

INTERNATIONAL TROPICAL TIMBER ORGANIZATION

ITTO

PROJECT PROPOSAL

TITLE	STRENGTHENING THE CAPACITY IN FOREST LAW ENFORCEMENT AND GOVERNANCE OF THE PERMANENT FOREST ESTATES IN KRATIE AND MONDULKIRI PROVINCES OF CAMBODIA
SERIAL NUMBER	PD 673/12 Rev.1 (F)
COMMITTEE	REFORESTATION AND FOREST MANAGEMENT
SUBMITTED BY	THE ROYAL GOVERNMENT OF CAMBODIA
ORIGINAL LANGUAGE	ENGLISH

SUMMARY

Cambodia is blessed with a relatively rich forest resource, estimated at around 10.7 million hectares in extent. This resource has a great potential contribution to well-being of Cambodian people if it is utilized in an efficient and sustainable manner. However, sustainability of the resource is under threat by the rampant illegal forest activities brought about by inadequate forest law enforcement and governance in the country. The proposed project is aimed specifically at strengthening forest law enforcement in the PFEs of Mondulkiri and Kratie provinces. Its development objective is to contribute to SFM through suppression of illegal forest activities on PFEs. The project's expected outputs are: i) enhanced operational capacity of Forestry Administration in enforcing forest laws in the PFEs of Mondulkiri and Kratie provinces; **ii) improved awareness and incentive for local communities is supporting FLEG initiatives** and iii) promoted collaboration between Forestry Administration and stakeholders.

EXECUTING AGENCY FOREST ADMINISTRATION OF CAMBODIA

COOPERATING GOVERNMENTS ---

DURATION 36 MONTHS

APPROXIMATE STARTING DATE TO BE DETERMINED

BUDGET AND PROPOSED SOURCES OF FINANCE	Source	Contribution in US\$	Local Currency Equivalent
	ITTO	464,033	
	Gov't of Cambodia	91,494	
	TOTAL	555,527	

Project Brief

Cambodia is blessed with rich forest resource, estimated at 10.7 million hectares in extent. The most common forest types are: evergreen forest, semi-evergreen forest, mixed deciduous forest and deciduous dipterocarp forest. Sustainability of this forest resource is, however, under threat due to the prevalent illegal forest activities inside PFEs. The discussions held with FA's staff and stakeholders alike revealed that the rampant illegal activities are the consequence of inadequate forest law enforcement and governance. Therefore, to effectively suppress illegal forest activities, it is inevitable that forest law enforcement significantly strengthened. Consequently, the key problem to be addressed by the project is "inadequate forest law enforcement and governance of PFEs". Identified main causes of the problem are: weak operational capacity of Forestry Administration, lack of support by local communities and weak collaboration with stakeholders.

The development objective of the project is to contribute to SFM in Cambodia through suppression of forest illegal activities. Its specific objective is to strengthen the capacity of Forestry Administration in forest law enforcement and governance of PFEs. The expected outputs are: i) enhanced operational capacity of Forestry Administration in enforcing forest laws in the PFEs of Monduliri and Kratie provinces; ii) **improved awareness and incentives for local communities is supporting FLEG initiatives**; and iii) promoted collaboration between Forestry Administration and stakeholders.

The primary beneficiaries of the project are local communities, local private sector and the Governments of Monduliri and Kratie provinces. Strengthened forest law enforcement and governance will be achieved by delivering the aforementioned project outputs.

The project will be implemented in the provinces of Monduliri and Kratie, the richest provinces in forest resource in terms of quantity and quality, using participatory and collaborative approach wherein the Executing Agency, the Forestry Administration, will be closely working with its partners especially the local communities, national consultants and other professionals.

Elements of the strategy to be pursued include continuation of staff training, testing and application of technical guidelines for forest patrolling and reporting, operation of database system, and used of judicial codes. Also, procurement of equipment and facilities is to be continued to support field operation. In addition, local communities will be empowered to take part in forest law enforcement activities and a stakeholder forum will be established and timely be operational to facilitate exchange of information, experience, ideas and initiatives.

The project has been designed as an institutional capacity building in strengthening forest law enforcement and governance. It is therefore expected that the Forestry Administration will continue implementing crucial activities after project completion using its own resources. Numerous local stakeholders, especially local communities, will be trained in income generating activities; using the knowledge and skills acquired from the project, they should be able to replicate the activities on community forest lands. The skills taught by the project on law enforcement should enable the communities to get involved in implementation of selected law enforcing activities. Moreover, the skills learned from the project on development of CSE could be utilized by local communities for developing profitable forest-based business. In addition, training of local communities on skills to perform forest patrolling will allow them to get involved in implementation of law enforcing activities.

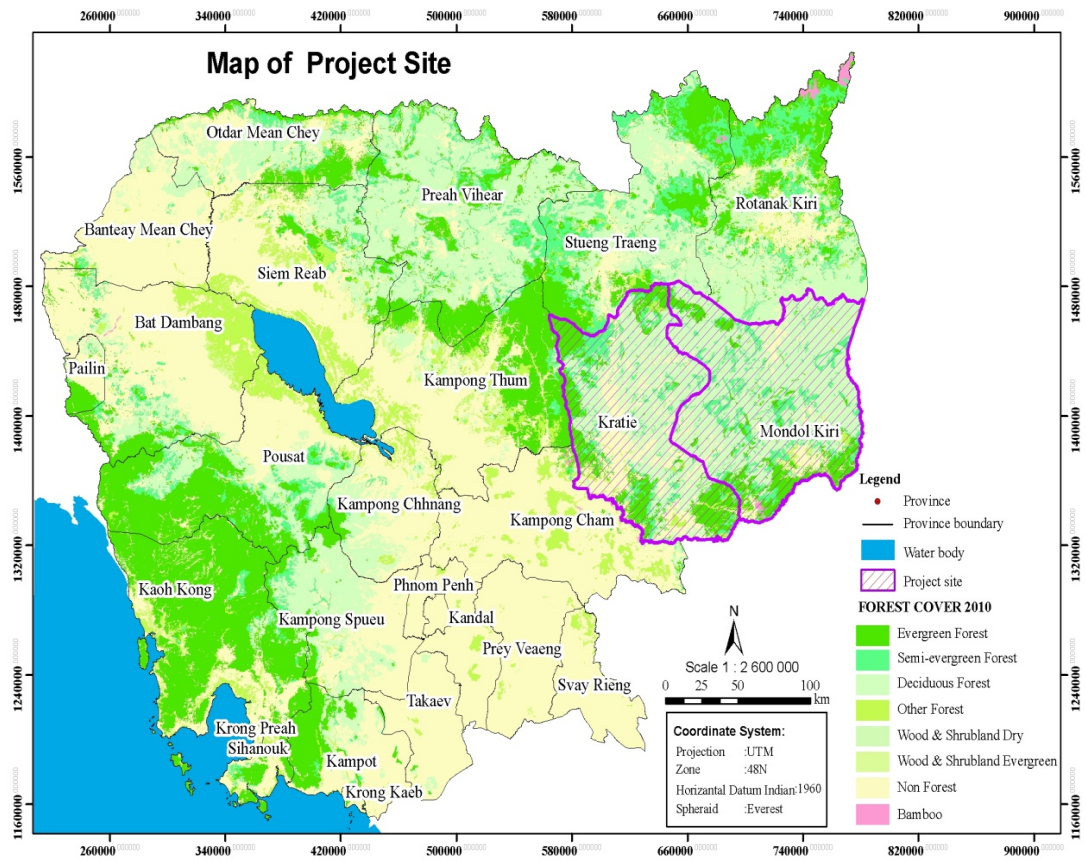
The key assumptions made include: supportive local communities and supportive local government authorities. The concomitant main risks are therefore unsupportive local communities and local authorities including provincial governments and judicial courts, and unsupportive local business sector. The envisaged mitigating measures are essentially: i) direct dialogues at the early stage of the project as possible informing the communities and business sector of their potential loss and gain from forest law enforcement and ii) dissemination of relevant information at the beginning of the project by inviting the authorities to attend the inception meeting and first provincial workshop and through uninterrupted consultation and coordination.

The amount of project budget proposed is **USD 555,527**, comprising **USD 464,033** of ITTO's contribution and **USD 91,494** of GoC's contribution. The ITTO funds are planned to be used 30 percent for project personnel and 12 percent for capital items.

List of Abbreviation and Acronym

CSE	Community Small Enterprises
DG	Director General
EA	Executing Agency
EO	Experienced Organizer/institution
FAC	Forestry Administration of Cambodia
FLEGT	Forest Law Enforcement, Governance and Trade
FLEG	Forest Law Enforcement and Governance
FS	Field Supervisor
GoC	Government of Cambodia
ITTA	International Tropical Timber Agreement
ITTO	International Tropical Timber Organization
LFM	Logical Framework Matrix
MAFF	Ministry of Agriculture, Forestry and Fisheries
NC	National Consultant
NE	National Expert
NGO	Non-governmental Organizations
NTFP	Non-timber Forest Products
PC	Project Coordinator
PFE	Permanent Forest Estate
PMT	Project Management Team
PS	Project Secretary
PSC	Project Steering Committee
PTC	Project Technical Committee
R & D	Research and Development
RGC	Royal Government of Cambodia
SFM	Sustainable Forest Management
SHF	Stakeholder Forum
SOP	Standard Operating Procedures
Sq.km	Square Kilometers
YPO	Yearly Plan of Operation

Map of Project Area



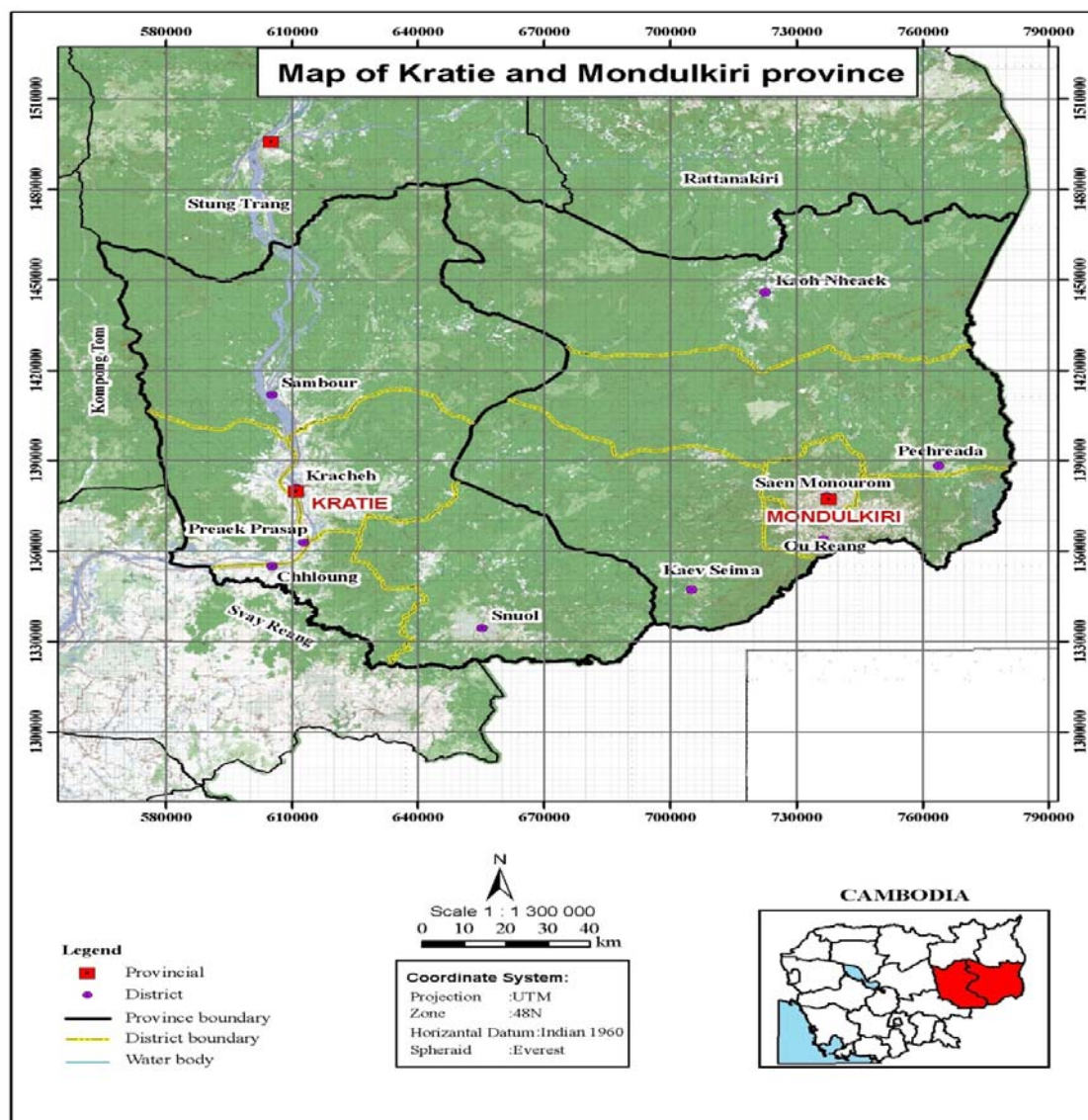


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Part 1: Project Context

1.1. Origin

Cambodia is blessed with a relatively rich forest resources, with estimated area at 10.7 million hectares based on the assessment of national forest cover change in 2006 by the Government of Cambodia (GoC), which was around 59% of the land area of the country. The forest cover comprises evergreen forest, semi-evergreen forest, deciduous forest, wood shrubland and other forest. The GoC reported that, in the period 2004-2010, around 518,000 hectares of forest were illegally converted to agricultural uses of which around 22,700 hectares were in Kratie and Monduliri provinces.

Under the 2002 law on forestry, Cambodia's permanent forest estate (PFE) is composed of permanent forest reserves and private forests. The PFE of Cambodia comprises all existing forest because the law on forestry does not define non-PFE. As of May 2011, about 1,300 km of the PFE boundaries had been demarcated in the field. One of the disturbing problems facing the PFE management is the rampant illegal activities in various forms which have resulted in significant losses to Cambodia in terms of biodiversity, environment conservation and socio-economic asset. One of the primary causes of the rampant illegal activities was inadequate forest law enforcement on PFE. The number of illegal forest activities in various forms nation-wide was reported at 6,806 cases in 2004-2010 period of which 1,328 cases occurred in Kratie and Monduliri provinces. The RGC has taken actions on suppressing the illegal activities although with limited success to date.

To help strengthening the capacity of the Forestry Administration (FA) to enforce forest law, an ITTO-assisted project PD 493/07 Rev. 1 (F) entitled "Strengthening capacity of forest law enforcement and governance in Cambodia" had been implemented from 2009 till early 2012. The specific objective of the project was to strengthen the capacity of forest law enforcement and governance to enable effective suppression of illegal activities. The project was basically an institutional capacity building through increased facilities and training. The achievements of Project PD 493/07 can be summarized as follows:

- Procured equipment and facilities in the project sites have improved the ability of FA to take effective actions on suppressing illegal forest activities in the field
- Technical guidelines on conduct of training on forest law enforcement, forest patrolling procedures and management of data on forest crimes were developed and pilot tested
- Forest crime database systems were installed at 4 offices of FA Cantonments and 11 offices of Divisions to which 1,729 cases of illegal forest activities were input in 2009-2011
- In total, 539 cases of forest crime at the project sites were closed through coordination meetings and consultations with provincial courts
- 181 FA staff were trained on using the technical guidelines developed under the project and 270 FA staff were trained on criminal codes
- To raise awareness of stakeholders on FLEG, 12 extension workshops were conducted with 1,227 participants in total, 4 types of posters of different sizes were produced and displayed at strategic points and a comic book titled "forests and our future" was published and distributed, and a website of the project was established and operational

This proposed project builds on above achievements. There is no doubt that completed Project PD 493/07 has helped improve capacity of FA in law enforcement through increased availability of equipment and facilities, developed tools such as the technical guidelines, database systems and trained staff. However, a big gap of operational capacity remains a serious problem on law enforcement. The improvement made in capacity is still insignificant relative to the forest crime cases, reported nearly seven thousand cases in 2004-2010. Considering the seriousness of the current problem of forest crimes in terms of quantity and intensity, it is indispensable to follow up selected activities of completed project relating to forest law enforcement in order to fully utilize the outcomes already produced under the previous project. Among the follow-up activities are:

- To promote field test and use of developed technical guidelines
- To train sufficient number of technical staff on FLEG at Kratie and Monduliri provinces
- To procure needed equipment and facilities, and

- To operate forest crime database systems.

It is critical to note at this juncture that above activities are not simply continuation of previous ones but they are deepened, and more focused activities which will also cover the gaps in implementation of previous project including: i) insufficient field testing of technical guidelines; ii) procured equipment and facilities are much less compared to the need; iii) installed forest crime database systems are experiencing operational problem thus require repairing; and iv) insufficient number of trained technical staffs to properly perform law enforcing work on the ground.

During the stakeholders consultations as well as the brain storming sessions organized earlier, it was revealed that any FLEG initiatives will only be successful if they gain support from the stakeholders in general, the local communities in particular. Consequently, proposed project includes local communities as the main component for which significant portion of project funds is devoted to. In addition, strong collaboration with stakeholders is imperative if forest law enforcement is to be successful in the long-run. For this reason, collaboration with stakeholders has been put also as one critical component of the project.

In essence, while proposed project builds on achievements of the newly completed project, its scope has been expanded to include support of stakeholders on FLEG while its target area is the Kratie and Mondulkiri provinces, the richest regions in forest resources.

1.2. Relevance

1.2.1. Conformity with ITTO's objectives and priorities

Conformity with ITTA 2006	
ITTA 2006 objectives	Elements of proposed project
(c) Contributions to sustainable development and to poverty alleviation	Strengthen law enforcement in view of achieving SFM Identify and promote economic incentives for local communities to protect PFEs
(n) Strengthening the capacity of members to improve forest law enforcement and governance and address illegal logging and related trade in tropical timber	The specific objective is to strengthen law enforcement and governance of PFEs in two provinces
(r) Encouraging members to recognize the role of forest-development, indigenous and local communities in achieving SFM and develop strategies	Empower local communities through training on skills needed for law enforcement actions and through dialogues regarding FLEG and SFM

Conformity with ITTO Action Plan	
Action Plan	Elements of proposed project
Expected Outcomes (A): support the effective enforcement of forest laws and regulations	The specific objective is to strengthen law enforcement and governance of PFEs The first output is "enhanced operational capacity in law enforcement in PFEs
Expected Outcomes (F): support studies and other activities for the effective role of forest dependent communities in securing the PFE....and contributing to poverty	Train local communities on skills necessary for enforcing law in PFE Provide information on FLEG and SFM

alleviation	through direct dialogues with local communities Identify and promote forest-based income generating activities
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Conformity with FLEGT thematic programme

Thematic programme	Elements of proposed project
Strategy (i): strengthening of forest law enforcement and governance by governments, and capacity of local communities, indigenous groups, the private sector, civil society organizations and other stakeholders	The specific objective is to strengthen law enforcement in PFES The output include enhanced capacity of FAC, increased support by local communities and improved collaboration of stakeholders
Action Area 3: a) support capacity building and other efforts..... to detect and monitor illegal logging and illicit activities...	As above
Action 4: a) develop and implement specific training courses and programmes on forest law compliance and governance	Training of local communities on development of small-scale forest-based enterprises Training of local communities on skills to perform selected activities on forest law enforcement

1.2.2. Relevance with GoC's forest policies

Relevance of proposed project with RGC's forest policies is best illustrated by matching provisions of the existing policies with envisaged elements of proposed project as follows:

Relevance with national forest policies

Provisions of existing policies	Elements of proposed projects
a. Goal 7 of the Cambodia's Millenium development goals includes environmental stability, SFM and maintenance of forest cover at 60% by 2015	The mid to long-terms objective is to contribute to SFM through significant suppression of illegal forest activities
b. The forestry law of 2002 contains provisions on law enforcement; its implementing rules and regulations are regularly developed for enabling the forestry law to function	The project specifically focuses on the strengthening of the capacity of FA in forest law enforcement and governance of PFES in Kratie and Mondulkiri provinces; this focus is consistent with forestry policies a through f
c. Strengthening the rule of law and governance is the main priority of RGC political platform in Rectangular Strategy Phase II (RGC, 2008)	In particular, the project will deal with enhancing the capacity of FA Cantonments to enforce forest laws in the PFES of Kratie and Mondulkiri provinces which is consistent with the entire forestry policies
d. The important of strengthening forest law enforcement has been in the	In addition, the project will be dealing with livelihood of local communities in view of

<p>national agenda since the first Rectangular Strategy of RGC in 2002 with the specific aim to strengthen enforcement of forest law especially in combating forest land clearing and encroachment (RGC, 2004c)</p> <p>e. The RGC's order NO. 01 BB of 2004 and NO. 01 BB of 2006 covered the prevention and cracking down of forest land clearing and encroachment by establishing a National-Committee and Provincial Sub-Committees to assist FA in combating forest land clearance and encroachment</p> <p>f. In 2010, RGC declared the official launching of the National Forest Programme of 2010-2029 which includes forest law enforcement as the third programme</p>	<p>gaining support for forest law enforcement, alleviating poverty and reducing forest clearing and forest land encroachment; this deal is particularly consistent with policies c and e</p> <p>Another concern of proposed project is enhanced collaboration between FA and stakeholders in general in order to ensure effective implementation of any forest policies in the long-run which is obviously consistent with the existing forest policies</p> <p>The project will launch as strong national campaign in view of raising awareness of stakeholders on the critical role of FLEG in achieving SFM</p>
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1.3. Target Area

1.3.1. Geographic Location

The target area of the project is the provinces of Kratie and Monduliri keeping in mind that the project main office will be located at the headquarters of Forestry Administration in Phnom Penh because the project, to some extent, has national coverage. The provinces are situated between North Latitudes 11°56'53" and 13°24'57" and East Longitudes 105°35'27" and 107°35'37" as shown on the front page map. The provinces have been selected as the project site for the following reasons:

- They are easily accessible; the capitals of Kratie and Monduliri can be reached by the road from Phnom Penh in about 3 and 4.5 hours, respectively
- The provinces are among the richest in the country in terms of forest resource. The extent of forests of Kratie and Monduliri provinces are estimated at 902,573 hectares and 1,234,707 hectares, respectively; put together, the forest area of the provinces is 2,137,280 hectares of 20% of the national forest area.
- Around 1,328 forest crime cases has been reported occurring in the provinces in 2004-2010 period; 1,103 cases in Kratie province and 225 cases in Monduliri province. In no doubt, the project can be provided significant assistance to FA in suppressing forest crimes.
- While Kratie province was one of the provinces covered under Project PD 493/07, it had received undue attention from the project in light of the richness of forest resource and the intensity of the forest crimes taking place in the province. Moreover, the database system developed by the project does not function well thus requires refining; field testing of technical guidelines was very limited and only small number of FA staff had been trained on law enforcing procedures and techniques. In addition, the FA Cantonments of Kratie and Monduliri provinces are suffered of weaknesses as elaborated in Section 2.1.1 that the provinces are truly in need of assistance for overcoming the weaknesses and strengthening capacity in FLEG. Therefore, pilot testing of the tools and systems developed under the previous project is best carried out in Kratie and Monduliri provinces in order to have immediate positive effects on the capacity of FA in enforcing forest laws and also on the suppression of forest crimes.

Four forest types generally recognized in the two provinces are:

- Evergreen forest, characterized by being almost entirely green with a tall canopy up to 40 m in height, three layers of vegetation and an understorey that is rich in rattans and liana. The forests are especially important for their rich biodiversity. The dominant species are *Dipterocarpus alatus*, *D. costatus*, *D. dyeri*, *Eugenia spp*, *Hopea odorata* and *Shorea vulagaris*
- Semi-evergreen forest with a similar structure to evergreen forest but includes a varying proportion of deciduous trees that lose their leaves in dry season. It is found throughout the conservation area often forming gallery forest along rivers and water courses or on isolated hills. The dominant species include *Anisoptera cochinchinensis*, *Hopea cochinchinensis*, *H. pierrei*, *Irvingia malyana*, *Lagerstroemia angustigolia* and *Sindora cochinchinensis*
- Mixed deciduous forest which is usually dominated by *Lagerstroemia spp*. The forest may have a very open understorey, or sometimes a dense bamboo understorey
- Deciduous dipterocarp forest with a canopy up to 20 m in height and two strata. The tree flora is dominated by a few deciduous dipterocarp species. The understorey is grassy or rich in short stemmed bamboo. The dominant tree species are *Dipterocarps intricatus*, *D. obrusifolus*, *D. tuberculatus*, *Pentacme sianensis*, *Shorea obtuse* and *Terminalia tomentosa*

The climate is monsoonal tropical with three seasons: the rainy season extending from May to October (<25°C), the cool season from November to February (<20°C), and the dry season from March to May (25-35°C). Rainfall averages approximately 1,500-2,000 mm per year.

1.3.2. Social, cultural, economic and environmental aspects

Cultural and social aspects

- The population of Kratie province in 2008 was 319,217 people or a density of 29 people per sq. km. There are seven tribes in Kratie: the Phnong, the Kouy, the Mil, the Khonh, the Steang and the Thamoun. Roughly 70% of the people live along the Mekong river, whereas 30% live in the mountainous area, 70% of the population is rural and approximately 8% of the population is indigenous people
- Monduliri province is hilly and sparsely populated. The population in 2008 was 61,107 people or a density of 4 people per sq.km. The population of Monduliri is made up of ten tribal minorities (80%) with the majority of them being the Chhmer from the tribe of the Phnong. The remaining 20% are Khmer, Chinese and Muslim Cham. Usually they make living through shifting agriculture, hunting and collecting fruits from the forest.

Economical aspect

- Most Kratie residents are subsistence farmers or fishers; 78% of residents are employed in agriculture sector. In an effort to entice foreign investment, the province is offering generous business concessions in rubber plantations. Kratie has an abundance of red soil and water resources which create ideal conditions for rubber tree plantations. Generally, the people make their living from rubber and cashew nut plantation, fishing, rice farming and producing a rich array of such fruits in fertile orchards as durian, rambutan and lychees
- Most of the population of Monduliri province live off the land, planting rice, fruit trees and a variety of vegetables. Others grow coffee, strawberries, rubber and cashew nuts; more or less to feed themselves. The province is enormously rich in various natural resources to be explored, such as majestic mountains, rain forest, indigenous wildlife, pine plantation, impressive waterfalls, small rivers, waterfront parks, etc. which have become the intended eco-tourism destination for the eco-tourists and adventurous travelers.

Environmental aspect

- Based on forest cover assessment in 2010, the forest cover of the two provinces had decreased by 101,525 hectares between 2002 and 2010 or a rate of deforestation averaging 3.95% per annum. The direct causes of deforestation and forest degradation include forest

land clearing and land encroachment for agriculture purposes, economic land concession, illegal logging, improper management and over-harvesting of protected forest areas, limited reforestation activities, population pressure and poverty

- The project will not be harmful for the PFEs as none of its activities will deal with land clearing or forest harvesting. In fact, the project would help improve the environmental conditions through reduced forest clearing, land encroachment and illicit activities brought about by enhanced law enforcement; development of high-yield agro-forestry system by local communities should reduce demand for land; and promotion of legal alternative sources of livelihood would become a strong incentive to conserve PFEs.

1.4. Expected Outcomes at Project Completion

The expected outcomes of the project include:

- Enhanced capacity of the FA to enforce laws in the long-run by effective and consistent use of the equipment and facilities procured under the project, application of such tools as developed and tested technical guidelines, forest crime database systems, improved judicial processes, better understanding of criminal codes and, availability of trained staff and increased support by local communities
- Local communities are able to produce more agricultural products from less land area by practicing the high-yield agro-forestry model promoted by the project thus reducing demand for lands
- Improved collaboration with main stakeholders further reduce incidence of illegal forest activities as larger portion of the population is aware of the benefits of forest conservation
- In the long-run damages to the PFEs should be diminishing, leading to a better overall sustainability of forest resources.

Part 2: Project Rationale and Objectives

2.1. Rationale

2.1.1. Institutional set-up and organizational issues

The Forestry Administration (FA) which is under the Ministry of Agriculture, Forestry and Fishery (MAFF) is responsible for managing forest resources according to the National Forest Sector Policy and the law on forestry. There appears to be some overlap in responsibility with the Fisheries Administration, also under MAFF, which is responsible for the management of flooded forests; and with the Ministry of Environment, which is responsible for the management of protected areas. The Ministry of Land Management, Urban Planning and Construction is responsible for identifying the land use, classification and registration of state land to prevent forest encroachment. The FA itself comprises 4 inspectorates, 15 cantonments, 55 divisions and 170 triages which are the lowest sub-division of FA at the local level.

By and large, coordination amongst the Ministries involved in forest resources management is still weak for reason of sectoral interest and bias. Exchanging of information on forest land use conflict, land classification and allocation is taking place but appears to be insufficient in light of the significance of forest land related issues especially its implications to livelihood of local communities and to housing as well as industrial development. As far as the FA is concerned, coordination amongst the organization units both at the vertical and horizontal directions is also a big challenge due mainly to the large structure of the organization. An important issue facing the FA is the insufficiently trained forestry personnel to adopt to the changing environment in which sustainable development and the contribution of forestry to economic development are increasingly emphasized by the government. The area of personnel training that demands priority is on the role of PFEs in carbon emission as related to climate change. Increasingly important is poverty alleviation as a vehicle to alleviate deforestation and forest degradation whose degree and extent correlates significantly with carbon emission and climate change. This proposed project has a strong component relating to poverty alleviation through planned training on sustainable income generating activities and FLEG activities.

It is important to note at this juncture that the FA Cantonments of Kratie and Monduliri provinces are suffered of institutional weaknesses that adversely affect their operational capacity in controlling illegal forest activities. The FA's weaknesses include: i) inadequate equipment and facilities to speed up the pace of forest law enforcement, especially in Monduliri provinces; ii) insufficient number of trained staff on forest law enforcing skills; iii) established forest crime database system either does not function well or does not exist; iv) limited support of stakeholder for combating forest activities; and v) slow process of reported forest crime cases due to unsteady collaboration with judicial courts body. These weaknesses should be removed if FA Cantonments are to perform their tasks effectively and fruitfully. In this regards, the project may play critical role by providing appropriate assistance.

While the project will be managed by the Central FA, it will be working collaboratively with FA Cantonments of Monduliri and Kratie provinces. In-line communication with the Cantonments should pose no problem. To ensure an effective monitoring of project activities, one field supervisor for each FA Cantonment will be identified and appointed in close consultation with Chiefs of the Cantonments.

2.1.2. Stakeholder analysis

During the implementation of Project PD 493/07 Rev. (F), a series of consultative session to discuss the issues surrounding FLEG in Cambodia involving the main stakeholders of forest resource had been organized by the Forestry Administration at different occasions relating to implementation of the project in 2011-2012. The main purposes of the sessions were to exchange information and obtain insights on what crucial problem of forest management that requires immediate due attention in view of suppressing illegal forest activities and promoting

SFM. The Forestry Administration had presented to the sessions the ideas of formulating a follow-up project in terms of its objectives and needed interventions. The FA argued that law enforcement to date in PFEs is inadequately performed; that this problem should be resolved without delay in order to reduce illegal forest activities that jeopardize achievement of SFM. This argument was sustained by the stakeholders; they also expressed strong support to follow up Project PD 493/07 Rev. 1 (F) and indicated their interest as well as potential involvement in the project as summarized in Table 2.1.

Table 2.1: Summary of stakeholder analysis

Stakeholder group	Characteristics	Problem/need/interest	Potential	Involvement in the project
<u>Primary stakeholders</u> <ul style="list-style-type: none"> Local communities 	<ul style="list-style-type: none"> Heavy forest dependants Laborers Poor, subsistence life Poor skills to work out of forests 	<ul style="list-style-type: none"> Lack of interest and skills in FLEG Need sources of income Low productivity of land due to poor inputs and techniques 	<ul style="list-style-type: none"> Forest informants Local knowledge Laborers Partner in implementing FLEG and SFM initiatives 	<ul style="list-style-type: none"> Partners in forest crime monitoring Trainees Partners in implementing selected activities Member of SHF and PSC
<ul style="list-style-type: none"> Local private firms 	<ul style="list-style-type: none"> Have access to capital and market 	<ul style="list-style-type: none"> Licensed forest business Skillful labor 	<ul style="list-style-type: none"> Investing in forest-based business Foster father for farmers 	<ul style="list-style-type: none"> Assist communities in business development Member of SHF and PSC
<ul style="list-style-type: none"> Mondulkiri and Kratie governments 	<ul style="list-style-type: none"> Promotion of economic development Landuse regulation Lack of professionals 	<ul style="list-style-type: none"> Increasing income from forest taxes Entry of investors 	<ul style="list-style-type: none"> Community development PFEs security resources 	<ul style="list-style-type: none"> Support campaign Member of SHF & PSC
<u>Secondary stakeholders</u> <ul style="list-style-type: none"> Forestry Administration Central, Cantonments, <u>Divisions and Triages</u> 	<ul style="list-style-type: none"> Mandated to implement national forest policies and laws Dependent on state funds for operations 	<ul style="list-style-type: none"> SFM Lack of capacity Weak capacity in law enforcement 	<ul style="list-style-type: none"> Possess some experience and professional staff Organization network 	<ul style="list-style-type: none"> Executive Agency Manage project operations Coordinate with partners and stakeholders Chairman of PSC
<ul style="list-style-type: none"> Mekong Forestry Administration Inspectorate 	<ul style="list-style-type: none"> Involve in management of PFEs in project site 	<ul style="list-style-type: none"> Security of PFEs Lack of resources 	<ul style="list-style-type: none"> Coordination with local authorities Can mobilize extension officers 	<ul style="list-style-type: none"> Assist in planning Assist in national campaign Member of SHF & PSC
<u>Tertiary stakeholders</u> <ul style="list-style-type: none"> NGOs 	<ul style="list-style-type: none"> Grass root activities Facilitator 	<ul style="list-style-type: none"> Lack of resources Local community development 	<ul style="list-style-type: none"> Familiar with local communities Experience in forest extension 	<ul style="list-style-type: none"> Assist in campaigning Implement selected activities
<ul style="list-style-type: none"> Media Press 	<ul style="list-style-type: none"> Information management and packaging 	<ul style="list-style-type: none"> Dissemination of information 	<ul style="list-style-type: none"> Awareness raising 	<ul style="list-style-type: none"> Involve in campaigning Participate in workshops
<ul style="list-style-type: none"> Universities 	<ul style="list-style-type: none"> Pool of scientific knowledge 	<ul style="list-style-type: none"> Decision making & planning Lack of resources 	<ul style="list-style-type: none"> Source of professionals 	<ul style="list-style-type: none"> Implement selected activities Member of SHF& PSC

2.1.3. Problem analysis

Among the astonishing findings of completed Project PD 493 Rev. 1 (F) was the prevalent illegal practices within the PFEs in Cambodia. Over one thousand illegal cases were detected and reported by the project in 2011 alone which took various forms including illegal logging, forest clearing, land encroachment, illegal trade of forest products, illegal use of chainsaws, etc. The number of cases could be larger in reality as many cases went undetected. Discussion and brain storming sessions were held within the Forestry Administration in relation with implementation of above mentioned project. The participants consented that there is a forceful problem behind the rampant illegal forest practices.

The forceful problem was identified as inadequate capacity of the Forestry Administration (FA) in law enforcement and governance of forest resources. Consequently, the key problem to be addressed by the project is 'inadequate law enforcement and governance of permanent forest estates (PFEs)'. If this problem remains unresolved, prevalent illegal forest activities in PFEs will continue which in turn will threaten sustainability of forest resources. Three main causes of the key problem were identified namely: weak operational capacity of the Forestry Administration (FA), lack of support by local communities, and weak collaboration of FA with stakeholders. The weak operational capacity was attributed to five forces as follows:

- Slow application of developed technical guidelines for law enforcement. While several technical guidelines have been developed, these guidelines have not been fully tested in the field thus cast doubt in their effective application as modifications might be needed
- Insufficient number of trained technical staff. While previous project has trained FA staff on FLEG related activities, needed staff for enforcing forest laws is much larger in number
- Lack of needed equipment and facilities. Available equipment and facilities are definitely insufficient to support forest law enforcement in the country
- Forest crime database system not effectively operational. This inefficiency is due mainly to the lack of trained and experienced staff that further training is still needed
- Lack of reliable and updated baseline data on forest cover especially in the provinces of Mondulkiri and Kratie

The problem “lack of awareness and incentives for local communities in supporting FLEG initiatives” was considered as the result of five causes, namely: i) poor understanding on FLEG initiatives, ii) limited forest land designated for livelihood, iii) low productivity of lands on existing community forests, iv) undeveloped CSE forest-based business, and v) inability of local communities to take part in law enforcement process. The poor understanding on FLEG initiative is attributable to the lack of communication between local communities and FA as regards the consequences of weak FLEG on long-term livelihood; the limited designation of forest land for livelihood is due mainly to the complicated existing mechanisms and procedures that they need reviewing and simplifying; the low productivity of lands is brought about by the lack of appropriate skills on practicing high-yield agro-forestry system; undeveloped CSE forest-based business is due mainly to poor knowledge and skills on the development of such business; while inability to take part in FLEG activities is caused by the absence of the necessary skills. The premise of the project is that without sufficient awareness on FLEG and without livelihood incentives, local communities can not be expected to support the FLEG initiatives of FA. Therefore, it is indispensable to initiate activities that are relevant to raising awareness and improving livelihood in order to gain support of local communities on FLEG initiatives.

The third main cause of the key problem identified was “weak collaboration with stakeholders” which is due mainly to: i) weak nation-wide campaign on FLEG initiative, ii) poor forest extension program, iii) lack of trained extension officers, and iv) absence of multi-stakeholder forum. It should be noted that the weak collaboration basically has something to do with unawareness and unattractiveness. Stakeholders are not aware of the critical role of law enforcement in SFM because they do not receive sufficient and attractive information; they are not interested in law enforcement because forest extension officers are not able to communicate

nicely and attractively; and they are not attracted in supporting because they have no place to meet and talk with each other. The cause-effect relationship of the key problem is summarized in Figure 1.

Figure 1: Problem Tree

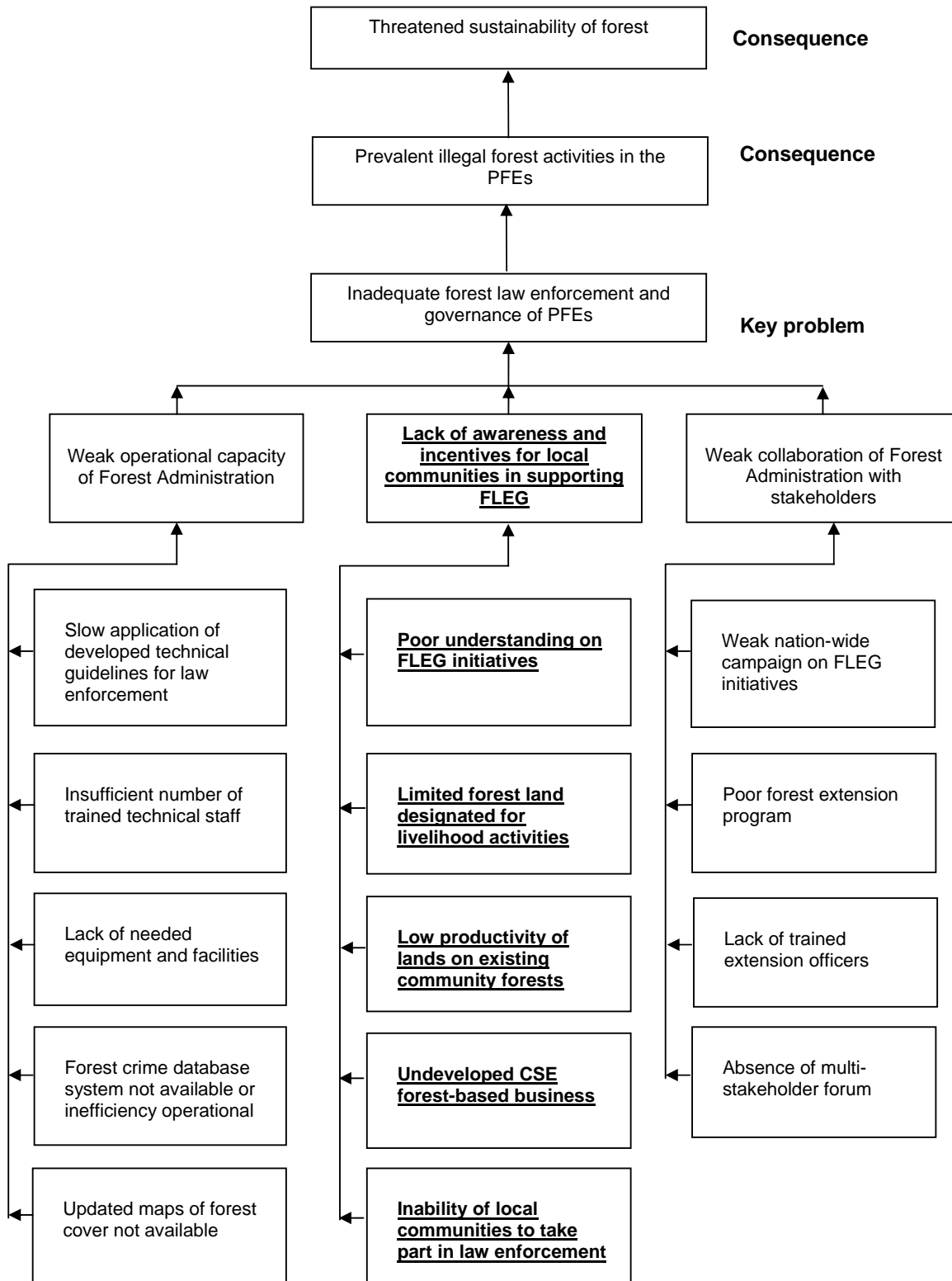
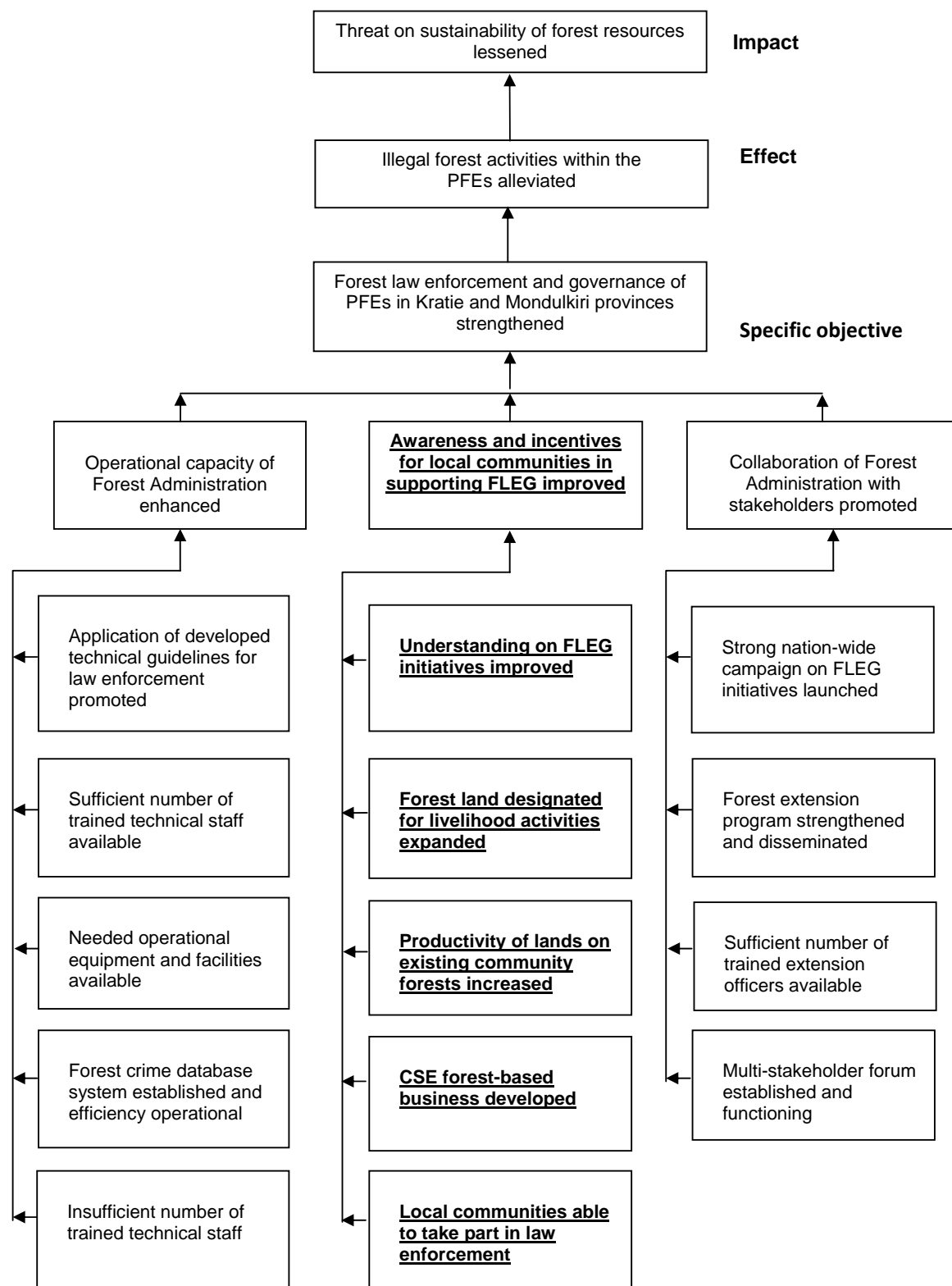


Figure 2: Solution Tree



2.1.4. Logical framework matrix

Table 2.2: Logical Framework Matrix (LFM)

Strategy of intervention	Measurable indicators	Means of verification	Key assumptions
<u>Development objective</u> To contribute to SFM in Cambodia through suppression of forest illegal activities	3 years after project completion: - Total number of illegal activities in PFEs reduced by 50% compared to 2012 - Forest cover of Kratie and Monduliri provinces maintained at least 60% of land area - Rate of deforestation in 2 provinces reduced to 0.25% per annum	- FA annual report - Provincial annual reports	- Consistent political will of RGC to promote FLEG and SFM
<u>Specific objective</u> To strengthen the capacity of Forestry Administration in forest law enforcement and governance of PFEs in Kratie and Monduliri provinces	At project completion: - Forest crime database operational and reliable maps of PFEs available - 80 staff on operations of law enforcement and 40 officers of extension trained - 80 community leaders involved in FLEG operations - Collaboration of stakeholder improved through operation of stakeholder forum - 7500 printed materials disseminated	- Training report - Printed materials - Technical guidelines - Forest crime database - Field inspection	- Supportive local communities - Collaborative stakeholders - Consistent policy of government on promotion of FLEG and SFM
<u>Output 1:</u> Enhanced operational capacity of Forestry Administration in enforcing forest laws in the PFEs of Monduliri and Kratie provinces	- 3 technical guidelines for law enforcement employed since year 1 - 80 staff on operations of law enforcement trained in year 1 - 10-13 items of equipment & facilities procured in year 1 - Forest crime information systems established and operational in 2 provinces since year 1 - Updated and reliable map of PFEs produced in year 1	- Training report - Purchasing document of equipment & facilities - Report on database system - Maps of PFEs	- Sufficient budget allocated for FA operation - Needed equipment and facilities available in the market - Satellite imagery available in time - Support of judicial courts
<u>Output 2:</u> Increased support of local communities to law enforcement initiative of Forestry Administration	- 20 communities visited in years 1 & 2 and consulted on livelihood in year 1 - 20 Ha of agro-forestry plots established at 4 sites in year 1 - 90 community leaders trained on agro-forestry and nursery skills in year 2 - 60 community leaders assisted in CSE forest business development in year 1 - 80 community leaders trained on FLEG skills in year 2 - Two provincial workshops organized in years 1 & 2	- Demo plots - Training reports - Dialogue report - Workshop reports	- Community leaders interested in training programs offered - Professional businessmen support CSE training
<u>Output 3:</u> Promoted collaboration between Forestry Administration and stakeholders	- National campaign on FLEG and SFM launched since year 1 - 7,500 of brochures disseminated by end of project - Provincial extension programs developed and disseminated by end of year 1 - 40 extension officers trained by year 2 - Multi-stakeholders forum operational since year 2 - One national workshop conducted in year 3	- Printed materials - Training report - Workshop report - Document of extension program - Stakeholder forum's report on activities	- Support by main stakeholders and authorities on FLEG and SFM - Support of provincial governments to FA for enhancing extension program - FA staff interested in extension training

A solution tree (Figure 2) has been constructed as the mirror of the problem tree. The solution tree is to be used as the basis for defining the relevant interventions for solving the problems because it is derived from the problem tree that captures all the problems to be resolved. Undeniably, the intervention so derived must be the relevant one to solve the problems under consideration.

2.2. Objectives

2.2.1. Development objective and impact indicators

Development objective: To contribute to SFM in Cambodia through suppression of forest illegal activities

Impact indicators:

3 years after project completion:

- Total number of illegal activities in PFEs reduced by **50%** compared to 2012
- Forest cover of Kratie and Monduliri provinces maintained **at least 60%** of land area
- Rate of deforestation in 2 provinces reduced to **0.25%** per annum

2.2.2. Specific objective and outcome indicators

Specific objective: To strengthen the capacity of Forestry Administration in forest law enforcement and governance of PFEs in Kratie and Monduliri provinces

Outcome indicators:

At project completion:

- Forest crime database operational and reliable maps of PFEs available
- 80 staff on operations of law enforcement and 40 officers of extension trained
- 80 community leaders involved in FLEG operations
- Collaboration of stakeholder improved through operation of stakeholder forum
- 7500 printed materials disseminated

Part 3: Description of Project Interventions

3.1. Outputs and Activities

3.1.1. Outputs

Three outputs have been defined correspond to the main causes of the problem to be addressed by the project as follows:

Output 1: Enhanced operational capacity of Forestry Administration in enforcing forest laws in the PFEs of Mondulkiri and Kratie provinces

Output 2: Improved awareness and incentives for local communities in supporting FLEG initiatives

Output 3: Promoted collaboration between Forestry Administration and stakeholders

Indicators of individual outputs are as specified in the logical framework matrix in Table 2.2

3.1.2. Activities

Output 1: Enhanced operational capacity of Forestry Administration in enforcing forest laws in the PFEs of Mondulkiri and Kratie provinces

- Activity 1.1 Promote application of developed technical guidelines for forest law enforcement
- Activity 1.2 Train sufficient number of quality technical staff to support law enforcement in the PFEs of Mondulkiri and Kratie provinces
- Activity 1.3 Procure needed equipment and facilities for law enforcement in the PFEs
- Activity 1.4 Establish and operate forest crime information systems for the PFEs
- Activity 1.5 Produce updated forest cover maps of the PFEs to facilitate efficient field operations and periodical comparison

Note that Activities 1.1 through 1.4 are continuation and promotion of particular activities under completed project PD 493/07 Rev. 1 (F) by utilizing the outputs of those activities such as the technical guidelines for monitoring and reporting and for judicial processing as well as for the forest crime database operation. Activity 1.5 has been included because it is needed for base lining of forest cover and for producing reliable operational maps.

Output 2: **Improved awareness and incentives for local communities in supporting FLEG initiatives**

- Activity 2.1 **Raise awareness of local communities on the importance of FLEG initiatives through intensive dialogues**
- Activity 2.2 **Review existing requirements and procedures for designation of forest resources as community forests**
- Activity 2.3 Establish 4 demo plots of high-yield agro-forestry system at 4 sites totaling 20 Ha and 4 small-scale nurseries at 4 sites @1 Ha for training purposes
- Activity 2.4 Train 90 community leaders in 4 Districts on high-yielding agro-forestry and small-scale nursery development techniques
- Activity 2.5 Establish 4 CSEs for demonstration of forest-based business development and for training of 60 community leaders and interested community members
- Activity 2.6 Train 80 community leaders on the skills needed for implementing selected activities of forest law enforcement
- Activity 2.7 Organize two provincial workshops on the critical role of local communities in implementing forest law enforcement and sustaining the PFEs

Note that **Activities 2.1 through 2.6** are meant to identify and show case sustainable income generating activities as an incentive for local communities to support FLEG initiatives and safeguard the PFEs. **Activities 2.5 and 2.6** are intended to promote participation of local communities in forest law enforcement operations which also could generate additional income. More importantly, involving local communities in law enforcing activities would develop pride and sense of forest ownership thus privileged as a stakeholder. This granted privilege is in itself an incentive for the local communities to support the Forestry Administration. **Activity 2.7 is included to serve as the forum for exchanging information and experience among the main stakeholders.**

Output 3: Promoted collaboration between Forestry Administration and stakeholders

- | | |
|--------------|--|
| Activity 3.1 | Launch a strong nation-wide campaign on FLEG and SFM |
| Activity 3.2 | Develop a sound forest extension program for each province |
| Activity 3.3 | Train sufficient extension officers to implement the program |
| Activity 3.4 | Establish and operate a multi-stakeholder forum |
| Activity 3.5 | Organize one national workshop on forest extension and SFM |

Note that completed project PD 493/07 Rev. 1 (F) has launched campaign on SFM in a sporadic, discontinuous manner by producing and displaying banners and disseminating relevant forest brochures. These efforts are considered inadequate; there is an urgent need to launch an aggressive and continuous national campaign if law enforcement is to ever be fruitful in combating illegal activities in the PFEs. Activity 3.5 has been included for exchanging information and experience as well as for disseminating findings and lessons learned towards end of project implementation.

3.2. Implementation Approaches and Methods

Experience shows that any project that unilaterally implemented proved fail to achieve its planned outputs and objectives. Therefore, this project will be implemented under a participatory, collaborative manner, i.e. the activities will be executed in consultation, cooperation or collaboration with the relevant stakeholders. The following steps will be taken to implement this participatory, collaborative approach:

- i. To enhance the operational capacity of Forestry Administration, equipment and facilities as well as tools must be made available and utilized in the field focusing on Kratie and Mondulkiri provinces. The Forestry Administration will be collaborating with national consultants, training institutions and NGOs. To be cost effective, findings and outputs of the previous project will be made use to the extent possible. Availability of sufficient trained staff, equipment, facilities and tools as well as support by the main stakeholders will facilitate effective achievement of enhanced operational capacity.
- ii. To be successful, forest law enforcement must be supported by local communities. To gain the support, the communities must be rewarded with livelihood incentives. Appropriate incentives are to be identified with the communities, not to be one-sidedly determined by the Forest Administration. As community members are poor people, training on sustainable income generating activities is indispensable. The skills acquired through the training will enable the communities to augment income from forest-based activities and in return will be eager to conserve the forest as the important source of livelihood.
- iii. Law enforcement is a necessary initiative to alleviate illegal forest activities. This initiative however, must be complemented with a continuous, uninterrupted implementation of forest extension program for which a sound program must be developed and sufficient qualified extension officers made available. It is the extension officers that will frequently and intensively communicate with stakeholders and provide assistance in improving livelihood and conserving forest resource. Moreover, establishment of a stakeholder forum will provide opportunities for all stakeholders to

exchange information, experience and ideas. In such a forum, community leaders will have the opportunity to meet with business leaders to discuss business ideas and partnership; authorities may regularly meet with each other to improve mutual understanding and coordination; community and business leaders may provide insights for policy formulation, etc.

- iv. Proper execution of planned activities will facilitate delivery of desired outputs which will most likely bring about the defined specific objective of the project which is obviously a significant contribution to sustainability of the PFEs in Mondulkiri and Kratie provinces.

3.3. Workplan

Table 3.1: Workplan for the entire duration

Outputs and Activities		Resp. Party	Year 1				Year 2				Year 3			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1:	Enhanced operational capacity of Forestry Administration in enforcing forest laws in the PFEs of Mondulakiri and Kratie provinces													
Activity 1.1.	Promote application of developed technical guidelines for forest law enforcement	PC; NC												
Activity 1.2.	Train sufficient number of quality technical staff to support law enforcement in the PFEs of Mondulakiri and Kratie provinces	PC; TR												
Activity 1.3.	Procure needed equipment and facilities for law enforcement in the PFEs	PC; PS												
Activity 1.4.	Establish and operate forest crime information systems for the PFEs	PC; IT												
Activity 1.5.	Produce updated forest cover maps of the PFEs to facilitate efficient field operations and periodical comparison	PC; NC; SC												
Output 2:	<u>Improved awareness and incentives for local communities in supporting FLEG initiatives</u>													
Activity 2.1.	<u>Raise awareness of local communities on the importance of FLEG initiatives through intensive dialogues</u>	PC; NE												
Activity 2.2.	<u>Review existing requirements and procedures for designation of forest resources as community forests</u>	PC; NC												
Activity 2.3.	Establish 4 demo plots of high-yield agro-forestry system at 4 sites totaling 20 Ha and 4 small-scale nurseries at 4 sites @1 Ha for training purposes	PC; NGO												
Activity 2.4.	Train 90 community leaders in 4 Districts on high-yielding agro-forestry and small-scale nursery development techniques	PC; NC												
Activity 2.5.	Establish 4 CSEs for demonstration of forest-based business development and for training of 60 community leaders and interested community members	PC; BP												
Activity 2.6.	Train 80 community leaders on the skills needed for implementing selected activities of forest law enforcement	PC; NE												
Activity 2.7.	Organize two provincial workshops on the critical role of local communities in implementing forest law enforcement and sustaining the PFEs	PC; EO												

Workplan (Continued)

Outputs and Activities	Resp. Party	Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 3: Promoted collaboration between Forestry Administration and stakeholders													
Activity 3.1. Launch a strong nation-wide campaign on FLEG and SFM	PC; NC												
Activity 3.2. Develop a sound forest extension program for each province	PC; NC												
Activity 3.3. Train sufficient extension officers to implement the program	PC; TR												
Activity 3.4. Establish and operate a multi-stakeholder forum	PC; NE												
Activity 3.5. Organize one national workshop on forest extension and SFM	PC; EO												

Notes:

PC : Project Coordinator	SC : Sub-contractor
NC : National Consultant	NE : National Expert
TR : Trainer	NGO : Non-Government Organization
PS : Professional Supplier	BP : Business Professional
IT : Information Technology Professional	EO : Experienced Organizer/institution

3.4 Budget

3.4.1 Master budget schedule

Output/Activity	Quarter	Budget		Inputs	Unit	Quantity		Unit Cost	ITTO Contribution				GoC Contribution				Grand Total
						ITTO	GoC		Year 1	Year 2	Year 3	Total	Year 1	Year 2	Year 3	Total	
1	2	3		4	5	6	7	8	9	10	11	12	13	14	15	16	17
Output 1: Enhanced operational capacity of Forest Administration in enforcing forest laws in the PFEs of																	
Activity 1.1: Promote application of developed technical guidelines for forest law enforcement	Q1-Q4, Y1	15	a.	National Consultant (NC)	MM	2.00	-	1,500.00	1,000.00	1,000.00	1,000.00	3,000.00	-	-	-	-	3,000.00
	Q1-Q4, Y2	31.1	b.	DSA, NC	MD	20.00	-	80.00	800.00	800.00	800.00	2,400.00	-	-	-	-	2,400.00
	Q1-Q4, Y3	32	c.	Local transport	Trip	-	6.00	250.00	-	-	-	-	500.00	500.00	500.00	1,500.00	1,500.00
		43	d.	Motor cycle	Unit	4.00	-	1,750.00	7,000.00	-	-	7,000.00	-	-	-	-	7,000.00
		61	e.	Miscellaneous Meeting	Meeting	6.00	-	500.00	1,500.00	1,500.00	-	3,000.00	-	-	-	-	3,000.00
		62	f.	Miscellaneous Sundry	Package	1.00	1.00	500.00	-	-	500.00	500.00	-	-	500.00	500.00	1,000.00
Sub-total Activity 1.1									10,300.00	3,300.00	2,300.00	15,900.00	500.00	500.00	1,000.00	2,000.00	17,900.00
Activity 1.2: Train sufficient number of quality technical staff to support law enforcement in the PFEs of Mondulkiri and Kratie provinces	Q2-Q3, Y1	53	a.	Training room	Room	4.00	-	500.00	2,000.00	-	-	2,000.00	-	-	-	-	2,000.00
		17	b.	trainers fee	MD	12.00	-	150.00	1,800.00	-	-	1,800.00	-	-	-	-	1,800.00
		31.3	c.	DSA, Trainers	MD	12.00	-	80.00	960.00	-	-	960.00	-	-	-	-	960.00
		31.4	d.	DSA, trainees	MD	240.00	-	25.00	6,000.00	-	-	6,000.00	-	-	-	-	6,000.00
		32	e.	local transport	Trip	-	2.00	250.00	-	-	-	-	500.00	-	-	500.00	500.00
		61	f.	Miscellaneous meetings	Package	2.00	-	500.00	1,000.00	-	-	1,000.00	-	-	-	-	1,000.00
Sub-total Activity 1.2									11,760.00	-	-	11,760.00	500.00	-	-	500.00	12,260.00
Activity 1.3: Procure needed equipment and facilities for law enforcement in the PFEs	Q2-Q3, Y1	41	a.	Equipment & Fac's, FLE	Set	1.00	-	31,800.00	31,800.00	-	-	31,800.00	-	-	-	-	31,800.00
		32	b.	Local transport	Trip	-	2.00	250.00	-	-	-	-	500.00	-	-	500.00	500.00
		62	c.	Miscellaneous sundry	Package	-	1.00	500.00	-	-	-	-	500.00	-	-	500.00	500.00
Sub-total Activity 1.3									31,800.00	-	-	31,800.00	1,000.00	-	-	1,000.00	32,800.00
Activity 1.4: Establish and operate forest crime information systems for the PFEs	Q1-Q4, Y1	15	a.	National Consultant (NC)	MM	2.00	-	1,500.00	1,000.00	1,000.00	1,000.00	3,000.00	-	-	-	-	3,000.00
	Q1-Q4, Y2	31.1	b.	DSA, NC	MD	10.00	-	80.00	300.00	300.00	200.00	800.00	-	-	-	-	800.00
	Q1-Q4, Y3	42	c.	Equipment database	Package	1.00	-	4,500.00	4,500.00	-	-	4,500.00	-	-	-	-	4,500.00
		64	d.	Web provider	MM	24.00	-	200.00	-	2,400.00	2,400.00	4,800.00	-	-	-	-	4,800.00
		32	e.	local transportation	Trip	-	4.00	250.00	-	-	-	-	400.00	400.00	200.00	1,000.00	1,000.00
		61	f.	Miscellaneous, meeting	Meeting	-	1.00	300.00	-	-	-	-	150.00	150.00	-	300.00	300.00
Sub-total Activity 1.4									5,800.00	3,700.00	3,600.00	13,100.00	550.00	550.00	200.00	1,300.00	14,400.00
Activity 1.5: Produce updated forest cover maps of the PFEs to facilitate efficient field operations and periodical comparison	Q1-Q4, Y1	54	a.	Satellite imagery TM band 542	scene	6.00	-	1,000.00	6,000.00	-	-	6,000.00	-	-	-	-	6,000.00
		15	b.	National Consultant (NC)	MM	3.00	-	1,500.00	4,500.00	-	-	4,500.00	-	-	-	-	4,500.00
		31.1	c.	DSA, NC	MD	15.00	-	80.00	1,200.00	-	-	1,200.00	-	-	-	-	1,200.00
		21	d.	Field checking, sub-contract	Contract	1.00	-	23,500.00	23,500.00	-	-	23,500.00	-	-	-	-	23,500.00
		32	e.	local transport	Trip	-	2.00	250.00	-	-	-	-	500.00	-	-	500.00	500.00
		63	f.	Forest map, printing	Sheet	200.00	-	30.00	6,000.00	-	-	6,000.00	-	-	-	-	6,000.00
		61	g.	Miscellaneous, meeting	Package	2.00	-	500.00	1,000.00	-	-	1,000.00	-	-	-	-	1,000.00
		62	h.	Miscellaneous sundry	Package	-	1.00	500.00	-	-	-	-	500.00	-	-	500.00	500.00
Sub-total Activity 1.5								500.00	42,200.00	-	-	42,200.00	1,000.00	-	-	1,000.00	43,200.00
Total Output 1									101,860.00	7,000.00	5,900.00	114,760.00	3,550.00	1,050.00	1,200.00	5,800.00	120,560.00

Output 2: Improved awareness and incentives for local communities in																	
Activity 2.1: Raise awareness of local communities on the importance of FLEG initiatives through intensive dialogues	Q1-Q2,Y1	16	a.	National Expert (NE)	MM	-	3.00	1,000.00	-	-	-	-	3,000.00	-	-	3,000.00	3,000.00
		31.2	b.	DSA, NE	MD	90.00	-	80.00	7,200.00	-	-	7,200.00	-	-	-	-	7,200.00
		51	c.	Consumable, dialogues	Session	20.00	-	300.00	6,000.00	-	-	6,000.00	-	-	-	-	6,000.00
		32	d.	Local transport	Trip	-	4.00	400.00	-	-	-	-	1,600.00	-	-	1,600.00	1,600.00
		62	e.	Miscellaneous, sundry	Package	2.00	-	500.00	1,000.00	-	-	1,000.00	-	-	-	-	1,000.00
		61	f.	Miscellaneous, meeting	Package	-	2.00	250.00	-	-	-	-	500.00	-	-	500.00	500.00
Sub-total Activity 2.1								14,200.00	-	-	14,200.00	5,100.00	-	-	5,100.00	19,300.00	
Activity 2.2:Review existing requirements and procedures for designation of forest resources as community forests	Q1-Q2,Y1	15	a.	National Consultant (NC)	MM	2.00	-	1,500.00	3,000.00	-	-	3,000.00	-	-	-	-	3,000.00
		31.1	b.	DSA, NC	MD	30.00	-	80.00	2,400.00	-	-	2,400.00	-	-	-	-	2,400.00
		61	c.	Miscellaneous meeting	Meeting	-	2.00	250.00	-	-	-	-	500.00	-	-	500.00	500.00
		32	d.	Local transport	Trip	-	4.00	250.00	-	-	-	-	1,000.00	-	-	1,000.00	1,000.00
Sub-total Activity 2.2								5,400.00	-	-	5,400.00	1,500.00	-	-	1,500.00	6,900.00	
Activity 2.3: Establish 4 demo plots of high-yield agro-forestry system at 4 sites totaling 20 Ha and 4 small-scale nurseries at 4 sites @1Ha for training purpose	Q3-Q4, Y1	22	a.	Sub-contract to NGO, to establish demo plots	Contract	1.00	-	32,000.00	16,000.00	16,000.00	-	32,000.00	-	-	-	-	32,000.00
	Q1-Q1,Y2	61	b.	Miscellaneous meeting	Meeting	-	2.00	400.00	-	-	-	-	400.00	400.00	-	800.00	800.00
Sub-total Activity 2.3								16,000.00	16,000.00	-	32,000.00	400.00	400.00	-	800.00	32,800.00	
Activity 2.4: Train 90 community leaders in 4 Districts on high-yielding agro-forestry and small-scale nursery development techniques	Q1, Y1	15	a.	National Consultant (NC)	MM	3.00	-	1,500.00	1,500.00	3,000.00	-	4,500.00	-	-	-	-	4,500.00
	Q1-Q3, Y2	31.1	b.	DSA, NC	MD	30.00	-	80.00	1,200.00	1,200.00	-	2,400.00	-	-	-	-	2,400.00
		31.4	c.	DSA, Trainees	MD	360.00	-	25.00	4,500.00	4,500.00	-	9,000.00	-	-	-	-	9,000.00
		32	d.	Local transport, trainees	Trip	90.00	-	50.00	2,250.00	2,250.00	-	4,500.00	-	-	-	-	4,500.00
		52	e.	Consumables, training AF/N	Session	6.00	-	300.00	900.00	900.00	-	1,800.00	-	-	-	-	1,800.00
		61	f.	Miscellaneous, Meeting	Meeting	-	4.00	250.00	-	-	-	-	500.00	500.00	-	1,000.00	1,000.00
		62	g.	Miscellaneous sundry	Package	1.00	-	500.00	250.00	250.00	-	500.00	-	-	-	-	500.00
Sub-total Activity 2.4								10,600.00	12,100.00	-	22,700.00	500.00	500.00	-	1,000.00	23,700.00	
Activity 2.5: Establish 4 CSEs for demonstration of forest-based business development and for training of 60 community leaders and interested community members	Q1-Q4, Y1	23	a.	Sub-contract to business professional to assist communities in developing CSE	Contract	1.00	-	13,500.00	13,500.00	-	-	13,500.00	-	-	-	-	13,500.00
		65	b.	Revolving funds		4.00	-	200.00	800.00	-	-	800.00	-	-	-	-	800.00
		61	c.	Miscellaneous meetings	Meeting	-	2.00	80.00	-	-	-	-	160.00	-	-	160.00	160.00
Sub-total Activity 2.5								14,300.00	-	-	14,300.00	160.00	-	-	160.00	14,460.00	
Activity 2.6: Train 80 community leaders on the skills needed for implementing selected activities of forest law enforcement	Q1-Q3, Y2	16	a.	National Expert (NE)	MM	-	2.00	1,000.00	-	-	-	-	-	2,000.00	-	2,000.00	2,000.00
		31.2	b.	DSA, NE	MD	15.00		80.00	-	1,200.00	-	1,200.00	-	-	-	-	1,200.00
		53	c.	Consumables, training FLE	Session	4.00		600.00	-	2,400.00	-	2,400.00	-	-	-	-	2,400.00
		31.4	d.	DSA, Trainees	MD	160.00		25.00	-	4,000.00	-	4,000.00	-	-	-	-	4,000.00
		32	e.	Local transport, trainees	Trip	4.00		400.00	-	1,600.00	-	1,600.00	-	-	-	-	1,600.00
		62	f.	Miscellaneous, Sundry	Package	-	1.00	300.00	-	-	-	-	-	-	-	-	-
Sub-total Activity 2.6								-	9,200.00	-	9,200.00	-	2,000.00	-	2,000.00	11,200.00	

Activity 2.7: Organize two provincial workshops on the critical role of local communities in implementing forest law enforcement and sustaining the PFEs	Q1, Y1	24	a.	Sub-contract to experienced institution to organize 2 provincial workshops	Contract	2.00	-	7,500.00	9,000.00	9,000.00	-	18,000.00	-	-	-	-	18,000.00
	Q1, Y2	63	b.	Report printing	Copy	100.00	-	15.00	750.00	750.00	-	1,500.00	-	-	-	-	1,500.00
		62	c.	Miscellaneous, sundry	Package	-	1.00	300.00	-	-	-	-	300.00	-	-	300.00	300.00
Sub-total Activity 2.7									9,750.00	9,750.00	-	19,500.00	300.00	-	-	300.00	19,800.00
Total Output 2									70,250.00	47,050.00	-	117,300.00	7,960.00	2,900.00	-	10,860.00	128,160.00
Output 3: Promoted collaboration between Forest																	
Activity 3.1: Launch a strong nation-wide campaign on FLEG and SFM	Q1-Q4, Y1	15	a.	National Consultant (NC)	MM	5.00	-	1,500.00	2,500.00	2,500.00	2,500.00	7,500.00	-	-	-	-	7,500.00
	Q1-Q4, Y2	31.1	b.	DSA, NC	MD	30.00	-	80.00	800.00	800.00	800.00	2,400.00	-	-	-	-	2,400.00
	Q1-Q4, Y3	63	c.	Printed materials	Copy	5,000.00	2,500.00	3.00	600.00	700.00	700.00	2,000.00	2,500.00	2,500.00	2,500.00	7,500.00	9,500.00
		55	d.	TV show	Cast	4.00	4.00	2,000.00	3,000.00	3,000.00	2,000.00	8,000.00	-	-	-	-	8,000.00
		56	e.	Miscellaneous campaign support	Package	-	1.00	3,000.00	-	-	-	-	1,000.00	1,000.00	1,000.00	3,000.00	3,000.00
		61	f.	Miscellaneous, meetings	Meeting	3.00	-	600.00	600.00	600.00	600.00	1,800.00	-	-	-	-	1,800.00
Sub-total Activity 3.1									7,500.00	7,600.00	6,600.00	21,700.00	3,500.00	3,500.00	3,500.00	10,500.00	32,200.00
Activity 3.2: Develop a sound forest extension program for each province	Q2-Q4, Y1	15	a.	National Consultant (NC)	MM	2.00	-	1,500.00	3,000.00	-	-	3,000.00	-	-	-	-	3,000.00
		31.1	b.	DSA, NC	MD	20.00	-	80.00	1,600.00	-	-	1,600.00	-	-	-	-	1,600.00
		32	c.	Local transport	Trip	-	4.00	250.00	-	-	-	-	1,000.00	-	-	1,000.00	1,000.00
		63	d.	Miscellaneous, printing map/doc	Copy	100.00	-	15.00	1,500.00	-	-	1,500.00	-	-	-	-	1,500.00
		61	e.	Miscellaneous, meetings	Meeting	-	2.00	300.00	-	-	-	-	600.00	-	-	600.00	600.00
Sub-total Activity 3.2									6,100.00	-	-	6,100.00	1,600.00	-	-	1,600.00	7,700.00
Activity 3.3: Train sufficient extension officers to implement the program	Q4, Y1	31.4	a.	DSA, trainees	MD	20.00	-	80.00	800.00	800.00	-	1,600.00	-	-	-	-	1,600.00
		17	b.	Trainers fee	MD	20.00	-	150.00	1,500.00	1,500.00	-	3,000.00	-	-	-	-	3,000.00
	Q1, Y2	32	c.	Local transport	Trip	2.00	-	600.00	600.00	600.00	-	1,200.00	-	-	-	-	1,200.00
		52	d.	Consumable, training extension	Session	2.00	-	500.00	500.00	500.00	-	1,000.00	-	-	-	-	1,000.00
		61	e.	Miscellaneous, meetings	Meeting	-	2.00	300.00	-	-	-	-	300.00	300.00	-	600.00	600.00
Sub-total Activity 3.3									3,400.00	3,400.00	-	6,800.00	300.00	300.00	-	600.00	7,400.00
Activity 3.4: Establish and operate a multi-stakeholder forum	Q1-Q4, Y2	16	a.	National Expert (NE)	MM	-	2.00	1,000.00	-	-	-	-	-	1,000.00	1,000.00	2,000.00	2,000.00
	Q1-Q4, Y3	31.2	b.	DSA, NE	MD	30.00	-	80.00	-	1,200.00	1,200.00	2,400.00	-	-	-	-	2,400.00
		32	c.	Local transport	Trip	-	6.00	250.00	-	-	-	-	-	750.00	750.00	1,500.00	1,500.00
		61	d.	Miscellaneous, meeting	Meeting	-	2.00	300.00	-	-	-	-	-	300.00	300.00	600.00	600.00
Sub-total Activity 3.4									-	1,200.00	1,200.00	2,400.00	-	2,050.00	2,050.00	4,100.00	6,500.00
Activity 3.5: Organize one national workshop on forest extension and SFM	Q2, Y3	25	a.	Sub-contract to experienced institution to organize one national workshop	Contract	1.00	-	9,000.00	-	-	9,000.00	9,000.00	-	-	-	-	9,000.00
		61	b.	Miscellaneous, meetings	Meeting	-	2.00	300.00	-	-	-	-	-	-	600.00	600.00	600.00
Sub-total Activity 3.5									-	-	9,000.00	9,000.00	-	-	600.00	600.00	9,600.00
Total Output 3									17,000.00	12,200.00	16,800.00	46,000.00	5,400.00	5,850.00	6,150.00	17,400.00	63,400.00

Non-activity based	Q1-Q4, Y1			Key Personnel													
	Q1-Q4, Y2	11	a.	Project Coordinator (PC)	MM	36.00	36.00	600.00	7,200.00	7,200.00	7,200.00	21,600.00	7,200.00	7,200.00	7,200.00	21,600.00	43,200.00
	Q1-Q4, Y3	12	b.	Secretary	MM	36.00	-	500.00	6,000.00	6,000.00	6,000.00	18,000.00	-	-	-	-	18,000.00
		13	c.	Technician	MM	72.00	-	250.00	6,000.00	6,000.00	6,000.00	18,000.00	-	-	-	-	18,000.00
		14	d.	Field Supervisor	MM	72.00		500.00	12,000.00	12,000.00	12,000.00	36,000.00	-	-	-	-	36,000.00
				Office				-	-	-	-	-	-	-	-	-	-
		65	e.	Office space	Month	-	36.00	100.00	-	-	-	-	1,200.00	1,200.00	1,200.00	3,600.00	3,600.00
		66	f.	Office facilities	Set	-	1.00	4,500.00	-	-	-	-	1,500.00	1,500.00	1,500.00	4,500.00	4,500.00
		57	g.	Consumable and utilities	Month	-	36.00	300.00	-	-	-	-	3,600.00	3,600.00	3,600.00	10,800.00	10,800.00
				Duty travel					-	-	-	-	-	-	-	-	-
		31.5	h.	DSA, PC	MD	64.00	-	100.00	2,000.00	2,000.00	2,400.00	6,400.00	-	-	-	-	6,400.00
		32	i.	Local transport	Trip	-	20.00	250.00	-	-	-	-	2,000.00	1,500.00	1,500.00	5,000.00	5,000.00
				Others					-	-	-	-	-	-	-	-	-
		67	j.	PSC meetings	Meeting	3.00	-	1,500.00	1,500.00	1,500.00	1,500.00	4,500.00	-	-	-	-	4,500.00
		68	k.	Financial auditing	Yearly	3.00	-	2,000.00	2,000.00	2,000.00	2,000.00	6,000.00	-	-	-	-	6,000.00
		63	l.	Publication, 5 reports	Copy	500.00	-	15.00	-	-	7,500.00	7,500.00	-	-	-	-	7,500.00
		62	m.	Miscellaneous, sundry	Package	1.00	-	600.00	200.00	200.00	200.00	600.00	-	-	-	-	600.00
	Total Non-activity based									36,900.00	36,900.00	44,800.00	118,600.00	15,500.00	15,000.00	15,000.00	45,500.00
Grand Total Project Costs									226,010.00	103,150.00	67,500.00	396,660.00	32,410.00	24,800.00	22,350.00	79,560.00	476,220.00
ITTO Monitoring Review												18,000.00				-	18,000.00
ITTO Ex-post/ Ex-ante Evaluation												15,000.00					15,000.00
ITTO Programme Support												34,372.80					34,372.80
National Management Cost															-	11,934.00	11,934.00
Grand Total												464,032.80				91,494.00	555,526.80

3.4.2 Consolidated budget

Category	Description	Total	Year 1	Year 2	Year 3
10	Personnel				
11	Project coordinator	43,200.00	14,400.00	14,400.00	14,400.00
12	Secretary	18,000.00	6,000.00	6,000.00	6,000.00
13	Technicians	18,000.00	6,000.00	6,000.00	6,000.00
14	Field Supervisors	36,000.00	12,000.00	12,000.00	12,000.00
15	National Consultants	28,500.00	16,500.00	7,500.00	4,500.00
16	National Experts	7,000.00	3,000.00	3,000.00	1,000.00
17	Trainer fee	4,800.00	3,300.00	1,500.00	-
19	Sub total	155,500.00	61,200.00	50,400.00	43,900.00
20	Sub contracts				
21	Field Checking	23,500.00	23,500.00	-	-
22	Establish demo plots	32,000.00	16,000.00	16,000.00	-
23	Business professional to assist communities in developing CSE	13,500.00	13,500.00	-	-
24	Experienced institution to organize 2 provincial workshops	18,000.00	9,000.00	9,000.00	-
25	Experienced institution to organize one national workshop	9,000.00	-	-	9,000.00
29	Sub total	96,000.00	62,000.00	25,000.00	9,000.00
30	Duty Travel				
31	Daily Subsistence Allowance	-	-	-	-
31.1.	DSA National consultants	13,200.00	8,300.00	3,100.00	1,800.00
31.2.	DSA National Experts	10,800.00	7,200.00	2,400.00	1,200.00
31.3.	DSA Trainers	960.00	960.00	-	-
31.4.	DSA Trainees	20,600.00	11,300.00	9,300.00	-
31.5.	DSA Project coordinator	6,400.00	2,000.00	2,000.00	2,400.00
32	Local Transport	21,400.00	10,850.00	7,600.00	2,950.00
39	Sub total	73,360.00	40,610.00	24,400.00	8,350.00
40	Capital Items				
41	Equipment and Facilities	31,800.00	31,800.00	-	-
42	Equipment database	4,500.00	4,500.00	-	-
43	Motor cycle	7,000.00	7,000.00	-	-
49	Sub total	43,300.00	43,300.00	-	-
50	Consumables items				
51	dialogues	6,000.00	6,000.00	-	-
52	Training (AFN, FLE, Extension)	5,200.00	1,400.00	3,800.00	-
53	Training room	2,000.00	2,000.00	-	-
54	Sattelite imagery TM band 542	6,000.00	6,000.00	-	-
55	TV Show	8,000.00	3,000.00	3,000.00	2,000.00
56	Campaign support	3,000.00	1,000.00	1,000.00	1,000.00
57	Utilities	10,800.00	3,600.00	3,600.00	3,600.00
59	Sub total	41,000.00	23,000.00	11,400.00	6,600.00
60	Miscellaneous				
61	Meeting	12,460.00	7,210.00	3,750.00	1,500.00
62	Sundry	4,400.00	2,750.00	450.00	1,200.00
63	Printing (Report, Forest Map, Material, Map, Publication)	26,000.00	11,350.00	3,950.00	10,700.00
64	Web Provider	4,800.00	-	2,400.00	2,400.00
65	Revolving funds	800.00	800.00	-	-
66	Office facilities	4,500.00	1,500.00	1,500.00	1,500.00
67	PSC meetings	4,500.00	1,500.00	1,500.00	1,500.00
68	Financial Audit	6,000.00	2,000.00	2,000.00	2,000.00
69	Office space	3,600.00	1,200.00	1,200.00	1,200.00
69	Sub total	67,060.00	28,310.00	16,750.00	22,000.00
70	Total Project	476,220.00	258,420.00	127,950.00	89,850.00
80	National management cost	11,934.00	(See executing agency budget)		
90	Project monitoring and administration				
91	ITTO monitoring & review	18,000.00			
92	ITTO ex-post evaluation	15,000.00			
95	ITTO Programme support (70 + 91 +92) x 8%	34,372.80			
100	Total Project Monitoring and Administration	67,372.80			
	GRAND TOTAL (70 + 100)	555,526.80			

3.4.3 ITTO yearly budget

Category	Description	Total	Year 1	Year 2	Year 3
10	Personnel				
11	Project coordinator	21,600.00	7,200.00	7,200.00	7,200.00
12	Secretary	18,000.00	6,000.00	6,000.00	6,000.00
13	Technicians	18,000.00	6,000.00	6,000.00	6,000.00
14	Field Supervisors	36,000.00	12,000.00	12,000.00	12,000.00
15	National Consultants	28,500.00	16,500.00	7,500.00	4,500.00
16	National Experts	-	-	-	-
17	Trainer fee	4,800.00	3,300.00	1,500.00	-
19	Sub total	126,900.00	51,000.00	40,200.00	35,700.00
20	Sub contracts				
21	Field Checking	23,500.00	23,500.00	-	-
22	Establish demo plots	32,000.00	16,000.00	16,000.00	-
23	Businnes profesional to assist communities in developing CSE	13,500.00	13,500.00	-	-
24	Experienced institution to organize 2 provincial workshops	18,000.00	9,000.00	9,000.00	-
25	Experienced institution to organize one national workshop	9,000.00	-	-	9,000.00
29	Sub total	96,000.00	62,000.00	25,000.00	9,000.00
30	Duty Travel				
31	Daily Subsistance Allowance	-	-	-	-
	31.1. DSA National consultants	13,200.00	8,300.00	3,100.00	1,800.00
	31.2. DSA National Experts	10,800.00	7,200.00	2,400.00	1,200.00
	31.3. DSA Trainers	960.00	960.00	-	-
	31.4. DSA Trainees	20,600.00	11,300.00	9,300.00	-
	31.5. DSA Project coordinator	6,400.00	2,000.00	2,000.00	2,400.00
32	Local Transport	7,300.00	2,850.00	4,450.00	-
39	Sub total	59,260.00	32,610.00	21,250.00	5,400.00
40	Capital Items				
41	Equipment and Facilities	31,800.00	31,800.00	-	-
42	Equipment database	4,500.00	4,500.00	-	-
43	Motor cycle	7,000.00	7,000.00	-	-
49	Sub total	43,300.00	43,300.00	-	-
50	Consumables items				
51	dialogues	6,000.00	6,000.00	-	-
52	Training (AFN, FLE, Extension)	5,200.00	1,400.00	3,800.00	-
53	Training room	2,000.00	2,000.00	-	-
54	Sattelite imagery TM band 542	6,000.00	6,000.00	-	-
55	TV Show	8,000.00	3,000.00	3,000.00	2,000.00
56	Campaign support	-	-	-	-
57	Utilities	-	-	-	-
59	Sub total	27,200.00	18,400.00	6,800.00	2,000.00
60	Miscellaneous				
61	Meeting	6,800.00	4,100.00	2,100.00	600.00
62	Sundry	2,600.00	1,450.00	450.00	700.00
63	Printing (Report, Forest Map, Material, Map, Publication)	18,500.00	8,850.00	1,450.00	8,200.00
64	Web Provider	4,800.00	-	2,400.00	2,400.00
65	Revolving funds	800.00	800.00	-	-
66	Office facilities	-	-	-	-
67	PSC meetings	4,500.00	1,500.00	1,500.00	1,500.00
68	Financial Audit	6,000.00	2,000.00	2,000.00	2,000.00
69	Office space	-	-	-	-
69	Sub total	44,000.00	18,700.00	9,900.00	15,400.00
70	Total Project	396,660.00	226,010.00	103,150.00	67,500.00
80	National management cost	-	(See executing agency budget)		
90	Project monitoring and administration				
91	ITTO monitoring & review	18,000.00			
92	ITTO ex-post evaluation	15,000.00			
95	ITTO Programme support (70 + 91 +92) x 8%	34,372.80			
100	Total Project Monitoring and Administration	67,372.80			
	GRAND TOTAL (70 + 100)	464,032.80			

3.4.4 Executing Agency yearly budget

Category	Description	Total	Year 1	Year 2	Year 3
10	Personnel				
11	Project coordinator	21,600.00	7,200.00	7,200.00	7,200.00
12	National Expert	7,000.00	3,000.00	3,000.00	1,000.00
19	Sub total	28,600.00	10,200.00	10,200.00	8,200.00
20	Sub contracts				
21	-	-	-	-	-
22	-	-	-	-	-
29	Sub total	-	-	-	-
30	Duty Travel				
32	Local transport	14,100.00	8,000.00	3,150.00	2,950.00
39	Sub total	14,100.00	8,000.00	3,150.00	2,950.00
40	Capital Items				
41	-	-	-	-	-
42	-	-	-	-	-
49	Sub total	-	-	-	-
50	Consumables items				
56	Campaign support	3,000.00	1,000.00	1,000.00	1,000.00
57	Utilities	10,800.00	3,600.00	3,600.00	3,600.00
59	Sub total	13,800.00	4,600.00	4,600.00	4,600.00
60	Miscellaneous				
61	meeting	5,660.00	3,110.00	1,650.00	900.00
62	sundry	1,800.00	1,300.00	-	500.00
63	Printing (Report, Forest Map, Material, Map, Publication)	7,500.00	2,500.00	2,500.00	2,500.00
66	Office Facilities	4,500.00	1,500.00	1,500.00	1,500.00
69	Office space	3,600.00	1,200.00	1,200.00	1,200.00
69	Sub total	23,060.00	9,610.00	6,850.00	6,600.00
70	Total GoC	79,560.00	32,410.00	24,800.00	22,350.00
80	National management cost	11,934.00			
100	GRAND TOTAL	91,494.00			

3.5. Assumptions, Risks, Sustainability

3.5.1. Assumptions and risks

The assumptions made as regard the outputs are basically the conditions that have to prevail for implementing pertinent activities, namely: i) field applicability of developed technical manuals; ii) needed equipment, facilities and materials available in time; iii) community leaders and FA staff interested in training program; iv) business sector interested in providing technical assistance, and v) strong support of judicial courts to handling of forest crime cases. Based on experience in implementing previous ITTO-assisted projects, risks relating to applicability of technical manuals and availability of physical resources are insignificant because they are basically manageable by the project management.

Potential risks that require due attention of the PC are those relating to assumptions iii) through v). Mitigating measures for these potential risks need to be identified since the development stage of the project. As regards risks on achievement of the specific objective are more related to the assumptions made on consistent policy and support by government authorities to FLEG and SFM. There is a very small risk relating to in-consistent policy of and un-supportive government authorities to FLEG and SFM as evidenced by the strong RGC's forest laws and legislations elaborated in Section 1.2.2. However, risk may occur when judicial courts provide insufficient support to handling or processing of forest crimes cases especially at the provincial level. The risk has to be anticipated since the onset of the project operations to ensure successful achievement of desired project objectives.

The potential risks and mitigating measures are summarized below:

No.	Potential risks	Mitigating measures
1.	Unsupportive local communities	Direct dialogue at the early stage of the project as possible in forming the communities of their potential loss and gain from forest law enforcement
2.	Unsupportive business sector	Dissemination of relevant information on potential benefits of developing CSEs on forest-based business
3.	Insufficient support by provincial governments authorities	Dissemination of relevant information at the beginning of the project by inviting the authorities to attend the inception meeting and first provincial workshop
4.	Lack of support by judicial courts to handling of forest crime cases	Inclusion of judicial court agency as member of PSC and SHF and continues sharing of information on forest crimes

3.5.2. Sustainability

Sustainability of the project rests very much with the main beneficiaries, namely the local communities, the private sector and the provincial/local governments. It is in the interest of the local communities to utilize the skills they have learned from the project that enable them to take part in law enforcement related activities, to undertake forest-based income generating activities, and to develop CSE for forest-based business development. The critical point therefore is to convince local communities to participate in the training program to be offered by the project, and to make sure that the skills learned are useful for betterment of their livelihood.

The assistance of business professional on CSE and forest-based business development and the functioning of a stakeholder forum will pave the way for private sector to invest in the utilization and trading of forest products. At the forum, businessmen, authorities and community leaders will have the opportunities to exchange views, ideas and information which may bring about forest based business investment in one form or another that surely benefit the parties involved. The local communities may become the primary producer of non-timber forest products by utilizing the skills they learned from the project and private investors become the buyers or forging fathers in processing and marketing. The provincial and local governments should play its part by consistently creating a favorable forest business environment through implementation of adequate policies with a view to developing a strong, efficient, and sustainable NTFP industry at the regional and local levels.

Sustainability of the project will also be ensured through the continuation of critical activities after project completion using appropriated state funds. At project completion, the Forest Administration at all levels will have acquired experience and skills to better enforce forest laws and suppress illegal activities with the full support by local communities and the main stakeholders in general. More specifically, sustainability of the project and its impacts are to be assured of by singling out what critical project activities for continued implementation, establishing the institutional arrangements for implementing the activities and identifying sources of funds to finance the activities.

Among the activities that need continuation after project completion are those relating to further strengthening of operational capacity of FA to enforce forest laws, enhancing support of local communities to implement FLEG initiatives through improved forest-based livelihood and improving collaboration with stakeholders nation-wide at different levels. As regards institutional arrangements, the FA Cantonments of Kratie and Mondulkiri province shall be responsible for implementing the chosen activities in collaboration with other existing departments, as appropriate. For instance, activities relating to management of data on forest crimes will be carried out in collaboration with the Department of Legislation and Law Enforcement; activities on improvement of livelihood and participation of local communities are best implemented collaboratively with the Department of Forest and Community Forestry. The FA Cantonments shall also assign full-timer staff to coordinate implementation of chosen critical activities at their own costs.

Needed resources to implement the chosen activities are essentially to be provided by MAFF through the state budget. However, external funding may also be needed to tackle specific issues encountered during the course of implementing the activities. Option of submitting a follow-up project proposal to ITTO should not be foreclosed if need arises.

Part 4: Implementation Arrangements

4.1. Organization Structure and Stakeholder Involvement Mechanism

4.1.1. Executing agency and partners

The Executing Agency (EA) of the project will be the Forestry Administration of Cambodia (FAC), an experienced institution in implementing ITTO-assisted projects. The primary responsibilities of FAC include selection of key project personnel, provision of office space and facilities, opening of project bank account, and development of contact with the main stakeholders. The profile of FAC appears as Annex 1.

The Mondulhiri and Kratie Forestry Administrations Cantonments will be responsible for supporting the field operations of the project. For this reason, one full-timer field supervisor will be appointed in each province to closely supervise the activities under implementation.

The partners in implementing the project will include National Consultants, NGOs, forest-based business professionals, judicial authority and community leaders. The organizational chart of the project is exhibited in Annex 2. A national consultant is a professional external to EA hired temporarily by the project to accomplish specific task (s) under pre-agreed upon terms and conditions.

4.1.2. Project management team

The project management team (PMT) will consist of the Project Coordinator (PC), Project Secretary (PS) and field supervisors (FS) and technicians. For a project of the kind, there is a need to employ full timer PC, PS and FS to ensure adequate operational management including monitoring and supervision of project operations. As appropriate, planned activities will be executed with the assistance of partners mainly Consultants and professional contractors and local communities.

At the field level, there is a need to assign full-timer field supervisors to assist PC in close monitoring of execution of activities. As appropriate, senior staff of FA can be assigned temporarily to perform such selected activities as Activities 2.1, 2.6 and 3.4 as they must be able to accomplish the tasks more efficiently than outsider professionals due to familiarity and the very nature of the tasks. Being the staff of EA, the national experts will entitle only for DSA not honoraria.

The curricula vitae of the professionals to be appointed by the EA are presented in Annex 3. The terms of references of the project coordinator, supervisors, secretary, national consultants, national experts and sub-contractors are presented in Annex 4.

4.1.3. Project steering committee (PSC)

The EA will establish a PSC in accordance with the project agreement signed with ITTO. The primary responsibilities of the PSC are to oversee progress in project implementation in light of the logical framework of the project, review workplans and their associated budget including their approval, and evaluate any significant changes in budget as well as activities proposed by PC. Membership of the PSC comprises:

- A chairperson appointed by Forestry Administration
- A representative of ITTO
- Representatives of donors
- Representatives of main stakeholders including local authorities and communities
- The PC, as the secretary of the PSC

In accordance with the project agreement, the Committee shall meet at least once a year; a special meeting may be called for by the EA at any time as need arises. The official language of any PSC meeting is English.

4.1.4. Stakeholder involvement mechanism

Realizing the critical role of stakeholders in ensuring a successful implementation of any FLEG initiatives, a stakeholder forum (SHF) will be established under the project where the main stakeholders of PFE, the FA of different levels, private sector and investors, NGOs, government authorities and other interested groups may meet periodically to exchange views and ideas, develop propositions and make recommendations to EA in view of improving efficiency of project implementation. While operation of the SHF is ad hoc in nature, its continued functioning after project completion is indeed required as it could significantly contribute to improving forest management decision making.

4.2. Reporting, Review, Monitoring and Evaluation

A project monitoring system will be developed prior to commencing with project operations. Prerequisite to delivering planned outputs on time in accordance with the LFM is proper execution of individual activities pertaining to each of the outputs. Therefore, progress in implementation of individual activities should be closely monitored. The monitoring system to be developed clearly shows the activities implemented, indicators of progress employed, indicator measuring techniques, frequency of monitoring and the party responsible for conducting the monitoring. Results of the monitoring should be reviewed, first internally by the project management team and then by the PSC.

The monitoring system will be used by the project management as the guide to conduct activities on monitoring of the progress in implementation of the project. Monitoring activities may be conducted by the Project Coordinator or by any other authorized parties or persons including NGOs, universities and R&D institutions on his/her behalf. Monitoring results will be documented as a progress report to be reviewed and assessed by the PSC wherein main stakeholders are adequately represented.

A number of reports will be produced in accordance with the ITTO Manual on Standard Operating Procedures as follows:

- Inception report
 - To be submitted after the signing of agreement between ITTO, Executing Agency and GOC.
 - Contains such matters as confirmation of the availability of office space and facilities, opening of a separate bank account in internationally recognized bank, proposed key project personnel and any changes that might have occurred since the project formulation stage.
 - The first year workplan shall be annexed to the report.
- Yearly Plan of Operation (YPO)
 - To be submitted yearly prior to commencing with operations for endorsement by PSC, as appropriate, and by ITTO.
 - The first year YPO shall be attached to the Inception Report; the subsequent ones shall be submitted, at the latest ten weeks before the beginning of the planned year.
 - ITTO approves the YPO upon recommendation of the PSC.
- Progress report
 - Present information on executed activities during the period covered by the report, achieved output(s) as appropriate, and inputs applied.
 - The report is to be submitted bi-annually or as requested by ITTO.
- Technical report
 - Contains technical and scientific data, analysis of data and the project results

- A technical report may pertain to one single activity, two or more activities or one output depending on the weighted importance of the activities; the report must present procedures and methodologies adopted, the data generated, the results achieved and the conclusions reached.
- The project plans to produce at least three technical reports, three workshop reports and one completion report.
- Financial report
 - Annual report is to be submitted to ITTO within three months after the end of the current financial year.
 - A final report is to be submitted within four months after the completion of planned activities.
 - The project's financial statement will be audited by registered independent public accountant to be appointed by the Executing Agency with the prior endorsement of ITTO.
- Completion report
 - To be submitted within three months of project completion.
 - The report summarizes the activities, inputs and expenditures, achieved outputs and objectives during the entire implementation phase.
 - The report highlights the most critical differences between planned and realized project elements using the original project document as reference, and lessons learned from implementation of the project.

4.3. Dissemination and Mainstreaming of Project Learning

4.3.1. Dissemination of project learning

Project learning and results will be disseminated through the various means and channels, during the implementation phase and after project completion.

- Forest crime information system
Contains any information on the various aspects of the project; as the system is restrictedly accessible, concerned users are benefited by the system.
- Technical reports
Will be published and widely distributed in stages depending on the completion timing of such reports.
- Brochures/technical documents
Are to be published bi-annually and distributed nationwide. The brochures present findings and results of individual activities in a popular fashion that they are attractive in appearance and easy to digest even by common readers; also a variety of information on law enforcement and SFM.
- TV broadcasting
Delivery of speeches by the Minister of Agriculture, Forestry and Fisheries and other high-rank officials will be arranged through television channels with nation-wide coverage. While such speeches focus on campaigning FLEG and SFM, they also will include project learning and results.
- Two provincial workshops, one at the beginning and one at the middle of project implementation, will be organized. The main purposes of this workshops are to disseminate information on the objectives and activities of the project as well as to raise awareness of the critical role of the project in promoting FLEG and SFM.
- National workshop
The main purpose of organizing one national workshop near the end of the project, to be attended by main stakeholders, is to disseminate project learning and results.
- Completion report
Will be published and distributed nationwide; interested ITTO member countries may also obtain the report from the executing agency upon request or through ITTO.

4.3.2. Mainstreaming of project learning

Project learning and results will be having far reaching implications on forest law enforcement and governance and SFM in Cambodia. Observations on agro-forestry demo plots, will provide first hand data that are useful for formulation of national policies on forest land use and allocation. The government officials that have been trained in the various aspects of FLEG and SFM should now have improved capacity in dealing with the stakeholders of forest resources. Training results will also be useful for developing sound training programs on FLEG for adoption by other provinces of the country and nation-wide.

Annex 1. Profile of the Executing Agency

1. Background

The Forestry Administration of Cambodia (FAC) locates along the Preah Norodom Blvd, Sangkat Phsar Kandal 2, Khan Daun Penh, Phnom Penh, Cambodia. It is a government authority under the Ministry of Agriculture, Forestry and Fisheries (MAFF) responsible for managing forests and forest resources according to the National Forestry Sector Policy and Forestry Law.

1.1 Vision of FAC

The FAC viewed by the world community as a national agency of excellence for sustainable forest management, making a maximum contribution to Cambodia's socio-economic development.

1.2 Mission of FAC

The FAC has the authority to manage the forest and forest resources of the Kingdom of Cambodia according to the National Forestry Sector Policy and the Forestry Law. The primary objective of the FAC is to ensure the sustainable management of forests in the country. To this end, the FAC is responsible for performing the following duties based on the Cambodian Forestry Law:

- To ensure sustainable permanent forest estate management by regulating all forestry activities;
- To study and collect data on all forests regarding scientific, economic, social, and environmental factors in order to set a sustainable production rate
- To assess forest boundaries and to classify and demarcate forestlands in order to develop a land use map of the permanent forest estate in coordination with the Ministry of Land, Urban Management and Construction, Local authorities and communities
- To prepare and implement the national forest management plan at each level of the FAC
- To promote reforestation on degraded forest land and idle land
- To promote the development of community forestry agreements and programs by providing financial and technical assistance to communities where feasible
- To develop and implement programs for research, protection and conservation of forest resources and wildlife
- To take appropriate measure to investigate, prevent and suppress all forest destruction, forest fires and forest clearing by effectively ensuring law enforcement
- To promote public education programs which demonstrate the importance of the management, protection and conservation of forest resources, as well as to take measures to rehabilitate natural ecosystems and conserve national forests.

1.3 Field of expertise

The FAC has expertise in the field of Forest Crime Monitoring and Reporting since 1999, with supported by DFID, AusAID and the World Bank.

1.4 List of funded project and pre-project

The FAC has formulated numerous pre-project and project proposals, and submitted them to ITTO for financial supports. Twelve of pre-project and projects have been funded by ITTO including:

- PPD 10/98 (F) "Establishment of Forest Research Base for Sustainable Forest Management in Cambodia"
- PD 36/98 Rev.1 (F) "Establishment of Forest Sector Draft Development Plan for Sustainable Forest Management in Cambodia"
- PPD 1/99 Rev.2 (I) "Human Resources Development for the Improvement of Forest Industry in Cambodia"
- PPD 22/99 Rev.1 (F) "Improved Living Standard of the People through Community Participation in Sustainable Forest Management"

- PPD 1/00 Rev.1 (I) "Improvement of Sustainable Management and Utilization of non-Timber Forest Products (NTFPs) in Cambodia"
- PD 65/01 Rev.2 (I) "Training in Reduced Impact Logging in Cambodia"
- PD 131/02 Rev.4 (I) "Training of Forest Practitioners for the Improvement of Forest Industry in Cambodia"
- PD 275/04 Rev. 3(I) "Improvement of Sustainable Management and Utilization of non-Timber Forest Products (NTFPs) in Cambodia"
- PD 289/04 (F) "Management of the Emerald Triangle Protected Forest Complex to Promote Cooperation for Trans-boundary Biodiversity Conservation between Thailand, Cambodia and Laos (phase II)"
- PPD 128/06 Rev.1 (F) "Strengthening Capacity of Forest Law Enforcement and Governance in Cambodia"
- PD 493/07 Rev.1 (F) "Strengthening Capacity of Forest Law Enforcement and Governance in Cambodia"
- PD 577/10 (F) "Management of the Emerald Triangle Protected Forest Complex to Promote Cooperation for Trans-boundary Biodiversity Conservation between Thailand, Cambodia and Laos (phase III)"

Eleven of twelve pre-project and projects were completed and one project is starting implementation such as project PD 577/10 (F) "Management of the Emerald Triangle Protected Forest Complex to Promote Cooperation for Trans-boundary Biodiversity Conservation between Thailand, Cambodia and Laos (phase III)".

2. Infrastructure

The government Sub-decree no. 64 dated 11 September 2003 restructured the former Department of Forestry and Wildlife (DFW) into the Forestry Administration. The new organizational structure is Presented in Figure 1. Sub-decree No 188 dated 14 November 2008 Restructured of FAC at the central level from ten offices to six Departments and one research institute. At the regional level, four Inspectorates covering the entire country have been established as coordination offices between the central administration and the field offices. Under the Inspectorates, Eighteen Cantonments have been setup as implementing units at the provincial level. Each Cantonment has several Divisions under its jurisdiction, with 170 Triages under the Divisions.

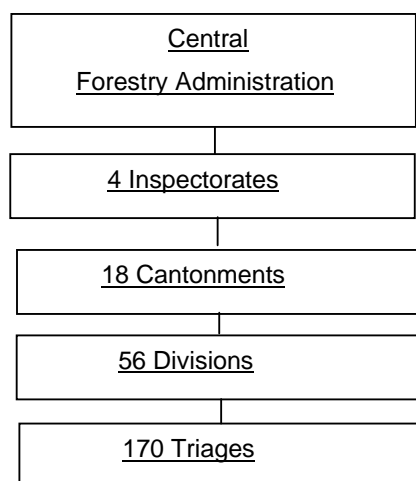


Figure 1. Organizational Structure of Forestry Administration

3. Budget

The budget for operational of the Forestry Administration of Cambodia in 2010 was USD 2,906,444.

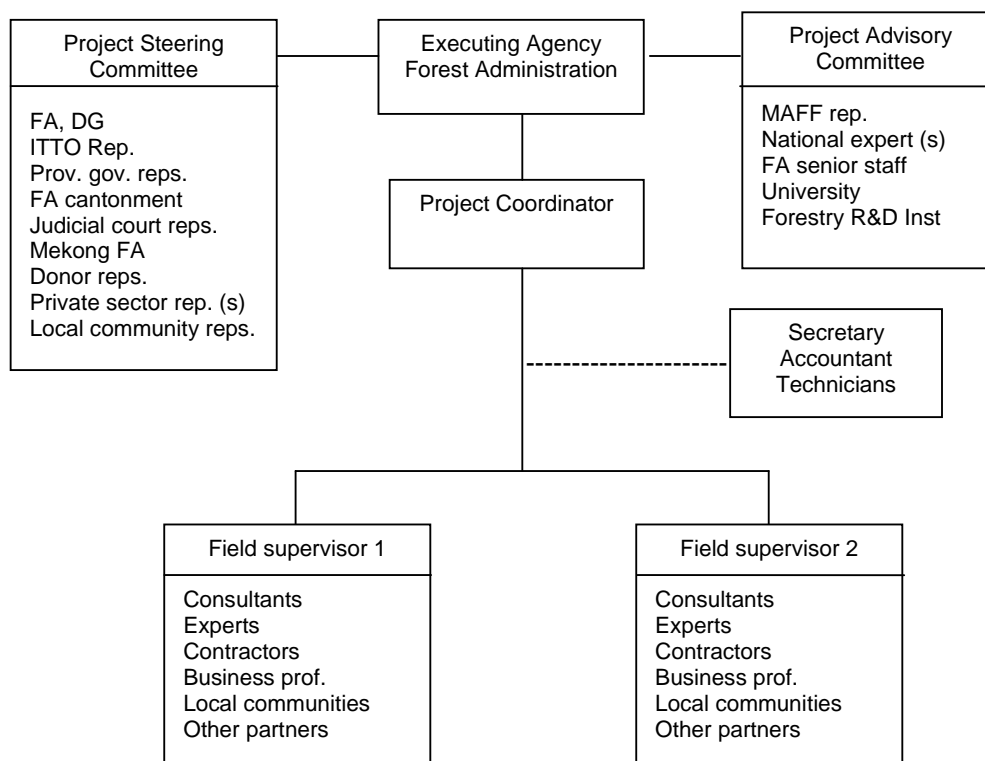
4. Personnel

The forestry sector of Cambodia is administrated by Forestry Administration, under the Ministry of Agriculture, Forestry and Fisheries (MAFF). As 2011, there were 1,414 Forestry Administration staff member in total, comprising 284 at the headquarters and 1,130 in Forestry Administration regional offices as shown in the table below:

Number of persons employed by Forestry Administration with level of education

No.	Level of Education	Number of staff
1	Doctors	7
2	Masters	118
3	Bachelors	499
4	Technician	264
5	Skilled labor	126
6	Unskilled labor	400
Total		1,414

Annex 2. Project Organization Chart



Annex 3. Curricula vitae of key personnel

National Project Coordinator

Name	SAVET, Eang
Date of birth	15 September 1963
Sex	Male
Marital status	Married
Number of Children	03
Nationality	Cambodian
Field and Institution of Graduation	B.Sc. of Forestry, Royal University of Agriculture, Phnom Penh, Cambodia MBA, University Utara of Malaysia
Address	# 40 Preah Norodom Blvd, Phnom Penh, Cambodia Tel : 855-12-915372, Email: savet2003@yahoo.com

Present position : Director of Mekong Forestry Administration Inspectorate

Proposed position : **Project Coordinator**

Working experience relevant to the project:

2009 to date

Project Coordinator of ITTO project PD493/07 Rev.1 (F) "Strengthening Capacity of Forest Law Enforcement and Governance in Cambodia", responsible for monitoring and supervisions of project operations in accordance with the project agreement

June-November 2007

Project Coordinator of ITTO Pre-Project PPD128/06 Rev.1 (F) "Strengthening Capacity of Forest Law Enforcement and Governance in Cambodia" responsible for monitoring and supervisions of project operations in accordance with the project agreement

April 1999 to 2010

Chief of Forest Crime Monitoring and Reporting Unit, supervision of work in all activities associated with intelligence information pertaining to illegal logging and all other illegal or unauthorized activities.

December 1995-January 1997

Chief of mobile control unit in Koh Kong province, responsible for monitoring and verify quantity of transportation of wood and non wood forest products, pronouncing fines for misuse of transportation permit and writing report of illegal activities to the court.

CURRICULUM VITAE

A-Personal Profile

Full name : Chanrithy HEM
 Sex : Male
 Date of birth : 05th December 1968
 Marital status : Married
 No of children : 01
 Expertise : Forest management and biodiversity conservation
 Home address : #128ZE1, St 247, Boeung Salang, Khan Toulkork, Phnom Penh

B. Position in the Present Organization

Organization : Forestry Administration
 Department : Institute of Forest and Wildlife Research and Development
 Office : Forest and Wildlife Training Center (FWTC)
 Position : Chief
 Office address : Phoum ROUNGCHAK, Sangkat Phnom Penh Thmei, Khan Sen Sok, Phnom Penh, Cambodia
 Mobile Phone : (855)-77 977 608
 E-mail address: hemchanrithy@yahoo.com
 Proposed position : Field Supervisor

C. Professional education

Institution	Specialization	Term	Degree Obtained
Royal University of Phnom Penh	Biodiversity conservation	From 01 Oct 2007 To 19 Aug 2010	Master of science in biodiversity conservation
Royal University of Agriculture	Forest management	From 01 Sep 1987 To 21 Dec 1991	Bachelor of science in forestry management
Sisovath High School	General education	From 1982 to 1987	High school diploma

D. Additional Training

Topics	Place	Date	Achievement
Reduced Emission from Deforestation and Degradation (REDD+)	Royal University of Phnom Penh	20-24 Dec 2010	Certificate

Collaborative conflict management in natural resource management	Somadevi Angkor Hotel, Siem Reap	5-9 Oct 2009	Certificate
Public consultation in forest management planning	Forest and Wildlife Training Center	25 Apr-1 May 2005	Certificate
Conventional and private forest management	Forest and Wildlife Training Center	9-12 Mar 2004	Certificate
Participatory mapping for community forestry	Forest and Wildlife Training Center	15-25 May 2004	Certificate
Regional ToT on Enhancing Stakeholder Participation in NFP Implementation	Dhelikhul Mountaint Resort, Nepal	21-29 Nov 2011	Certificate
Addressing climate change in development assistance	Danish Fellowship Center Centre, Denmark	22 Aug-09 Sep 2011	Certificate
Tree improvement for tropical tree species	Forest Research Institute, Indonesia	4-17 Mar 2007	Certificate
Community-based forest management	Parkview Hotel, the Philippines	17 Jan-15 Feb 2005	Certificate
Community forestry	JICA centers in Japan	3 Mar- 10 Apr 2003	Certificate

E. Working Records

Term	Institution	Office	Position	Major Tasks
6 April 2011 to the present	Forestry Administration	Forest & Wildlife Training Center	Chief	-Capacity building -Technical cooperation
25 June 2001 to 05 April 2011	Forestry Administration	Forest & Wildlife Training Center	Deputy Chief	-Capacity building -Community livelihood improvement
20 June 2001 to 24 June 2004	Department of Forest and Wildlife	Forest & Wildlife Research Institute	Senior Officer	-Forest research -Wildlife conservation
03 August 1992 to 19 June 2001	Department of Agriculture, Forestry & Fisheries	Forest and Wildlife Office	Technical Staff	-Law enforcement -Reforestation -Forest management

F. Working Experiences Relevant to the Project

- Working as counterpart to establish Community Livelihood Improvement Project with a focus on forest communities supported by JICA. The project composed of 2 main activities; one is capacity building to Forestry Administration staffs related with community forestry and another is community livelihood improvement. The role includes also the development of field project manual for implementing of field activities.

- Implementing the Community Forestry Livelihood Project at 3 provinces, including Kampong Chhnang Province (Boeungkak Community Forestry), Kampong Thom Province (Veal Okdey Community Forestry) and Preah Sihanouk Province (Thmor ROUNG Community Ecotourism) from June 2005-Dec 2010. The major activities include carrying out participatory community need assessment, conducting participatory community development planning, community forest management planning, and community livelihood improvement planning and then implementing some selected activities including fruit tree planting, animal husbandry, fish farming, vegetable growing, mushroom cultivation, compost making, household sanitation, forest enrichment through tree planting, community forest demarcation and protection, ecotourism development and community forestry legalization.
- Working as trainer of different courses at the FWTC including PRA tools and techniques, collaborative conflict management, participatory mapping for community forestry, community forest inventory, community forest management planning, community development planning, problem analysis, SWOT analysis, biodiversity conservation, and REDD+ concepts.
- Working as co-facilitator for a public consultation in forest management planning training supported by World Bank from 25 April to 01 May 2005 and participatory mapping for community forestry jointly implemented by Capacity Building for Forestry Sector Project supported by JICA and the Center for People & Forest RECOFTC on 15-25 June 2005.
- Working as training consultant to the Project on Improvement of the Sustainable Management and Utilization of Non-timber Forest Products (NTFP) in Cambodia supported by International Tropical Timber Organization from June 2008 to June 2009 with a focus on NTFP collection and processing by local communities at 4 provinces, including Kampong Chhnang, Kampong Thom, Rattanakiri, and Mondulakiri Provinces.
- Facilitation of the Krayea Community Forestry (Krayea CF) development in Krayea Commune, Santouk District, Kampong Thom Province, including the CF formalization, forest boundary demarcation, management structure formation, regulations formulation, forest management planning, capacity building and livelihood improvement with support of the JICA Project from January 2005 to April 2010.
- Working as Coordinator of various training courses jointly implemented by the Forestry Administration and JICA from 2003 to 2004
- Working as project counterpart to conduct capacity building needs assessment, and to develop training programs and plans for the Capacity Building for Forestry Sector Project (CBFS Project) supported by JICA.

CURRICULUM VITAE

Personal Data:

Name: **SUON SOVANN**
Sex: Male
Date of Birth: 13 April 1967
Place of Birth: Prek Thom Village, Sangkat Kbalkoh, Khan Menchey, Phnom Penh, Cambodia
Nationality: Cambodian
Religion: Buddhism
Marital Status: Married
Home Address: #228B, St 155, Sangkat Toul Toumpoung 1, Khan Chamkarmon, Phnom Penh, Cambodia.
Hand Phone: (855) 12 22 37 15
Email: suonsovannkh@yahoo.com

Educational Background:

1983 -1986: Boeng Trabek High School (Diploma of General Education)
1986 -1990: Faculty of Forestry, Royal University of Agriculture, Phnom Penh, Cambodia (B.Sc. of Forestry)
1997-2000: National University of Management, Cambodia (Certificate of Business Management)
2000 -2001: Faculty of Forestry, Universiti Putra Malaysia, Malaysia (M.Sc. of Tropical Forest Resource Management)

Present Work and Organization:

Position: Deputy Director of Department of Legislation and Law Enforcement in charge of Legislation and Litigation Office
Organization: Forestry Administration, Ministry of Agriculture, Forestry and Fisheries
Office Address: No. 40, Preah Norodom Blvd, Sangkat Phsar Kandal 2, Khan Daun Penh, Phnom Penh, Cambodia

Proposed position: Field Supervisor

Work Experiences:

15 June 2007-15 November 2007:

A national expert of ITTO Pre-Project PPD128/06 Rev.1 (F) "Strengthening Capacity of Forest Law Enforcement and Governance in Cambodia" to assist a Pre-Project coordinator and an international consultant to prepare the project proposal on Strengthening Capacity of Forest Law Enforcement and Governance in Cambodia.

01 March 2009 – 30 June 2009:

A national expert of ITTO Project PD493/07 Rev.1 (F) "Strengthening Capacity of Forest Law Enforcement and Governance in Cambodia" to assist a Project coordinator and an international expert to prepare the training curriculum for forest law enforcement officers.

In 2010-2011:

A resource person for training courses and extensions on Forestry Law and its relevant regulations for Forestry Administration officers at the Forest and Wildlife Training Center, Forestry Administration and for main stakeholders at four targeted provinces (Kratie, Kampong Som, Pursat and Kompong Thom province), organized by Forestry Administration and ITTO Project PD493/07 Rev.1 (F).

2001-2005:

Deputy Chief of Forest Crime Monitoring and Reporting Unit, Forestry Administration, in charge of field monitoring and reporting of forest crime.

17 March 2008 – 2009:

A formulator of FLEG Program for Cambodian National Forest Program.

15 October 2008 to 2010:

A member of the ASEAN Regional Knowledge Network on FLEG (ARKN-FLEG).

2004 to present:

A resource person for training courses/workshops on Forestry Law and Relevant Regulations for government ministries, civil societies and private sectors.

Annex 4. Outlines of terms of reference of key personnel, other professionals and sub-contracts to be funded with ITTO funds

No.	Position	Main tasks
1.	Project Coordinator	<ul style="list-style-type: none"> • To manage project operations on a day-to-day basis • To prepare inception report and plans of operation, monitoring and evaluation • To prepare and submit any relevant document and reports to EA and ITTO in accordance with ITTO's SOP and the project agreement • To select consultants, other professionals and contractors to assist in project implementation • To organize meetings of PSC and PTC to review progress and any encountered problems in implementation
2.	Project Secretary	<ul style="list-style-type: none"> • To assist PC in managing project operations • To manage project office and take care of office equipment and facilities • To help organize meetings and travels • To do any other tasks as requested by PC
3.	Field Supervisor	<ul style="list-style-type: none"> • To assist PC in developing plans for yearly plans of operation and for monitoring & evaluation • To supervise implementation of activities • To assist consultants in performing their tasks • To develop and manage contact with local authorities and stakeholders • To report to PC in progress in implementation
4.	National Consultant for Activity 1.1 (2 man-months)	<ul style="list-style-type: none"> • To review progress in the testing and application of developed technical guidelines for law enforcement • To develop work plan for continued testing and validation of the technical guidelines for adoption • To report on field applicability and practicality of the guidelines and recommended for their refinement
5.	National Consultant for Activity 1.4 (2 man-months)	<ul style="list-style-type: none"> • To conduct debugging of developed database systems • To review developed SOP of database operations • To prepare an enhanced SOP of database • To establish and pilot-test new database systems at the project sites • To train technicians for the operation of database systems
6.	National Consultant for Activity 1.5 (3 man-months)	<ul style="list-style-type: none"> • To interpret satellite imageries • To develop workplan for field checking • To supervise field checking of forest area • To use results of field checking in mapping of forest cover in the PFEs • To produce quality maps of PFEs
7.	National Consultant for Activity 2.2 (2 man-months)	<ul style="list-style-type: none"> • To identify feasible forest-based income generating activities in close consultation with local communities • To select the most promising and sustainable activities • To develop designs for demonstration of selected activities
8.	National Consultant for Activity 3.1 (5 man-months)	<ul style="list-style-type: none"> • To develop mid-term strategic plan for national campaigning of FLEG • To prepare appropriate and attractive planting materials • To procure needed inputs for the campaign • To supervise and evaluate implementation of strategic plan • To make necessary adjustments to strategic plan
9.	National Consultant for Activity 2.2 (2 man-months)	<ul style="list-style-type: none"> • To draft extension program for the provinces • To hold discussions with main stakeholders on the draft • To refine the draft • To adopt refined extension program
10.	National Expert for Activity 2.1 (3 man-months)	<ul style="list-style-type: none"> • To develop community dialogue program • To visit selected communities for dialogue • To report on the execution of training

11.	National Expert for Activity 2.6 (2 man-months)	<ul style="list-style-type: none"> • Hold meetings on law enforcement program to select activities feasible for local communities to get involved in • Develop training program and training materials • Conduct training sessions • Evaluate and report execution of the training
12.	National Expert for Activity 3.4 (2 man-months)	<ul style="list-style-type: none"> • To conduct a series of consultation with main stakeholders • To draft a stakeholders mid-term workplan • To discuss the draft and produce a final mid-term work plan for adoption
13.	Trainers for Activity 1.2 (12 man-days)	<ul style="list-style-type: none"> • To elucidated the task and responsibility of any staff involved in enforcing forest laws • To teach staff on the technical understanding and application of the guidelines • To assist PC in developing workplan for field application of tested guidelines at the project sites
14.	Trainers for Activity 2.3 (20 man-days)	<ul style="list-style-type: none"> • To assist PC in developing a training program and materials • To implement the program • To evaluate and report on the training
15.	Sub-contract of field checking of forest cover, Activity 1.5	<ul style="list-style-type: none"> • To develop a workplan in close consultation with concerned national consultant • To make available needed equipment, facilities and tools • To conduct field work • To process field data under supervision of concerned national consultant
16.	Sub-contract for Activity 2.3	<ul style="list-style-type: none"> • To identify demo sites in close consultation with Field Supervisors • To develop designs of agro-forestry demo plots and small scale nurseries • To establish demo plots and train local communities
17.	Sub-contract for Activity 2.5	<ul style="list-style-type: none"> • To develop technical assistance program • To make available needed equipment and facilities • To organize sessions for technical assistance • To select communities as recipient of revolving funds • To assist in developing business plan for using revolving funds • To evaluate and report progress in implementation
18.	Sub-contract for Activities 2.7 and 3.4	<ul style="list-style-type: none"> • To develop work program on individual workshops • To carry out necessary preparatory works • To conduct the workshops • To report on individual workshops

Annex 5. Recommendations of the Expert Panel and the revisions made

No.	Recommendation	Revision made
A.	Overall assessment Clarification on the conduct of ex-post and ex-ante evaluations	It is feasible to conduct an ex-post evaluation in early 2013 using frequency of illegal forest activities as the impact indicator. An ex-ante evaluation of PD 673/12 Rev. 1 (F) could be carried out prior to implementing the project, back to back with the ex-post evaluation of PD 493/07 Rev.1 (F)
B.	Specific recommendation	
1.	Improve the problem analysis and problem tree by refining the second cause of the key problem relating to “lack of support by local communities” as this is related to an effect of the key problem. For instance, lack of awareness and incentives for local communities in supporting FLEG. In the problem tree, each sub-cause should be presented in a separate box following the standard presentation of a problem tree in the ITTO Manual for Project Formulation (2009)	The problem analysis has been refined; Output 2 redefined accordingly. See Figure 1 and Sections 3.1.1 and 3.1.2
2.	Improve the logical framework matrix by refining the impact indicators and outcome indicators as well as the key assumptions. The impact indicators should be identified to reflect longer-term effects of the project as ‘20 % reduction of illegal activities’ was a low impact of the project. The presentation of ‘maintaining 60% of land area’ and ‘within last 5 years’ should be reviewed as they are unclear. The current outcome indicators should be reallocated into relevant outputs and new indicators should be identified in relation to the expected outcomes at project completion. The key assumptions for the three outputs should be more related to external conditions which might impede progress from the outputs to the specific objective	The logical framework has been improved in accordance with the recommendation, particularly the indicators and key assumptions as appropriate. See Table 2.2, Section 2.1.4
3.	Redefine Output 2 based on the refined problem analysis as the current statement of Output 2 was related to an effect of the project	Output 2 has been redefined based on the refined problem analysis. See Figure 2 and Sections 3.1.1 and 3.1.2
4.	Rework the work plan for the entire duration by using a black horizontal bar to indicate the execution period of each activity	The work plan has been marked using black horizontal bar; see Table 3.1 of Section 3.3
5.	Include the ITTO budget provision allocated for Project Coordinator in the Executing Agency’s budget to ensure the sustainability of the project	It is critical to provide some honorarium (US\$ 600/month) for the Project Coordinator as an incentive for him to work all out -- around the clock year round -- in implementing the project. Therefore, the total ITTO budget has been reduced only in the amount of US\$ 21,600. Sustainability of the project rests, to a greater extent, on the policy of the FA and its level of operational budget. Please also note that there was mistyping on the original budget figures
6.	In the ITTO yearly budget item 92 (ITTO ex-post evaluation), change it with ITTO ex-ante evaluation so that in the beginning of the project, ex-ante evaluation can be carried out in order to increase synergize the outputs and lessons learned from the implementation of PD 493/07 Rev.1 (F)	Budget item 92 has been allocated for ex-post/ex-ante evaluation; its actual use will be decided by ITTO