

**Kingdom of Cambodia  
Ministry of Environment  
Ministry of Agriculture, Forestry and Fisheries**

**Kingdom of Cambodia  
The Project for  
National and Sub-National Capacity  
Development for Sustainable Natural  
Resource Management (SNRM)**

**Project Completion Report**

**October 2024**

**Japan International Cooperation Agency**

**Asia Air Survey Co., Ltd.**

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**LIST OF ABBREVIATIONS**

APO	Annual Plan of Operation
APO2021	APO for 2021
APO2022	APO for 2022
APO2023	APO for 2023
APO2024	APO for 2024
CAM-REDD	Project for Facilitating the Implementation of REDD+ Strategy and Policy
CBD	Convention on Biological Diversity
CC-TWG	Climate Change Technical Working Group
CEMIS	Cambodia Environmental Management Information System
CF	Community Forestry
CFi	Community Fisheries
CI	Conservation International
CMAC	Cambodian Mine Action Centre
COVID-19	Coronavirus disease 2019
CPA	Community Protected Area
CR	Chief Representative
DFC	Department of Forest and Community Forest
DG	Director General
DGIS	Department of Geographical Information Service
DLM	Department of Land Management, Urban Planning and Construction
DoA	Department of Agriculture, Forestry and Fisheries
DoE	Department of Environment
DP	Development Partners
Eco-DRR	Ecosystem-based Disaster Risk Reduction
FA	Forestry Administration
FAC	Forestry Administration Cantonment
FFPRI	Forestry and Forest Products Research Institute
FRL	Forest Reference Level
GCF	Green Climate Fund
GDANCP	General Directorate of Administration for Nature Conservation and Protection
GDEKI	General Directorate of Environmental Knowledge and Information
GDLC	General Directorate of Local Communities
GDNPA	General Directorate of Nature Protected Area

GIS	Geographical Information System
GPS	Global Positioning System
HQ	Headquarters
JAXA	Japan Aerospace Exploration Agency
JCC	Joint Coordinating Committee
JCC1	The 1st JCC
JCC2	The 2nd JCC
JCC3	The 3rd JCC
JCC4	The 4th JCC
JCC5	The 5th JCC
JCM	Joint Crediting Mechanism
JFY	Japanese Fiscal Year
JICA	Japan International Cooperation Agency
JJ-FAST	JICA-JAXA Forest Early Warning System in the Tropics
JPY	Japanese Yen
LTS4CN	Long-Term Strategy for Carbon Neutrality
LULC	Land Use and Land Cover
MAFF	Ministry of Agriculture, Forestry and Fisheries
MLMUPC	Ministry of Land Management, Urban Planning and Construction
M/M	Minutes of Meetings
MoE	Ministry of Environment
NFI	National Forest Inventory
NFMS	National Forest Monitoring System
NPASMP	National Protected Area Strategic Management Plan
NRT	National REDD+ Taskforce
NTFP	Non-timber Forest Product
OJT	On the Job Training
OVI	Objectively Verifiable Indicators
PaFF	Partnership for Forestry and Fisheries in Cambodia
PaFF3	PaFF Phase 3
PC	Personal Computer
PDM	Project Design Matrix
PFSP	Production Forest Strategic Plan
PMU	Project Management Unit
PO	Plan of Operation

R/D	Record of Discussions
RECOFTC	The Regional Community Forestry Training Centre
REDD+	Reducing Emissions from Deforestation and Forest Degradation, and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries
RGC	Royal Government of Cambodia
RTS	REDD+ Taskforce Secretariat
SAP	Simplified Approval Process
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goal
SNRM	The Project for National and Sub-National Capacity Development for Sustainable Natural Resource Management
SUV	Sport Utility Vehicle
TOT	Training of Trainers
TWG-FR	Technical Working Group on Forestry Reform
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
USFS	United States Forest Service
UXO	Unexploded Ordnance
WB	World Bank
WG	Working Group

## **I. Basic Information of the Project**

### **1. Country**

The Kingdom of Cambodia

### **2. Title of the Project**

The Project for National and Sub-National Capacity Development for Sustainable Natural Resource Management (SNRM)

### **3. Duration of the Project (Planned and Actual)**

Planned: 14 Oct. 2020 – 13 Oct. 2023 (3 years)\*

\*Originally the duration of the Project was 3 years but was extended officially to 4 years.

Actual: 14 Oct. 2020 – 13 Oct. 2024 (4 years)<sup>1</sup>

### **4. Background (from Record of Discussions(R/D))<sup>2</sup>**

In Cambodia, approximately half of its territory is covered by various types of forests such as evergreen forest, deciduous forest, inland flooded forest, mangrove forest and so on. As habitats for rare and endangered species, carbon sinks contributing to the global warming mitigation and indispensable supply sources of foods and daily commodities for the life of local residents, the great value and the importance of the sustainable management of them has been widely recognized for many years.

However, compared to the neighboring countries in the Mekong region, Cambodia has recorded a worsen deforestation rate in recent years. The forest rate has been continuously reduced from 59% in 2009 to 47% in 2018 (Ministry of Environment, 2020). The major causes of deforestation are land use conversion for cash crop cultivation, illegal logging and unsustainable use of forest resources. The deforestation has resulted in increased soil erosion and reduced biodiversity bringing negative impacts to rural areas where 80% of the population live. Besides, seeing from a broader perspective, the deforestation and forest degradation would increase carbon emission and accelerate the global warming.

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<sup>1</sup> Amened on 12 Jun. 2023 by M/M signed by CR of JICA Cambodia Office, DG of GDNPA, MoE, and DG of FA, MAFF

<sup>2</sup> From the web page of the Project in JICA's web-site:

<https://www.jica.go.jp/Resource/project/english/cambodia/031/outline/index.html>

With the support of the international community, the Royal Government of Cambodia has continued significant efforts aimed at achieving a proper management of its valuable forest resources which have been put under the pressure of over exploitation and land use change. In the process, JICA has also play an important role as one of the major donor organizations for the forest sector in Cambodia. JICA has begun its support in this area by dispatching a policy advisor in 1999 followed by a ten-year technical cooperation project for the human resources development. In the next ten years from 2010, JICA mainly supported for the readiness phase of the REDD+ through providing equipment and implementing a technical cooperation project.

Utilizing the assets of JICA's previous cooperation, this project makes the national and sub-national government staff in charge of protected area management and sustainable forest management be equipped with necessary skills and knowledge for sustainable natural resource management through policy support at central level and sub-national implementation at provincial level, aiming that the related policies and key measures are formulated and implemented to reduce deforestation and forest degradation in Cambodia.

## **5. Overall Goal and Project Purpose (from Record of Discussions(R/D))**

### **The Overall Goal**

Deforestation and forest degradation are reduced through formulation and implementation of related policies and key measures for strengthening protected area management and sustainable forest management.

### **Project Purpose**

The national and sub-national government staff in charge of protected area management and sustainable forest management is equipped with necessary skills and knowledge for sustainable natural resource management.

## **6. Implementing Agency**

GDNPA (former GDANCP<sup>3</sup>, MoE), FA (MAFF) and Stung Treng Provincial Department (DoE and DoA (FAC))

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<sup>3</sup> Reorganized in 2021

## II. Results of the Project

### 1. Results of the Project

#### 1-1 Input by the Japanese side (Planned and Actual)

Planned	Actual
(1) Amount of input by the Japanese side: 270 million Japanese Yen	(1) Amount of input by the Japanese side: 352 million Japanese Yen
(2) Expert dispatch: Long-term experts <ul style="list-style-type: none"> <li>▪ Chief Advisor/ Forest Policy</li> <li>▪ Coordinator / Capacity development</li> </ul> Short-term experts <ul style="list-style-type: none"> <li>▪ Forest Monitoring</li> <li>▪ Investment and Financial Analysis<sup>4</sup></li> <li>▪ Other experts upon necessity</li> </ul>	(2) Expert dispatch: 3 long-term experts and 1 team of the short-term experts Long-term experts <ul style="list-style-type: none"> <li>▪ Chief Advisor/ Forest Policy (1 person: 2020-2023)</li> <li>▪ Coordinator / Capacity development (2 persons: 2020-2022, 2022-2023)</li> </ul> Short-term experts <ul style="list-style-type: none"> <li>▪ Forest Monitoring (1 team)</li> </ul>
(3) Receipt of training participants: <ul style="list-style-type: none"> <li>▪ Protected area / Forest Management</li> <li>▪ Forest Monitoring</li> <li>▪ Others upon necessity</li> </ul>	(3) Receipt of training participants: 16 persons <ul style="list-style-type: none"> <li>- Tropical Forest Management Using the JJ-FAST and Other Satellite Technologies (2021: 1 person online; 2022: 1 person online)</li> <li>- Remote Sensing of Forest Resources (2021: 2 persons online)</li> <li>- Policy Planning Skills for Implementation of REDD+ (for Government Executives) (2021 (JFY2020): 1 person online; 2021 (JFY2021): 1 person online)</li> <li>- Proceeding Ability of Policy Making for Sustainable Forest Management</li> </ul>

<sup>4</sup> Removed on 30 May 2022 by M/M signed by CR of JICA Cambodia Office, DG of GDNPA, MoE, and DG of FA, MAFF

Planned	Actual
	<p>(2022: 2 persons online; 2023: 1 person online)</p> <ul style="list-style-type: none"> <li>- Ecosystem-based Solutions for Disaster Risk Reduction (Eco-DRR) (2022: 1 person online)</li> <li>- Country Training for The Project for National and Sub-national Capacity Development for Sustainable Natural Resource Management in Cambodia (2023: 6 persons in Japan)</li> <li>- Remote Sensing of Forest Resources (2024: 4 persons in Japan)</li> </ul>
<p>(4) Equipment Provision:</p> <ul style="list-style-type: none"> <li>• One Vehicle</li> <li>• Office equipment</li> <li>• Equipment for field activities</li> <li>• Others upon necessity</li> </ul>	<p>(4) Equipment Provision:</p> <ul style="list-style-type: none"> <li>- Two Vehicles (SUV for Experts Team, and Pickup for Field Program Assistant)</li> <li>- Office equipment (printers, a safety box, a cabinet box, laptop PCs, projectors, desks, a meeting table, chairs, a color printer, NAS, etc.)</li> <li>- Equipment for field activities (a motorcycle, 4 fixed-wing drones, 2 quadcopter drones, desktop PCs, laptop PCs, workstations, surveying bipod and extension pole for drone operation, generators, GPSs, a digital camera, patrol equipment (tent, hammock, raincoat, smartphone, digital camera etc.) provided to Phnom Ta Kong CF, materials for construction of CF Station in Phnom Takong CF, etc.)</li> <li>- Wi-Fi facility, Equipment for web meeting (web-camera,</li> </ul>

Planned	Actual
	speakerphone) etc.
(5) Overseas activities cost: Local expenses including part of costs for field surveys in pilot sites	(5) Overseas activities cost: - Hiring a car with a driver - Hiring an assistant, a field program assistant, a technical assistant, a policy support assistant, and a driver - Rewards for trainers - Travel allowance for PMU members, Experts, training participants, and assistants - Communication costs (internet and mobile phone) - Purchasing materials for waterpipe restoration in Phnom Ta Kong CF

1-2 Input by the Cambodian side (Planned and Actual)

Planned	Actual
(a) Project officers <ul style="list-style-type: none"> <li>▪ Co-Project Directors</li> <li>▪ Other counterpart officers (in Phnom Penh and Stung Treng Province)</li> </ul>	(a) Project officers (totally 31 persons) <ul style="list-style-type: none"> <li>▪ Co-Project Directors (2 persons from GDNPA/MoE and FA)</li> <li>▪ Other counterpart officers</li> <li>- MoE: 15 counterpart officials (including 3 temporary officials)</li> <li>- FA: 5 counterpart officials</li> <li>- Stung Treng Province: (5 DoE officials, and 4 DoA (FAC) officials)</li> </ul>
(b) Office and facilities <ul style="list-style-type: none"> <li>▪ Project Offices</li> <li>▪ Other facilities and equipment</li> </ul>	(b) Office and facilities <ul style="list-style-type: none"> <li>▪ Project Offices</li> <li>- A project office at MoE</li> <li>- A satellite office at Stung Treng FAC</li> </ul>

Planned	Actual
<p>(c) Project Running Cost</p> <ul style="list-style-type: none"> <li>▪ Budget for project activities by the counterpart personnel (including domestic airfare, transport, allowance and accommodation fee etc.).</li> <li>▪ Running expenses necessary for the implementation of the Project</li> <li>▪ Cost required for running the project office utilities and communication expenses</li> <li>▪ Cost for vehicle maintenance, insurance and petrol</li> <li>▪ Other necessary cost</li> </ul>	<p>(c) Project Running Cost</p> <ul style="list-style-type: none"> <li>▪ Cost required for running the project office utilities</li> </ul>

1-3 Activities (Planned and Actual)

Planned	Actual
<p><b>1-1. Formulation and implementation of related policies and key measures on protected area management is promoted.</b></p>	
<p><b>1-1-1. Assist in promoting the Action Plan for Implementing the National Protected Area Strategic Management Plan (NPASMP).</b></p>	
<p>1-1-1-1. Assist in monitoring the progress of the Action Plan for Implementing NPASMP.</p>	<p>- Collected monitoring data for all the 30 activities of the Action Plan from GDNPA and GDLC PMU members</p>
<p>1-1-1-2. Assist in compiling the result of the Action Plan for Implementing NPASMP.</p>	<p>- Compiled the result of the activities of the Action Plan</p>
<p>1-1-1-3. Assist in reviewing NPASMP based on 1-1-1-2.</p>	<p>- Reviewed NPASMP using indicators and performance target</p>

Planned	Actual
1-1-1-4. Assist in updating NPASMP according to the result of 1-1-1-3.	- Made recommendations according to the result of 1-1-1-3
<b>1-1-2. Assist in enhancing the capacity of National and Sub-national staffs to implement the activities based on the Technical Guideline for Developing Management Plan for Protected Areas.</b>	
1-1-2-1. Assist in reviewing the currently available technical documents for implementing the Technical Guideline.	- Identified the technical documents and reviewed them
1-1-2-2. Identify and prioritize the technical documents to be developed with the support of the Project.	- Concluded that the Guideline itself was well prepared and no need to develop new technical documents for enhancing the capacity of National and Sub-national staffs to implement the activities based on the Technical Guideline
1-1-2-3 Prepare training plan.	- Studied experiences and lessons learned from implementation of the Management Plan of Phnom Kulen National Park, and Srepok and Keo Seima Wildlife Sanctuaries, discussed on selection of trainers with MoE Project Director, agreed on selected trainers by GDNPA PMU members, and prepared training plan with the trainer
1-1-2-4. Conduct trainings.	- Conducted the trial training, reviewed the results of it, prepared the training plans by PMU members of GDNPA, discussed with the main trainer and co-trainers, and

Planned	Actual
	conducted the 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> trainings
<p><b>1-1-3. Assist in addressing emerging issues on the National Protected Area Management.</b></p>	<ul style="list-style-type: none"> <li>- Recognized necessity of capacity building of the rangers, studied development of ranger training materials by GDNPA supported by USAID and USFS, and agreed to implement capacity building of the rangers, one of the emerging issues, as activity 2-2-3 by JCC2</li> <li>- Had been proposed to consider measures to stop encroachment of the core zone of the protected areas while waiting sub-decree for endorse zoning, but finally rejected the proposal to authorize zoning of Protected Area by Prakas as the relevant emerging issue addressed by the Project</li> <li>- Identified “Sustainable Forest management linked with livelihood improvement at Phnom Takong CF jointly implemented by MoE and FA” as relevant emerging issue, conducted joint visit to Phnom Takong CF by DoE and FAC PMU members to consider it, and decided to include the sustainable forest management into the activities of the pilot CF under 2-2-2-3</li> <li>- Decided to include dissemination of the new Environmental Code into the activities of rangers under 2-2-3</li> </ul>

Planned	Actual
<b>1-2. Formulation and implementation of related policies and key measures on sustainable forest management is promoted.</b>	
<b>1-2-1. Assist in promoting the Production Forest Strategic Plan (PFSP) (under drafting).</b>	
1-2-1-1. Assist in finalizing the PFSP. (amended (1): 1-2-1-1 Assist in finalizing the PFSP with Action Plan)	<ul style="list-style-type: none"> <li>- Drafted outlines of recommendation for finalizing PFSP for internal discussions of FA PMU members</li> <li>- Held discussions with DG of FA and UNDP to facilitate the activity of PFSP WG, and jointly held a kick-off meeting of PFSP WG conducted after the discussion</li> </ul>
1-2-1-2. Assist in preparing of PFSP Action Plan. (deleted (1))	(same as 1-2-1-1)
1-2-1-3. Assist in raising awareness of PFSP.	- Not realized because PFSP has not been finalized yet
<b>1-2-2. Assist in addressing emerging issues on the sustainable forest management.</b>	- Identified "Sustainable Forest management linked with livelihood improvement at Phnom Takong CF jointly implemented by MoE and FA" as relevant emerging issue, conducted joint visit to Phnom Takong CF by DoE and FAC PMU members to consider it, and decided to include the sustainable forest management into the activities of the pilot CF under 2-2-2-3

Planned	Actual
<b>1-3. The Action and Investment Plan for the Implementation of the National REDD+ Strategy is promoted.</b>	
<b>1-3-1. Assist in promoting the Action and Investment Plan.</b>	
1-3-1-1. Assist in analyzing the latest international trend on REDD+.	- Discussed with UNDP on potential activity for analyzing the international trend on REDD+, implementing and monitoring the progress of the Action and Investment Plan by supporting RTS, continued informal discussion with a RTS member, discussed with Under Secretary of States of MoE on the condition of restructuring the national REDD+ implementation structure
1-3-1-2. Assist in implementing the Action and Investment Plan.	(same as 1-3-1-1)
1-3-1-3. Assist in monitoring the progress of the Action and Investment Plan.	(same as 1-3-1-1)
<b>1-3-2. Assist in enhancing the National Forest Monitoring System (NFMS).</b>	
1-3-2-1. Assist in operating the NFMS with due consideration of the respective roles and responsibilities of the central and provincial government.	- Clarified NFMS functions to be supported by SNRM, and conducted study of the institutional coordination and baseline study of Satellite Land Monitoring function and information sharing - For assistance on MRV function of NFMS, completed the forest inventory field survey in Stung Treng

Planned	Actual
	<p>province and biomass measurement and carbon analysis to estimate forest biomass amount and carbon stock of Stung Treng province</p> <ul style="list-style-type: none"> <li>- Disseminated the result of forest inventory to stakeholders by compiling and sharing the final report and holding the 1<sup>st</sup> and 2<sup>nd</sup> technical seminars</li> <li>- Prepared recommendation for future NFI implementation based on the experiences and lessons learned from the implementation of forest inventory of Stung Treng province</li> <li>- Provided a training on calculation of forest carbon stock using the inventory data for DGIS of MoE and FA.</li> <li>- For assistance on Monitoring function of NFMS, clarified suitable assistances by SNRM on Satellite Land Monitoring and database management system through holding technical discussions with CEMIS Team supported by other donors and introduced JJ-FAST and forest inventory data to CEMIS platform, as well as facilitated collaboration of MoE and FA with UNDP on CEMIS project</li> </ul>
<p>1-3-2-2. Assist in developing the training materials in operating NFMS.</p>	<ul style="list-style-type: none"> <li>- Completed to develop training materials consisting of GIS, drone and satellite image interpretation training materials as well as movie materials for drone operation</li> </ul>

Planned	Actual
	<ul style="list-style-type: none"> <li>- Disseminated developed training materials to stakeholders by holding the 1<sup>st</sup> and 2<sup>nd</sup> technical seminars</li> </ul>
<p>1-3-2-3. Conduct training for the relevant government staff (mainly for National gov staff) to operate NFMS.</p>	<ul style="list-style-type: none"> <li>- Conducted a series of fixed-wing drone operation and drone data processing trainings for staffs of DGIS of MoE and DFC of FA to enhance the capacity of collecting LULC information</li> <li>- Conducted a series of trainings consisting of basic and intermediate to advanced GIS trainings, and multi-copter drone training for staffs of GDNPA of MoE to enhance the capacity of collecting LULC information and compilation of collected information as a standardized GIS database</li> </ul>
<p><b>1-3-3. Assist in promoting JCM-REDD+.</b></p>	<ul style="list-style-type: none"> <li>- Discussed, cooperated and communicated with FFPRI in facilitating study on FRL allocation, and communicated with Japanese companies and investors considering to develop JCM-REDD+ in Cambodia</li> <li>- Considered to implement capacity building of the rangers, including who are supporting CPAs in JCM-REDD+ project area, one of the emerging issues, as a part of activities under Output 2-2</li> <li>- Visited CPAs supported by JCM-REDD+ Project to study lessons learned from the field activities, identified dept. of North of Tonle Sap</li> </ul>

Planned	Actual
	<p>as focal point of JCM-REDD+, had a meeting with Japanese company on implementation of JCM-REDD+ Project, and discussed with both of them on necessity to facilitate zoning of the existing JCM-REDD+ project area</p> <ul style="list-style-type: none"> <li>- Discussed with UNDP how to support RTS in promoting JCM-REDD+, and prepared the concept note for organizing field visit to Prey Lang JCM REDD+ site with RTS inviting leaders of MoE</li> </ul>
<p><b>2-1. Provincial staff's capacity for promoting protected area management and sustainable forest management is enhanced.</b></p>	
<p><b>2-1-1. Develop and implement training plans for capacity enhancement of provincial staff.</b></p>	
<p>2-1-1-1. Develop training plans which include NFMS related training.</p>	<ul style="list-style-type: none"> <li>- Procured equipment for training</li> <li>- Held PCM workshops with Stung Treng DoE and FAC to clarify the baseline and future goal on their forest monitoring capacity and identified the necessary trainings to be supported by SNRM.</li> <li>- Discussed the plan of NFMS related trainings with Stung Treng DoE and FAC staffs and decided to conduct TOT trainings consisting of satellite image processing training, map utilization and GIS trainings, multi-copter drone operation and drone data processing trainings to</li> </ul>

Planned	Actual
	enhance capacity of identifying potential areas of deforestation and forest degradation, utilizing map and GIS data for making field verification plan, collecting field data and extracting information such as condition and area of deforestation and forest degradation from the collected field data.
2-1-1-2. Prepare training materials.	- Prepared TOT training materials including satellite image processing training material, map utilization and GIS training materials, multi-copter drone operation and drone data processing training materials
2-1-1-3. Conduct trainings.	- Conducted TOT trainings consisting of satellite image processing training, map utilization and GIS trainings, multi-copter drone operation and drone data processing trainings for Stung Treng DoE and FAC
2-1-1-4. Compile the result and impact of the trainings.	- Compiled results of TOT trainings consisting of satellite image processing training, map utilization and GIS trainings, multi-copter drone operation and drone data processing trainings
<b>2-2. Local communities' capacity for sustainable natural resource management in the selected Community Protected Area (CPA) and Community Forestry (CF) is enhanced.</b>	

Planned	Actual
<b>(amended<sup>5</sup>: 2-2. Local communities' capacity for sustainable natural resource management in the selected Community Forestry (CF) and provincial rangers' capacity for supporting local communities' sustainable natural resource management in Community Protected Areas (CPAs) are enhanced.)</b>	
<b>2-2-1. Select one pilot CPA and one pilot CF. (amended (2): 2-2-1. Select one pilot CF.)</b>	
2-2-1-1. Prepare criteria for selecting one pilot CPA and one pilot CF. (amended (2): 2-2-1-1. Prepare criteria for selecting one pilot CF.)	- Discussed the criteria for selecting pilot CPA/CF with Stung Treng PMU
2-2-1-2. Conduct survey to select one pilot CPA and one pilot CF based on the criteria. (amended (2): 2-2-1-2. Conduct survey to select one pilot CF based on the criteria.)	- Collected information on candidate CFs, and visited the proposed CPA and CF
2-2-1-3. Finalize one pilot CPA and one pilot CF. (amended (2): 2-2-1-3. Finalize one pilot CF.)	- Selected Phnom Ta Kong CF as the pilot CF - Exchanged opinions on selection of pilot CPA with stakeholders of JCM-REDD+, discussed with Japanese government on technical solutions regarding potential contribution of the Project pilot CPA

<sup>5</sup> Amended on 30 May 2022 by M/M signed by CR of JICA Cambodia Office, DG of GDNPA, MoE, and DG of FA, MAFF

Planned	Actual
	activities to JCM-REDD+ carbon credits, but finally a pilot CPA was not selected because it may lead to overlapping of activities.
<p><b>2-2-2. Conduct activities in the selected CPA and CF.</b>  <b>(amended (2): 2-2-2. Conduct activities in the selected CF.)</b></p>	
<p>2-2-2-1. Conduct consultation with members of pilot CPA and pilot CF to identify their needs and constraints.                      (amended (2): 2-2-2-1. Conduct consultation with members of pilot CF to identify their needs and constraints.)</p>	<p>- Discussed with other development partners on coordination of potential activities, and conducted consultation meeting with the members of the pilot CF</p>
<p>2-2-2-2. Prepare plan of activities based on the needs and constraints.</p>	<p>- After the draft was prepared and agreed with FA and other development partners, agreed on the plan of activities of the pilot CF with members of the pilot CF</p>
<p>2-2-2-3. Conduct activities based on the plan.</p>	<p>- Hired a field program assistant, prepared to conduct the activities, held meetings with Phnom Ta Kong CF members, and estimated rough budget                      - Discussed with CMAC on safety measures in implementing activities in Phnom Ta Kong CF to avoid accidents caused by UXOs, observed Phnom Ta Kong CF with CMAC, requested UXO survey and clearance to CMAC and completed the UXO survey on the site for installation of boundary poles and water pipes and construction of CF station</p>

Planned	Actual
	<ul style="list-style-type: none"> <li>- Confirmed CF boundary in the field, put the boundary poles on the priority locations, identified the locations needed to install further boundary poles, and put the additional boundary poles</li> <li>- Prepared materials, and completed the restoration of waterpipes</li> <li>- Identified the location of constructing CF station, agreed to harvest timbers utilizing the water fund, confirm the procedure to harvest timbers for CF station from CF, prepared timbers and the other materials for CF Station, and completed construction of CF station</li> <li>- Considered design of billboards with FA, set up the billboards and signboards, and installed additional 200 signboards</li> <li>- Provided patrol equipment to the pilot CF</li> <li>- Submitted documents for CF land registration to DLM, requested Governor to support it, discussed with DLM on progresses of the CF land registration, but not completed since strong support of the related ministries was required to complete land registration of all CFs and CPAs in Cambodia</li> <li>- Prepared to conduct trainings including discussions with RECOFTC on trainers, and conducted the trainings under the</li> </ul>

Planned	Actual
	<p>support of PaFF3, identified further training needs for CF Committee members, and conducted follow-up training for them</p> <ul style="list-style-type: none"> <li>- Requested DoA to dispatch a veterinarian officer, held a meeting on livestock activities with CF members supported by DoA, and provided cow raising training and training for cow raising volunteers</li> <li>- Studied the feasibility of the IBIS rice<sup>6</sup> activity, NTFP production and organic vegetable marketing as livelihood improvement activities (see 1-1-3 and 1-2-2), decided to introduce sweet bamboo, prepared it through conducting study visit to an advanced community, planned trial plantation site, and introduced sweet bamboo production by providing technical support and sweet bamboo shoots</li> </ul>
<p>2-2-2-4. Monitor the activities.</p>	<ul style="list-style-type: none"> <li>- Decided to monitor pilot activities through the quarterly CF meetings, facilitated to hold the first meeting of CF Committee, and participated in the first quarterly meeting of CF Committee in Feb. 2023 and followings in May and Jul. and monitored pilot activities</li> <li>- Conducted the field visit by Project Director and JICA Expert Team</li> </ul>

<sup>6</sup> <https://ibisrice.com/about-us/>

Planned	Actual
2-2-2-5. Compile the result of activities.	- Reported the result of the pilot activities in JCC4
<b>(added (2): 2-2-3. Develop and implement training plans for capacity enhancement of provincial ranger.)</b>	
(added (2): 2-2-3-1. Develop training plans considering gaps of provincial ranger's capacity in supporting local communities' sustainable natural resource management.)	- Held a workshop to identify the gaps, considered and prepared the training plan based on the identified training materials, and prepared the training plan
(added (2): 2-2-3-2 Prepare training materials)	<p>- Selected necessary lessons from the ranger training materials being developed by GDNPA, identified some existing training materials of RECOFTC, etc., studied them, communicated with candidate trainers, and decided to use training materials of Dept. of Inspection and Law Enforcement, instead of testing the ranger training materials being developed by GDNPA</p> <p>- Prepared the feedback on the ranger training materials, but canceled considering the situation that the whole ranger training materials of GDNPA should be reviewed based on the new Environmental code</p>
(added (2): 2-2-3-3 Conduct trainings)	<p>- Conducted the trainings based on the training plan</p> <p>- Conducted training on the new Environmental and Natural Resource Code for rangers as emerging issue (see 1-1-3)</p>

Planned	Actual
(added (2): 2-2-3-4. Assist in supporting local communities' sustainable natural resource management in CPAs by the trained rangers.)	- Identified local community support activities by the trained rangers as well as further training needs for them, and supported them to disseminate Avenza Maps (smartphone application for offline map), patrolling, first aid, and the new Environmental Code to CPAs
(added (2): 2-2-3-5 Compile the result and impact of the trainings.)	- Confirmed the results and impact through interviewing with CPA Committee

Reason of amendment:<sup>7</sup>

- (1) accepting the status quo (PFSP Action Plan is included in PFSP.)
- (2) replacing pilot CPA selection and activities in it by capacity building of rangers for supporting local communities' sustainable natural resource management in CPAs, following the amendment of Outputs

## 2. Achievements of the Project

### 2-1 Outputs and indicators

(Target values and actual values achieved at completion)

Target Values	Actual Values Achieved
Output 1-1. Formulation and implementation of related policies and key measures on protected area management is promoted.	
Indicator 1-1. The proposal for updating the NPASMP is submitted. Indicator 1-2. The capacity of national and sub-national staffs for developing management plan for protected areas is improved. (Previous Indicator 1. The target set by the Action Plan for NPASMP	Achievement 1-1. The proposal was submitted to GDNPA. Achievement Level: Moderately Low Remark 1-1. Updating the NPASMP is expected to be conducted by PMU members whose capacity have been improved through implementing the Project Activity.

<sup>7</sup> Amended on 30 May 2022 by M/M signed by CR of JICA Cambodia Office, DG of GDNPA, MoE, and DG of FA, MAFF

Target Values	Actual Values Achieved
(2018-2022) is achieved.)	<p>Achievement 1-2. Among 5 Dept. of GDNPA, trainings for national staffs of 3 Dept. and sub-national ones of allocated Protected Areas were conducted.</p> <p>Achievement Level: Moderately Low</p> <p>Remark 1-2. The remained trainings are expected to be conducted by PMU members whose capacity have been improved through implementing the Project activities.</p>
Output 1-2. Formulation and implementation of related policies and key measures on sustainable forest management is promoted.	
<p>Indicator 2. The draft of PFSP is finalized.</p> <p>(Previous Indicator 2. The target set by PFSP First Phase (2018-2022) is achieved.)</p>	<p>Achievement 2. The draft has not been finalized by PFSP WG.</p> <p>Achievement Level: Low</p> <p>Remark 2. PFSP is expected to be finalized by WG with contribution of participants of in-person or online trainings of JICA who has studied the related subjects.</p>
Output 1-3. The Action and Investment Plan for the Implementation of the National REDD+ Strategy is promoted.	
<p>Indicator 3-1. The progress of the Action and Investment Plan for the Implementation of the National REDD+ Strategy is monitored regularly for the promotion.</p> <p>Indicator 3-2. The NFMS is enhanced in terms of forest monitoring and</p>	<p>Achievement 3-1. The progress of the Action and Investment Plan could not be monitored because there was no progress.</p> <p>Achievement Level: Low</p> <p>Remark 3-1. The Action and Investment Plan is expected to be</p>

Target Values	Actual Values Achieved
<p>Measurement, Reporting and Verification. (Previous Indicator 3. The target set by the Action and Investment Plan for the Implementation of the National REDD+ Strategy for this project period is achieved.)</p>	<p>monitored after RTS will be reorganized and GCF-SAP application will be approved.</p> <p>Achievement 3-2. The NFMS has been enhanced in terms of forest monitoring and Measurement, Reporting and Verification (MRV) considering that in forest monitoring, capacity of field data collection and compilation has been enhanced through holding a series of trainings consisting of drone, GIS and satellite image interpretation trainings as well as introduced JJ-FAST function in CEMIS, and in MRV, the first provincial level forest inventory has been implemented and capacity of implementing future NFI has been enhanced by accumulating experiences and lessons learned from the inventory.</p> <p>Achievement Level: High</p>
<p>Output 2-1. Provincial staff's capacity for promoting protected area management and sustainable forest management is enhanced. Output 2-2. Local communities' capacity for sustainable natural resource management in the selected Community Forestry (CF) and provincial rangers' capacity for supporting local communities' sustainable natural resource management in Community Protected</p>	

Target Values	Actual Values Achieved
<p>Areas (CPAs) are enhanced. (Previous Output 2-2. Local communities' capacity for sustainable natural resource management in the selected Community Protected Area (CPA) and Community Forestry (CF) is enhanced.)</p>	
<p>Indicator 4-1. The capacity to operate NFMS for protected area management and sustainable forest management of Stung Treng Provincial staff is enhanced. Indicator 4-2. The sustainable natural resource management in CF and CPA are enhanced by staffs of Stung Treng FA cantonment and rangers of DoE whose the capacity are built by the Project. (Previous Indicator 4. The rate of deforestation and forest degradation in Stung Treng Province is reduced by ? %.)</p>	<p>Achievement 4-1. The capacity to operate NFMS for protected area management and sustainable forest management of Stung Treng Provincial staff has been enhanced considering that the capacity to identify potential deforestation and forest degradation as well as field verification for the identified deforestation and forest degradation has been enhanced through holding a series of ToT trainings consisting of satellite image processing training, map utilization and GIS trainings, and drone training. Achievement Level: High</p> <p>Achievement 4-2. The enhancement of CF has been completed through the capacity building of staffs of FAC, as well as the enhancement of CPA through the capacity building of rangers of DoE. Achievement Level: Moderately Low Remark 4-2. The enhancement of sustainable natural resource management in CF and CPA is expected to be sustained by the staffs</p>

Target Values	Actual Values Achieved
	of FA and rangers of DoE, whose capacity has been built by the Project, if under the strong support by the government for securing the boundaries of CF and CPA.

■ Background and reason of amendment

● Output:<sup>8</sup>

Accepting the status quo (no suitable pilot CPA in Stung Treng Province), output 2-2 was changed as follows:

Before	Amended Version
2-2. Local communities' capacity for sustainable natural resource management in the selected <u>Community Protected Area (CPA)</u> <u>and</u> <u>Community Forestry (CF)</u> <u>is</u> enhanced.	2-2. Local communities' capacity for sustainable natural resource management in the selected <u>Community Forestry (CF)</u> <u>and</u> <u>provincial rangers' capacity for supporting local communities' sustainable natural resource management in Community Protected Areas (CPAs)</u> <u>are</u> enhanced.

● Indicators:<sup>9</sup>

The original indicators did not represent the adequate targets and the achievable level to be resulted from the activities of the Project and therefore it was necessary to modify the indicators as follows;

- 1-1 & 1-2: Instead of measuring achievement of NPASMP, which is not directly achieved by the project alone, the indicators which measure the achievement of activities such as “Assist in updating NPASMP” (activity 1-1-1-4) and “Assist in enhancing the capacity of National and Sub-national staffs for Developing Management Plan for Protected Areas” (activity 1-1-2) are

<sup>8</sup> Amended on 30 May 2022 by M/M signed by CR of JICA Cambodia Office, DG of GDNPA, MoE, and DG of FA, MAFF

<sup>9</sup> Amended on 12 Jun. 2023 by M/M signed by CR of JICA Cambodia Office, DG of GDNPA, MoE, and DG of FA, MAFF

more appropriate in order to evaluate the achievement of activities of the Project.

- 2: Instead of measuring achievement of PFSP, which is not directly achieved by the project alone, the indicator which measures the achievement of “Assist in finalizing the PFSP with Action Plan” (activity 1-2-1-1) is more appropriate in order to evaluate the achievement of activities of the Project.
- 3-1 & 3-2: Instead of measuring achievement of Action and Investment Plan for the Implementation of the National REDD+ Strategy, which is not directly achieved by the project activities alone, the indicators which measure the achievement of “Assist in promoting the Action and Investment Plan” (activity 1-3-1) and “Assist in enhancing NFMS” (activity 1-3-2) are more appropriate in order to evaluate the achievement of activities of the Project.
- 4-1 & 4-2: Instead of measuring achievement of reducing deforestation and forest degradation ratio in Stung Treng Province, which is not directly achieved by the project activities alone, the indicators which measure the achievement of “Develop and implement NFMS related training plans for capacity enhancement of provincial staff.” (activity 2-1-1) and “Local communities’ capacity for sustainable natural resource management in the selected Community Forestry (CF) and provincial rangers’ capacity for supporting local communities’ sustainable natural resource management in Community Protected Areas (CPAs) are enhanced.” (activity 2-2) are more appropriate in order to evaluate the achievement of activities of the Project.

## 2-2 Project Purpose and indicators

(Target values and actual values achieved at completion)

Target Values	Actual Values Achieved
Project Purpose: The national and sub-national government staff in charge of protected area management and sustainable forest management is equipped with necessary skills and knowledge for sustainable natural resource management.	
Indicator 1-1. The skills and knowledge of MoE and DoE's staffs	Achievement 1-1. The improvement of the skills and knowledge of certain

<p>of Stung Treng Province for protected area management is improved. Indicator 1-2. The skills and knowledge of FA and FA cantonment's staffs of Stung Treng Province for sustainable forest management is improved. (Previous Indicator: The target set by the NPASMP and the PFSP is achieved respectively.)</p>	<p>parts of MoE and DoE's staffs has been conducted and some achievements have been observed, and particularly on NFMS, skills and knowledge on forest monitoring and MRV have been improved. Achievement Level: Moderately Low</p> <p>Achievement 1-2. The improvement of the skills and knowledge of certain parts of FA and FAC staffs has been conducted and some achievements have been observed, and particularly on NFMS, skills and knowledge on forest monitoring have been improved. Achievement Level: Moderately Low</p>
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■ Background and reason of amendment:<sup>10</sup>

The original indicators did not represent the adequate targets and the achievable level to be resulted from the activities of the Project and therefore it was necessary to modify the indicators as follows;

● Project Purpose:

1-1 and 1-2: Instead of measuring achievement of NPASMP and PFSP, which are not directly achieved by the project alone, the indicators which measure improvement of the capacity of the related national and sub-national staffs are more appropriate in order to measure “The national and sub-national government staff in charge of protected area management and sustainable forest management is equipped with necessary skills and knowledge for sustainable natural resource management.” (Narrative Summary).

**3. History of PDM Modification**

**(1) 1<sup>st</sup> Modification<sup>11</sup>**

<sup>10</sup> Amended on 12 Jun. 2023 by M/M signed by CR of JICA Cambodia Office, DG of GDNPA, MoE, and DG of FA, MAFF

<sup>11</sup> Amended on 30 May 2022 by M/M signed by CR of JICA Cambodia Office,

**Outputs 2-2, Activities, Input, etc. were modified (see 1-2, 1-3, and 2-1).**

**(2) 2<sup>nd</sup> Modification<sup>12</sup>**

**Duration, Objectively Verifiable Indicators, Means of Verification,**

**Reason of Modification of Duration:**

Due to the COVID-19 and the related restrictions, several activities, such as “Assist in enhancing the National Forest Monitoring System (NFMS).” (activity 1-3-2) and “Develop and implement training plans for capacity enhancement of provincial staff.” (activity 2-1-1) could not be fully implemented by the Project and therefore, it was necessary to extend the duration for one year in order to complete the activities.

**Reason of Modification of Objectively Verifiable Indicators:**

**(Overall Goal)**

1-1: 2026 is added according to the National REDD+ Strategy in order to clarify the target year.

1-2: It is necessary to measure the achievement of the NPASMP, PFSP and Action and Investment Plan to measure the impact of the implementation of the Project after termination of it because the indicator 1-1 (reduction of deforestation ratio) couldn't be achieved by the results of the project alone.

**(Project Purpose and Outputs)**

(see 2-1 and 2-2)

**Reason of Modification of Means of Verification:**

Due to the modifications of the indicators, it is necessary to change the means of verification as well.

**(3) PO Modifications**

- PO has been flexibly modified by the 1<sup>st</sup> JCC, being consistent with the approved realistic detailed APO, considering the delay of activities because of strict infection control measures introduced against COVID-19 pandemic in Cambodia.
- Reviewing the implementation of APO2021, PO was modified at JCC2.
- PO was modified by the M/M for the 1<sup>st</sup> modification of R/D.
- Modification of PO was proposed to JCC3, held on 25 Nov., and agreed, based

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DG of GDNPA, MoE, and DG of FA, MAFF

<sup>12</sup> Amended on 12 Jun. 2023 by M/M signed by CR of JICA Cambodia Office, DG of GDNPA, MoE, and DG of FA, MAFF

on the review of implementation of the Project activities in the 2<sup>nd</sup> year, to realize the Project Purpose by the end of the Project duration through ensuring to complete all the necessary activities to produce outputs in the 3<sup>rd</sup> year.

- PO was modified by the M/M for the 2<sup>nd</sup> modification of R/D.

#### 4. Others

4-1 Results of Environmental and Social Considerations (if applicable)

**(No specific matters should be considered:** category C under JICA's indicator)

4-2 Results of Considerations on Gender/Peace Building/Poverty Reduction, Disability, Disease infection, Social System, Human Wellbeing, Human Right, and Gender Equality (if applicable)

Since gender should be considered in implementation of this Project (category C under JICA's gender indicator), their involvement/ participation was facilitated. For example, in the discussion with pilot CF committee members on the venue of the training conducted by the Project in Aug. 2022, the Project well considered opinions of women and selected a Pagoda in the village, instead of inviting them to come to provincial capital. Finally, it resulted in the high ratio of women's participation in the training, 14 out of 26 participants were women. In addition, the Project included 3 women out of totally 5 participants in the training of village animal volunteers conducted in Feb. 2023.

### III. Results of Joint Review

#### 1. Results of Review based on DAC Evaluation Criteria

##### (1) Relevance (High<sup>13</sup>)

##### - Consistency with Development Policy

As same as the ex-ante evaluation, NPASMP of MoE, PFSP (draft) of FA, as well as the Action and Investment Plan for the implementation of the National REDD+ Strategy of Cambodia, are still the Cambodia's development policy in natural resource management and sustainable forest management, therefore the project objectives are still consistent with them.

In addition, sustainable management of natural resources is one of

<sup>13</sup> The Project accommodated consistency with the Cambodian development plans and its development needs, as well as the appropriateness of the project plan and approach.

the 5 sides of the Pentagon 4 of the latest Pentagonal Strategy-Phase I of the Royal Government of Cambodia of the Seventh Legislature of the National Assembly.

**- Consistency with Development Needs**

In Cambodia, local communities depend their livelihood on forest resources, while national and sub-national government also needs their various benefit from economic values from timber and non-timber forest species to environmental ones including climate change mitigation and adaptation and biodiversity conservation, thus the project objectives were consistent with Cambodia's development needs.

**- Appropriateness of project plan and approach**

In general, overall plan and approach was enough appropriate although there are some shortcomings that were mostly overcome. Especially, involving two organizations in charge of forest management, MoE and FA, was challenging but indispensable to establish the bolstered foundation for future. Actually, through the implementation of the Project with these two organizations, both in national and sub-national, expected collaboration between MoE and FA, as well as DoE and FAC, has been observed. Not only in the Project implementation, it was also producing impacts beyond the Project, such as facilitating FA to involve in CEMIS Project which is led by MoE.

**(2) Coherence (Very High<sup>14</sup>)**

**- Consistency with the development assistance policies of the Japanese Government and JICA**

The Project was being implemented according to the Japan's ODA Rolling Plan for the Royal Government of Cambodia, attached to the Country Assistance Policy for Cambodia of Japanese Government.

**- Collaboration with JICA's other projects**

The Project was formulated and implemented in collaboration with previous JICA's projects such as Project for Facilitating the Implementation of REDD+ Strategy and Policy (CAM-REDD) and REDD+ strategy advisor. Through the previous projects, National REDD+ strategy and design of NFMS including

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<sup>14</sup> The Project ensured consistency with the development assistance policies of the Japanese Government and JICA, maintained collaboration and coordination with JICA's other projects and assistance and with organizations other than JICA as well as consistency with global frameworks.

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MRV methodology to set the initial FRL were formulated and approved. In the current Project, the promotion of the Action and Investment Plan for the Implementation of the National REDD+ Strategy as well as enhancement of NFMS for both forest monitoring and MRV functions were supported, which is a continuous and collaborating support from the previous JICA's projects.

The Project supported facilitation of networking between FA and ongoing JICA's project on the Project for Development of Clean Energy Transition Roadmap towards Carbon Neutral Society to gather information from FA on the amount of forest resources for biomass power generation and statistical data of import and export of forest biomass.

In implementation of pilot activities in Phnom Takong CF, CMAC has conducted UXO survey and clearance before conducting project activities, arranged through JICA Project implemented with CMAC. It was considered one of the good intersectoral collaboration, and, as the results, it was good awareness raising opportunity for both sub-national government staffs and community members to remind risks of UXO and necessity of safety measures.

#### **- Collaboration with other projects**

RECOFTC under PaFF supported the Project dispatching trainers for training of Phnom Takong CF Committee members and for the other training for rangers in Protected Areas. It was also unexpected collaboration since the Project was finding the trainers business bases, but finally RECOFTC and PaFF considered it as win-win solution since the target community was overlapped. It was also becoming good opportunity for FAC PMU members to understand the potential to be supported not by JICA but by the other organizations after the termination of the JICA's Project.

In the national level, since NFMS was included in CEMIS and the Project was assisting in enhancing NFMS, the Project has cooperated with CEMIS team supported by UNDP and WB to improve functions of CEMIS, as well as involving not only MoE but also FA in utilization of CEMIS. This was a kind of synergy benefitting to Cambodian side to improve the function of CEMIS. It was also a kind of collaboration with JICA's and JAXA's JJ-FAST since CEMIS has equipped early warning system of JJ-FAST, which was introduced by the Project.

Implementation of this project contributed to achieve SDG 13 and 15, as well as Paris Agreement of UNFCCC and the Kunming-Montreal Global Biodiversity Framework of CBD.

**(3) Effectiveness (Moderately Low<sup>15</sup>)****- Degree of the achievement of the project purpose**

The produced outputs have led to the achievement of the project purpose, therefore the PDM logic was appropriate.

Through the implementation of the Project, regarding the national and sub-national capacity development for sustainable natural resource management, following changes have been observed:

(a) Some GDNPA PMU members were actively involved in the preparation and implementation of the training on Developing Management Plan for Protected Areas;

(b) Some FA PMU members were tried to prepare recommendation on finalizing PFSP without just waiting to resume the activity of PFSP WG;

(c) Some provincial PMU members were utilizing the outputs of TOT trainings of the Project and improving effectiveness of the field activities particularly on identifying the potential deforestation and forest degradation using satellite imagery, as well as implementing field verification utilizing skills and knowledge of GIS and drone;

(d) Both MoE and FA, as well as DoE and FAC PMU members were proposing importance of joint activities among MoE and FA, as well as DoE and FAC, especially for livelihood improvement of the communities, though collaboration among these organizations under the different Ministries are usually not easy;

(e) Some FAC PMU members were actively assisting the pilot CF activities;

(f) The pilot CF members were actively utilizing their financial and in-kind resources in CF management, through facilitating internal mutual understandings among community members, without just requesting supports by the Project;

(g) Village animal raising volunteers of Phnom Takong CF, trained by the Project, become to be able to request necessary equipment to local authorities autonomically.

(h) Some MoE and DoE PMU members were proposing additional training for rangers on the new Environmental Code immediately after its approval by the National Assembly, flexibly considering the changes of the situations and needs;

(i) CPAs members welcomed disseminations by rangers trained by the Project since it has not been occurred before, as well as appearance of DoE officers with them; and

(j) Both members of pilot CF and CPAs were immediately utilizing the skills and

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<sup>15</sup> The Project produced only some of the expected outcomes.

techniques acquired by the trainings or disseminations conducted by the Project.

In addition, based on the rough estimation, around 50% of PMU members have actively participated in the Project activities so that their skills and knowledges have been improved, so far: 60% out of 18 PMU members of MoE, 30% out of 7 of FA, 60% out of 5 of DoE, 50% out of 4 of FAC.

#### **(4) Efficiency (High)**

##### **- Project Cost**

While the planned project cost for 3 years was 270 million yen, the actual project cost for 3 years has reached to 319 million yen, and was finally 352 million yen for 4 years at the end of the extension period due to the impact of the weak Japanese yen. The increase is approximately 130%.

##### **- Project Period**

The initial Project Period was 3 years, but it was extended to 4 years<sup>16</sup>, because of the following reason:

Due to the COVID-19 and the related restrictions, several activities, such as “Assist in enhancing the National Forest Monitoring System (NFMS).” (activity 1-3-2) and “Develop and implement training plans for capacity enhancement of provincial staff.” (activity 2-1-1) could not be fully implemented by the Project for one year from October 2020 to October 2021. The forest inventory of Stung Treng province was supposed to be started from March 2021 but due to the COVID-19, the start of forest inventory was postponed to January 2022. During this period, the short term expert team conducted only limited activities remotely from Japan including holding online meetings on the preparation of forest inventory and procurement of equipment as well as conducting an online training on the methodology of forest inventory. And therefore, the both sides agreed to extend the duration for one year in order to complete the activities.

##### **- Causal Relationship**

Since the initial project period was affected by restrictions introduced against COVID-19 pandemic, the activities were not fully implemented necessary to produce all the expected Outputs.

Financial inputs have been affected by weak JPY rate, but considering the activities were reduced because of the restrictions of COVID-19 and therefore the implementation of some costly activities were canceled, the

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<sup>16</sup> Amended on 12 Jun. 2023 by M/M signed by CR of JICA Cambodia Office, DG of GDNPA, MoE, and DG of FA, MAFF

financial inputs were considered efficient comparing with the produced Outputs.

**- Evaluation**

The comparison to evaluate efficiency will be as follows:

- Cost effectiveness is moderately low: (Planned) 270 million Japanese Yen versus (Actual) 352 million Japanese Yen
- Time effectiveness is very high: (Planned) 4 years\* versus (Actual) 4 years  
\*Originally the duration of the Project was 3 years but was extended officially to 4 years.

Given the conditions mentioned above, it is concluded that the Project was implemented with high efficiency in terms of cost- effectiveness and time-effectiveness in total.

**(5) Impact (Moderately Low<sup>17</sup>)**

**- Prospects to achieve the Overall Goal**

In general, the Overall Goal could be achieved but further tremendous efforts would be required as mentioned in IV.-1.

Through the achievement of the overall goal, the impact to the Cambodia's development plan can be expected, such as "Strengthening harmonious and sustainable management, conservation, protection and development of Cambodia's important ecosystems through the continued management of forest and wildlife resources by maintaining the forest cover of at least 60% of the total land area; reforestation; prevention and timely response to wildfires and conservation of peatlands; promoting the development of environment friendly and sustainable plantations; sustainable reduction of reliance on non-timber forest products; preventing encroachment on forest lands and natural protected areas; promoting the conservation of natural protected areas, forests and wildlife; and cracking down on forest crimes, wildlife trafficking, and natural resource crimes". (2<sup>nd</sup> Paragraph of Side 2 of Pentagon 4 of "Pentagonal Strategy-Phase I" of the Royal Government of Cambodia of the Seventh Legislature of the National Assembly)

Since the Overall Goal can be realized by the national and sub-national government staff equipped with necessary skills and knowledge, reverse of such changes of the staff should be considered as the factor that impede the achievement of the Overall Goal. Therefore, transformative change of the staff is indispensable.

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<sup>17</sup> The Project will produce some of the expected impacts.

**- Causal relationship**

The Overall Goal can deviate from the Project Purpose, and there are no external conditions from the Project Purpose to the Overall Goal in PDM, but the risk of the reversing the change and importance of the transformative change, mentioned above, should be well recognized.

**- Ripple effect**

The sustainable forest management, including the protected area management, provide various social, economic, and environmental impacts, including achievement of carbon neutrality in 2050, by stopping deforestation by 2045, according to the LTS4CN.

**(6) Sustainability (Moderately Low<sup>18</sup>)****- Policy and System**

Back-up from the policy and institutional aspects required for continuation of the project effect has not been well established, especially PFSP should be finalized as well as updating of NPASMP.

**- Institutional and Organizational aspect of the implementing agency**

The necessary organization and structure required for continuation of the project effect were not well established at the implementing agency, especially official reorganization of NRT and RTS has not been completed by joint decision of MoE and MAFF yet.

**- Technical Aspect of the implementing agency**

The implementation agencies has trained trainers of forest monitoring through TOT trainings supported by the Project, and the agencies should continue to transfer the skills and knowledge from the trainers to untrained staffs to secure the sustainability of the project outputs.

**- Financial Aspect**

Considering one of the important assumptions, allocating necessary budget has almost not been realized in the Project implementation period. The prospects are low to secure the necessary financial resources required for continuation of the project effect in the future, excepting NRT and RTS can expect the approval and disbursement of the GCF funds under requested by the Cambodian government and development partners.

**- Social and Environmental Aspect**

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<sup>18</sup> The Project had problems with one or more of the five aspects, and the prospects for improvement or resolution are poor.

No near-term possible negative impacts on the environment was anticipated at the time of planning, but necessity of gender consideration was pointed out.

Therefore, when the Project invited community people in meetings, training, etc., participation of women has been usually encouraged and substantial measures, such as selecting venue considering the opinion of women, had been applied. As a result, gender equality has been observed in major project activities in the field with community peoples.

On the other hand, though the project has encouraged gender equality in the activities targeting national and sub-national government officers, women participation has been limited since ratio of women staff is still low in Cambodia, especially in the field of natural resource management and sustainable forest management. However, it is suggested that utilizing the advanced IT technology can solve the situation, since some changes have been observed that relatively high ratio of women candidates were nominated to the training courses of JICA.

**- Preventive Measures to risk**

Based on the findings of monitoring during Project implementation, the risk that changes of PMU members are far from transformative and therefore the sustainability of the result of the project may be threatened, is ascertained (see (5)). The needs of such transformative change were confirmed in JCC3 but it has not fully considered while implementing the Project activities in the 3<sup>rd</sup> year.

**2. Key Factors Affecting Implementation and Outcomes**

**(a) The Risks, Issues, and Countermeasures Examined Closely in the Phases of Planning (Important Assumption for Outputs)**

a.1. GDNPA, FA and Stung Treng Provincial government deploy sufficient officers and allocates necessary budget:

Sufficient officers have been deployed, but almost all the necessary budgets have been covered by JICA side, not Cambodian side, thus implementation of some activities was forced to be canceled because of the financial constraints.

a.2. There is no significant change in the national policy on protected area management and sustainable forest management:

The sustainable management of natural resources have continuously been appeared in the national policy as included in the Pentagon 4 of the latest Pentagonal Strategy of the RGC.

a.3. There is no significant change in the national policy related to REDD+: Ensuring environmental sustainability and readiness for responding to climate change continuously been appeared in the national policy as included in the Pentagon 4 of the latest Pentagonal Strategy of the RGC.

**(b) The Risks, Issues, and Countermeasures Examined Closely in the Phases of Project Start-up:**

b.1. Regarding assistance for promoting PFSP, though the scope of the support by UNDP was only the technical process for the drafting and did not include the political approval process and the support was terminated before the commencement of the Project, such critical situation was not well shared among stakeholders of the Project.

b.2. Regarding assistance for promoting the Action and Investment Plan, actually it had not been endorsed by MoE until the middle of 2021. However, the Project was designed as it was already existed and the reform of the institutional arrangement for REDD+ implementation included in the Action and Investment Plan was progressing, which it is still under the preparation. Because of such wrong and insufficient information, the Project has faced difficulty in promoting the Plan, including absence of the inter-ministerial body of Cambodian side, NRT and RTS, and the implementation agency.

b.3. For activities in Stung Treng Province, though the existence of USAID's Greening Prey Lang and JCM-REDD+ project was recognized and collaboration and coordination of them were considered in the Project design, the other important initiative, SDC's PaFF were not recognized properly by the Project before its commencement and therefore the Project faced risks of lack of collaboration and coordination. Luckily, thanks to active communication from SDC, the both sides have maintained good communication since the commencement of the Project and some synergies have been produced during the implementation of the Project.

**(c) The Subsequent Risk Management Results in the Implementation Phase:**

c.1. There was a risk of entire delay of progress of the Project, since delay of arrival of JICA Experts, as well as commencement of the Project linked with it, and delay of commencement of some project activities related with strict infection control measures, caused by outbreak of COVID-19 both in Japan and Cambodia,

such as lockdown of Phnom Penh from 15 Apr. to 5 May 2021. In addition, the delay of nomination of PMU members was caused by internal personnel changes in MoE. In order to deal with the situation, APO with realistic detailed activities in the first year of the Project and the Work Plan with detailed activities of the following three years to be implemented by the JICA's Short-term Experts Team for Forest Monitoring and PMU was approved by the 1st JCC.

c.2. Since lockdown of Phnom Penh Capital in Apr. 2021, various restrictions have been introduced against COVID-19 pandemic in Cambodia. Though APO2021 with realistic detailed activities in the first year of the Project was approved by the JCC1, the prolonged restrictions caused by unexpected continuous outbreaks of COVID-19 have disturbed smooth implementation of the entire Project activities. Especially, lack of daily communications among PMU members and JICA Experts have been resulted in delays of the various project activities. It was caused because government officers has been requested to work at home as much as possible as the health measures against COVID-19, not only days under the lockdown but following period. In addition, since dispatching of all Short-term Experts was suspended, almost all of the activities of the Short-term Experts Team of the Project have been postponed excepting only limited administrative works implemented remotely. To mitigate these risks, equipment and facilities for online meetings to support daily communications have been procured, as well as hiring a technical assistant for the Short-term Experts Team who can support implementation of activities of the Team in Phnom Penh.

c.3. Though it was agreed between Cambodian side and JICA by R/D that a pilot CPA should be selected in Stung Treng Province and pilot activities would be implemented there by the Project, finally a suitable pilot CPA was not found. Among 7 CPAs in Stung Treng Province, 2 of them were located in Siem Pang District that are in difficult condition, because they are in remote area with high safety risks considering remaining land mines and UXO, as well as bad road conditions in rainy seasons. Therefore, the Project proposed to select one of the other 5 CPAs, all of them are located in Prey Lang Wildlife Sanctuary. Since whole the Sanctuary is covered by JCM-REDD+ project, the Project discussed with the practitioner of the JCM-REDD+ project. The original idea was that the pilot activities of the Project would be conducted in the same area in a manner that

would avoid duplication of activities with the JCM-REDD+ project and therefore the Project would not affect carbon credits to be produced through JCM-REDD+ Project. However, after further discussion and consultation, Japanese side agreed not to implement pilot activities because it would adversely affect the carbon credits of JCM-REDD+. Therefore, Outputs 2-2 and all the activities related with pilot CPA were modified, deciding alternative activities that would contribute to achieve the Project Purpose, as well as signing on M/M for amendment of R/D.

c.4. Daily communications among PMU members, JICA Experts and the other stakeholders were vital for realistic and flexible implementation of the Project activities, but it had been disturbed under COVID-19 situation in Cambodia, since certain restrictions had been introduced by both central and provincial governments, as well as by JICA as health measures against COVID-19 outbreak, until Prime Minister has announced the full reopening of the country from 1 Nov. 2021, and implementation of several sub-activities of APO2021 had not been completed. Therefore, the entire schedule of PO was modified and APO2022 was approved by JCC2 to complete all the Project Activities on time.

c.5. After the relatively low numbers of COVID-19 infection since Nov. 2021 in Cambodia, it has significantly increased again from Feb. 2022, with continuous reports on infections of officers and staffs of the Project counterpart organizations. Then, the officially announced numbers of infections has been limited and many measures against outbreaks have been lifted, but the new COVID-19 cases were reported every day and certain project activities were still difficult to do as like before the pandemic, such as in-person meetings of relatively large number of project members. Therefore, appropriate health measures were continued, as well as implementing PO and APO2022, modified and approved by JCC2, steadily, trying to avoid effects of COVID-19.

c.6. About dispatching the Short-term Experts, some barriers were remained, such as necessity to submit an invitation letter issued by counterpart ministries to Embassy of Cambodia in abroad to apply business visa, as well as regulation of JICA requesting full vaccination to Experts dispatched to Cambodia. Therefore, the Short-term Experts Team well prepared dispatching plan and met all the conditions requested by JICA.

c.7. Potential risk of remained UXOs in and around Phnom Ta Kong CF was revealed and, through the observation by CMAC, necessity of UXO survey and clearance before implementing certain pilot activities was made clear. Therefore the UXO surveys and clearances by CMAC were conducted several times, based on the requests by the Project, to avoid accidents.

c.8. The record-low JPY exchange rate made expenditure of JICA's budget run out faster in JPY base than expected. Therefore, the additional budget was allocated to secure the originally applied amount of the USD based funds, as needed.

c.9. It was necessary to accelerate and complete implementation of certain remained Project activities to avoid effects of the general election in the end of July 2023. Among the intensive activities in August, several activities such as supporting CPAs by the trained rangers in Stung Treng, monitoring the progress and compiling the results of the Action Plans for implementing NPASMP and reviewing and proposing to update NPASMP, trainings on developing Management Plans for Protected Areas, and conducting remained pilot activities in Phnom Takong CF have completed by both JICA and Cambodian sides.

c.10. It was necessary to share the progress of the Project activities between Japanese and Cambodian sides to ensure to achieve the Project Purpose through collective efforts. Therefore, JICA HQ dispatched Mission, from 29 Jan. to 2 Feb. 2023, to monitor the progress and visit sites of the Project, and JICA HQ and Cambodian sides discussed regarding achievements and progress of the Projects.

c.11. It was necessary to sustain the Project results to realize the Overall Goals. Therefore, JICA side proposed and Cambodian side recognized the transformative change for financial and operational sustainability in JCC3, and action plans to realize the Overall Goals of the Project after the termination of the Project were prepared by the participants of the training in Japan conducted in the last half of Apr. 2023.

c.12. It was required to consider necessary measures to realize the Project

Purpose. Therefore, partial extension of the project period to complete necessary activities was discussed and agreed between JICA and Cambodian sides, and M/M was signed by both sides.

c.13. It was necessary to secure boundary of Phnom Takong CF to ensure sustainable management of the forest land against encroachment and land grabbing. However, land registration has been taken time and the demarcation by boundary poles and other concrete measures such as construction of clear boundary path was burden for the community without supports by the government. Recognizing that it is not only the matter of Phnom Takong but of all the CF as well as CPAs in the country, the importance of strong supports by the government, including MLMUPC, MoE, and FA, for securing the boundaries of CF and CPA was pointed out by both JICA and Cambodian sides in JCC4.

c.14. It was necessary to get the approval of Minister or Secretary of State of MoE when holding meetings and workshops and traveling with MoE PMU members, because of changes of the internal procedure of MoE. Therefore, schedule of events and field trips were decided in advance by both JICA and Cambodian sides, especially when involving MoE PMU members, and the Project requested Cambodian side to get permissions earlier.

c.15. It was necessary to consider the impacts of the intended changes of MoE management under the 100 Days Strategy. The new management of MoE was smoothly adapted through closely exchanging information with Cambodian side.

c.16. It was necessary to secure resource persons to implement cow raising training for rangers in Stung Treng. The cow raising training for rangers was conducted by DoE, coordinating with DoA, and JICA Experts shared the necessity of assistances by the related developing partners with them.

### **3. Evaluation on the results of the Project Risk Management**

#### **(1) Risk management results**

a.1. JICA side has covered certain amount of necessary budget that should have been allocated by Cambodian side in the implementation period of the Project. However, no fundamental solution by Cambodian side might undermine sustainability of the impacts of the Project.

b.2. Finally, UNDP agreed with the Project to jointly facilitate FA to activate finalization of PFSP in Oct. 2022 and the kick-off meeting of PFSP WG was held immediately after such joint request to DG of FA by two parties.

c.1. The implementation of the prepared APO2021 and the agreed Work Plan faced further difficulties because of further constraints (see c.2., c.3., and c.4.).

c.2. The procured equipment and facilities for online meetings and hired an assistant for the Short-term Experts Team were well contributed to overcome the emerged risks.

c.3. The alternative activities were well implemented by avoiding the existed risks related with the selection of the pilot CPA.

c.5. Effects of COVID-19 were well avoided by the appropriate health measures, as well as implementation of the modified PO and approved APO2022.

c.6. Activities of the Short-term Expert Team were well recovered after resumed their dispatching by avoiding risks.

c.7. All the Project activities were completed without any accidents caused by UXO by well removing the risks.

c.8. The risk was solved since JICA side allocated additional budget compensating substantial shortage of the JPY based budget following the JPY market trend.

c.9. Through active implementation of the Project Activities, several activities were completed and the risk was minimized. However, there were a few activities that were not realized: conducting baseline survey of the progress of the draft PFSP, organizing a consultation workshop on Action and Investment Plan, and realizing field visit by MoE leaders to promote implementation of Pray Lang JCM-REDD+ Project Phase 2, because of time constraints. Therefore, they shall be realized by Cambodian side later.

c.10. The risk was solved since it was agreed to partially extend the Project Activities to realize the Project Purpose (see c.12.),

c.11. It was prepared to avoid the risks, but the Cambodian side shall implement the prepared plans to realize the Overall Goals.

c.12. It was prepared to avoid the risks, and both the JICA and the Cambodian sides well implemented the Project Activities in the extended period to realize the Project Purposes.

c.13. The necessity of solving the risk was well understood and recognized, but the strong support by the government should be realized by the Cambodian side.

c.14. The risk was well avoided during the extension period of the Project.

c.15. The risk was well avoided in the beginning of the extension period of the Project.

c.16. The risk was solved by the Cambodian side.

## **(2) Results of the use of lessons learnt**

### **- How the evaluation results and lessons learnt from similar projects have been used in this project**

In the ex-ante evaluation report, it was suggested to implement efficient and effective implementation of the Project utilizing NPASMP and PFSP as the important policy documents as the Cambodia REDD+ Roadmap for CAM-REDD Project.

However, though NPASMP aims to guide the sustainable management of Cambodia's system of Protected Areas and PFSP will guide the future development and sustainable management of production forests, the Cambodia REDD+ Roadmap is a national plan for how the RGC wants to move ahead with REDD+ Readiness.

Therefore, it was not relevant to study from the lessons learned of CAM-REDD to utilize the NPASMP and PFSP for efficient and effective Project implementation. In addition, though the ex-ante evaluation report explains that the sub-national level forest monitoring implementation system is intended to be prepared by the

pilot activities, actually the output of the pilot activity is “local communities’ capacity for sustainable natural resource management...is enhanced”, but not capacity for forest monitoring.

Therefore, the Project hasn’t used the lessons learnt mentioned in the ex-ante evaluation report.

#### **4. Lessons Learnt**

Considering the risks c.3. and c.11., it is clear that at least short-lists of pilot CPA and CF should be prepared in the phases of planning or before the commencement of the Project to make sure existence of potential candidates without any killer assumptions.

In the case of selection of pilot CPA, the Detailed Planning Survey Team of JICA visited only Toil CPA, which should not be the pilot CPA since it was included in the Prey Lang Wild Sanctuary. Without confirming the existence of the potential pilot CPAs, the Project was commenced and spent almost one year to decide not to select a pilot CPA in Stung Treng Province.

On the other hand, risk of UXO in Phnom Takong CF was informed by JICA Cambodia Office after the Project decided it as the pilot CF. Luckily, through cooperation with JICA Expert dispatched to CMAC, UXO survey was conducted and all the pilot activities have been implemented safely, as well as considered example of good collaboration among JICA projects in the different fields, but if not, the Project would have been forced to spend more time to find the alternative safety ensured CFs.

It was reasonable to select such pilot sites immediately after the commencement of projects, but at least existence of several candidate sites without any serious risks should be secured in the phases of planning.

#### **5. Performance**

Upon the not mandatory request of JICA HQ, the Experts Team has submitted voluntary monthly reports to JICA in Japanese, but actually it was prepared based on the English draft which was also used to share the progresses and constraints of the Project implementation with Cambodian side. In addition, since it has been prepared by using the format of the monitoring sheet summary, it has been contributed to common understandings and smooth preparation of the monitoring sheet by both JICA and Cambodian side.

## 6. Additionality

In the implementation of the pilot activities in Phnom Takong CF, UXO survey was smoothly conducted by CMAC before implementation of the pilot activities, thanks to the coordination through JICA Expert dispatched to CMAC.

The Project conducted the first ever provincial level forest inventory in Stung Treng and revealed new knowledges, including large amount of carbon storage in evergreen forest than expected, and the initial findings have shared with stakeholders holding the technical seminar in 2022, then published the final report in 2023.

The Project also introduced JJ-FAST, early warning system developed and operated by JICA and JAXA, to CEMIS Project implemented by UNDP, WB, and MoE.

## IV. For the Achievement of Overall Goals after the Project Completion

### 1. Prospects to achieve Overall Goal

**OVI 1-1. The rate of deforestation is reduced by half compared to the rate during 2006-2014 by 2026**

**This indicator couldn't be achieved by the results of the project alone, therefore OVI 1-2 was added<sup>19</sup>.**

OVI 1-2. The target set by the NPASMP (2026 Target), the PFSP ([2nd phase Milestone]) and the Action and Investment Plan is achieved.

Since the progress is limited against 2021 targets of NPASMP, according to the review of NPASMP based on the compiled result of the current Action Plan for Implementing NPASMP by the Project, the New Action Plan should be prepared to realize 2031 targets of NPASMP through ensuring to reach the 2026 targets. If it is possible, NPASMP itself should be modified to set the reasonable 2031 targets under the latest sub-national, national, and international situation and goals and the 2026 targets as the achievable milestones to ensure to reach the modified 2031 targets.

The 2026 Target of NPASMP would be achieved if the New Action Plan could be

<sup>19</sup> Amended on 12 Jun. 2023 by M/M signed by CR of JICA Cambodia Office, DG of GDNPA, MoE, and DG of FA, MAFF

prepared by GDNPA and fully implemented.

Regarding the PFSP, it has not finalized yet and therefore the “2<sup>nd</sup> phase Milestone” is still in the draft, since PFSP WG of FA has not been activated. Therefore, FA shall activate PFSP WG and finalize the PFSP, utilizing the results of the related training of JICA through the trainees participated from FA. Then, the drafted 2<sup>nd</sup> phase (2023-2027) Milestone of the intended PFSP would be achieved if the Plan of Action of it could be fully implemented.

In the case of the Action and Investment Plan, currently there are the institutional and financial constraints, but it is expected that institution and funds will be available by completing reorganizing procedure of RTS and being approved the SAP application by GCF.

Therefore, to achieve the Action and Investment Plan, RTS shall facilitate the implementation and monitor the progress of the Action and Investment Plan through substantial measures, such as holding annual planning and reviewing workshop involving all the responsible Ministries and developing partners, after reorganization of RTS by issuing joint decision of MoE and MAFF, as well as disbursement of GCF fund applied by the Government of Cambodia and developing partners.

In addition, the sustainability of the Project results to realize the Overall Goals is one of the risk (see c.15. under “2. Key Factors Affecting Implementation and Outcomes”), and the transformative change for financial and capacity sustainability was proposed and recognized by both JICA and Cambodian sides (see c.15. under “3. Evaluation on the results of the Project Risk Management”). Through the implementation of the Project, regarding the national and sub-national capacity development for sustainable natural resource management, certain changes have been observed that may contribute to sustain the impacts of the Project.

Therefore, the Overall Goal would be achieved if such momentum could be maintained to make sure the transformative change that may not reverse from the path.

## 2. Plan of Operation and Implementation Structure of the Cambodian side to achieve Overall Goal

The intended 2<sup>nd</sup> Action Plan for implementing NPASMP, the draft PFSP, and the Action & Investment Plan for the implementation of the National REDD+ Strategy of Cambodia are the plans of the Cambodian government towards the achievement of the Overall Goal and the implementation structures are included in these plans, such as NRT including RTS, GDNPA, GDLC, and GDEKI of MoE, FA of MAFF, as well as Provincial DoE and FAC in all over the country.

GDNPA of MoE and FA of MAFF has formulated and shared plans in the final JCC held on 16 of October 2024 to achieve the Overall Goals in three years after the end of the Project. GDNPA plans to carry out three activities listed in the table below after the end of the Project.

Component	Output	Outcome	Activities		
			2025	2026	2027
<b>Component 1: Policy Support</b>	1-1. Enhancing the capacity of National and Sub-national staff to implement the activities based on the Technical Guidelines for Developing Management Plans for Protected Areas	Protected Area Management Plans have been developed according to the technical Guideline.	Training workshop on orientation of preparing and implementing the management plan for PA (1 time)	Training workshop on orientation of preparing and implementing the management plan for PA (1 time)	Training workshop on orientation of preparing and implementing the management plan for PA (1 time)
<b>Component 2: Sub-national implementation</b>	1-2. Providing training on law enforcement and Regulations related to protected area management to PDOE	PDOE staff and Ranger to have knowledge of the Code of Environment and Natural Resources and supported	Provide training on standard operating procedures on money laundering related to natural resources offenses (1 time)	Provide training on standard operating procedures on money laundering related to natural resources offenses (1 time)	Provide training on standard operating procedures on money laundering related to natural resources offenses (1 time)

	staff and rangers.	regulations and are able to record or file natural resources crime to the court.	Provide training on law enforcement, file the report of natural resources crime to the court (1 time)	Provide training on law enforcement, file the report of natural resources crime to the court (1 time)	Provide training on law enforcement, file the report of natural resources crime to the court (1 time)
			Training workshop to disseminate the Code of Environment and natural resources and some related regulations (1 time)	Training workshop to disseminate the Code of Environment and natural resources and some related regulations (1 time)	Training workshop to disseminate the Code of Environment and natural resources and some related regulations (1 time)
	1-3. Develop and implement training plans for capacity enhancement of local authority and community.	Code of Environment and Natural Resources and supported regulations have been disseminated to local authority and community protected area.	Training workshop to disseminate the Code of Environment and natural resources and some related regulations (1 time)	Training workshop to disseminate the Code of Environment and natural resources and some related regulations (1 time)	Training workshop to disseminate the Code of Environment and natural resources and some related regulations (1 time)

On the other hand, Plan of Operation to achieve the Overall Goal in FA includes the implementation of following activities after the end of the Project:

- (1) Promote development and implementation of CF management plans;
  - (2) Expand forest rehabilitation and plantation in CFs;
  - (3) Expand the implementation of agroforestry systems in CFs;
  - (4) Strengthen mechanisms to conflict resolution, and monitoring and evaluation;
- and

(5) Develop the CF strategic plan.

The progress of all of those activities will be reported in the Technical Working Group on Forestry Reform (TWG-FR) to be held quarterly in FA.

### **3. Recommendations for the Cambodian side**

The following six recommendations were provided mainly on the policy support component supported by the long-term expert team:

- (1) The proposal for updating the NPASMP has been prepared by the Project. Updating of NPASMP should be conducted by PMU members whose capacity have been improved through implementing the Project Activity;
- (2) Trainings on developing management plan for the allocated Protected Areas were conducted by the Project for the national government staffs from 3 Dept. out of 5 Dept. of GDNPA and sub-national government staffs, and the remained trainings on the Technical Guideline for Developing Management Plan for Protected Areas should be conducted by PMU members whose capacity have been improved through implementing the Project activities;
- (3) Since the draft of PFSP has not been finalized, it should be finalized by the new WG;
- (4) Since the progress of the Action and Investment Plan for the Implementation of the National REDD+ Strategy has not been monitored, it should be monitored after RTS will be reorganized and GCF-SAP application will be approved; and
- (5) The enhancement of sustainable natural resource management in CF has been almost completed through the capacity building of staffs of FAC, as well as the enhancement of CPA through the capacity building of rangers of DoE by the Project. It should be sustained by the staffs of FA and rangers of DoE, whose capacity has been built by the Project.

In addition, the following four recommendations were provided on the NFMS related activities supported by the short-term expert team:

- (1) Although the version 1 of CEMIS (Cambodia Environmental Management Information System) has been developed in MoE under the support of UNDP, the operation of CEMIS has not been started yet. For the application and effective utilization of CEMIS to the sustainable natural resource management, closer collaboration between DGIS and GDNPA in MoE, MoE and FA, as well as central and provincial governments are required;

(2) Equipment procured for NFMS related activities including drones, computers and drone image processing software, etc. were handed over to MoE, FA and Stung Treng DoE and FAC. For those equipment, periodical maintenance (especially on drones and drone batteries) should be carried out in order to sustain good conditions to be used for forest monitoring activities;

(3) In SNRM, Training of Trainers programs were implemented in MoE, FA, Stung Treng DoE and FAC, and trainers were raised throughout the project period. After the end of the project, the trained trainers should share the acquired knowledge to untrained staffs to sustain the project outputs; and

(4) In NFMS related trainings, training materials related to map utilization, satellite image processing and interpretation, GIS, drone operation and drone data processing were prepared. Generally, the advancement of GIS and remote sensing technology is very fast. Therefore, the Project requests counterparts to review the training materials periodically after the project and update the materials if necessary to reflect the recent GIS and remote sensing technology.

#### **4. Monitoring Plan from the end of the Project to Ex-post Evaluation**

(If the Project will be continuously monitored by JICA after the completion of the Project, mention the plan of post-monitoring here.)

The progress of formulation and implementation of the draft PFSP, and the Action & Investment Plan for the implementation of the National REDD+ Strategy of Cambodia should be monitored by JICA Cambodia Office through TWG-FR and CC-TWG. However, since there is no such platform related with the intended 2nd Action Plan for implementing NPASMP, it should be monitored by JICA Cambodia Office directly from GDNPA of MoE.

In addition, also items written in “2. Plan of Operation and Implementation Structure of the Cambodian side to achieve Overall Goal” should be monitored by JICA Cambodia Office.

## **ANNEX**

### **ANNEX 1: Results of the Project**

A1-1: List of Dispatched Experts

A1-2: List of Counterparts

A1-3: List of Counterparts Trainings

A1-4: List of Project Trainings

### **ANNEX 2: List of Products (Report, Manuals, Handbooks, etc.) Produced by the Project**

### **ANNEX 3: PDM (All versions of PDM)**

A3-1: PDM Version 1

A3-2: PDM Version 2

A3-3: PDM Version 3



## A1-1: List of Dispatched Experts

### List of Dispatched Experts

#### (1) Long-Term Experts

No	Name of Expert	Title	Duration
1	Mr. Kazuhiro Goseki	Chief advisor / Forest Policy	October 2020 – October 2023
2	Mr. Ryohta Machida	Coordinator / Capacity development	October 2020 – October 2022
3	Mr. Kazuo Iiyama	Coordinator / Capacity development	September 2022 – October 2023

#### (2) Short-Term Experts

No	Name of Expert	Title	Total Person Months Assigned
1	Mr. Toru Furuya	Team Leader / Forest Information Management	13.38 MM
2	Dr. Toru Inada	Vice Team Leader / Forest Information Management	3.55 MM
3	Dr. Asako Takimoto	Institutional Coordination	1.77 MM
4	Mr. Naoki Mitsuzuka	Forest Monitoring System (1)	4.42 MM
5	Mr. Kenta Yoshino / Ms. Miki Asai	Forest Monitoring System (2) / Coordinator	6.20 MM
6	Ms. Shiori Taniguchi	Forest Monitoring System (3)	4.33 MM
7	Mr. Toru Furuya	Forest Monitoring System (4)	6.50 MM
8	Mr. Yoshihiko Sato	Forest Inventory Survey	4.68 MM

## A1-2: List of Counterparts

Project for National and Sub-national Capacity Development for Sustainable Natural Resource Management

### SNRM Working Group Personnel

No	Name	Position	Remark
<b>Ministry of Environment</b>			
1	H.E Kim Nong	Director General, General Directorate of Natural Protected Area (GDNPA)	Co-chair of JCC
2	Mr. Srey Sunleang	Deputy Director General, General Directorate of Natural Protected Area (GDNPA)	Project Director
3	Mr. Sou Sontara	Deputy Director, Dept. of Inspection and Law Enforcement, GDNPA	Project Manager
4	Mr. Khem Rongden	GDEKI	
5	Mr. Sok Vuthin	Chief of Office, Dept. of Terrestrial Protected Area Conservation (North of Tonlesap), GDNPA	
6	Mr. Hour Thanit	Chief of Office, Dept. of Fresh Water Wetland Area Conservation, GDNPA	
7	Mrs. Huot Naborey	Chief of Office, Dept. of Geographic Information Service, GDEKI	
8	Mr. Menh Khidorang	Vice Chief of Office, Dept. of Geographic Information Service, GDEKI	
9	Mr. Net Norint	Vice Chief of Office, Dept. of Geographic Information Service, GDEKI	
10	Mr. Hean Sereypheap	Vice Chief of Office, Dept. of Geographic Information Service, GDEKI	
11	Mr. Mouerng Sovan	Vice Chief of Office, Dept. of Administration, Planning and Finance, GDNPA	
12	Mr. Toem Yean	Vice Chief of Office, Dept. of Territorial Natural Protected Area Conservation (East of Mekong River), GDNPA	
13	Mr. Tip Sophea	Vice Chief of Office, Dept. of Geographic Information Service, GDEKI	
14	Mrs. Thao Chanthearyradh	Officer, Dept. of Terrestrial Protected Area Conservation (North of Tonlesap), GDNPA	
15	Mr. In Visattha	Chief of Office, Dept. of Terrestrial Protected Area Conservation (South of Tonlesap), GDNPA	
16	Mr. Katam Sonavinn	Deputy Chief of Office, Dept. of Terrestrial Protected Area Conservation (South of Tonlesap), GDNPA	
17	Mr. Sum Dara	Officer, Dept. of Marine & Coastal Area Conservation, GDNPA	
18	Mr. Seng Sapanha	Officer, Dept. of Administration, Planning and Finance, GDNPA	

## A1-2: List of Counterparts

<b>Forestry Administration</b>			
19	H.E Dr. Keo Omaliss	Director General of <i>Forestry Administration</i>	Co-chair of JCC
20	Mr. Chan Ponika	Deputy Director General of <i>Forestry Administration</i>	Project Director
21	Mr. Long Ratanakoma	Deputy Director, Dept. of Forest and Community Forestry	Project Manager
22	Mr. Chhun Delux	Deputy Director, Dept. of Forest Industry and International Cooperation	
23	Mr. Lim Bunna	Deputy Director, Dept. of Administration, Planning, and Finance	
24	Mrs. Im Maredi	Chief of Community Forestry Office	
25	Mr. Y Chhaly	Official, Dept. of Forest Industry and International Cooperation	
<b>Stung Treng Department of Environment (DoE)</b>			
26	Mr. Sreng Cheaheng	Director of <i>Stung Treng Department of Environment (DoE)</i>	
27	Mr. Lay Laro	Deputy Director of <i>DoE</i>	
28	Mr. Heng Teklay	Chief of Wildlife Sanctuary Office, <i>DoE</i>	
29	Mr. San Chanmonyphalla	Chief of Community Protected Area Office, <i>DoE</i>	
30	Mr. Eng Somatra	Officer, <i>DoE</i>	
<b>Stung Treng Department of Agriculture (DoA)</b>			
31	Mr. On Chansocheat	Chief of <i>FA-C</i>	
32	Mr. Rey Reaksmeay	Deputy Chief of <i>FA-C</i>	
33	Mr. Chhum Monicheat	Deputy Chief of <i>FA-D</i>	
34	Mr. Thoeung Linin	Official, <i>FA-C</i>	
35	Mr. Men Sokha	Deputy Chief of <i>FA-T Kbal Romes-Sre Kor</i>	

## A1-3: List of Counterparts Trainings

### List of Counterparts Trainings

#### **- TROPICAL FOREST MANAGEMENT USING THE JJ-FAST, AN ALOS-2 BASED FOREST MONITORING SYSTEM, AND OTHER SATELLITE TECHNOLOGIES**

(2021, online)

- Ms. HENG Soriya, Technical officer of Watershed Management, and Forest Cover Assessment Office, Department Community and Forestry, FA

(2022, online)

- Ms. MEN Sophatry, Technical officer of Forest Cover Assessment and Watershed Management, Department of Forestry and Community Forestry, FA

#### **- POLICY PLANNING SKILLS FOR IMPLEMENTATION OF REDD+ (FOR GOVERNMENT EXECUTIVES)**

(2021, online)

- Mr. UY Kamal, Deputy Director General, GDEKI, MoE
- Mr. PAK Sngounpisey, Chief of Forest Carbon Credit and Climate Change office, Forest Industry and International Cooperation, FA

(2022, online)

- Mr. PHALLA Thuch, Deputy Director, Department of Forest Industry and International Cooperation, FA
- Mr. NGET Sina, Chief of Office, Department of Environmental Education, GDEKI, MoE

(2023, in Japan)

- Mr. PHALLA Thuch, Deputy Director, Department of Forest Industry and International Cooperation, FA

#### **- Proceeding Ability of Policy Making for Sustainable Forest Management**

(2021, online)

- Mr. TOEM Yean, Vice Chief, Department of Territorial, Eastern Mekong-River Conservation, GDNPA, MoE
- Mr. KHORN Vantha, Vice Chief, Monitoring and Evaluation Office, Department of Administration Planning and Finance, FA

(2022, online)

- Mr. LAY Laro, Deputy Director, Stung Treng Provincial Department of Environment
- Ms. KOH Sotheavy, Deputy Chief of Forest Demarcation, Registration and Land Use Office, Department Community and Forestry, FA

## A1-3: List of Counterparts Trainings

### **- REMOTE SENSING OF FOREST RESOURCES**

(2021, online)

- Mr. TAING Porchhay, Technical Officer, Department of Freshwater Wetland Conservation, GDNPA, MoE
- Ms. KOH Sotheavy, Deputy Chief of Forest Demarcation, Registration and Land Use Office, Department Community and Forestry, FA

(2023, in Japan)

- Mr. HEAN Sereypheap, Deputy Chief, Office of Geographic Information Management, Department of Geographic Information Service, GDEKI, MoE

(2024, in Japan)

- Mr. MEAN Naro, Deputy Director, Department of Terrestrial Protected Area Conservation Eastern Mekong, General Directorate of Protected Area, GDNPA, MoE
- Ms. VON Chhaysoneath, Technical Officer, Department of Geospatial Information Services, GDEKI, MoE
- Mr. CHHUN Bunlong, Vice Chief Office, Department of Geospatial Information Services, GDEKI, MoE
- Ms. PAO Vorlin, Officer, Department of Finance Budgeting and Cooperation, GDNPA, MoE

### **- Ecosystem-based Solutions for Disaster Risk Reduction (Eco-DRR)**

(2022, online)

- Ms. KHIEV Sokleap, Vice Chief of Forest Carbon Credit and Climate Change office, Department of Forestry Industry and International Cooperation, FA
- Mr. TIP Sophea, Deputy chief of Office, Office of Ecosystem Assessment, Department of Geospatial Information Service, GDEKI

### **- Country Training for The Project for National and Sub-national Capacity Development for Sustainable Natural Resource Management in Cambodia**

(2023, in Japan)

- Mr. Srey Sunleang, Deputy Director General, GDNP, MoE
- Mr. Chan Ponika, Deputy Director General, FA
- Mr. Sou Sontara, Deputy Director, Dept. of Inspection and Law Enforcement, GDNPA, MoE
- Mr. Long Ratanakoma, Deputy Director, Dept. of Forest and Community Forestry, FA
- Mr. Sreng Cheaheng, Director, Stung Treng Department of Environment
- Mr. Orn Chansocheat, Chief of Stung Treng FA Cantonment

## A1-4: List of Project Trainings

### List of Project Trainings

(Activity: 1-1-2)

- Developing Management Plan for Protected Areas (5-11 Dec. 2022, for MoE and Mondkiri DoE)
- National and Sub-national Official Capacity Development Training on “Developing Management Plan and Zoning in the Natural Protected Area” (8-10 August 2023) for Department of Wetland and Freshwater Conservation
- National and Sub-national Official Capacity Development Training on “Developing Management Plan and Zoning in the Natural Protected Area” (15-17 August 2023) for Department of East of Mekong River Conservation
- National and Sub-national Official Capacity Development Training on “Developing Management Plan and Zoning in the Natural Protected Area” (22-24 August 2023) for Department of East of Northern Tonle Sap Conservation

(Activity: 1-3-2)

- Online training for the forest inventory survey (22 March 2021, for DGIS/MoE and DFC/FA)
- Fixed-wing drone operation trainings (27-29 December 2021, for DGIS/MoE and DFC/FA)
- Fixed-wing drone operation trainings (20-21 April 2022, 27 August 2022, for DGIS/MoE)
- Fixed-wing drone operation trainings (26-27 April 2022, 14-16 June 2022, 17-20 April 2023, 16-19 September 2024 for DFC/FA)
- Workshop on forest inventory survey of Stung Treng Province (18 January 2023, to DoE and FAC)
- Workshop on forest inventory of Stung Treng Province (23 January 2023, to DGIS/MoE and DFC/FA)
- Training of forest inventory data calculation program (5 April 2023, for DGIS/MoE)
- Training of forest inventory data calculation program (7 April 2023, for DFC/FA)
- Drone data processing training (4 May 2022, 19 June 2023, for DFC/FA)
- Basic GIS training (23-26 April 2024, for GDNPA/MoE)
- Intermediate to advanced GIS training (15-19 July 2024, 19-23 August 2024, for GDNPA/MoE)
- Satellite image processing and interpretation training (2-3 September 2024, for DFC/FA)
- Satellite image processing and interpretation training (4-5 September 2024, for GDNPA/MoE)

## A1-4: List of Project Trainings

### (Activity: 2-1-1)

- Multi-copter drone operation training (22-24 August 2022, 7-8 February 2023, 28-30 March 2023, 24-26 January 2024, for DoE)
- Multi-copter drone operation training (10-12 October 2022, 9-11 February 2023, 22-24 March 2023, 18-23 January 2024, for FAC)
- Map utilization training (7-8 December 2022, 19-20 December 2022, for DoE)
- Map utilization training (6-7 December 2022, 21-22 December 2022, 26 May 2023, for FAC)
- Satellite image processing training (22 November 2023, for DoE)
- Satellite image processing training (21 November 2023, for FAC)

### (Activity: 2-2-2)

- Capacity building of Phnom Ta Kong Community Forestry Management Committee to Effectively Manage the Community Forest (23-26 Aug. 2022, for Phnom Takong CF)
- Cow raising training (9-10 Feb. 2023, for Phnom Takong CF)
- Village animal health volunteers (27 Feb. – 3 Mar. 2023, for Phnom Takong CF)
- Capacity building training (11 and 12 Jul. 2023, for Phnom Takong CF)
- Study tour to Chep Lech CF (in Preah Vihear Province) for learning planting and processing of sweet bamboo (11 Aug. 2023, for Phnom Takong CF Committee)

### (Activity: 2-2-3)

- Workshop to Identify Gaps of Rangers' Capacity in Supporting Local Communities (31 May 2022, for Rangers and CPA members)
- Ranger trainings (19-21 Dec. 2022, 16-17 and 20-24 Feb. 2023, for DoE rangers)
- Training on the new Environmental and Natural Resource Code (27-28 Jul. 2023, for rangers)



## ANNEX 2: List of Products Produced by the Project

### List of Products Produced by the Project

(Activity: 1-1-1)

- A2-1-1-1 (1): Recommendations on Implementing NPASMP (proposed to GDNPA in Sep. 2023)

(Activity: 1-1-2)

- A2-1-1-2 (1): Draft Training Program for Developing Management Plan for Protected Areas (conducted in Dec. 2022)
- A2-1-1-2 (2): National and Sub-national Official Capacity Development Training on “Developing Management Plan and Zoning in the Natural Protected Area” (8-10 August 2023) for Department of Wetland and Freshwater Conservation, (15-17 August 2023) for Department of East of Mekong River Conservation, and (22-24 August 2023) for Department of East of Northern Tonle Sap Conservation

(Activity: 1-2-1)

- A2-1-2-1 (1): Views of JICA Experts Team of SNRM Project for Finalizing PFSP (prepared for DP Meeting of TWG-FR on 22 Mar. 2022)
- A2-1-2-1 (2): Recommendation for Finalizing PFSP (Outlines) (prepared by PFSP Team of the Project in May 2022)

(Activity: 1-3-1)

- A2-1-3-1 (1): Concept Note – Workshop on Monitoring and Facilitation of the Action and Investment Plan (AIP) for the Implementation of the National REDD+ Strategy (NRS) of Cambodia (drafted in Jun. 2023)

(Activity: 1-3-2)

- A2-1-3-2 (1): GIS training material (Basic)
- A2-1-3-2 (2): GIS training material (Intermediate to advanced)
- A2-1-3-2 (3): Fixed-wing drone training material
- A2-1-3-2 (4): eLearning material on fixed-wing drone operation
- A2-1-3-2 (5): Satellite image processing and interpretation training material
- A2-1-3-2 (6): Final report of forest inventory survey in Stung Treng province
- A2-1-3-2 (7): Recommendation for future NFI implementation

## ANNEX 2: List of Products Produced by the Project

(Activity: 1-3-3)

- A2-1-3-3 (1): Concept Note – Field Visit to Prey Lang JCM-REDD+ Phase 2 Project (drafted in Aug. 2023)

(Activity: 2-1-1)

- A2-2-1-1 (1): Multi-copter drone operation training material
- A2-2-1-1 (2): Map utilization training material

(Activity: 2-2-2)

- A2-2-2-2 (1): Plan of Activities for Phnom Takong CF (agreed in Nov. 2021)
- A2-2-2-2 (2): Training on Capacity building of Phnom Ta Kong Community Forestry Management Committee to Effectively Manage the Community Forest (conducted in Aug. 2022)
- A2-2-2-2 (3): Training on Cow Raising (conducted in Feb. 2023)
- A2-2-2-2 (4): Training for the village animal health volunteers of Phnom Takong CF (conducted in Feb. and Mar. 2023)
- A2-2-2-2 (5): Capacity building training for Phnom Takong CF (conducted in Jul. 2023)
- A2-2-2-2 (6): Study tour to Chep Lech CF (in Preah Vihear Province) for learning planting and processing of sweet bamboo (conducted in Aug. 2023)

(Activity: 2-2-3)

- A2-2-2-3 (1): Challenges in pilot CPA selection (prepared by JICA Expert Team in Oct. 2021)
- A2-2-2-3 (2): Workshop to Identify Gaps of Rangers' Capacity in Supporting Local Communities (conducted in May 2022)
- A2-2-2-3 (3): Training Program for Capacity Enhancement of Provincial Rangers in Sustainable Natural Resources Management (conducted in Dec. 2022)
- A2-2-2-3 (4): Training on Strengthening the capacity enhancement of provincial rangers to manage natural resources sustainably (Part 1) (conducted in Feb. 2023)
- A2-2-2-3 (5): Training on Strengthening the capacity enhancement of provincial rangers to manage natural resources sustainably (Part 2) (Conducted in Feb. 2023)
- A2-2-2-3 (6): Training on the new Environmental and Natural Resource Code (conducted in Jul. 2023)

## ANNEX 2: List of Products Produced by the Project

(Others)

- A2-O1: Introduction: The Project for National and sub-national capacity development for sustainable resource management (prepared for DP Meeting of TWG-FR on 12 Nov. 2020)
- A2-O2: Outline of the Progresses and annual workplan of SNRM Project in Stung Treng (prepared for the meeting with DPs in Stung Treng on 21 Nov. 2022)
- A2-O3: Training Program – Country Training for SNRM – (prepared for the Pre-departure Orientation on 27 Mar. 2023) and Action Plans prepared by the trainees
- A2-O4: Outline of SNRM Project (prepared for the meeting with DPs in Stung Treng on 12 Sep. 2023)
- A2-O5: Outline of SNRM Project (prepared for the meetings with DPs in Phnom Penh in Oct. 2023)



### Project Design Matrix (PDM)

Project Title: The Project for National and Sub-national Capacity Development for Sustainable Natural Resource Management  
 Implementing Agency: GDANCP (MoE), FA (MAFF) and Stung Treng Provincial Department [DoE and DoA(FA cantonment)]  
 Target Group: Staff of national and provincial governments and local community of the pilot areas in Stung Treng Province  
 Project Site: Phnom Penh and Stung Treng Province  
 Project Period: 2020 – 2023 (3 years)

Version 1  
 Dated 2019

Overall Goal	Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Deforestation and forest degradation are reduced through formulation and implementation of related policies and key measures for strengthening protected area management and sustainable forest management.		The rate of deforestation is reduced by half compared to the rate during 2006-2014				
<b>Project Purpose</b> The national and sub-national government staff in charge of protected area management and sustainable forest management is equipped with necessary skills and knowledge for sustainable natural resource management.		The target set by the NPASMP and the PFSP is achieved respectively.				
<b>Outputs</b> [Component 1: Policy support component] 1-1. Formulation and implementation of related policies and key measures on protected area management is promoted. 1-2. Formulation and implementation of related policies and key measures on sustainable forest management is promoted. 1-3. The Action and Investment Plan for the Implementation of the National REDD+ Strategy is promoted. [Component 2: Subnational implementation] 2-1. Provincial staff's capacity for promoting protected area management and sustainable forest management is enhanced. 2-2. Local communities' capacity for sustainable natural resource management in the selected Community Protected Area (CPA) and Community Forestry (CF) is enhanced.		1. The target set by the Action Plan for NPASMP (2018-2022) is achieved. 2. The target set by PFSP First Phase (2018-2022) is achieved. 3. The target set by the Action and Investment Plan for the Implementation of the National REDD+ Strategy for this project period is achieved. 4. The rate of deforestation and forest degradation in Stung Treng Province is reduced by ? %.	1. NPASMP 2. PFSP 3. Monitoring report for the Action and Investment Plan 4. Data/map showing the rate of deforestation and forest degradation	1. There is no drastic change in national policy on protected area management and sustainable forest management. 2. There is no significant change in international and national framework on REDD+. 3. There is no drastic change in policy and institutional framework of Stung Treng Province.		

Activities	Inputs	Pre-condition
<p><b>1-1 . Formulation and implementation of related policies and key measures on protected area management is promoted.</b></p>	<p><b>JAPANESE SIDE</b></p> <p><b>(a) JICA Experts</b></p> <p><u>Long-term experts</u></p> <ul style="list-style-type: none"> <li>• Chief Advisor / Forest Policy</li> <li>• Coordinator / Capacity development</li> </ul> <p><b>Short-term experts</b></p> <ul style="list-style-type: none"> <li>• Short-term expert on Forest Monitoring</li> <li>• Short-term expert on Investment and Financial Analysis</li> <li>• Other experts upon necessity</li> </ul> <p><b>(b) Machinery and Equipment</b></p> <ul style="list-style-type: none"> <li>• One Vehicle</li> <li>• Office equipment</li> <li>• Equipment for filed activities</li> <li>• Others upon necessity</li> </ul> <p><b>(c) Training in Japan and / or third countries</b></p> <ul style="list-style-type: none"> <li>• Protected area / Forest Management</li> <li>• Forest Monitoring</li> <li>• Others upon necessity</li> </ul> <p><b>(d) Local expenses including part of costs for field surveys in pilot sites</b></p>	<p>1. GDANCP, FA and Stung Treng Provincial government deploy sufficient officers and allocates necessary budget.</p> <p>2. There is no significant change in the national policy on protected area management and sustainable forest management.</p> <p>3. There is no significant change in the national policy related to REDD+.</p>
<p><b>1-1-1. Assist in promoting the Action Plan for Implementing the National Protected Area Strategic Management Plan (NPASMP).</b></p> <p>1-1-1-1. Assist in monitoring the progress of the Action Plan for Implementing NPASMP.</p> <p>1-1-1-2. Assist in compiling the result of the Action Plan for Implementing NPASMP.</p> <p>1-1-1-3. Assist in reviewing NPASMP based on 1-1-1-2.</p>	<p><b>CAMBODIAN SIDE</b></p> <p><b>(a) Project officers</b></p> <ul style="list-style-type: none"> <li>• Co-Project Directors</li> <li>• Other counterpart officers (in Phnom Penh and Stung Treng Province)</li> </ul> <p><b>(b) Office and facilities</b></p> <ul style="list-style-type: none"> <li>• Project Offices</li> <li>• Other facilities and equipment</li> </ul> <p><b>(c) Project Running Cost</b></p> <ul style="list-style-type: none"> <li>• Budget for project activities by the counterpart personnel (including domestic airfare, transport, allowance and accommodation fee etc.).</li> <li>• Running expenses necessary for the implementation of the Project</li> <li>• Cost required for running the project office utilities and communication expenses</li> <li>• Cost for vehicle maintenance, insurance and petrol</li> <li>• Other necessary cost</li> </ul>	
<p><b>1-1-2. Assist in enhancing the capacity of National and Sub-national staffs to implement the activities based on the Technical Guideline for Developing Management Plan for Protected Areas.</b></p> <p>1-1-2-1. Assist in reviewing the currently available technical documents for implementing the Technical Guideline.</p> <p>1-1-2-2. Identify and prioritize the technical documents to be developed with the support of the Project.</p> <p>1-1-2-3 Prepare training plan.</p> <p>1-1-2-4. Conduct trainings.</p>		
<p><b>1-1-3. Assist in addressing emerging issues on the National Protected Area Management.</b></p>		

Activities	Inputs	Pre-condition
<p><b>1-2. Formulation and implementation of related policies and key measures on sustainable forest management is promoted.</b></p> <p><b>1-2-1. Assist in promoting the Production Forest Strategic Plan (PFSP) (under drafting).</b></p> <p>1-2-1-1. Assist in finalizing the PFSP.</p> <p>1-2-1-2. Assist in preparing of PFSP Action Plan.</p> <p>1-2-1-3. Assist in raising awareness of PFSP.</p> <p><b>1-2-2. Assist in addressing emerging issues on the sustainable forest management.</b></p>		
<p><b>1-3. The Action and Investment Plan for the Implementation of the National REDD+ Strategy is promoted.</b></p> <p><b>1-3-1. Assist in promoting the Action and Investment Plan.</b></p> <p>1-3-1-1. Assist in analyzing the latest international trend on REDD+.</p> <p>1-3-1-2. Assist in implementing the Action and Investment Plan.</p> <p>1-3-1-3. Assist in monitoring the progress of the Action and Investment Plan.</p> <p><b>1-3-2. Assist in enhancing the National Forest Monitoring System (NFMS).</b></p> <p>1-3-2-1. Assist in operating the NFMS with due consideration of the respective roles and responsibilities of the central and provincial government.</p> <p>1-3-2-2. Assist in developing the training materials in operating NFMS.</p> <p>1-3-2-3. Conduct training for the relevant government staff (mainly for National gov staff) to operate NFMS.</p> <p><b>1-3-3. Assist in promoting JCM-REDD+.</b></p>		

Activities	Inputs	Pre-condition
<p><b>2-1. Provincial staff's capacity for promoting protected area management and sustainable forest management is enhanced.</b></p> <p><b>2-1-1. Develop and implement training plans for capacity enhancement of provincial staff.</b></p> <p>2-1-1-1. Develop training plans which include NFMS related training.</p> <p>2-1-1-2. Prepare training materials.</p> <p>2-1-1-3. Conduct trainings.</p> <p>2-1-1-4. Compile the result and impact of the trainings.</p>		
<p><b>2-2. Local communities' capacity for sustainable natural resource management in the selected Community Protected Area (CPA) and Community Forestry (CF) is enhanced.</b></p> <p><b>2-2-1. Select one pilot CPA and one pilot CF.</b></p> <p>2-2-1-1. Prepare criteria for selecting one pilot CPA and one pilot CF.</p> <p>2-2-1-2. Conduct survey to select one pilot CPA and one pilot CF based on the criteria.</p> <p>2-2-1-3. Finalize one pilot CPA and one pilot CF.</p> <p><b>2-2-2. Conduct activities in the selected CPA and CF.</b></p> <p>2-2-2-1. Conduct consultation with members of pilot CPA and pilot CF to identify their needs and constraints.</p> <p>2-2-2-2. Prepare plan of activities based on the needs and constraints.</p> <p>2-2-2-3. Conduct activities based on the plan.</p> <p>2-2-2-4. Monitor the activities.</p> <p>2-2-2-5. Compile the result of activities.</p>		

**Project Monitoring Sheet I (Revision of Project Design Matrix)**

Project Title: SNRM (The Project for National and Sub-national Capacity Development for Sustainable Natural Resource Management)  
 Implementing Agency: GDNPA, etc. (MoE), FA (MAFF) and Stung Treng Provincial Department [DoE and DoA(FA cantonment)]  
 Target Group: Staff of national and provincial governments and local community of the pilot areas in Stung Treng Province  
 Project Site: Phnom Penh and Stung Treng Province  
 Project Period: 2020 – 2023 (3 years)

Version 2  
 Dated 7/Feb./2022

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p><b>Overall Goal</b></p> <p>Deforestation and forest degradation are reduced through formulation and implementation of related policies and key measures for strengthening protected area management and sustainable forest management.</p>	<p>The rate of deforestation is reduced by half compared to the rate during 2006-2014</p>				
<p><b>Project Purpose</b></p> <p>The national and sub-national government staff in charge of protected area management and sustainable forest management is equipped with necessary skills and knowledge for sustainable natural resource management.</p>	<p>The target set by the NPASMP and the PFSP is achieved respectively.</p>				
<p><b>Outputs</b></p> <p><b>[Component 1: Policy support component]</b></p> <p>1-1. Formulation and implementation of related policies and key measures on protected area management is promoted.</p> <p>1-2. Formulation and implementation of related policies and key measures on sustainable forest management is promoted.</p> <p>1-3. The Action and Investment Plan for the Implementation of the National REDD+ Strategy is promoted.</p>	<p>1. The target set by the Action Plan for NPASMP (2018-2022) is achieved.</p> <p>2. The target set by PFSP First Phase (2018-2022) is achieved.</p> <p>3. The target set by the Action and Investment Plan for the Implementation of the National REDD+ Strategy for this project period is achieved.</p> <p>4. The rate of deforestation and forest degradation in Stung Treng Province is reduced by ? %.</p>	<p>1. NPASMP</p> <p>2. PFSP</p> <p>3. Monitoring report for the Action and Investment Plan</p> <p>4. Data/map showing the rate of deforestation and forest degradation</p>	<p>1. There is no drastic change in national policy on protected area management and sustainable forest management.</p> <p>2. There is no significant change in international and national framework on REDD+.</p> <p>3. There is no drastic change in policy and institutional framework of Stung Treng Province.</p>		
<p><b>[Component 2: Subnational implementation]</b></p> <p>2-1. Provincial staff's capacity for promoting protected area management and sustainable forest management is enhanced.</p> <p>2-2. Local communities' capacity for sustainable natural resource management in the selected Community Forestry (CF) and provincial rangers' capacity for supporting local communities' sustainable natural resource management in Community Protected Areas (CPAs) are enhanced.</p>					

Activities	Inputs	Pre-condition
<p><b>1-1 . Formulation and implementation of related policies and key measures on protected area management is promoted.</b></p> <p><b>1-1-1. Assist in promoting the Action Plan for implementing the National Protected Area Strategic Management Plan (NPASMP).</b></p> <p>1-1-1-1. Assist in monitoring the progress of the Action Plan for Implementing NPASMP.</p> <p>1-1-1-2. Assist in compiling the result of the Action Plan for Implementing NPASMP.</p> <p>1-1-1-3. Assist in reviewing NPASMP based on 1-1-1-2.</p> <p>1-1-1-4. Assist in updating NPASMP according to the result of 1-1-1-3.</p> <p><b>1-1-2. Assist in enhancing the capacity of National and Sub-national staffs to implement the activities based on the Technical Guideline for Developing Management Plan for Protected Areas.</b></p> <p>1-1-2-1. Assist in reviewing the currently available technical documents for implementing the Technical Guideline.</p> <p>1-1-2-2. Identify and prioritize the technical documents to be developed with the support of the Project.</p> <p>1-1-2-3 Prepare training plan.</p> <p>1-1-2-4. Conduct trainings.</p> <p><b>1-1-3. Assist in addressing emerging issues on the National Protected Area Management.</b></p>	<p><b>JAPANESE SIDE</b></p> <p><b>(a) JICA Experts</b></p> <p><b>Long-term experts</b></p> <ul style="list-style-type: none"> <li>• Chief Advisor/ Forest Policy</li> <li>• Coordinator / Capacity development</li> </ul> <p><b>Short-term experts</b></p> <ul style="list-style-type: none"> <li>• Short-term expert on Forest Monitoring</li> <li>• Other experts upon necessity</li> </ul> <p><b>(b) Machinery and Equipment</b></p> <ul style="list-style-type: none"> <li>• One Vehicle</li> <li>• Office equipment</li> <li>• Equipment for field activities</li> <li>• Others upon necessity</li> </ul> <p><b>(c) Training in Japan and / or third countries</b></p> <ul style="list-style-type: none"> <li>• Protected area / Forest Management</li> <li>• Forest Monitoring</li> <li>• Others upon necessity</li> </ul> <p><b>(d) Local expenses including part of costs for field surveys in pilot sites</b></p>	<p><b>CAMBODIAN SIDE</b></p> <p><b>(a) Project officers</b></p> <ul style="list-style-type: none"> <li>• Co-Project Directors</li> <li>• Other counterpart officers (in Phnom Penh and Stung Treng Province)</li> </ul> <p><b>(b) Office and facilities</b></p> <ul style="list-style-type: none"> <li>• Project Offices</li> <li>• Other facilities and equipment</li> </ul> <p><b>(c) Project Running Cost</b></p> <ul style="list-style-type: none"> <li>• Budget for project activities by the counterpart personnel (including domestic airfare, transport, allowance and accommodation fee etc.).</li> <li>• Running expenses necessary for the implementation of the Project</li> <li>• Cost required for running the project office utilities and communication expenses</li> <li>• Cost for vehicle maintenance, insurance and petrol</li> <li>• Other necessary cost</li> </ul>
<p>1. GDNPA, FA and Stung Treng Provincial government deploy sufficient officers and allocates necessary budget.</p> <p>2. There is no significant change in the national policy on protected area management and sustainable forest management.</p> <p>3. There is no significant change in the national policy related to REDD+.</p>		

Activities	Inputs	Pre-condition
<p><b>1-2. Formulation and implementation of related policies and key measures on sustainable forest management is promoted.</b></p> <p><b>1-2-1. Assist in promoting the Production Forest Strategic Plan (PFSP) (under drafting).</b></p> <p>1-2-1-1. Assist in finalizing the PFSP with Action Plan.</p> <p>1-2-1-3. Assist in raising awareness of PFSP.</p> <p><b>1-2-2. Assist in addressing emerging issues on the sustainable forest management.</b></p>		
<p><b>1-3. The Action and Investment Plan for the Implementation of the National REDD+ Strategy is promoted.</b></p> <p><b>1-3-1. Assist in promoting the Action and Investment Plan.</b></p> <p>1-3-1-1. Assist in analyzing the latest international trend on REDD+.</p> <p>1-3-1-2. Assist in implementing the Action and Investment Plan.</p> <p>1-3-1-3. Assist in monitoring the progress of the Action and Investment Plan.</p> <p><b>1-3-2. Assist in enhancing the National Forest Monitoring System (NFMS).</b></p> <p>1-3-2-1. Assist in operating the NFMS with due consideration of the respective roles and responsibilities of the central and provincial government.</p> <p>1-3-2-2. Assist in developing the training materials in operating NFMS.</p> <p>1-3-2-3. Conduct training for the relevant government staff (mainly for National gov staff) to operate NFMS.</p> <p><b>1-3-3. Assist in promoting JCM-REDD+.</b></p>		

Activities	Inputs		Pre-condition
<p><b>2-1. Provincial staff's capacity for promoting protected area management and sustainable forest management is enhanced.</b></p> <p><b>2-1-1. Develop and implement training plans for capacity enhancement of provincial staff.</b></p> <p>2-1-1-1. Develop training plans which include NFMS related training.</p> <p>2-1-1-2. Prepare training materials.</p> <p>2-1-1-3. Conduct trainings.</p> <p>2-1-1-4. Compile the result and impact of the trainings.</p> <p><b>2-2. Local communities' capacity for sustainable natural resource management in the selected Community Forestry (CF) and provincial rangers' capacity for supporting local communities' sustainable natural resource management in Community Protected Areas (CPAs) are enhanced.</b></p> <p><b>2-2-1. Select one pilot CF.</b></p> <p>2-2-1-1. Prepare criteria for selecting one pilot CF.</p> <p>2-2-1-2. Conduct survey to select one pilot CF based on the criteria.</p> <p>2-2-1-3. Finalize one pilot CF.</p> <p><b>2-2-2. Conduct activities in the selected CF.</b></p> <p>2-2-2-1. Conduct consultation with members of pilot CF to identify their needs and constraints.</p> <p>2-2-2-2. Prepare plan of activities based on the needs and constraints.</p> <p>2-2-2-3. Conduct activities based on the plan.</p> <p>2-2-2-4. Monitor the activities.</p> <p>2-2-2-5. Compile the result of activities.</p>			<p style="text-align: center;"></p> <p>&lt;Issues and countermeasures&gt;</p>

Activities	Inputs	
<p><b>2-2-3. Develop and implement training plans for capacity enhancement of provincial ranger.</b></p> <p>2-2-3-1. Develop training plans considering gaps of provincial ranger's capacity in supporting local communities' sustainable natural resource management.</p> <p>2-2-3-2. Prepare training materials.</p> <p>2-2-3-3. Conduct trainings.</p> <p>2-2-3-4. Assist in supporting local communities' sustainable natural resource management in CPAs by the trained rangers.</p> <p>2-2-3-5. Compile the result and impact of the trainings.</p>		

**Project Monitoring Sheet I (Revision of Project Design Matrix)**

Project Title: SNRM (The Project for National and Sub-national Capacity Development for Sustainable Natural Resource Management)  
 Implementing Agency: GDNPA, etc. (MoE), FA (MAFF), and Stung Treng Provincial Department [DoE and DoA(FA cantonment)]  
 Target Group: Staff of national and provincial governments and local community of the pilot areas in Stung Treng Province  
 Project Site: Phnom Penh and Stung Treng Province  
 Project Period: 2020 – 2024 (4 years)

Version 3  
 Dated 2023

Overall Goal	Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Deforestation and forest degradation are reduced through formulation and implementation of related policies and key measures for strengthening protected area management and sustainable forest management.		1-1. The rate of deforestation is reduced by half compared to the rate during 2006-2014 by 2026. 1-2. The target set by the NPASMP (2026 Target), the PFSP (2nd phase Milestone) and the Action and Investment Plan is achieved.	1-1. Report to United Nations Framework Convention on Climate Change (Biennial Update Report and Forest Reference Level) 1-2. Monitoring reports of the NPASMP, the PFSP and the Action and Investment Plan			
<b>Project Purpose</b>  The national and sub-national government staff in charge of protected area management and sustainable forest management is equipped with necessary skills and knowledge for sustainable natural resource management.		1-1. The skills and knowledge of MoE and DoE's staffs of Stung Treng Province for protected area management is improved. 1-2. The skills and knowledge of FA and FA cantonment's staffs of Stung Treng Province for sustainable forest management is improved.	Project reports, Documents of MoE/FA and sub-national government			

Outputs	Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p><b>[Component 1: Policy support component]</b></p> <p>1-1. Formulation and implementation of related policies and key measures on protected area management is promoted.</p> <p>1-2. Formulation and implementation of related policies and key measures on sustainable forest management is promoted.</p> <p>1-3. The Action and Investment Plan for the Implementation of the National REDD+ Strategy is promoted.</p>	<p><b>[Component 1: Policy support component]</b></p> <p>1-1. Formulation and implementation of related policies and key measures on protected area management is promoted.</p> <p>1-2. Formulation and implementation of related policies and key measures on sustainable forest management is promoted.</p> <p>1-3. The Action and Investment Plan for the Implementation of the National REDD+ Strategy is promoted.</p>	<p>1-1. The proposal for updating the NPASMP is submitted.</p> <p>1-2. The capacity of national and sub-national staffs for developing management plan for protected areas is improved.</p> <p>2. The draft of PFSP is finalized.</p> <p>3-1. The progress of the Action and Investment Plan for the Implementation of the National REDD+ Strategy is monitored regularly for the promotion.</p> <p>3-2. The NFMS is enhanced in terms of forest monitoring and Measurement, Reporting, and Verification.</p> <p>4-1. The capacity to operate NFMS for protected area management and sustainable forest management of Stung Treng Provincial staff is enhanced.</p> <p>4-2. The sustainable natural resource management in CF and CPA are enhanced by staffs of Stung Treng FA cantonment and rangers of DoE whose the capacity are built by the Project.</p>	<p>1-1. Project reports, interview to the counterparts</p> <p>1-2. Project reports (number of trainings), Documents of MoE/FA and sub-national governments</p> <p>2. Project reports, interview to the counterparts</p> <p>3-1. Project reports, Meeting report of the monitoring</p> <p>3-2. Project reports</p> <p>4. Project reports</p>	<p>1. There is no drastic change in national policy on protected area management and sustainable forest management.</p> <p>2. There is no significant change in international and national framework on REDD+.</p> <p>3. There is no drastic change in policy and institutional framework of Stung Treng Province.</p>		
<p><b>[Component 2: Subnational implementation]</b></p> <p>2-1. Provincial staffs capacity for promoting protected area management and sustainable forest management is enhanced.</p> <p>2-2. Local communities' capacity for sustainable natural resource management in the selected Community Forestry (CF) and provincial rangers' capacity for supporting local communities' sustainable natural resource management in Community Protected Areas (CPAs) are enhanced.</p>	<p><b>[Component 2: Subnational implementation]</b></p> <p>2-1. Provincial staffs capacity for promoting protected area management and sustainable forest management is enhanced.</p> <p>2-2. Local communities' capacity for sustainable natural resource management in the selected Community Forestry (CF) and provincial rangers' capacity for supporting local communities' sustainable natural resource management in Community Protected Areas (CPAs) are enhanced.</p>	<p>4-1. The capacity to operate NFMS for protected area management and sustainable forest management of Stung Treng Provincial staff is enhanced.</p> <p>4-2. The sustainable natural resource management in CF and CPA are enhanced by staffs of Stung Treng FA cantonment and rangers of DoE whose the capacity are built by the Project.</p>				

Activities	Inputs		Pre-condition
<p><b>1-1 . Formulation and implementation of related policies and key measures on protected area management is promoted.</b></p> <p><b>1-1-1. Assist in promoting the Action Plan for Implementing the National Protected Area Strategic Management Plan (NPASMP).</b></p> <p>1-1-1-1. Assist in monitoring the progress of the Action Plan for Implementing NPASMP.</p> <p>1-1-1-2. Assist in compiling the result of the Action Plan for Implementing NPASMP.</p> <p>1-1-1-3. Assist in reviewing NPASMP based on 1-1-1-2.</p> <p>1-1-1-4. Assist in updating NPASMP according to the result of 1-1-1-3.</p> <p><b>1-1-2. Assist in enhancing the capacity of National and Sub-national staffs to implement the activities based on the Technical Guideline for Developing Management Plan for Protected Areas.</b></p> <p>1-1-2-1. Assist in reviewing the currently available technical documents for implementing the Technical Guideline.</p> <p>1-1-2-2. Identify and prioritize the technical documents to be developed with the support of the Project.</p> <p>1-1-2-3 Prepare training plan.</p> <p>1-1-2-4. Conduct trainings.</p> <p><b>1-1-3. Assist in addressing emerging issues on the National Protected Area Management.</b></p>	<p><b>JAPANESE SIDE</b></p> <p><b>(a) JICA Experts</b></p> <ul style="list-style-type: none"> <li>• Chief Advisor/ Forest Policy Coordinator / Capacity development</li> </ul> <p><b>Short-term experts</b></p> <ul style="list-style-type: none"> <li>• Short-term expert on Forest Monitoring</li> <li>• Other experts upon necessity</li> </ul> <p><b>(b) Machinery and Equipment</b></p> <ul style="list-style-type: none"> <li>• One Vehicle</li> <li>• Office equipment</li> <li>• Equipment for field activities</li> <li>• Others upon necessity</li> </ul> <p><b>(c) Training in Japan and /or third countries</b></p> <ul style="list-style-type: none"> <li>• Protected area / Forest Management</li> <li>• Forest Monitoring</li> <li>• Others upon necessity</li> </ul> <p><b>(d) Local expenses including part of costs for field surveys in pilot sites</b></p>	<p><b>CAMBODIAN SIDE</b></p> <p><b>(a) Project officers</b></p> <ul style="list-style-type: none"> <li>• Co-Project Directors</li> <li>• Other counterpart officers (in Phnom Penh and Stung Treng Province)</li> </ul> <p><b>(b) Office and facilities</b></p> <ul style="list-style-type: none"> <li>• Project Offices</li> <li>• Other facilities and equipment</li> </ul> <p><b>(c) Project Running Cost</b></p> <ul style="list-style-type: none"> <li>• Budget for project activities by the counterpart personnel (including domestic airfare, transport, allowance and accommodation fee etc.).</li> <li>• Running expenses necessary for the implementation of the Project</li> <li>• Cost required for running the project office utilities and communication expenses</li> <li>• Cost for vehicle maintenance, insurance and petrol</li> <li>• Other necessary cost</li> </ul>	<p>1. GDNPA, FA and Stung Treng Provincial government deploy sufficient officers and allocates necessary budget.</p> <p>2. There is no significant change in the national policy on protected area management and sustainable forest management.</p> <p>3. There is no significant change in the national policy related to REDD+.</p>

Activities	Inputs	Pre-condition
<p><b>1-2. Formulation and implementation of related policies and key measures on sustainable forest management is promoted.</b></p> <p><b>1-2-1. Assist in promoting the Production Forest Strategic Plan (PFSP) (under drafting).</b></p> <p>1-2-1-1. Assist in finalizing the PFSP with Action Plan.</p> <p>1-2-1-3. Assist in raising awareness of PFSP.</p> <p><b>1-2-2. Assist in addressing emerging issues on the sustainable forest management.</b></p>		
<p><b>1-3. The Action and Investment Plan for the Implementation of the National REDD+ Strategy is promoted.</b></p> <p><b>1-3-1. Assist in promoting the Action and Investment Plan.</b></p> <p>1-3-1-1. Assist in analyzing the latest international trend on REDD+.</p> <p>1-3-1-2. Assist in implementing the Action and Investment Plan.</p> <p>1-3-1-3. Assist in monitoring the progress of the Action and Investment Plan.</p> <p><b>1-3-2. Assist in enhancing the National Forest Monitoring System (NFMS).</b></p> <p>1-3-2-1. Assist in operating the NFMS with due consideration of the respective roles and responsibilities of the central and provincial government.</p> <p>1-3-2-2. Assist in developing the training materials in operating NFMS.</p> <p>1-3-2-3. Conduct training for the relevant government staff (mainly for National gov staff) to operate NFMS.</p> <p><b>1-3-3. Assist in promoting JCM-REDD+.</b></p>		

Activities	Inputs	Pre-condition
<p><b>2-1. Provincial staff's capacity for promoting protected area management and sustainable forest management is enhanced.</b></p> <p><b>2-1-1. Develop and implement training plans for capacity enhancement of provincial staff.</b></p> <p>2-1-1-1. Develop training plans which include NFMS related training.</p> <p>2-1-1-2. Prepare training materials.</p> <p>2-1-1-3. Conduct trainings.</p> <p>2-1-1-4. Compile the result and impact of the trainings.</p>		
<p><b>2-2. Local communities' capacity for sustainable natural resource management in the selected Community Forestry (CF) and provincial rangers' capacity for supporting local communities' sustainable natural resource management in Community Protected Areas (CPAs) are enhanced.</b></p> <p><b>2-2-1. Select one pilot CF.</b></p> <p>2-2-1-1. Prepare criteria for selecting one pilot CF.</p> <p>2-2-1-2. Conduct survey to select one pilot CF based on the criteria.</p> <p>2-2-1-3. Finalize one pilot CF.</p> <p><b>2-2-2. Conduct activities in the selected CF.</b></p> <p>2-2-2-1. Conduct consultation with members of pilot CF to identify their needs and constraints.</p> <p>2-2-2-2. Prepare plan of activities based on the needs and constraints.</p> <p>2-2-2-3. Conduct activities based on the plan.</p> <p>2-2-2-4. Monitor the activities.</p> <p>2-2-2-5. Compile the result of activities.</p>		<p>&lt;Issues and countermeasures&gt;</p>

Activities	Inputs	
<p><b>2-2-3. Develop and implement training plans for capacity enhancement of provincial ranger.</b></p> <p>2-2-3-1. Develop training plans considering gaps of provincial ranger's capacity in supporting local communities' sustainable natural resource management.</p> <p>2-2-3-2. Prepare training materials.</p> <p>2-2-3-3. Conduct trainings.</p> <p>2-2-3-4. Assist in supporting local communities' sustainable natural resource management in CPAs by the trained rangers.</p> <p>2-2-3-5. Compile the result and impact of the trainings.</p>		