders.
FA triages	<ul style="list-style-type: none"> - Permanently patrolling to inspect and protect forest resources and wildlife and also to struggle against forest fire; - Educating and disseminating to people in order to maintain and protect forest resources and wildlife; - Preparing nurseries, trees' planting and rehabilitating the forests; - Coordinating and directly providing technical assistances to community forestry; - Directly applying on forest inventory and forest and wildlife management; - Directly applying on measurement, assessment and utilization of forest and non-forest timber products; - Monitoring, reporting and compiling documents' package of obstruction and suppression of forest and wildlife offenses

Sources: "PRAKAS on the organization and functioning of Forestry Administration"(Decision No: 509 PK/MAFF/B), MAFF (excluding roles and duties of FA triages) "Decision No.1802" dated on 18 Dec 2003, FA (through "Forest and Wildlife Magazine" No.29, 2003

2.3.5 Progress Towards Sustainable Forest Management

Cambodia is signatory to a number of different forest related treaties and conventions that relate to forests. Amongst these are:

- Agreement on the Cooperation for the Sustainable Development of the Mekong River Basin (MRC) (1995)
- Convention on Biological Diversity (CBD)(1995)
- International Tropical Timber Agreement (ITTA) (1995)
- Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) (1997)
- Framework Convention on Climate Change (FCCC) (1996)
- The Convention on Wetlands of International Importance (Ramsar Convention) (1999)
- International Convention to Combat Desertification (CCD) (1994)
- Convention Concerning the Protection of the World Cultural and Natural Heritage (1992)

- International Convention for the Prevention of Pollution by Dumping of Wastes and other Matter (MARPOL) (1994 and later additions)

The National Forestry Sector Policy and the Forestry Law were adopted in July and September 2002 respectively. The Forest Policy and Law are consistent with these agreements and with the attainment of SFM as defined by International Tropical Timber Organization (ITTO). In many ways they represent exemplary general statements of the intention to manage forests for the interests of the full range of stakeholders and of forest products and services. A great deal of background work has also been carried out to create the enabling conditions for concession management and for community forest management. Some progress has been made on the latter and numerous community forest initiatives are now being developed with support from the FA and from NGOs and development assistance agencies. The new Forest Law is being implemented through a process of de-localization of FA staff.

2.3.6. Land Law

The Land Law set out a comprehensive system of land classification and land ownership in Cambodia. The Law was prepared by the Ministry of Land Management, Urban Planning and Construction and passed the national assembly in 2001. A weakness of the current legislation seems to be a lack of clear definitions of the terms used in the Land Law and Forestry Law. In addition, there is confusion on how the Land Law and the Forestry Law interact with each other. There is no priority order among the laws. This confusion creates problems in classifying and demarcating Permanent Forest Reserve, to be managed by FA. During the Preparatory Study, FA officers expressed a concern over an article of the Land Law on the reconstitution of ownership over real estate ownership by extraordinary acquisitive possession. Article 30 of Land Law set as follows:

Any person who, for no less than five years prior to the promulgation of this law, enjoyed peaceful, uncontested possession of real estate that can lawfully be privately possessed, has the right to request a definitive title of ownership. But this title of ownership cannot be applied and had been terminated since this Land Law (2001) had been come into forced (Article 29).

On the other hand, the Article 2 and 3 of Forest Law state:

This law applies to all forests, whether natural or planted. The State ensures traditional user rights of timber products and non-timber forest products (NTFPs) for local communities as provided in this Law and other existing laws. Forest management is under the general Jurisdiction of MAFF.

2.3.7 The National Forest Program

The new Forestry Law and the National Forestry Sector Policy adopted in 2002 should have paved the way for a National Forest Program (NFP). Cambodia has indicated its intention of developing a NFP and several development assistance agencies appear willing to support an NFP. However, the logging ban, the uncertainty about industrial concessions and the decision to undertake the Independent Forest Sector Review (IFRS) have taken attention away from the NFP. In the face of uncertainty over the new directions that forestry might take the Forestry Administration and a consortium of six development assistance

agencies had commissioned a comprehensive IFSR, which delivered its reports in 2004. The Joint Technical Working Group on Forestry and Environment (TWF-F&E) has developed its Work plan for 2005 and the Benchmarks. These Work plan and Benchmarks are at present only in outline form but it does contain the elements needed for an NFP and appears to provide a basis for a more coherent approach to forest development.

2.3.8 Issues of Decentralized Forest Management and Community Management

Cambodia has followed the global trend of favoring various forms of more-decentralized forest management. Numerous pilot projects are underway to strengthen the ability of local communities to manage forests. Many of these build upon a long tradition of local forest management by rural Cambodian people. Other programs target communities who were displaced or whose traditional practices were disrupted during the periods of armed conflict that have occurred in the last few decades. The Forest Policy and Law are supportive of such decentralized forest management.

2.3.9 International Forest Processes

Cambodia has had rather little opportunity to take an active part in current international forest processes. It has lacked the staff and resources to participate in more than a small number of meetings. However there are a number of significant initiatives under the UNFF, CBD and ITTO that are important for Cambodia. These include the UNFF work on decentralized forest management, the CBD and UNFF work on "Ecosystem approaches to sustainable forest management" and the Global Partnership on Forest Ecosystem Management.

2-4. National Forestry Strategy

2.4.1 Institutional Framework of Forestry Administration (FA)

There are about 1,800 officers working at FA. In 2004, FA undertook organizational reform to meet the new roles and duties defined by the Forestry Law. Prakas (Proclamation) on the Organization and Functioning of FA was issued in September 2003. The new organizational structure of FA as of October 2004 is attached. In the restructuring process, administrative decentralization was promoted, by allocating a majority of staff, i.e. 1,500 officers, more tasks and decision-making power to local FA offices.

2.4.2 Previous Forestry Policy: National Forestry Policy and Second Five Year Plan for the Forestry Sector 2001-2005

In July 2002, the government issued Statement of the Royal Government on National Forestry Policy, to achieve national goals of environmental protection, biodiversity conservation, poverty reduction, socio-economic development, and good governance. In other words, this plan is to execute the SEDP II. The five goals of the forestry policy are as follows:

1. The conservation and sustainable management of the country's forest resources shall provide a maximum contribution to the sustainable socio-economic development of the Kingdom of Cambodia.
2. The remaining forest resources of the country shall be considered as Permanent Forest Estate and

managed by exclusively promoting conservation and sustainable forest management initiatives.

3. A maximum involvement of the private sector and participation of the local population shall be achieved.
4. A wide range of coordinated multi-stakeholder processes shall be implemented to enable the harmonization of the different perceptions, interests and objectives of the various forest interest groups at all levels.
5. Continue supporting forestation of arable land and to protect those trees for the development of forest resources.

The government set development programs under four major goals as follows:

<i>Goal 1: Forest Resource Conservation</i>	<i>Goal 2: Good Governance</i>	<i>Goal 3: Socio-economic Development</i>	<i>Goal 4: Poverty Reduction</i>
Reclassify and dedicate the remaining natural forest stands	Implement capacity building, institutional strengthening and research program	Promote high socio-economic value of forest eco-system protection and biodiversity conservation	Recognize and protect the traditional rights of local populations to use forest resources
Promote conservation and protection strategies	Conduct education, training and public awareness building campaign	Promote substitution of timber supply from natural forest by timber plantations	Optimize the benefits to local populations by implementing forestry/wildlife conservation concept with local participation
Strictly apply Code of Practice for management of forest resource and concessions	Establish steps for devolution of decision-making power and procedures for multi-institutional collaboration	Optimize the use, processing and marketing system for forest products	
Conduct extension, education and public awareness campaigns	Harmonize different perceptions and interests of various stakeholders		
	Promote transparent information flow in the forest sector		

In order to implement the National Forestry Policy smoothly, FA first engaged in institutional and legislation reform. With the assistance of donors and NGOs so far, FA has made the following major accomplishments:

- a. Restructuring of the organizational setting from the Department of Forestry and Wildlife to FA.
- b. Establishment of the Forestry Law.
- c. Establishment of sub-decrees (forest concession management, forest management and elimination of illegal activities in the forestry sector, community forestry, etc.).

- d. Preparation of technical guidelines for the management of concessionaires, including the Code of Practice and Planning Manual for Forestry Management.

Although the Forestry Law has been enacted for sustainable forest management, FA still has much to do to implement it such as preparation of subsequent sub-decrees and proclamations to enforce the Law, and preparation of implementation procedures / manuals. Therefore, FA has just taken the first step toward sustainable forest management.

FA set the Five-year Plan from 2001-2005, which is the action plan of the National Forestry Policy. The five major programs are Re/afforestation, Forest Resource Management, Forest Industries and Market, Control and Suppression of Forest Crimes, and Forest Research and Wildlife Conservation. The following are FA's activities and their targets:

FA's Program Activities and the Targets

<i>Program 1: Re/afforestation</i>	<i>Program 2: Forest Resource Management</i>	<i>Program 3: Forest Industries and Market</i>	<i>Program 4: Control and Suppression of Forest Crimes</i>	<i>Program 5: Forest Research and Wildlife Conservation</i>
Forest plantation : 50,000 ha/year	Develop standardized regulations and Codes of Practice	Determine plans and strategic policies for facilitating forest industry and forest product marketing development	Establish Forest Crime Monitoring and Reporting Units in district level	Plan and seek support for establishing forestry scientific research
Plantation on Arbor Day: 120 ha/year	Improve domestic wood supply	Develop legislations and technical guidelines	Disseminate and enforce regulations, esp. Forestry Law	Complete the draft Wildlife Management and Conservation Law
Plantation by people's participation and community forestry: 16,000 ha/year	Conduct forest resources assessment and zoning by producing forest cover maps every 3 years	Conduct training on wood technology and wood marketing	Enhance cooperation with other stakeholders in the sector	Conduct wildlife research and wildlife inventory
Establishments of tree seed banks	Monitor/control illegal activities in concessions	Study market information on forest product prices	Establish computerized information monitoring system	Expand publication and extension activities on wildlife development of Tamao Zoological Park
	Improve technical capacity of local foresters, producers, communities, etc.	Promote handicraft wood and non-wood forest products	Apply legal procedure to confiscate, arrest and punishment of illegal activities	Encourage investment projects on wildlife improvement and reproduction
	Extend new regulations to all local FA and concessionaires	Enhance international cooperation, particularly with ASEAN countries	Reward informants and supporters for cracking down forest crimes	
			Improve international cooperation for blocking illegal timber flow from/to neighboring countries	
			Provide equipment for the Unit	

2.4.3 Forest Law

A new Forest Law became official in September 2002. This law covers all types of forest use and control of forestlands under the jurisdiction of the FA. This law establishes "community forestry" as a land use option within and outside of forest concession lands. In addition, the sub-degree for community forestry became approval in December in 2003, and the legislation is in place. The implementation of the sub-degree has been delayed by the drafting of Prakas to support its implementation. This exercise is in nearing completion and the Prakas is expected to be signed by the Minister within 2005.

2.4.4 Current Forest Policy: Joint Technical Working Group on Forestry and Environment (TWG-F&E) Work plan milestones for 2005

At the Consultative Group Meeting (CG Meeting) in 6-7 December 2004, the Cambodian government and donors are committed to working together to implement the Government's Rectangular Strategy and achieve the goals set out in the NPRS and CMDGs. To promote joint efforts, the 17 Technical Working Group (TWGs) will serve as the mechanisms for ongoing dialogue, coordination, issue identification, operational planning and resource mobilization. Each of the TWGs has developed action plans and monitoring indicators for joint work over the next year.

TWG-F&E prepared its Work plan for 2005 in September-November 2004 together with the Benchmarks. The third & fourth major development elements of the Work plan are "To promote Forestry contribution to poverty reduction" and "Strengthening capacity and good governance in the forestry sector", respectively, and their outputs are "Benefits to local population from use and managing forest resources optimized via implementation of forestry and wildlife conservation concept based on the participation of local people" and "Capacity building, institutional strengthening and research programs implemented at all levels through the adopted Overall Capacity Building Program for Forestry Sector." In addition, the Project itself is also one of the four ongoing projects and programmers listed as part of the TWG-F&E Work plan, that support government implementation and further development of it.

Sustainable resource utilization by local people, and human resource development of FA staff has been emphasized in the forest policies, even in the FA's latest work plan. Once the Project successfully realized securing sustainable utilization of community resources for stabilizing the living of local people, through the capacity building of local FA staff, the Project will contribute to the fulfillment of the work plan and forestry policy.

In this document, "Community resources" refer to all available resources in the community such as:

- Natural resources, e.g., forest, land, and water, and
- Artificial (man-made) resources, e.g., farmland, livestock and community infrastructure

2.4.5 National Community Forestry Program (NCFP)

The Community Forestry Sub-decree that was approved on December 2nd, 2003 indicated a historic shift from informal community forestry projects, to the emergency of community forest as a national strategy. A

growing number of development agencies are expressing interest in supporting a national Cambodian community forestry programme. There is a need to develop a coherent national community forestry programme that charts the directions for activities to be taken over the next five or ten year.

In recognition of this, the FA organized a National Community Forestry Programme (NCFP) Taskforce in early 2004 with representatives from organizations with experience implementing community forests in Cambodia. The Taskforce is headed by the CFO (Community Forestry Office) of the FA, and is supported by OXFAM GB, WWF, Concern, CFAC/CFI, and CBFS/JICA. The Taskforce gathers and analyses data in order to develop an overall picture of the current state of community forestry in Cambodia, and develops recommendations and a framework for NCFP. TWG-F&E also has included the development of a NCFP in the 2005 Work plan. Now it is the final stage of the formulation.

2-5. Prior and On-going Project / Assistance

This chapter elaborates on the major projects supported by donors and NGOs working in the forestry sector. As indicated below, there has been no project in which provides training courses to local FA officers periodically. No donor agency has assisted FA in forest management planning except for guidance and evaluation of concession management planning supported by the World Bank project.

In the field of community forestry, the Project can make use of the extension materials, produced by a GTZ and FAO projects, and other NGO activities. Even though there are many NGOs¹⁸, as well as FAO, working mainly in the field of community forestry, and some of them are actually cooperating with local FA staff, their assistance is placed on the grassroots level, mobilizing villagers to create committees and raising their capability in which focus on enhancement of community forestry in commune/village level or assist to local people in livelihood improvement. The intended WB's project will provide training opportunity both for local FA and NGO staffs, but they are mainly focusing on cooperation in a legalization stage of community forestry. Only the JICA project aims to train local FA staff in whole the country for enabling them to provide technical support to such community forestry committee as well as direct supports to local community in field sites in facilitation of livelihood improvement. Thus, the JICA Project and NGOs' assistance will not overlap, rather supplement each other and we can expect synergy effects to bring bigger project effects.

The related Donor and NGO projects in forestry sector are selected as following;

- New Project: FAO, WB, VSO&OXFAM GB, ADB
- On-going Project: CFAC, Concern, DANIDA, WCS, WWF
- Completed Project: FAO, WB, GTZ
- Other related Project: NCFP, CBFS/JICA

¹⁸ Some NGOs assist FA in the establishment of a legislation system and the formulation of the National Community Forestry Program (NCFP).

New Project: FAO, WB, VSO & OXFAM GB, ADB

2.5.1. FAO: Community Forestry Development in Northwestern Cambodia

1. Project Title	COMMUNITY FORESTRY DEVELOPMENT IN NORTHWESTERN CAMBODIA
2. Project Number	GCP/CMB/026/NZE
3. Donor	New Zealand Agency for International Development (NZAID)
4. Executing Agency	FAO
5. Counterpart Agency	MAFF/MOE
6. Implementation	Cantonment, Tonle Sap Region, Siem Reap Province
7. Project Duration	Two years (start will be within 2005)
8. Total Project Budget	US\$350 000
9. Overall Project Objectives	To expand responsible, productive, and sustainable management of forest resources by local communities to meet their needs and to stimulate development within the provinces of Siem Reap, Oddar Meanchey and Banteay Meanchey.
10. Immediate Objectives	<ol style="list-style-type: none"> 1. Strengthen community forestry within Siem Reap province 2. Establishment of community forestry within Oddar Meanchey and Banteay Meanchey provinces 3. Institutional Strengthening and local regional capacity building
11. Project expected impacts	The previous project " <i>Participatory Natural Resource Management in the Tonle Sap Region</i> " has had a very profound impact on community based natural resource management within the country. Policy and legislation have been largely based on the experiences of this project. This new proposed project will focus on the community forestry development aspects. This project will support and strengthen the Forest Administration in Siem Reap for implementation of the new sub decree for community forestry. The overall impact will be empowered communities addressing natural resource management issues in an organized manner leading to environmental improvement and local community development. Thousands of additional hectares of forest will be protected and managed while additional staff is trained to undertake responsible fieldwork to assist communities.

Source: FAO Appraisal Report (GCP/CMB/026/NZE), 2005

2.5.2. WB: Capacity Building for Sustainable Forest and Land management in Cambodia

1. Project Title	Capacity Building for Sustainable Forest and Land management in Cambodia
2. Donor	Japan Social Development Fund (JSDF) Grant (under Proposal)
3. Executing Agency	World bank
4. Implementation	Community Forestry Alliance for Cambodia and Community Forestry International
5. Total Project Budget	1,839,600 US \$
6. Total number of months to implement	36
7. Overall Project Objectives	The primary objective of this capacity building effort is to help forest dependent villagers, the FA, NGO partners, and local governments to explore innovative approaches to collaborative forms of forest stewardship and participatory monitoring.
8. Monitorable Deliverables/Output	<p>The Project would assist the FA to process and establishment formal CF agreements with 200 community forestry committees during three-year project period while providing training and guidance to other communities.</p> <p>(Component A): Community Forestry Field Training Program</p> <ul style="list-style-type: none"> - Training of 800 CF committee members, 50 FA staff, 50 NGOs, and 100 local government representatives. - Conduct for cantonment level field training each year for three years. <p>(Component B): Piloting Community Forestry Partnership for Implementation</p> <ul style="list-style-type: none"> - 200 CF Committees registered with CF management plans and agreements completed. - 200 CF Committees in the process of developments. - Database established with records on at least 400 committees. - Establish and implement protocols for implementing "zoning" of CF areas as per sub-decree <p>(Component C): Participatory Monitoring, Evaluation and Dissemination</p> <ul style="list-style-type: none"> - 36 Community level workshops - 12 provincial level workshops - 3 national workshops

	<ul style="list-style-type: none"> - 36 CF reports collated and delivered (monthly) - Public reports summarizing monitored indicators disseminated quarterly (Component D): Incremental Bank Support - Supervision reports; Mid-term and Final Grant Implementation Report
<u>9. Coordination with the other projects</u>	Project implementation will be advised by a multi-stakeholder; National Steering Committee formed to guide the first phase of the community / partnership forestry transition. The National Steering Committee would be chaired by the Chief of CFO/FA and co-chaired by the senior technical advisor. Members would include representatives from CFAC, Concern, OXFAM GB, JICA and WWF.
<u>10. Project expected Performance indicators</u>	<ul style="list-style-type: none"> Number of community members and implementing partners trained, Number of Cantonments and Triage with functional CF field programs, Number of CF management agreements in place, Establishment of functioning community forestry monitoring and evaluation systems

2.5.3. VSO & OXFAM GB

<u>1. Project Title</u>	Livelihoods Programme" (Collaborated with OXFAM EC-Funded Community Forestry Programme)
<u>2. Donor</u>	Own resources & OXFAM GB
<u>3. Counterpart Agency</u>	VSO & OXFAM & Local NGOs
<u>4. Project Duration</u>	Five years (start October 2005)
<u>5. Project background</u>	The conclusions of discussions with key external stakeholders in the fisheries and forestry sectors was that VSO can have an impact in addressing the underlying causes of the problems in natural resources outlined in the previous section.
<u>6. Overall Project Framework</u>	<p>1. VSO INPUTS Professional and experienced volunteers, National and regional networks, National and regional study tours/exchanges and Programme Area Workshops and Reviews</p> <p>2. OUTPUTS</p> <ol style="list-style-type: none"> 1. Improved management and technical capacity of individuals within government, NGO and community service providing organisations 2. Improved organizational development within government, NGO and community service providing organizations 3. Improved capacity of government, NGO and community service providing organizations to work together and strengthen national frameworks <p>3. Programme Objective To improve the effectiveness and responsiveness of services provided by government, non-government and community based fishery and forestry organizations to poor and disadvantaged women and men.</p> <p>4. Programme Aim To improve the livelihood security of poor and disadvantaged women and men who are dependent on fishery and forest resources in provinces bordering the Tonal Sap Lake and provinces through which the Mekong River flows.</p>
<u>7. Project Desired Impacts</u>	More income, Improved food security, Increased well-being, Reduced vulnerability, Sustainable CBNRM
<u>8. Volunteer attached to the JICA field project site</u>	Attached one VSO Community Project Management Advisor (one volunteer will assign 2 years in the following local NGO and successor will be assigned another 2 years) in each local NGOs
	<ol style="list-style-type: none"> 1. RPF (Kampong Thom) & BPS (Preach Vinegar) 2. AEC (border area of Kampong Chhnang & Pursat) & CDA (Oddar Meanchey)

Source: VSO Document and interview results (based on 9/9/2005 by Ms. Anouk Frank, Programme Development Assistant, & Mr. Hak Sarom, Forestry Programme Officer, OXFAM)

2.5.4. ADB

<u>1. Project Title</u>	TA 4310-CAM: Formulating a Master Plan for National Agricultural Research
<u>2. Donor</u>	ADB
<u>3. Counterpart Agency</u>	MAFF
<u>4. Project Duration</u>	One year (2005), followed by 5-years loan project
<u>5. Project background</u>	ADB is supporting the formulation of the Master Plan for National Agricultural Research, including forestry sector, and plans to support implementation of the Plan by providing 5 years loan.
<u>6. Outline of the Programs for the Medium term plan</u>	<p>Program 1: Forest resource management and conservation</p> <p>Program 2: Rehabilitation and restoration of degraded natural forest and logged-over areas</p> <p>Program 3: Community-based management of forest resources</p> <ul style="list-style-type: none"> - 3.1. Market and economic value of forest resources in contribution to poverty reduction of local people (2009-2010) - 3.2. Wood and non-wood forest products (NWFPs) as resources for handicraft development in contribution to poverty reduction of local people (2006-2007) - 3.3. Development of community forestry in expectation for livelihood improvement of local people (2006-2008) - 3.4. Forest based enterprise development for future livelihood improvement of local people (2008-2010) - 3.5 Introduction of agro-forestry into the development of community forestry (2006-2009)
<u>7. Implementing Agency</u>	<p>CFO/FA (3.1, 3.2, 3.3, 3.4, 3.5)</p> <p>FMO/FA (3.2)</p> <p>FIDTO/FA (3.1)</p> <p>FWSRI/FA (3.2, 3.4)</p> <p>National School of Agriculture (3.3), etc.</p>
<u>8. Total Budget of the future Loan Project</u>	Forestry Sector: 1.1 million USD (ADB Loan) (of which 0.44 million USD for the Program 3)

Source: Notes of Working Group Meeting on Forestry

On-going Project; CFAC, Concern, DANIDA, WCS, WWF

2.5.5. CFAC

1. Name of NGO	Community Forestry International (CFI)/Community Forestry Alliance for Cambodia (CFAC)
2 Counterpart Agency	FA (to facilitate civil society input into the framing of the CF Sub-Decree and Implementation Guidelines; <i>prakas</i>), Local NGOs & International NGOs
3. Background of organization	The mission of CFI is to support the greater engagement of rural communities in forest stewardship worldwide. CFI currently has programs in Northeast India, Cambodia, and California. Since 2003, CFI has been working with a wide variety of Cambodian and international organizations to support ongoing forest sector transitions, with an emphasis on community-based forest management. Under the Community Forestry Alliance for Cambodia (CFAC), a program that is funded by USAID and the John D. and Catherine T. MacArthur Foundation, CFI has established a small grants facility that provides financial and technical support to local NGOs that are providing field level support to communities engaged in forest protection and management. Currently, CFAC has made 21 small grants of which 17 have been to local NGOs located in 6 provinces.
4. Project Title	"Community Livelihood Improvement Program" under Community Forest management Support Project for Southeast Asia (CFMSP)
5. Current & Future Program focus	The CFAC project has three foci including support for CF policy, such as NCFP, and legal formulation, CF extension materials development, and CF program implementation. As field projects, one is in Kampong Chhnang province.
6. Program Budget	No data available
7. Future Program Contents	Over the next three years (2006-2008), CFAC seeks to continue its community forestry support program to assist four to five Forestry Administration Cantonments to launch collaborative pilot projects with participating NGOs and forest-dependent communities. The proposed program would also provide support for research and training, so that capacity could be developed in pilot areas and learning from early experiences captured to guide the continuing expansion of the NCFP.

Source: "National Community Forestry Program (Draft), 2005 & interview result on 8/9/2005 by Ms. Amanda Bradley, Program Coordinator, CFAC

2.5.6. Concern Cambodia (Concern Worldwide)

1. Name of NGO	Concern Cambodia
2 Counterpart Agency	Local NGOs (such as PNKA)
3. Background of organization	Since 1999, Concern Cambodia has been working with communities and local partners to develop community forestry programming with funding support from DANIDA, the Irish government and Concern Worldwide.
4. Current & Future Program focus	Concern commenced a Community Forestry Programme in January 2003. Concern currently works in <u>Kompong Chhnang</u> , Pursat and Kompong Cham. Concern partners include local NGOs, Commune Councils and the Forestry Administration at the Cantonment and Triage levels. Concern has supported the formation of over 60 Community Forestry Management Committees in these provinces and has supported the formation of national and local-level community forestry networks. In Kompong Chhnang Province, total 29 villages (14 communes, 4 districts) have been supported. At the national level, Concern has supported the development of the CF sub-decree and <i>prakas</i> , and provides support to the Community Forestry Office of the FA to develop policy, such as NCFP, and conduct other activities in support of CF development in Cambodia. The main objective of the Concern Community Forestry Programme is to improve the livelihoods of rural communities by supporting sustainable forest management.
5. Total Program Budget	2.0 million US \$ for 3 years project period
6. Future Program Contents	Concern will withdraw direct CF support starting in 2006. Current programme partners and CF communities will assume all future implementing responsibilities with limited financial support from Concern. However, it is under consideration of "Livelihood program" launched in 2006 including forestry sector.

Source: "National Community Forestry Program (Draft), 2005 & interview result on 8/9/2005 by Mr. Pel Piseth, Programme Manager, Concern

2.5.7. DANIDA: Cambodia Tree Seed Project¹⁷

Topics	Summary
1. Supporting agency	DANIDA
2. Project duration	Ongoing (started in 1999 until 2004 for 5 years, and extended to 2 more years until June 2006) ¹⁸
3. Counterpart Agency	RO/FA (since 2003 restructuring of FA, so more closed to Cantonment)
4. Project sites ¹⁹	At the first stage, an area of 12.5 ha of forestland located in Palpol commune, Tbeng Mean Chey district, Preah Vihear province, has been identified as forest seed and gene conservation orchard for a selected species (named Neang Nuon). In addition to that, another area of 117 ha of forest land located in Tumreing commune, Sandan district, Kompong Thom Province, in COLEXIM concession company, has been declared by MAFF for forest seed and gene conservation orchard (named Daun Cheam, Kra Koh, Chheu Teal, Phdeak Lumbor, and Chor Chong).
5. Project objectives	To improve the institutional capacity for improving the use of quality seed countrywide with special emphasis on indigenous tree species and conservation of forest genetic resources. The approach taken has enabled a large number of forest and related staff to progress within their fields more openly and confidently, having effects far beyond the seed sector.
6. Main components	<ul style="list-style-type: none"> a. Institutional strengthening of the national seed sector b. Training, extension and human resource development c. Knowledge and seed technology transfer d. Formulation of national forest gene conservation strategies
7. Activities undertaken	<ul style="list-style-type: none"> a. Establish a forest seed laboratory for purpose of research on individual species. b. Collect data for facilitating a process that will lead to a National Forest Gene Conservation Strategy. The project established a national seed source register including 23 seed sources of indigenous priority species. c. Establish working relations with local FA offices and initiated small-scale village seed source management project. d. Trained over 400 persons. (See below for detail) e. Publish and distribute printed material for extension purposes and for the general use in seed and seed source management. Of the 69 documents produced, 19 are concerned guidelines or technical material related to tree seed management.
8. Major Inputs	US\$10,800 from Cambodian side ²⁰ and US\$1,301,316 from DANIDA
9. Future Program Contents	The Project is continuously assessing opportunities for the integration of ongoing activities into appropriate projects and programme, and seeking financing for the implementation of the Forest Gene Conservation Strategy and Action Plan. CTSP will continue to promote and encourage participatory realization of forestry sector contributions to poverty reduction and sustainable livelihoods. It is not yet certain the Project continuation assisted by DANIDA.

Source: "National Community Forestry Program (Draft), 2005 & interview result on 9/9/2005 by Mr. Arvid Sloth, Advisor on Cambodia Tree Seed Project

2.5.8. WCS

1. Name of NGO	WCS
2 Counterpart	FA including Community Forestry Office, Wildlife Protection Office of Forestry

²⁰Not clear the amount of Cambodian side, but the amount included staff basic salary, travel allowance, office allocation, electricity and water, administrative cost, etc

<u>Agency</u>	Administration and Triage levels
<u>3. Current & Future Program focus</u>	<p>Since 1999, WCS has been working on wildlife conservation and local partners to develop participatory land use planning project with funding support from USA, the WCS currently works in Kao Seima biodiversity conservation in Modukiri province. The main concept of the WCS Programme is next three goals;</p> <p>(1) Nature Stabilize, restore and recover populations of wildlife, maintain quality and cover of forests, ensure the appropriate management of key natural resources</p> <p>(2) Local communities Customary forest user rights and indigenous land titles defined, local communities no longer dependent on unsustainable use of natural resources and reduce immigration and stabilize human populations</p> <p>(3) Institutional sustainability A relevant government agency is capable of managing the Seima biodiversity conservation Area (SBCA) independently, long-term funding mechanisms in place and framework exists for other stakeholders to take part in management.</p>
<u>4. Total Budget</u>	No data available

Source: "National Community Forestry Program (Draft), 2005

2.5.9. WWF: World Wide Fund for Nature Conservation (WWF)

<u>1. Name of NGO</u>	World Wide Fund for Nature Conservation (WWF)
<u>2. Background of organization</u>	<p>WWF is one of the world's largest and most experienced independent conservation organizations with almost 5 million supporters and a global network active in more than 90 countries. WWF expanded its conservation programmes to Cambodia in 1993 and has been working in collaboration with various government's institutions ever since. As part of WWF's global mission, WWF Cambodia works to ensure that there will be participation and support from all people to conserve the country's rich biological diversity. Through the encouragement of sustainable use of natural resources, WWF Cambodia's work promotes new opportunities for the benefit of all people, enhances local livelihoods and contributes to poverty reduction.</p>
<u>3. Project Title</u>	Promotion of Sustainable Forest Management
<u>4. Current & Future Program focus</u>	<p>Sustainable Forest Management Programme began in 2003 to raise awareness of forest certification in Cambodia and to ensure that landholders and managers can manage forest resources for the benefit of future generations. Technical supports related to forestry management were provided to provincial and National Forest Administration as well as private and state run forest enterprises. The Project also supports legislation and policy developments related to Community Forestry at the national level, such as NCFP.</p>

Source: "National Community Forestry Program (Draft), 2005 & interview result on 9/9/2005 by Mr. Seng Teak, Country Director, Mr. Toby Carson, advisor, CBMRM Programme & Mr. Cheam Mony, MOSAIC tram Leader, WWF

Completed Project FAO, WB, GTZ

2.5.10. FAO: Participatory Natural Resource Management in the Tonle Sap Region

1. Project Title	Participatory Natural Resources Management in the Tonle Sap Region (Phase III)
2. Project Number	GCP/CMB/008/BEL
3. Donor	Government of Belgium
4. Executing Agency	FAO
5. Counterpart Agency	MAFF / MOE
6. Implementation	Department of Forestry, Fisheries and Environment, Siem Reap Province
7. Total Project Budget	Third phase (consolidation): US\$2,122,189 (Nov. 2001 - April 2005) Second phase (implementation): US\$1,411,461 (Sept. 1998 - Oct. 2001) First phase (pioneering): US\$2,882,025 (Jan. 1995 - Aug. 1998)
8. Overall Project Objectives	To establish responsible, productive, and sustainable management of forest and fishery resources by local communities to meet local needs and to stimulate local development within the province of Siem Reap
9. Immediate Objectives	1) Development of community fisheries within Siem Reap province 2) Establishment of community forestry within Siem Reap province 3) To promote private and community based development activities in support of natural resource management 4) Institutional strengthening and local / regional capacity building
10. Project Results	<p><i>The third phase</i> of the project represents the <i>consolidation phase</i>. Emphasis is on strengthening both community fisheries and community forestry within the province of Siem Reap. Standardized guidelines have been prepared for use in other parts of the country and emphasis is on transfer of knowledge and experience to other provinces (i.e. "Community Forestry in Cambodia, Guidelines for Development").</p> <p>At this point in time (November 2004), the project is assisting 116 villages organized into 13 <i>community fisheries organizations</i> with the protection and management of 108,000 hectares of inundated forest / fishery grounds.</p> <p><i>Community forestry</i> has gained considerable support among provincial officials and there are now 40 established sites with 21 completed management plans and others nearing completion. Emphasis is on communication / extension, management planning and management plan implementation. The project is working to establish income generation through community forest management to both support management and to contribute to local development. Five communities are currently harvesting and marketing wooden poles. The communities are now successfully protecting and managing their resources. Forest quality is improving, productivity is increasing and wildlife is returning. The visual success has resulted in 60 new communities requesting assistance to establish their own community forests. Without recognized community control and protection, the forests will soon be gone.</p> <p><i>Supporting activities</i> - (1) <i>aquaculture</i> - nearly 1,500 farmers trained and supported with a network of 2 fish hatcheries and 8 nurseries, (2) <i>agroforestry</i> - 100,000+ seedlings are produced and outplanted each year with emphasis on <i>on-farm planting</i> with poor farmers, (3) <i>horticulture</i> - 22 private nurseries established and in business, (4) <i>rural credit</i> - total of 23,500\$ currently in revolving funds and credit with an emphasis on poor women, and (5) <i>environmental education</i> - more than 5,000 children have been educated in the GECKO Center, several thousand adults have participated in adult environmental education programs in the villages and now a new environmental education program has been launched in some 30 schools utilizing the project's "<i>Environmental education activities manual</i>".</p>

Source: "National Community Forestry Program (Draft), 2005 & Project Document for CBFS Project Phase II, 2004

2.5.11. WB: Forest Concession Management Control Pilot Project (FCMCP)

Topics	Summary
1. Supporting agency	The World Bank (WB)
2. Project duration	3 Years (Oct. 2000 - Oct. 2003). WB concurred in extending the project term until June 2005, but technical assistance of consultants was extended until April 2004.
3. Project sites	FCMCP Office in FA building and Forest Concession Area
4. Project objectives	To demonstrate and improve the effectiveness of a comprehensive set of forest management and operational guidelines, and control procedures in forest concession areas. To establish an effective forest crime monitoring and prevention capacity.
5. Main components	<ul style="list-style-type: none"> a. Forest concession inventory and management planning. b. Forest concession regulation and control. c. Forest crime monitoring and prevention. d. Project management and institutional strengthening.
6. Activities undertaken	<ul style="list-style-type: none"> a. Capacity building of FA, which consists of (i) capital capacity building and (ii) training to local and central FA staff on the management of concession areas. b. Development of procedures / processes to manage concessionaires. c. Evaluation of management plans from concessionaires. d. Monitoring of forest crimes. e. Supervision and monitoring of harvesting and other activities of concessionaires on the ground.
7. Major inputs	<ul style="list-style-type: none"> a. Financial support: \$4.82 million from WB (Learning and Innovation Loan) b. Technical support: Project Adviser (16 months), Procurement Adviser, Accountant, and Technical assistance. c. Equipment: vehicles, computers, radio communications equipment, field equipment, buildings and office furniture.

2.5.12. GTZ: Cambodian-German Forestry Project (CGFP)

Topics	Summary
1. Supporting agency	GTZ
2. Project duration	From November 1996 to April 2004. GTZ had no plan to further assist FA or the forestry sector after the termination of the project.
3. Project sites	CGFP Office in FA building
4. Project objectives	Community-based forest management has become an integral part of sustainable forest management policies and legal framework.
5. Main components	<ul style="list-style-type: none"> a. Advisory service for policy formulation on the forestry sector b. Education / capacity building of forestry faculties / units of universities / schools and FA staff c. Training of field staff on community forestry and participatory land use planning (PLUP)
6. Activities undertaken	<ul style="list-style-type: none"> a. The project coordinated multi-stakeholder discussions on the design and implementation of a NFP. The project also facilitated a consultative multi-stakeholder process on formulation of a Statement of the Royal Government of Cambodia on Forest Policy, Community Forest Sub-Decree, and the development and implementation of National Program on Community Sector. b. The project trained forestry staff on forest policy and forestry extension. It also collaborated with the Forestry Faculty of Royal University of Phnom Penh and Agricultural School of Prek Leap in order to develop curricula and teaching materials, and upgrade teaching performance of teachers. c. The Project promoted community forestry by introducing practical forestry extension system. It conducted nationwide assessment of community forestry approaches, and developed national forest extension strategy. It also supported local initiatives to implement PLUP. d. Together with Concern Worldwide, World Wide Fund for Nature, Community Forestry Alliance of Cambodia (CFAC), OXFAM Great Britain, GTZ formed Forestry Law Extension Team (FLET) and CBFS/JICA to develop extension materials and conducted a field test.

Source: "Capacity Needs Assessment of the Natural Resource Sector in Cambodia" (CSTP, DANIDA, August 2005)

2.5.13. National Community Forestry Program (NCFP)²¹

Topics	Summary
<u>1. Supporting Agency</u>	Community Forestry Alliance of Cambodia (CFAC), Concern Worldwide (Concern), OXFAM Great Britain (OXFAM GB), World Wildlife Fund (WWF) and CBFS/JICA at the national level, and other local and international NGOs at the regional level.
<u>2. Project Duration</u>	Ongoing (started in July 2004). The Program is for five years. The planning process is six months starting in July 2004. Currently, it is final stage of NCFP draft papers.
<u>3. Project sites</u>	All over the country
<u>4. Project Objectives</u>	To identify and agree on medium and long term community forest management objectives at the national and local levels, and to formulate a sequence of operational plans for each administrative region of Cambodia's potential community forests.
<u>5. Main Components</u>	<p>Identification of:</p> <ul style="list-style-type: none"> • Current CF locations and areas; • Priority areas for community forestry development; • Activities for legalizing the existing community forestry projects and raising awareness and knowledge of community forestry; • Roles and responsibilities for government, donors, communities, and the non-governmental and the private sector; • Capacity building and training needs for effective implementation; and • A schedule for implementation and expansion of related community forestry activities throughout the country.
<u>6. Activities undertaken</u>	<ol style="list-style-type: none"> a. Establish a national-level Community Forestry Taskforce (CFT) and sign Memorandum of Understanding; b. Identify stakeholders and establish regional working groups; c. Plan and organize workshops to gather information, identify regional objectives and identify activities needed to achieve objectives; d. Consolidate regional information and conduct analysis; e. Draft the National CF Program proposal; f. Organize national-level workshop and consultations for feedback, finalize the National CF Program proposal and submit to donors for consideration.

2.5.14. Project on the Capacity Building for the Forestry Sector in the Kingdom of Cambodia (CBFS)

Topics	Summary
<u>1. Supporting agency</u>	JICA
<u>2. Project duration</u>	3 years (from December 2001 to December 2004)
<u>3. Project sites</u>	FWTC
<u>4. Project objectives</u>	The capacity of the identified target groups, with the Department of Forestry and Wildlife (currently named FA) staffs as the principal target group, will be strengthened for planning, implementation, and monitoring and evaluation of laws, policies, plans and projects in the following priority areas of the forestry sector.
<u>5. Main components</u>	<ol style="list-style-type: none"> a. Development of Overall Capacity Building Program (OCBP) b. Preparation of training facilities c. Execution of training programs for FA staffs
<u>6. Activities undertaken</u>	<p><OCBP></p> <ol style="list-style-type: none"> a. Data collection on and analysis of the forestry sector and FA b. Proposing a list of activities which need to be undertaken by FA to strengthen its capacity for the future c. Preparing a five-year action plan, including the training needs, cost estimate of training courses, and the institutional framework and time schedule for program implementation <p><Training provision></p> <ol style="list-style-type: none"> a. Training on forestry law, community forestry, nursery, silviculture, forest/plantation management, forest measurements, and forest/wildlife management.

²¹ FA, Concept Note: Development of the National Community Forestry Program Proposal, p1-2

	<p>b. One course is for 3-5 days and 30-40 trainees studied in class and at the field.</p> <p>c. Trained approximately 1,500 trainees in the last 2 years</p>
<u>7. Major Inputs</u>	<p><Japanese side> Dispatch of experts, counterpart training, provision of equipment (US\$442,221), construction of FWTC (US\$ 453,058) and local cost sharing (US\$654,239).</p> <p><Cambodian side> Land, building and facilities (US\$ 137,528), allocation of counterparts, and local cost sharing (US\$ 27,809).</p>

3. Problems to Be Addressed and the Current Situation

3-1 Community Forestry

First, "Community forest" is used as variety of its definition, but here, it means the one prescribed in the Article 41 of the Forestry Law, defined as "state forest subject to an agreement to manage and utilize the forest in a sustainable manner between the FA and local communities" or "an organized group of people living within or nearby the forest area that depend upon it for subsistence and customary use".

On the other hand, "Community forestry (CF)" in Cambodia is initiated and promoted mainly by donor agencies, international & local NGOs and civil society. The total area managed as community forestry is 218,648 ha, the number of members is 266,002, and the total number of CF is 274 in 157 communes in 2003²².

Community Forestry Areas in Cambodia

Province/Municipality	Districts	Communes	Communities	Villages	Households	Population	Area (ha)
Banteay Meanchey	3	4	6	16	N/A	1,187	35,551
Battambang	7	11	27	41	3,620	14,963	5,872
Kompong Cham	1	3	10	10	1,623	1,098	2,841
Kompong Chhnang	4	19	34	65	9,768	17,129	12,365
Kompong Speu	2	4	6	14	1,057	1,788	1,630
Kompong Thom	7	11	25	71	8,611	35,573	33,550
Kampot	2	3	5	14	2,723	5,100	2,985
Kandal	0	0	0	0	0	0	0
Koh Kong	2	2	2	2	427	1,163	3,254
Kratie	5	14	14	60	7,745	33,991	15,728
Krong Kep	0	0	0	0	0	0	0
Mondul Kiri	4	5	5	17	880	3,097	21,687
Otdar Meanchey	3	6	2	11	N/A	620	14,000
Phnom Penh	0	0	0	0	0	0	0
Pallin	3	5	9	16	N/A	2,984	2,650
Preah Vihear	3	8	7	31	1,184	3,600	8,253
Prey Veng	0	0	0	0	0	0	0
Pursat	6	8	40	40	3,498	25,747	4,603
Ratanak Kiri	5	11	15	67	5,009	26,735	12,551
Siem Reap	11	26	40	77	11,269	64,540	18,124
Sihanouk Ville	0	0	0	0	0	0	0
Stung Treng	3	8	24	37	1,411	6,789	20,825
Svay Rieng	2	4	2	7	871	5,445	1,704
Takeo	3	5	1	18	2,715	14,453	475
Total	76	157	274	614	62,411	266,002	218,648

The major issues identified through the NCFP regional workshops in 2004 are followings:

- Lack of knowledge regarding the CF concept and development process;
- Lack of technical support to CF stakeholders for implementing CF; and
- Lack of nation-wide coordination between CF stakeholders

²²Source: FA, Forestry Statistics in Cambodia to 2004

In addition, the 3rd Preparatory Study Team identified the following more specific issues and constraints to CF through interviews with stakeholders:

- Overlapping land uses cause often conflicts between land concessionaires and traditional resource users.
- Confusion on land tenure in practice due to land allocation process and land tenure
- Difficult of understanding of sub-degree on CF law
- Not yet legalize CF and be under long-run process
- No formulate of Community Forest management Plan
- Insufficient capacity to legalize and legally manage CF by local people
- Not yet fully aware of CF importance by all the people
- Insufficient techniques to manage all the forest in the community, a part of the Natural Resource in the community, including the CF
- Mistrust between forestry officials and the local communities, and
- No incentives given to CF only donor and NGO supports

The Community Forest Office in FA has developed eight steps to establish CF in Cambodia based on the Forestry Law and CF Sub-decree. These steps are summarized below.

Eight (8) steps to establish CF in Cambodia

STEP	Action contents
1	Community Forestry Formulation In this preliminary stage, interested communities receive basic information about CF from the FA or NGO. Interested communities submit an application certified by the village chief and the commune or district council to the FA cantonment for approval. In this stage, a working group is set up to collect information about the community and the use of forest resources and a report is developed that will serve as the basis for future management planning.
2	Development of CF Management Structure In this stage, the CF Management Committee (CFMC) is established. A temporary election committee is established and the community elected candidates.
3	Development of CFMC's By-Laws CFMC by-laws are developed by the CFMC with assistance from FA or NGO as needed. The by-laws are approved by the CFMC Chief and recognized by the Commune Council. The by-laws are then disseminated to CF members for implementation.
4	Boundary Demarcation and Planning With the assistance of FA or NGO if needed, the boundary of the CF is demarcated using GPS. This involves community members as well as representatives from adjacent villages in order to avoid future conflicts over boundary locations.
5	Development of CF Regulation CF regulations are developed by the CFMC with assistance from FA or NGO as needed. The regulations must be approved by the CFMC Chief and recognized by the Commune Council, district authority, and the FA Cantonment. Approved regulations are distributed to CF members to involve them in implementation and enforcement.

6	Development of CF Agreement	A CF Agreement outlining the roles and responsibilities of the CFMC and the FA is drafted and approved by the FA Cantonment.
7	Development of CFMP	The CF Management Plan is developed with technical assistance of the FA or NGO. The process involves community participation, training, data collection, analysis and mapping. The final draft must be approved by the Head of the FA upon recommendation of the Cantonment Chief.
8	Monitoring and Evaluation on Implementation Process	Monitoring and evaluation is a critical and on-going part of the CF process and will ensure that CF activities are implemented according to the CF regulations, agreement and management plan.

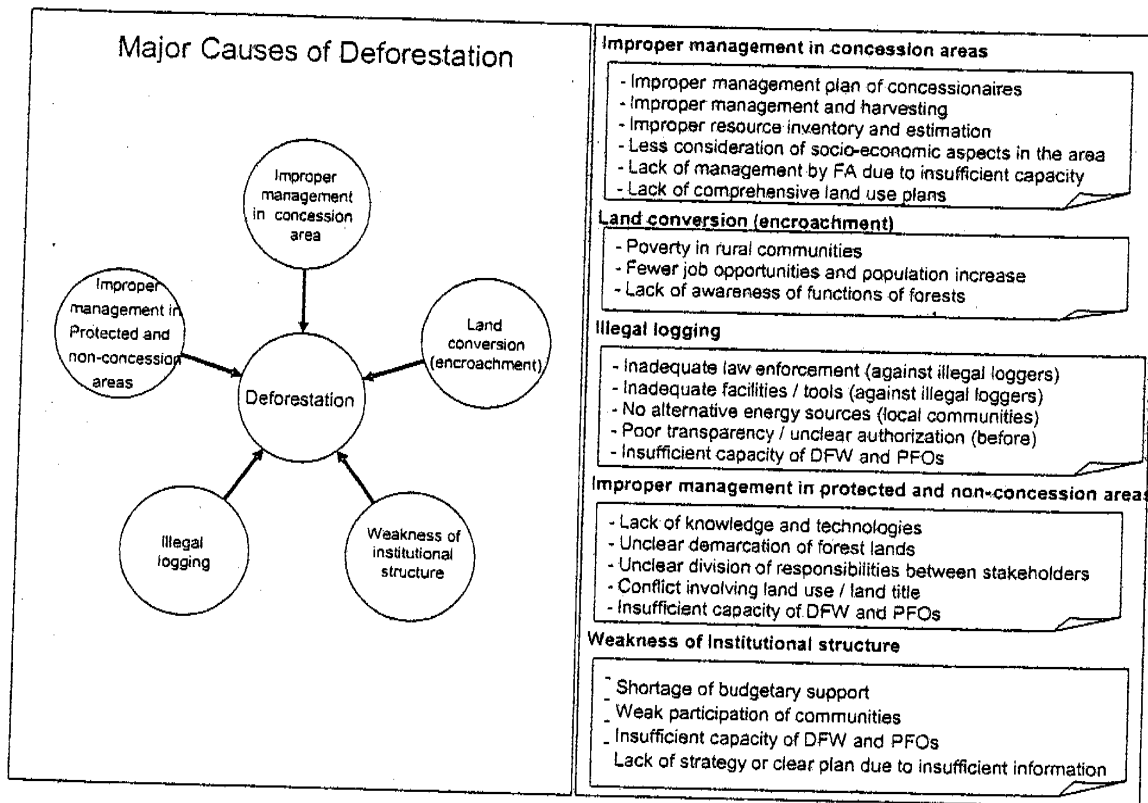
3-2 Institutional Framework for Project Issues²³

The Kingdom of Cambodia is well known as a country, which still possesses rich forests and natural resources. According to the estimation of FAO, the forests in the country totaled over 13,227,100 hectares, or over 73 percent of the total land area of the country in the 1960s. However, for over 40 years since then, especially during the last 20 years after the civil war, forests have been degraded and devastated constantly. Recent data in 2003, the total area of forests was estimated at 11.4 million hectares or about 63 percent of the total land area ("Cambodia: Forestry Statistics to 2004"). The direct causes of deforestation or degradation of forests are considered as follows²⁴:

- a. Improper management in concession areas;
- b. Illegal logging;
- c. Improper management in protected areas and non-concession areas (over-harvest of timber for fuel wood and non-timber forest products);
- d. Conversion of forestlands for agriculture purposes (encroachment on forestlands); and
- e. Weakness of institutional structure

²³ Source: FA, Overall Capacity Building Program, June 2004.

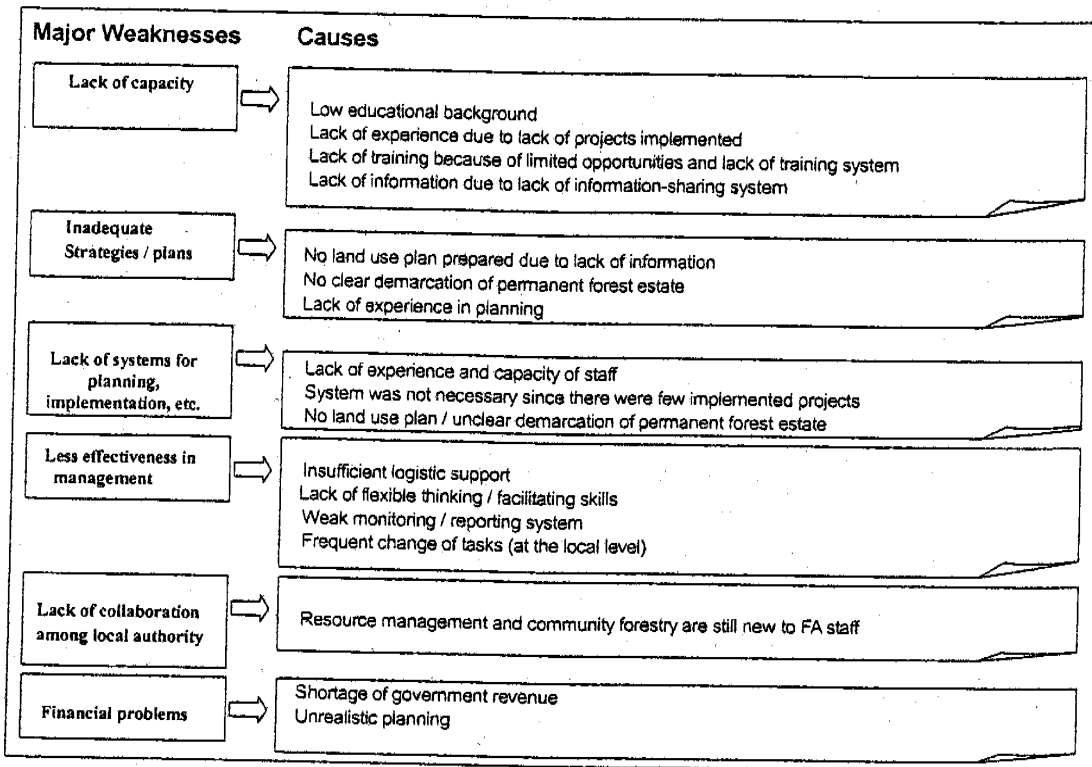
²⁴ Ibid



Source: FA, Overall Capacity Building Program, June 2004

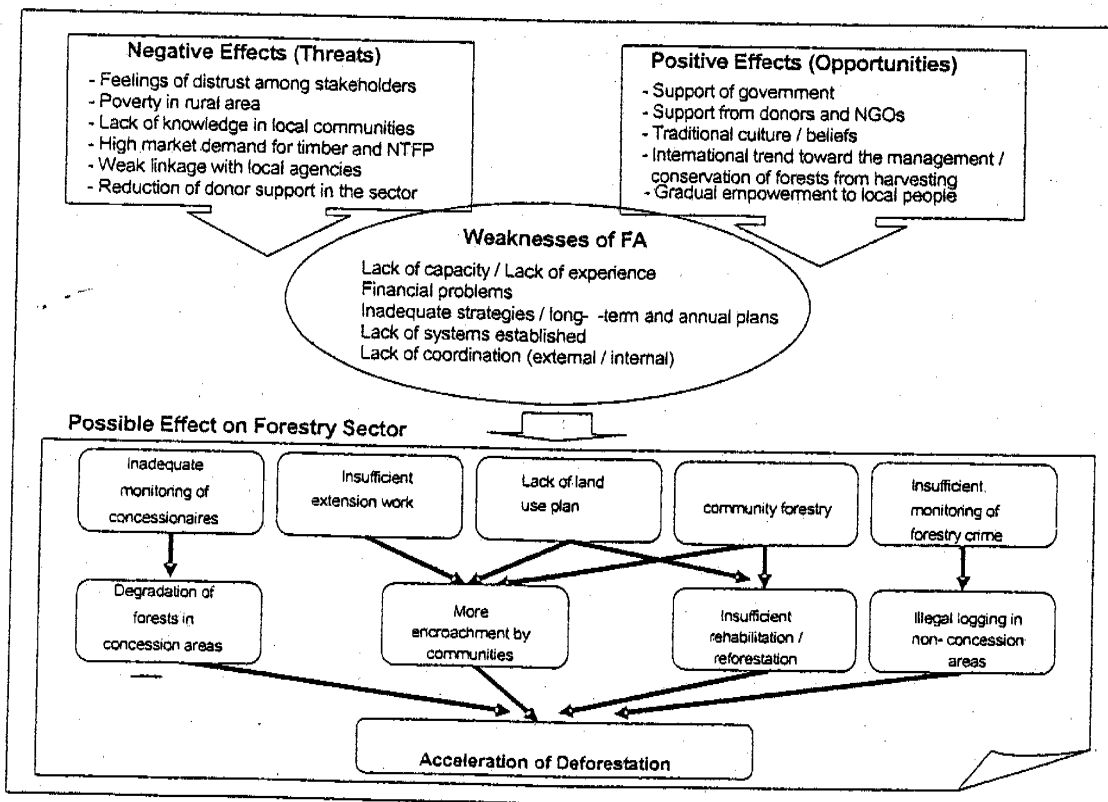
The Forestry Administration (FA) is a government organization under the MAFF and the authority to manage the forest and forest resources in the Kingdom of Cambodia. According to the National Forestry Sector Policy and the Forestry Law, the main objective of FA is to ensure the sustainable management of forests in the country. Based on the institutional analysis workshop in December 2003 at FA, the issues that FA faces are summarized as follows:

- a. Insufficient capacity and experience of the staff;
- b. Inadequate strategies, long-term plans and annual plans;
- c. Insufficient systems for planning, implementation, monitoring and evaluation;
- d. Weak coordination with other sectors / stakeholders; and
- e. Insufficient budget / untimely budget allocation (financial problem).



Source: Institutional analysis workshop in December 2003 at FA

If the weaknesses of FA are not overcome and the external factors do not change, then the forests and forestry sector in the country would likely suffer an adverse effect as shown below.



Source: Institutional analysis workshop in December 2003 at FA

Results of the analysis indicate that FA should strengthen its capacity, especially in the areas identified as weaknesses, to fulfill its duties and responsibilities.

3-3. Analysis of the Current Situation and Problem on human resources of FA

This section reviews the personnel affairs and human resource development functions of FA. FA is one of the 19 public institutions under MAFF with about 1,700 technical staff. It is important to note that less than 20 percent of FA workforce is at the central level, while most of them work at local offices, as a result of organizational reform in September 2003²⁵.

FA Technical Staff as of October 2004

	2000	2001	2002	2003	2004	2005
Number of technical staff working at FA Central ²⁶	-	-	-	841	296	298
Number of technical staff working at local offices ²⁷	-	-	-	984	1475	1,437
Number of technical staff retired (Central level)	4	2	16	4	0	1
Number of technical staff retired (Local level)	No data	No data	No data	No data	2	7
Number of Disponible ²⁸ (Central & Local level)	2	1	3	5	9	13
Number of transferred staff to other Ministries (Central level)			3	3	2	9
Number of staff working for Project running at FA	8	8	17	18	18	29
Number of staff studying abroad (Central level)	1	1	1	2	0	1

Source: Administration and International Cooperation Office (AICO), FA, September 2005

Level	Unit / Office	Number of staff ²⁹		Number of proposed staff
Central Office	10 units, 2 centers and 1 institute	296	298	342
Inspectorate	4 offices	1,529	1,437 (30) (118) (265) (1,025)	36
Cantonment	15 offices			120
Division	55 Divisions			440
Triage	170 Triages			1,700
Total	-	1,825(2004)	1,736 (2005)	2,638

Source: Overall Capacity Building Program, FA, July 2004 & AICO, FA, September 2005

As indicated in the table above, staff turnover rate of FA officers is not high. FA is presently proposing staff reallocation in accordance with the new organizational structure. Based on the draft proposal, FA plans to

²⁵ Actual staff allocation took place in January 2004 at the beginning of the Cambodian fiscal year.

²⁶ Number of staff is not available because categorization of offices before 2002 is different from the current one.

²⁷ Ibid.

²⁸ Staff on leave from work. The Cambodian government has a system that allows 4 years of leave for civil servants. A person on leave cannot receive a salary from the government, but keeps his/her name as employee of the governmental organization.

²⁹ This number includes technical and supporting staff.

recruit about 800 new staff members in addition to the present 1,825 including both technical and supporting staff. Most of the newly recruited staff will be deployed at the tail end (i.e. Triage office) of the organization. The following table shows the proposed number of staff at each level. However, according to the Administration and International Cooperation Office, the average number of new employees is currently eight to nine a year. It would thus take a long time to reach the target unless a drastic political decision is made to turn the situation around.

FA Staff Qualification by Place of Work

Qualification	Central FA	Local FA
Doctor	2	0
Master	29	18
Engineer	111	321
Technician	45	271
Skilled worker	17	283
No certificate	92	636
Total	296	1,529

Source: Overall Capacity Building Program, FA, July 2004

Of the 1,736 persons on staff at the FA, about 600 have an educational background in forestry at least at the college level, while FA has also no less than 600 staff members with a low educational background or without any forestry skills. Most of the unskilled staff members had very little opportunity to attend training because FA did not have a permanent staff training system prior to previous Project. Capacity building of technical staff members is one of the most essential tasks of FA because the staff members' limited current capacity, experience and available facilities and equipment are an obstacle to sustainable management of the forests for social, economic and environmental benefits.

Previous Project has constructed a database on the past training activities that FA staff members in the central office have attended before December 2002. Although the data only cover the training or seminars undertaken for the central FA staff, a few tendencies emerge from the data as listed below:

- Before 2002, an average of about 70 to 150 staff members (gross) per year had an opportunity to attend training sessions / seminars.
- Forest management and reforestation / rehabilitation were major subjects in the training. Forest management accounts for about 25 percent, while reforestation / forest rehabilitation account for about 14 percent of the total number of training courses.
- Legislation / policy, forest planning and forest (wood) products were minor topics in the training. The cumulative share of three topics is only 10 percent of the total number of training courses.

There are no available data on the training of local staff. However, it is assumed that the staff at the local

level in general had few opportunities to attend training / seminars / workshops. Their only training opportunities arose when donors / NGOs conducted training / seminars / workshops targeting local staff. As mentioned in the previous chapter of this report, FA commenced previous Project with JICA's assistance in December 2001 for three years. After the Forestry and Wildlife Training Center was constructed in February 2003, various training courses have been provided to FA staff. The following table shows the training courses undertaken by previous Project from January 2003 to October 2004 and the number of trainees.

Subject in 2003	Frequency	Central FA	Local FA	Outsiders	Total
A. Forest Law	3	24	75	3	102
B. Community forestry	3	19	72	1	92
C. Nursery	2	12	46	2	60
D. Silviculture	4	36	95	0	121
E. Forest / plantation management	2	12	51	0	63
F. Forest measurement	2	11	50	0	61
Total	16 x 3days	104	389	6	499

Subject in 2004	Frequency	Central FA	Local FA	Outsiders	Total
A. Forest Law	5	23	175	0	198
B. Community forestry	6	28	211	3	242
C. Silviculture	6	21	216	0	237
D. Forest / wildlife management	4	19	141	1	161
E. Forest measurement	4	17	141	1	159
Total	25 x 5 days	108	884	5	997

Source: CBFS, November 2004.

In September 2004, the final evaluation study was conducted to evaluate achievement and impacts of previous Project. During the study, interview and questionnaire surveys were conducted. As of October 8 2004, about 10% of trainees, i.e. 159 in total, responded to the questionnaire survey and more than half the training coordinators and trainers were interviewed. The result of the final evaluation can present at least the following findings.

Considering FA's training system before 2003, previous Project had a significant impact on the number of trainees. It is also noted that a number of staff at the provincial level had opportunities to attend training. Since the new forestry law was issued in 2002 and defined the roles and duty of foresters, training provided them with instructions on how to fulfill their task. By organizing courses, training coordinators gained sufficient experiences and know-how to run the courses by themselves. The training coordinators' hard work and good collaboration with Japanese experts promoted smooth project execution. Training courses were managed well in respect to the training cycle, i.e. planning, implementation and evaluation. The Project assessed the training needs of FA staff in the process, and training subjects were selected based on

the priorities. In the early stage of the Project, some of the training courses were conducted in English. In such courses, the language limitation negatively affected trainees' learning. However, based on the course evaluation results, the Project tried hard to recruit experienced FA staff to be trainers and solved the problem.

On the other hand, there are a few aspects that require improvement. Even though the training course aimed to provide training opportunities to FA officers as many as possible, the number of trainees in a class was still too large for effective learning. Training coordinators stated that some unqualified trainees were sent to the courses, and that negatively affected efficient management of the courses. Many trainees said that course duration, i.e. three days in 2003 and five days in 2004, was too short. Even though the Project added one-day field practice in each course, practical training opportunity was still insufficient. The number of trainers seemed to be insufficient because many of them teach multiple subjects. Since the number of training coordinators is small and they have to manage many courses in a limited preparation period, they did not have sufficient time to evaluate training contents and upgrade training quality.

Regarding ex-trainees' utilization of skills and knowledge at work, ex-trainees at FA headquarters do not seem to have much opportunity, compared with the staff at local offices. Possible reasons why ex-trainees could not apply the skills and knowledge at work include:

- Job/duty and training do not match.
- There has been no order to conduct work of community forestry yet.
- Lack of budget support.
- Lack of transportation.
- Transferred to a new office recently.
- Received training recently.

The final evaluation study team provided the following recommendations for the forthcoming Project's formulation.

(1) Continuation and improvement of the training

Although the training conducted by the Project has contributed to the capacity building of the forest sector to certain extent, it is still necessary to continue the training for achievement to the Project purpose. In addition, following issues should be considered to improve the training:

- (a) Expanding the training period.
- (b) Introducing field training.
- (c) Assigning a sufficient number of qualified trainers to the training.
- (d) Continuous efforts of the improvement of curriculum, textbook, lecture, and so on.
- (e) Establishment of a feedback system from previous trainings to new ones.

(2) Strengthening the institutional framework

In order to sustain or improve the current activity of the Project, and ensure proper implementation of the

Overall Capacity Building Program, institutional framework should be strengthened. For example, FWTC is required to have a clear obligation, functions and internal structure, and to define a clear role for the implementation of the Program. Furthermore, there is a shortage of staff at FWTC, so it is necessary to increase the number of staff, both training coordinator and administrative staff, for conducting the training efficiently.

(3) Follow-up of ex-trainees

Trainees who gained skills and knowledge through the training are required to utilize them in their fields. More than half of the ex-trainees replied that they did not have opportunity to utilize them³⁰. Therefore, the system, which enables the ex-trainees to utilize their upgraded ability gained in the training should be considered and established.

(4) Enforcement of financial sustainability

Almost all direct-expenditure of the training has been covered by JICA. To ensure financial sustainability of the Project effects, it is necessary for the Forestry Administration to provide more funds to FWTC. At the same time, FWTC should consider to secure some funds by using its own resources such as lending training facilities and/or conducting contractual training.

(5) Implementation of the Overall Capacity Building Program

The Overall Capacity Building Program prepared by the Project is a fundamental program for capacity development of the forestry sector in Cambodia. As it is mentioned in the Program, the Forestry Administration has responsibility of its implementation, monitoring and evaluation. The Forestry Administration needs to take the leading role for implementation of the Program.

³⁰Based on the questionnaire forms collected during the Preparatory Study mission, October 2004.

4. Project Strategy

4-1. Project Strategy

As described in 2.5.14 of the report, previous Project achieved the following in its three-year cooperation period:

- Development of the Overall Capacity Building Program;
- Construction of training facilities;
- Improvement of course management capability of counterpart members (i.e. training coordinators);
and
- Provision of basic knowledge and skills on Forestry Law, community forestry, nursery, silviculture, forest/plantation management, forest measurement and forest/wildlife management to FA staff.

Even though these achievements are highly appreciated, there is still remaining of big gap between local FA capacity and its action of forestry management in the field including community forestry. In addition, there are increasing demands to equip local FA staff with practical skills in which can be applied at work because the organizational reform in September 2003 allocated a large number of staff members and decision making authorities to local FA offices.

More recently, community forestry has received considerable attention as one of the effective methods to manage forests in sustainable way. Community forestry is broadly an effort to support and empower communities to continue their traditional use of forest resources and encourage sustainable practices. Community forestry is also intended to harness local knowledge and skills regarding forest management and ensure communities to have a stronger voice in forestry sector decision-making.

However, technical support to community forestry stakeholders for implementing community forestry is still limited. Moreover, most training in community forestry related skills has been limited to the initial steps in community forestry establishment, i.e. Participatory Rural Appraisal, boundary demarcation, CFMC organizing, etc, and even those training skills are not sufficient. While these are important steps, additional support is needed to develop and implement management plans as well as to organize and develop CFMC capacity. Very few NGO or FA staff have been trained in these areas and with more than 400 community forestry sites throughout the country, there will be a growing demand for these services. Besides that, so far only few NGO or FA staff has advanced skills in community forestry management planning. NGO often partner with FA and conduct joint training for staff of both organizations, but rarely are training available to other practitioners. In addition, most of the training is not related to the technical aspects and even facilitation skills of community forestry management and planning. As a result, there is very few community forestry practitioners with well developed skills in management plan documentation, forest inventory, nursery management, seedling production and silviculture.

Therefore, the Project on capacity building for the forestry sector phase II aims not only to enhance the

capacity building of FA officers continuously, but also to support local people to utilize their community resources in a sustainable manner. The Project decided to use "Community Forestry (CF) with Contribution to the Livelihood Improvement of the Local people" as sub-title in line with this strategy. The attention and focus on people livelihood is essential to the needs and sustainable development, of course FA and Cambodian government pay highly attention to this concern.

Preparation and implementation of the Forest Management Plan at all Division offices (Division level FMP) become especially urgent in development of community forest, after the Forestry Law enactment in August 2002. The first step of the legalization process of the community forestry is identification of the potential community forestry area by Cantonments, and the Division level FMP, in which Community Forestry Areas are requested to be zoned, is one of the most important and basic information source for the Cantonments to identify them.

Although the local FA has been tackling to formulate plan, the Division level FMP has not yet drafted. The difficulties are 1) local FA is not fully understanding the Division level FMP formulation, 2) insufficient data and information preparation due to lack of budget for survey and staff, and 3) low capability of local FA staff to fulfill the chapter of Division level FMP. According to the project planning, it is intended to support of Division level FMP in target field site, and it will be one of the good example in which can show to other local FA in FWTC training and also a good demonstration of FA's development process in practice.

To accommodate these demands, the Project highlights the two components, "Field Project", and "Training". The Project selected local FA officers as its direct target group because they are the ones who actually work at the frontline. The Project will focus more on applicability of the training contents at the trainees' job. The five-years training plan was once prepared by the 2nd Preparatory Study Team dispatched by JICA in December 2004, through intensive training needs survey and based on OCBP. However, since the Project purpose was modified agreed upon by FA and JICA to consider more about people's livelihood as mentioned above, the detailed contents of the plan, especially the duration and scale of training courses by FWTC, will be modified after careful study and consultation (Within Activity 0, it will prepare the training plan, curriculum and materials for local FA).

In the previous training plan; three subjects, "forest management planning", "natural and artificial re/afforestation" and "community forestry" were given priority, but the subject of this Project's training by FWTC will be changed more focus on community forestry development. The Project will execute next three components; "forest management planning", "community forestry system" and "Silviculture" according to the Project scope and targets. The lessons learned of CBFS and the Field Project will be summarized as training materials and be taught at the training courses of FWTC. Considering the sustainability of the future training activities by FWTC, the Project will transfer the training activities to Cambodian side gradually thorough the Project duration, particularly from the 3rd year of the Project.

In addition, reflecting the less effective training and rather unsatisfied performance of the ex-trainees in previous Project (see 3-3), the Project will conduct necessary follow-up activities for ex-trainees, as a part of

the training component, to formulate forest management plan and/or to conduct community forestry management by providing technical advice, necessary material or equipment, etc.

Besides the training by FWTC, the Field Project will be implemented to produce direct outputs necessary to realize to secure the sustainable utilization of community resources for stabilizing the living of local people. The initial stage of Project will select two (2) Divisions as Field Project sites, and conduct community forestry activities in collaboration with local authorities and NGO(s), such as formulation of the Division level FMP, establishment of community forests, conducting activities on community forestry including silviculture, and improvement of livelihood of local people. To continue and expand community forestry activities, from the 3rd year the Project will select new other target Divisions/communes in accordance with the progress of formulating of forest management plan by ex-trainees, and the result of socio-economic survey,

4-2 Target Areas and Beneficiaries

4.2.1 Target areas

During the Preparatory Study on September 2005, interview and RRA surveys were conducted, and the results were summarized that the local people in the survey areas engage mainly agriculture, but it is not enough nutrition for their family to survive. At the same time, due to the land shortage and soil deterioration, local people tend to rely on the community or natural resources mainly from forests, in dry seasons³¹.

Whilst recognizing the above mentioned, most local people in Cambodia employ diverse livelihoods strategies that rely on agriculture, fisheries and forestry sectors to varying degrees and at different times of the year.

JICA has decided to implement the Project in which focuses not only on capacity building of FA officers but also on the contribution to the livelihood improvement of local people. To address this approach, the Project needs to select the Field Project site as "targeted" areas in order to define the impact of work given,

The Field Project site will be selected for the following reasons:

First, basic unit shall be "Division" level of FA organization.

"Division" level will be the first targeted level of the Project concern, because "Division" is a basic unit of the national forest management planning system, and the Division level FMPs are the bases of NFMP; a plan of sustainable forest management based on Forest Law

Second, it is impossible to identify only one Field Project site. In Cambodia, the natural resources and people's situations are much diversified in fact. Therefore, to response diverse forest conditions and socio-economic situations, the Project shall select several Field Project sites, at least "two" in the beginning. The Project activities will continue at the first Field Project sites until the final year of the Project, but also possible to select new additional Field Project areas during the Project period

³¹Last two years village life were very severe due to lack of rainfall, and most of villagers suffered from shortage of food.

The selection criteria shall be determined concisely at the time of the Project implementation through mutual consultation between Cambodian and Japanese sides. The followings are the desirable Divisional sites and CF sites, which are proposed by preliminary evaluation team (not in the order of priority).

(1) The selection criteria on Divisional sites:

- Accessibility of FWTC (From Phnom Penh to the sites)
- Accessibility of Trainees and suitability as Field training sites of FWTC (access condition to field sites)
- Forest management situation
- Concession area or not
- Community Forestry (CF) situation (numbers, size, location, and condition of CF)
- Local FA capacity
- Socioeconomic situation of the Division (in the Province)
- Availability of local technical information and knowledge (accumulated research and/or trial results, experiences of the other donors and NGOs)
- Opportunities for JICA to increase its programmatic approach by linking any other activities with fishery, agriculture or other sectors

(2) The selection criteria on desirable CF sites:

- 1) Community
 - Managerial population size (If the targeted village's population is quite large, it will be beyond the handling by the Project and not be cover efficient management)
 - No serious conflict occurred in village or community
 - Existence of leader in villages who recognize the importance of CF to promote
 - Understanding and support by Commune Council on CF and livelihood improvement
- 2) Location
 - Accessibility to CF (distance from Phnom Penh and also distance from CF to local residents as a benchmark of convenience visiting)
- 3) CF members
 - Existence of CF members in fact
 - Numbers of CF members in village or community are quite large ratio in its population and /or household (It is desirable that the CF participation numbers are more than half percentage of population and /or household)
 - Strong desire of CF support by CF members
- 4) CF activity
 - Under way of CFMC formation at least
 - Sound management of CF
 - Ready to start any Initiative and/or tangible activities of CF
- 5) Environment

- Existence of sound forest resources as well as community resources
- 6) External support and relations
- Good relationship with local authority
 - Potentially good relationship with local FA
 - NGO 's support or not (In the case of on-going NGO supports, necessary of careful coordination and mutual agreement with the Project)
- 7) CF legalization
- Highly possibility of legal recognition for the CF site (If the CF area covers concession, private or nursery areas, and it causes a possibility of very difficult solution for government to CF recognition, it is not recommended as the Project field site due to the sustainability and various confliction)

4.2.2 Target beneficiaries³²

(1) Direct project beneficiaries

Direct beneficiaries of the Project will be local community and local people in the communes or village of the target CF in Field Project sites.

The main target group of this Project will be a member of CF in the Field Project areas, but also pay highly attention and ask for participation by the local community as a whole. In deed, the poor and disadvantaged people who are landless or near landless, their livelihoods depend on income from common property resources and subsistent forest users.

(2) Indirect project beneficiaries

Indirect beneficiaries of the Project (at the same time, collaborators) will be local community and local people nearby the target CF in Field Project sites and also the following organization.

- 1) Central level government agencies such as MAFF's Department of Fisheries and Department of Forestry that support community resources management of natural resources.
- 2) Provincial level government agencies such as the targeted areas of Provincial Departments, particularly on Agriculture, Fisheries/Community Fisheries and Environment
- 3) NGOs providing services to Community Forests in the target provinces or in Phnom Penh.

4-3. Implementation Structure

The initial institutional framework for the Project implementation will be as follows:

<Cambodian side>

- (1) Project Director (Head of FA) will bear overall responsibility for the administration and implementation of the Project.

³²This section intends to describe mainly the "target beneficiaries" of this Project. "Beneficiaries" means the persons who gain as a result of the Project implementation or persons who are influenced from the Project. On the other hand, "Target group" defines that the Project attempts to have an effect on particular group of people. For instance, local FA is a main target group who aims an attack by the Project as well as involvement members.

- (2) Project Manager (One of the Deputy Heads of FA) will be responsible for the managerial and technical aspects of the Project.
- (3) Deputy Project Manager (Chiefs of FWTC) will be responsible for the coordination and implementation of the project activities.
- (4) Project Coordinator (Chief of AICO & PAO) will be responsible for project coordination and administrative affairs.
- (5) Project Counterparts will be in charge of the implementation of the related Project activities. Local FA staff (Division and Triage) at the Field project sites will play a key role in implementing the Field Project, as counterparts. The other Project counterparts will be also assigned through mutual consultation.

For smooth implementation of the Project, relation among the above mentioned key counterparts shall be coincident with the structure of FA. While the Project Director and the Project Manager are responsible for whole the activities of the Project, the other officers' responsibility and linkages on Field Project site and training shall be clearly defined based on the contents of the Project activities.

In addition, FA headquarters will provide:

- Lecturers of class;
- Instructors of field training;
- Administrative staff; and
- Supporting staff.

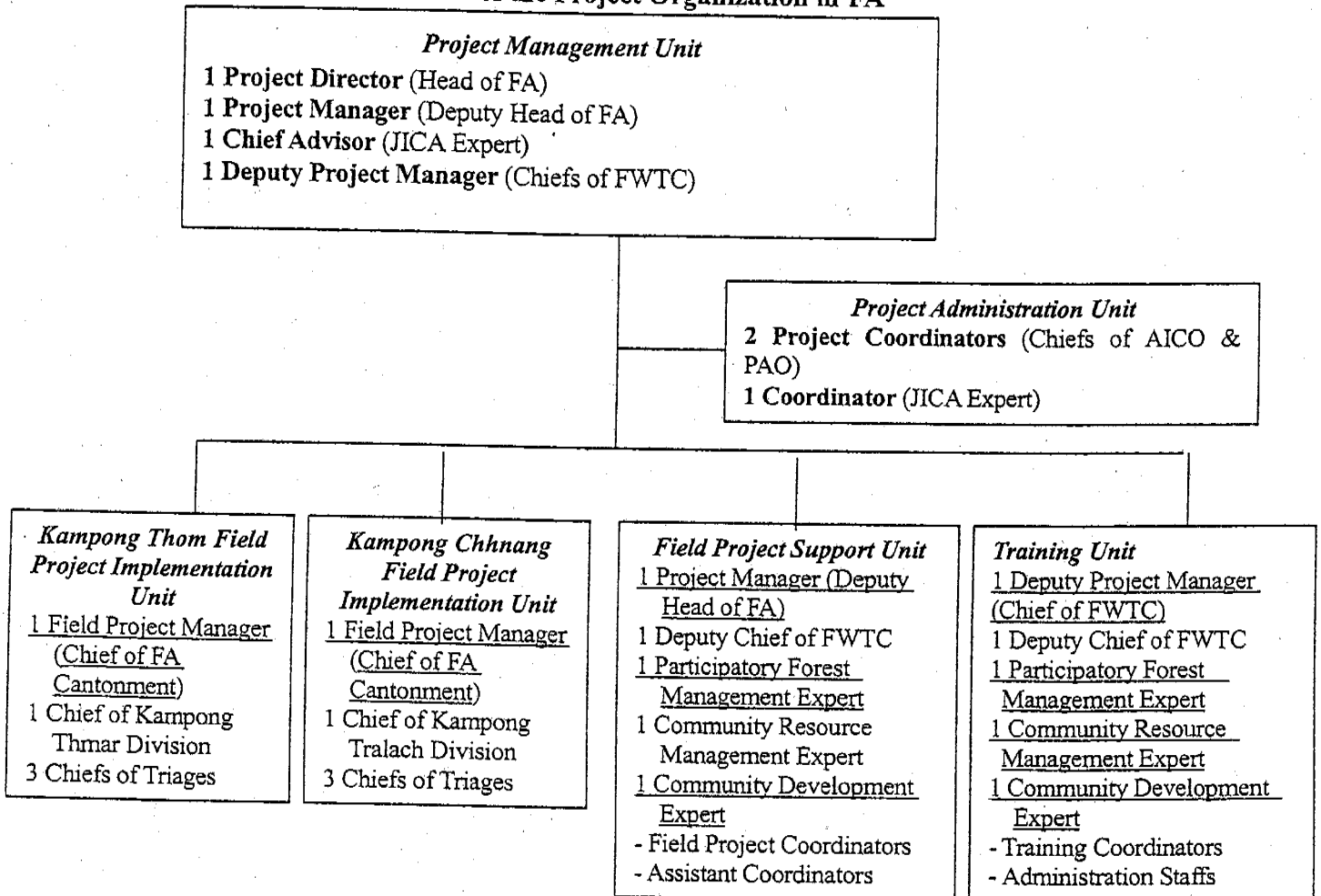
The above are a list of necessary human resources to implement the Project efficiently and effectively, and it is not shown that FA headquarters always provide the resources, but need to assist or facilitate to find suitable resources.

<Japanese side>

- (1) Chief Advisor will provide necessary recommendations and advice to the Project Director, the Project Manager, and the Deputy Project Managers on any matters relate to the Project implementation.
- (2) Japanese experts will give necessary technical guidance and advices to the Project Coordinator and Project Counterparts (Training coordinators and Field Project coordinators). If it is necessary, these guidance and advices should be instructed to the field counterparts through the Project Coordinators.
- (3) The number and the duration (long term and/or short term) of JICA experts will be determined with the expertise based on the Plan of Operation in following fields:
 - Chief advisor
 - Project Coordinator
 - Participatory Forest Management Expert
 - Community Resource Management Expert
 - Community Development Expert
 - Forest management plan
 - Other necessary experts

The following flow chart is suggested as the project organization in FA at this moment. It is, as a matter of course, necessary to review and determine a suitable organizational structure based on the current capacity of FA and the contents of the Project activities.

Chart of the Project Organization in FA



5. Project Design

The Project Design Matrix (PDM) as well as the Project concept framework of this Project is attached as ANNEX I of Minutes of Meeting (December 15, 2005).

5-1. Project Purpose

Project Purpose is a goal expected to be achieved by the completion of the Project.

The Project Purpose of this Project is expressed as "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 sites". The Objective Verifiable Indicators for the Project Purpose are determined as follow. Three indicators have been set to measure realization of the Project Purpose: (1) Local people recognize that local FA officers are good "facilitator", "adviser" and/or "demonstrator" of community resource management and utilization. (2) Local people can obtain method and know-how to secure & improve their livelihood by sustainable use of community resources. (3) It is deepen relationship between local FA and local authority.

The followings are the Means of Verification for the four indicators above: reports of CF activities in the Field Project sites, reports of Project survey, reports of Project field visits, and questionnaire & interview with local authority, relevant agencies and development organizations.

5-2. Overall Goal

Overall Goal is an effect to be seen three to six years after project is completed, resulting from achievement of Project Purpose. The Overall Goal of this Project is expressed as follows; "Sustainable community resources utilization by local people is secured in the area conducted participatory community resources management".

There are several Objectively Verifiable Indicators for measuring realization of the Overall Goal:

- 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
- Varieties of CF and community resource management activities
- The number of new legalized CF and approved CFMP
- Increased land area under CF management

The followings are the Means of Verification for the four indicators mentioned above: Annual Report of FA, Forestry Statistics, Reports of Project field visits, Reports of Project survey (Baseline, Questionnaire & Interview with local people, local FA and ex-trainees, Final evaluation & Impact assessment), Training reports, and Reports of follow-up activities.

5-3. Outputs

Four Outputs of this Project have been defined as means to realize the Project Purpose. First of all, Output 0 in which derived from Activity 0 is defined as a preparatory stage of the Project implementation. The Activity 0 and Output 0 have been set in order to the efficient and effective implementation of the following Activity 1 to Activity 3.

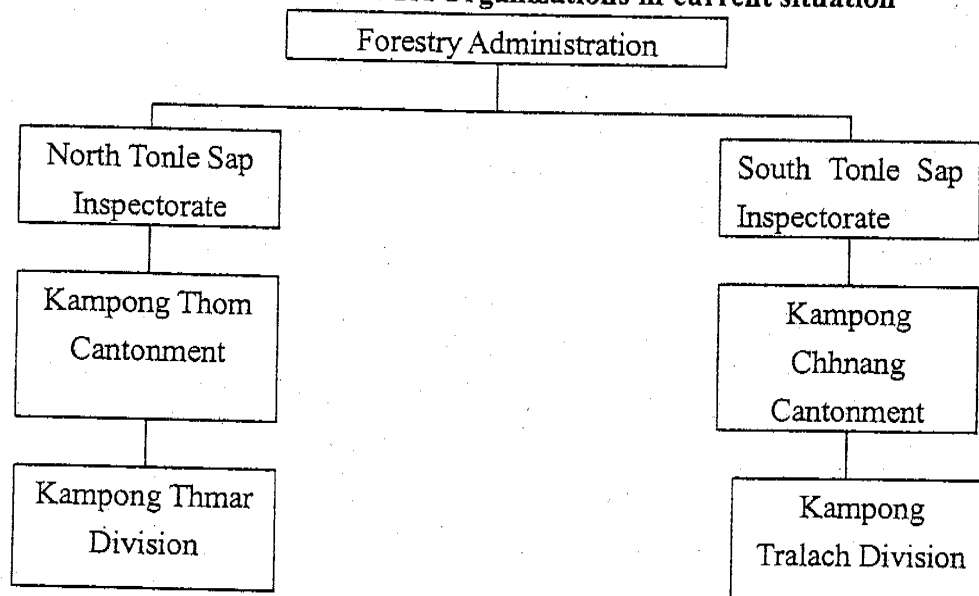
Output 1 and Output 2 are related to the Field Project sites, and Output 3 is related to the trainings by FWTC. Output 1 will be conducted in the first selected Field Project sites, and Output 2 will be conducted in additional Field Project sites where will be selected newly additional target sites.

Initially, the Field Project sites have been set in the next two areas: one is in Kampong Thmar Division at Kampong Thom Province, and another is Kampong Tralach Division at Kampong Chhang Province.

However, there are not yet determined the target Community Forestry (CF) in the Division, and will be selected based on the Project's criteria. The Division and the targeted CF in the first Field Project sites shall be determined as a part of Project activity 2 through the mutual consultation between JICA and Cambodian Government.

In addition, the targeted CF as well as additional new Field Project sites has not decided yet. Therefore, once the record of discussion agreed, the site selection shall be determined while implementing the Mid-term Evaluation, which will be implemented before the 3rd year of the Project.

Chart of the related FA Organizations in current situation



The followings are the four Outputs and their indicators. The Means of Verification for these indicators have been set as follows:

Output 0:

It is established to prepare the Project activities, the training for the first FP sites and local FA officers 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)

(Indicators)

- Prepare training plan, revised training curriculum and materials
- Assign trainers of class, and select facilitators and instructors of FP sites

Output 1 (in the first Field Project sites):

- 1 CF activities are smoothly implemented, and the results of the CF and other activities, community resources are managed properly in the FP site.
- 2 Local people recognize the importance of their community resources including forestry resources.
- 3 Local FA officers obtain practical knowledge and skills, and utilize for local people's needs.

(Indicators)

- Increase number of CF members
- Legalize CF & CF agreement
- Implementation of FMP
- The number of self-help activities related to community resource management by local people (such as NTFP utilization, tree planting)
- Contents of transfer of local FA officers to local people (extension, advice, etc)
- In kind support of local FA to local people (seeds, seedlings, etc.)
- Re-cognition of the role of local FA
- Accessibility of necessary information and institution by local people through local FA

Output 2 (in additional Field Project sites):

- 1 CF activities are smoothly implemented, and the results of the CF and other activities, community resources are managed properly in the FP site.
- 2 Local people recognize the importance of their community resources including forestry resources.
- 3 Local FA officers obtain practical knowledge and skills, and utilize for local people's needs.

(Indicators)

- Application and utilization of experiences and lessons through the first Field Project sites
- Increase number of CF members
- Legalize CF & CF agreement
- Implementation of FMP
- The number of self-help activities related to community resource management by local people (such as NTFP utilization, tree planting)
- Contents of transfer of local FA officers to local people (extension, advice, etc)
- In kind support of local FA to local people (seeds, seedlings, etc.)
- Re-cognition of the role of local FA
- Accessibility of necessary information and institution by local people through local FA.

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.
- 2 Training is conducted efficiently and effectively.

(Indicators)

- The number and content of application and utilization of knowledge and skills gained through their training and follow up activities
- The number and kinds of follow up activities

The Means of Verification for these indicators have been set as follows:

- Reports of CF and other community resource management activities in the target CF
- Reports of Project field visits
- Reports of Project survey
- CFMP of the target CF
- CF agreement in the Field Project site
- M&E reports of CF
- Training reports
- Revised training curriculum and materials
- Reports of follow-up activity

5-4. Activities

Project activities are specific actions intended to produce Outputs of the Project by effective use of Inputs. The major activities are shown below. Appropriate time schedule of implementation and Inputs requirement including the responsible person for each Activity are have to set up according to the detail plan of operation (PO) , which shall be formulated immediately after the commencement of the Project.

Four Activities have been defined as below.

Activity 0: Preparation of the Field Project (FP) sites and training by FWTC

Activity 1: Implementation of target Field Project Activities (first FP sites):

Activity 2: Implementation of target Field Project Activities (additional FP sites):

Activity 3: Regular training by FWTC (for local FA officers exclude local FA officers in the targeted FP sites)

<Activities for Output 0>

1. Assign C/Ps and confirm their role of FWTC
2. Select target Field Project Sites and select target CFs based on criteria
3. Study and formulate forest management plan in targeted field sites and identify the potential CF areas

4. Study on target villages; 1) community resources and 2) socio-economic Baseline survey
5. Study other donors and NGO's activities (gather their information and lesson learned) surrounding FP sites
6. Study the training needs of local FA officers in the FP sites
7. Based on the study results, prepare the training plan, curriculum and materials for first FP sites
8. Conduct re- evaluation of the past FWTC training based on practical utilization
9. Conduct necessary training workshop in order to confirm the training results' understanding
10. Confirm the needs of the training and revise the contents of training by FWTC
11. Further, lesson learned from the above study results and also utilized the existing documents, prepare the training plan, curriculum and materials for local FA who are not in the FP sites
12. Decide the methods and criteria of monitoring and evaluation in each training conducted by FWTC

< Activities for Output 1 >

1. Conduct necessary additional training for local FA officers in the FP sites
2. Assess target villagers' needs based on the study results
3. Hold a kick-off workshop with local people
4. Support making progress of Community Forestry Agreement
5. Prepare the implementation criteria/set up Field Project guideline
6. Prepare FP activities based on villagers' needs and reach consensus of the activities participated by local people
7. Facilitate to prepare and revise CFMP and annual operation plan
8. Conduct CF and other activities facilitated by local FA according to local needs and the Project criteria & guideline
 - Conduct study tour and exchange with other CF members
 - Technical supports related to forestry (e.g., Extension Forestry Law, Seed supply & planting techniques, Technical advice on forestry management, etc)
 - Providing opportunity for income generation (e.g, Non-timber forest products as bamboo, mushroom, rattan, vine, resin, etc)
 - Improve Livelihood/daily life (e.g., Agroforestry, Animal husbandry, Vegetable seeds, Toilet/Sanitation, Water resource supply, Marketing etc.)
9. Collaborate with local authorities, NGO's & private sector to implement income generation & livelihood activities (Provide technical trainers, Fund availability, Processing & Marketing, etc;)
10. Monitor and evaluate the FP activities regularly (including integrate and upgrade CFMP according to the CF progress and Project activities)
11. Feed-back the results and experiences of the Field Project activities into the training by FWTC
12. Compile the lesson learned and experiences to utilize for Project in the later stage, particularly selection of additional FP and suitable FP activities
13. Conduct Impact assessment study on local people in the Field Project sites

< Activities for Output 2 >

1. Select new additional target Field Project Sites (divisions/communes) and select target CFs based on criteria
2. Study and revise forest management plan in the additional targeted field sites and identify the potential CF areas
3. Conduct necessary additional training for local FA officers in the additional target FP sites
4. Study on target villages; 1) community resources and 2) socio-economic Baseline survey
(In accordance with the progress of formulating of forest management plan, and the results of socio-economic survey)
5. Assess target villagers' needs based on the study results
6. Hold a kick-off workshop with local people
7. Prepare the FP activities based on villagers' needs and reach consensus of the activities participated by local people
8. Facilitate to prepare and revise CFMP and annual operation plan
9. Conduct CF and other activities facilitated by local FA according to local needs and the Project criteria & guideline
 - Conduct study tour and exchange with other CF members
 - Technical supports related to forestry
 - Providing opportunity for income generation
 - Improve Livelihood/daily life
10. Collaborate with local authorities & NGO's & private sector to implement income generation & livelihood activities
11. Monitor and evaluate the FP activities regularly
12. Conduct Impact assessment study on local people in the Field Project sites

< Activities for Output 3 >

It focuses on 'practical' use by the training, and not for Basic/theoretical training.

1. Implement FWTC training and field training
 - Forestry Management Plan (FMP)
 - Community Forestry System
 - Silviculture
 2. Evaluate the training results and review the training based on the training evaluation results
 3. Based on the training evaluation results, decide the approach and contents of follow-up activities (technical advice, necessary material or equipment etc)
- The "Follow-up activities" will be delivered by the next three approaches.
- Offering by FWTC
 - Proposed by ex-trainees
 - Conduct additional training (through dispatching trainer in the field of ex-trainees)
4. Implement the follow up activities for ex-trainees, and monitor and evaluate the activities regularly.

- 5 Transfer training activities to Cambodian side gradually

5-5. Inputs

Both governments will provide the following inputs to facilitate implementation of the Project.

5-5-1 Inputs from Cambodian side

From the Cambodian side

<Personnel for the Project>

1. Project Director
2. Project Manager
3. Deputy Project Managers
4. Project Coordinators
5. Project Counterparts
6. Lectures of class, Instructors of field training
7. Administrative staff, and supporting staff

Roles of the above mentioned members were described in Chapter 4-3 of this report.

< Land >

1. Land for the Project offices
2. Land for related facilities

<Buildings and rooms, facilities, equipment and materials>

1. Project office at FWTC and Field Project sites
2. Meeting rooms to be used for workshops and seminars
3. Materials and equipment, which were provided by JICA in the previous Project

< Financial Inputs >

1. Necessary maintenance cost of the Project facilities
2. Salary of counterpart, administrative staff and supporting staff.
3. Necessary cost for conducting training at FWTC and Field Project sites

5-5-2 Inputs from Japanese side

From the Japanese side

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 (Based on the Activities, the number and target of local FA officers.

will be determined and discussed the facility for efficient training implementation.)

The number of dispatch experts will be determined based on the Plan of Operation with the expertise in following fields:

- Chief Advisor
- Project Coordinator
- Participatory Forest Management
- Community Resource Management
- Community Development
- Forest Management Plan
- Others as needed

5-6. Important Assumptions and Risk Analysis

Important Assumptions are conditions to avail of the success of the Project as well as existing outside of the control of the Project. Following the conditions are placed as Important Assumptions:

- There is no change of Government policy and strategy on the forestry sector.
- Economy and social situation does not take a change for the worse in the field Project sites and the area conducted participatory community resources management.
- Trained personnel continue working for the implementing organizations. (Trained personnel do not leave FA drastically.)
- Government provides legal recognition for CF sites.
- There are good collaboration with all relevant agencies and development organizations working in the filed Project site (In major, local authority, commune council, agriculture office, NGOs, private sector, etc).
- No major natural disaster to affect natural resources (rain, storm, flood, fire, etc).

A primary risk is the overall commitment and leadership of the FA to truly develop and implement the Project, particularly on local FA officers in the Field Project site.

In addition, the following two conditions are placed as "Risk" in which constraints of project success and lead of Project failure.

- Fragile of capacity building of local FA

The fear is even though the Project provides intensive training as well as guidance to local FA officers, they will not able to disseminate learned techniques and/or do their duties to local people. To avoid such fear and failure, the Project contains follow-up activities as well as feed-back & monitoring system.

- Increasing high demand of cutting tree and deteriorating environment

Growing poor who cannot afford to survive and rely on the forest resources, local people who have no recognition of forest law. To avoid such situation, the Project contains income generation and livelihood improvement activities based on the people's needs.

5-7. Preconditions

Preconditions are important assumptions that should be fulfilled before project begins. The Preparatory Study team set the following two preconditions: "Security of Field Project site is insured by Royal Government of Cambodia (RGC)" and "There are no major changes in FA's policy on personnel and human resource development as well as supports to local people".

6. Project Justification

6-1 Relevance

6.1.1 Consistency with the Cambodian Policy and FA's needs

Improvement of livelihood and capacity building of human resources are a major component of the Second Five-year Socioeconomic Development Plan (SEDP), the National Poverty Reduction Strategy (NPRS), and the Cambodia Millennium Development Goals (CMDGs). The Cambodian government is currently preparing the National Strategic Development Plan for 2006-2010 (NSDP), by consolidating the SEDP and NPRS and aligning the plan with CMDGs. In July 2004, the Cambodian government drafted a "Rectangular Strategy for Growth, Employment, Equity and Efficiency in Cambodia". Based on this strategy, FA will execute a five-year Action Plan nationwide.

The scope of the Project accords fully with Cambodian government's socio-economic development policies. First, tackling to poverty reduction is one of the major issues and tasks on Cambodian government, therefore, to improve the livelihood of local people is very crucial not only to stabilize local people's life but also to contribute alleviating poverty for in Cambodia. In addition, people's participation or community participation in forest protection and management is essential in line with government strategy in Cambodia. Second, since FA undertook organizational reform in 2003 and deployed a majority of workforce at the local level, their training became one of the most urgent tasks for FA. Thus, the Project Purpose that stabilizing the living of local people through the capacity building of FA officers is ideally placed at present and upcoming decade.

During the Preparatory Study mission, the Cambodian and Japanese sides held a several workshop for project formulation based on the concept of Project Cycle Management (PCM). Results of the discussions and exchanges at the workshop, the Project Design Matrix (PDM) were drafted incorporating both sides' views, and finally achieved with mutual agreement. Through this process, the Project was designed in a participatory manner and successfully gave the Cambodian counterparts a sense of project ownership. The Project thus matches the needs of the Cambodian government and FA.

6.1.2 Meeting Public Interests and People Needs

Forests in Cambodia are important resource for the country's economy and people. Over 90 % of the households in Cambodia use firewood and charcoal for fuel. Timbers are widely used as construction materials and forest conservation is indispensable for reducing flood incidence, promoting tourism industry, and protecting valuable wildlife. In particular, most of local people in rural area engage in agriculture, but they have to depend on forest products as their main or additional livelihood option; for many the resources are second in importance only to farming. Therefore, sustainable community resources management including forest management is thus crucial for people's lives and in public interest. Forests are also important to the local culture and as habitat for wildlife. This Project supports FA in sustainable community resource utilization by local people, and also in the training local FA staff. Initiatives of local FA staff are indispensable for achieving sustainable community resource management.

In addition, most local people are very vulnerable and poor; neither time to join the community meeting nor incentive to forestry management. To reflect such people's current situation, the Project plans to prepare several activities that provide opportunity of income generation and also support of livelihood improvement in the field sites. Therefore, local people, business in the forestry sector and related authorities, shall benefit from the Project directly or indirectly, and it seems to be very relevant strategy and project framework.

Furthermore, the Project focus on CF; CF enhancement is one of the important role of FA, and people in many forest areas have become increasingly aware of CF, and see the establishment of CF and participation to its activities as a way of their resource protection. In areas of community forest, the development of CF has been making good progress, but there is still no official sanction of CF – usually because the community forestry legalization procedures are still under development and not well understood and followed by both FA staffs and local community members. Then, the Project's scope of promoting legal recognition for CF is a good supports of FA's mandate, and also very beneficial to the CF members, and at the same time to all the local people in the areas.

6.1.3 Relevance to Japanese ODA and Justification for Japan's Involvement

Community resources management is prioritized under the "Response to the Global Issues", which is one of the four strategic tasks of the Japanese Ministry of Foreign Affairs for Cambodia. "Agriculture and Rural Development" in particular "Utilization of Sustainable Natural Resource" is a major component of JICA's prioritized cooperative areas for Cambodia³³. As mentioned in Chapter 1 of this report, JICA has supported human resource development of FA officers for the last three years. Thus, the Project can make the best use of previous Project experiences and good relationship with FA and related institutions. At the same time, JICA strongly emphasizes that contribute to the livelihood improvement of local people in order to be a sustainable resource management, and this direction of JICA is the same line of this Project. Thus, the Project is consistent with prior Japanese ODA policy and relevant for the Japanese government's assistance.

As mentioned in chapter 2-5 of this report, several international donor and NGO agencies are working in the forestry sector. The Project and their assistance will not overlap but complement each other, and we can expect synergy to bring bigger project effects. In fact, no donor/NGO agencies are support training local FA officers nationwide on a regular basis. To promote CF activity, many NGO are currently working in this field, but only cover village and/or commune level within a very limited period of assistance. WB is planning to conduct training for local FA staffs especially for Cantonment level, but this 3-years project just covers 4 or 5 pilot Cantonments, not a nation wide. Thus, it makes sense for Japan's ODA to assist this Project.

³³ Country-specific project implementation plan of JICA, 2005.

6.2 Effectiveness

The Project shows high effectiveness for the following reasons;

The Project takes gradual and concrete plans of Field Project implementation as well as provides of the training by FWTC to local FA for formulate tangible forest management plan regarding to the response from people's needs. According to the management plan and CF activities in the field sites, it is expected the realistic benefit to local FA and local people.

First, even though the income of local people may not be increased in a short time period or drastically, at least, local people can obtain method and know-how to secure & improve their livelihood by sustainable use of community resources. Then, it can be expected to realize continuous sustainable utilization of forest resources and also extension of forestry technologies and thereby increment of additional food supply and livelihood.

Second, the targeted local FA officers can distinguish between FA in the Field Project site and FA who do not in charge of the targeted field Project sites. Those two distinguished local FA will have different benefits from the Project, however, both can be effectively trained to meet the needs of local people's requirement and developed their capacity. To implement Field site activities, the local FA officers in the Field Project sites receive necessary training including On the Job Training (OJT). On the other hand, the local FA officers who are not in the Field Project sites, they will receive not only lectures and field trainings by FWTC, but also some will receive follow-up.

Furthermore, the results and experiences of the Field Project activities will feed back into the trainings by FWTC, it makes the trainings more effectively and tangible through the lessons learned from the facts finding.

In a conclusion, through these Project components, local FA officers with practical skills and knowledge should be raised. Since local people recognize that FA is a good "facilitator", "Adviser" and/or "Demonstrator" of community resource management and utilization; hence the Project Purpose and the Overall Goal will be attainable.

In the process of formulating this Project, the final evaluation of previous Project, Preparatory Study of this Project, institutional analysis of FA, impact study of current training courses and training needs assessment were conducted. The Project Purpose and its indicators were defined, reflecting these findings and discussions. Due to a lack of information in the field sites, the Preparatory Study team still could not set some of the quantitative measurement or criteria for the Objectively Verifiable Indicators of the Project Purpose. The Project framework set up and the record of discussion once agreed by both governments, necessary study shall be conducted for efficient project implementation as well as effective training execution. In the process, they can set realistic degrees and criteria for the Indicators.

FA's strong initiative and their steady commitment for the Project are vital for success. At the same time, strong participation of local people is indispensable to be success of the Project. To realize the Project Purpose within five years, it is crucial to assign a sufficient number of suitable candidates for counterparts, lecturers, and field training instructors, as well as administrative personals, at the beginning of Project implementation. It is also important to monitor and evaluate performance and progress of the Project in order to execute the Project smoothly. In addition, the Project monitoring makes possible to take flexible measures in modification of plans.

6.3 Efficiency

Efficient implementation of the Project will be expected for the following reasons:

The Project will be implemented efficiently with careful project planning and cost-benefit analysis. This Project will implement its activities sufficiently; 1) utilize the know-how and experience of CBFS Phase I Project, 2) proper assignment of counterparts of FWTC, and also 3) strong willingness of FA officers and local people toward the Project implementation, especially local FA and the Community Forestry members. In human resource assignment, the Cambodian side has already assigned and increased the numbers of counterparts since last year. They will play a central role in all Project activities, and FWTC counterparts and officers in FA headquarter will be highly responsible and duties of in order to good arrangement and cooperation of this Project efficiently.

Personnel inputs from Japanese side are; 1) dispatch of three long-term experts, 2) a number of short-term experts, and 3) counterpart training. The long-term experts will meet counterparts daily, understand and coordinate Project activities, and provide advice in person. The short-term experts will occasionally assign and instruct the counterparts on specific subjects. To make the best use of Inputs and achieve Outputs, both sides shall discuss and agree on Project implementation/management system. Of course, the Project inputs are a basic necessity that should be utilized effectively.

On the other hand, based on recommendations from the final evaluation of previous Project, it focuses on applicability of the training contents at the local level. Therefore, the Project will focus on enhancement of practical training mainly. The training courses will use training materials, proved by the good experiences at Field Project activities. According to the agreement, the intensity of Japanese input, particularly on the training in FWTC will be gradually hand over to the Cambodian side. It means the training activities will transfer gradually localized, and support from JICA will be reduced.

In case of the Project activities which can be maximized the activities efficiently, the target Field Project site shall be carefully selected, and the site activities shall be undertaken the peoples' needs assessment and careful consultation. It is highly appreciate that the Project intends to utilize local structure. Especially, commune council shall be one of the main focus points where community and village people can understand the Project and agree on the site activities without conflict occurring. To step further, facilitation and arrangement with local authority and local people are quite important how people recognize easily and make full support of the activity implementation.

In accordance with the Field Project implementation smoothly, as indicated in Important Assumption; "good collaboration with all relevant agencies and development organizations working in the filed Project site" is highly necessary and indispensable.

6.4 Impact

First, it is required to take a long time to derive visible certain impacts in the view of the current trend, political, economic and social situation as well as social preparation and absorbing capacity of communities and people. However, several positive changes will be derived in political, institutional, technical, social and economic aspects through the Project implementation. The following impact will be expected from the implementation of the Project.

The Project addresses a security for stabilizing the living of local people utilized of community resources in sustainable manners. Therefore, local people will obtain more opportunity, method and know-how to improve their livelihood through the Project implementation. The Overall Goal of the Project is also achievable because the sustainable utilization system of community resources is expected to work continuously in the sites even after the completion of the Project.

Once local people recognize the importance of participatory community resources management, the Project results will disseminate to other areas through the training of local FA staff by FWTC, and also the execution of study tour, seminar and other methods into other local people.

In conclusion, the Project can substantially contribute to achievement of the Overall Goal because the Project trains local people in the Field Project site and also local FA officers that will play key roles in community resource management at their jurisdiction.

However, it is important to note that realization of the Overall Goal will also depend on Important Assumptions,. Accordingly, how the Important Assumptions influence the Project needs to be monitored.

From the point of various views, the following impacts will be expected.

1) Political impacts

Regarding political impacts, the Project will play a role in assisting FA to implement Decentralization Policy, Forestry Sector Reform and the five-year Action Plan for achieving Rectangular Strategy. The fulfillment will partially help achieving the Second Five-year Socioeconomic Development Plan, National Poverty Reduction Strategy, and Cambodia Millennium Development Goal. In particular, the dissemination of forest law and Community Forest sub-degree through the training and the field site activities, it is highly influence to local FA as well as local people to recognize the law and order.

By supporting progress of Community Forestry agreement, it is expected to increase the number of new legalized CF and approved CFMP.

2) Institutional impacts

In the Project process, FWTC will assess training needs, set trainees and lecturers/instructors selection criteria, prepare textbooks, teaching materials, arrange field trainings, and evaluate the training impacts. The experiences and know-how on training management can be valuable institutional assets for FA in conducting staff training in other subjects. By organizing Field Project activities, FA will take initiative and facilitate to provide Field Project site activities, through conducting necessary training, villagers' need assessment, preparing CFMP and annual operation plan, and implementing with regular monitoring and evaluation. The process may be institutionalized in local FA and applied to other projects and tasks in FA. Finally, through the Field Project site activities, the local FA (cantonment, division and triage) in the site can be more experienced and defined their role and responsibilities in each position.

3) Technical impacts

Counterpart personnel at FWTC, most are assigned in FWTC since previous Project will directly receive technical advice from the Japanese experts, and they will be not only a good training/technical coordinators, but also be expected as facilitators, trainers and/or team leaders. Furthermore, it is expected that the local FA staffs trained by FWTC, their techniques and know-how will be improved, since community forestry requires comprehensive forestry techniques, as like an epitome of nation wide or large scale forest management.

CF members in the target CF in the Field Project (FP) site, local FA officers in FP site, and also other local FA officers will be the principal target group. Direct beneficiaries of the Project will be extended to local people in the same communes or village of the target CF in FP sites.

The extent of indirect technical transfer will depend on how often ex-trainees (local FA officers) will visit villages or other FA offices, and also the trustful relationship with local people and local authority. To improve better knowledge and equipment of local FA officers, the Project is a ready to provide follow-up activities, thus the technical transfer shall be assured. The baseline survey, impact assessment, and activity records of the Field Project sites would provide a good data and information to measure the impacts of indirect beneficiaries through the Project.

The exact numbers of people who receive technical transfer from local FA officers at Field Project sites can be obtained once the Project is completed. However, a household questionnaire survey to 464 households in Kraya (152), Tumrieng (43) in Kampong Thom and Samaki Meanchey (269) in Kampong Chhnang, provides some relevant information. 64.7% of them answered that they are not aware of FA's activities in their villages³⁴. Village Chiefs were suggested by 41% of interviewees as possible candidates to help the FA to disseminate information on forestry. Villagers who could assist the FA disseminate knowledge and experience should be literate, educated, and be trusted by villagers. These could be community leaders such as teachers, monks, village chiefs and commune chiefs. Establishment of community forestry is likely to increase the degree of technical transfer from local FA staff to local people

³⁴ JBJ-Crossroads to Development, Socio-economic Survey for the 2nd phase of Capacity Building Project for the Forestry Sector, Table 56.

³⁶ Ibid., Table 68.

and is expected to extend to other areas through the Project reputation and the local FA and local people confidence.

Finally, through the Project, it is hopeful that increase the numbers of CF and their members not only the targeted Field Project sites but also other areas in Cambodia.

4) Social and economic impacts

Since the Field Project activities will establish CF in the areas conducted participatory community resources management, the following impacts are expected. Increase in villagers' compliance on the Forestry Law would lead to the reduction of degraded area. Once the villagers can recognize the importance of their community resources, they had better to utilize the resources in a sustainable manner gradually. Based on the respective community forestry management plan's contents, the committee can harvest and sell timber and non-timber products. It would generate revenue to bring financial benefits to the community members and can be assured to improve the living standards.. In addition, once the local people can gain such long-term benefits, their understanding on forest and their obligations to protect may thus improve, and illegal logging activities and deforested area may be reduced, thus it is contributed to reserve forest in sustainable manner. However, this is a long-term and ultimate goal for FA, and it requires additional efforts by many other agencies.

Respondents to the household survey identified possible changes among villagers as a result of community forestry. About 45.1% noted that households would be able to develop forest for future generations; 41.1% expressed that it would give villagers a greater role in its protection; and 36% considered that it would help in blocking outsiders from using it. Other positive changes identified were: maintaining good environmental conditions (26.4%), being able to access community forestry designated areas (24.4%), increase in earnings (10.9%), and the like³⁶.

The great efforts of CF encouragement by the Project and other donor, NGOs in collaboration with government and community, the land area under CF management shall be increased.

In contrast, it should be considered the negative affects implemented by the Project as well. The Project has no fear of negative impacts of environmentally, but it is expected to affect social impact negatively in some sense.

For example, special attention should be paid to vulnerable people; poor households, single headed households and/or female-headed household. Since they use the forest resources to supplement their food and daily necessities, however they will not often participate the village meeting nor join as CF members due to lack of time, busy in working, no concern, etc. Therefore, this could lead the Project to conduct income generation, livelihood improvement, tree planting activities and so on.

In addition, establishing community forestry prohibits non- CF members' access to the forest resources of the area. The household survey showed that "This will also engender feelings of jealousy because access will be denied." It is thus crucial to conduct socio-economic study, and avoid selecting the places where there is a risk of conflict over the land and community resources use.

Of course, in the Project implementation, the field site activities can be targeted not only CF members but also the local people in a whole community, it means that there are no excluding non-CF members who are usually vulnerable or minority people.

6.5 Sustainability

The Project sustainability will be expected as follows:

6.5.1 Institutional Sustainability

Institutional sustainability of the field site activities after the Project completion appears promising because the relationship between local FA officers and local people will be more closely and trust each other. It is not easy to change people's attitude and behavior in a short run, local people live under vulnerable life, but also they desire to someone can support them. Therefore, once local people recognize that local FA officer is a good "facilitators" or "advisor" of community resource management and utilization, it is certain the mutual relation shall be long.

Institutional sustainability of staff training after the Project completion also appears promising because the Project is consistent with FA's tasks and the FWTC already recognized as its training organization.

During previous Project, 10 counterpart members and 26 lecturers in total worked for the Project, and the number was not enough. Then, FA already recognized the necessity and increased the number of counterparts. It is assured that the Project aims to conduct participatory community resource management and capacity building of human resources in which the Cambodian government is promising to promote under the Forest law, therefore, it is expected the highly commitment and supports from Cambodian government.

In human resource sustainability, it is not certain that the Project counterparts and local FA officers may remain at the current position even after the Project completion. Currently, it is no fear of job-hopping in this country, but as its official duties, the job promotion may be happened. Filing and information sharing mechanisms should thus be well established during the Project duration.

6.5.2 Financial Sustainability

The Project will not incur expensive equipment maintenance costs since the Project will utilize basic pieces of equipment. The following table shows the financial inputs shared by the Cambodian and Japanese sides during the previous Project. Within the operational expense of training courses, the Cambodian side shared only less than 5 % of the expense, which is a very small amount for securing financial sustainability of project effects.

(Unit; US dollars)

	Local cost	Equipment	Building construction	Total
Cambodian side	27,809 (4.35%)	137,528 (13.32%)		165,337 (9.69%)
Japanese side	645,239	442,221	453,058	1,540,518

Since a future budget allocation of MEF to FA is uncertain, financial sustainability of the Project cannot be verified at this point. However, FA is strongly committed to request the MEF for the budget disbursement, and the Cambodian side will likely increase the amount of local cost sharing in this Project from the amount in previous Project. In particular, the training cost will be gradually shifted to the Cambodian side. Therefore, financial sustainability after project completion will be improved. However, it is crucial to monitor how periodically the budget is disbursed.

Regarding to the Field Project sites' activities in a sustainable view, it is necessary to consider the following; Once the Project provided any materials and kinds of supports, it is fear local people is relied on such assistance from outside for long as possible. It is not good situation that local people's life will depend on the Project. At least, the role of the Project is supports to raise the people awareness to forest and also assist self-help activities. Hence, it is necessary to include enhancement of ownership as well as empowerment of livelihood in the target village and communities.

On the other hand, community forestry and community resource management is one of the most popular and significant fields for donors and NGOs to provide assistances, among forestry sector. Comparing with the other forestry project, FA and the local communities can rather easily find out financial supporters of community activities including forestry. Donors and NGO will provide contribution to local poor villagers continuously, as long as they are willing to support environmentally sound poverty reduction projects. It means even the Project will be completed, the trained local FA staffs will be continuously able to support community forestry cooperating with the other financial partners.

6.5.3 Technical Sustainability

The Project will train not only local FA staff and counterparts, but also local people leaders, lecturers of class and instructors if necessary arises. With the assistance of the Japanese experts, training coordinators, lecturers and instructors will learn how to make appropriate curriculums, textbooks, and teaching materials by themselves during the Project period³⁷. The production of the Project materials can be utilized effectively and be sustainable after the Project termination.

The Field Project coordinator will learn how to execute, monitor and evaluate projects and then extract lessons for other local FA offices to apply at their jurisdictions. By doing so, the Project aims to maintain

³⁷ During the phase I project, 36 textbooks on forest policy, forestry law, community forestry, silviculture, nursery, forest measurements and forest/wildlife management were produced.

sustainability of the Project without the assistance of the Japanese experts.

After the Project completion, FWTC would be requested to prepare new training courses and upgrade existing training materials. An important institutional arrangement to maintain technical sustainability is to prepare a working environment accessible for information to update their knowledge and skills by themselves.

7. Monitoring and Evaluation

Monitoring and evaluation activities are integral parts of project activities and will be utilized to improve the design of project. Monitoring activities under this Project include two components: progress monitoring and performance monitoring. Joint Evaluation by JICA and Cambodian authorities concerned will be conducted at the middle and end of the Project duration using the PDM. Results of the monitoring and evaluation activities are expected to be shared with relevant stakeholders.

7.1 Monitoring Procedure

7.1.1. Progress Monitoring

Progress Monitoring refers to ongoing check-ups (e.g. weekly meetings) by counterparts, and leading by Project manager in collaboration with Japanese expert on whether activities stipulated under the Plan of Operations (PO) are executed/implemented on schedule. The PO and APO (Annual Plan of Operation) can be a good tool for administering monitoring procedures. They will report on progress to the Project Manager. They can then raise issues as they arise or require urgent matters at the meetings with Project Director. In addition, the results of progress monitoring should be compiled into the Monitoring Report and submitted to JICA's Cambodia office regularly.

7.1.2. Performance Monitoring

Performance Monitoring refers to occasional measuring of performance attained through implementation of project. There shall be measured against targets as stipulated in the PDM as Objectively Verifiable Indicators. Benchmarks or base-line data can be obtained either from an independent survey or existing secondary information.

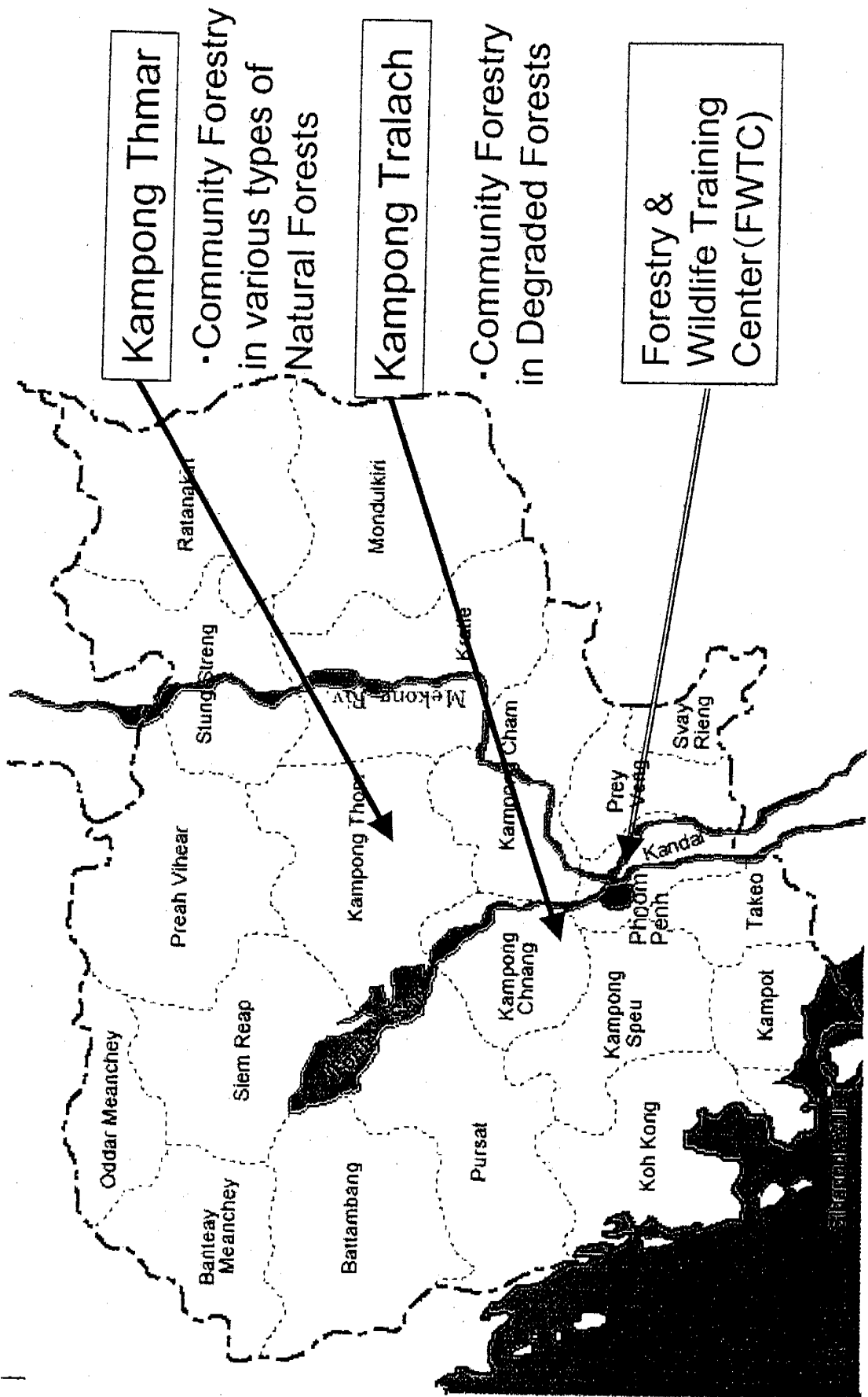
7.2 Evaluation Procedure

In line with the regulation on the Technical Cooperation Scheme of JICA, the Project will be evaluated at the middle and end of the cooperation period. This assesses, as systematically and objectively as possible, its design, implementation and results in light of the five evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability of outputs/outcomes obtained by project interventions. The result/lessons emanating from the evaluation will be utilized to propose as to whether or not continues the Project, and further be reflected into planning, implementation and evaluation of other similar projects. External evaluation may also be considered to draw lessons learned from project experience if considered useful.

Tentative Evaluation Schedule:	Mid-term Evaluation (middle in 2007)
—	Terminal Evaluation (middle in 2010) ³⁸

³⁸ Usually, the final evaluation will be conducted at the time at least six months prior to the end of project.

Intended First Field Project Sites



Overall Goal

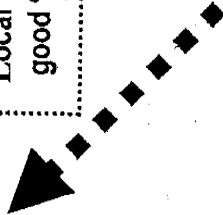
Sustainable community resources utilization by local people is secured in the area conducted participatory community resources management.

Project Purpose

Through the capacity building of FA officers, sustainable utilization of community resources is secured for stabilizing the living of local people in the Field Project sites.



(Indicators)
Local FA become a good "facilitator".



Output 1

(In the first FP sites)

Community resources are managed properly.

Local people recognize the importance of their community resources

Local FA obtains practical knowledge and skills, and utilizes for local people's needs



Output 2

(Additional FP sites)

* Applied and utilized the experiences and lessons through the first FP sites

Local FA obtains practical knowledge and skills, and utilizes the knowledge and skills gained through the training and follow up activities.

Follow-up Activities



Output 3

Local FA obtains practical knowledge and skills, and utilizes the knowledge and skills gained through the training and follow up activities.

Exclude Field Project Sites

Output 0



Prepare the Project activities, training for first FP sites and local FA who are not in the FP sites

