

INTERNATIONAL TROPICAL TIMBER ORGANIZATION

ITTO

PROJECT DOCUMENT

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| TITLE | ENHANCING CAPACITY OF LOCAL COMMUNITIES AND FOREST ADMINISTRATION TO EFFECTIVELY IMPLEMENT COMMUNITY FORESTRY PROGRAM (CFP) IN KRATIE AND MONDULKIRI PROVINCES OF CAMBODIA |
| SERIAL NUMBER | PD 836/17 Rev.2 (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 10.4 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 due mainly to the rampant illegal forest activities including illegal logging, forest clearing and encroachment for agricultural purposes and poverty of rural population. In its efforts to promote SFM and alleviate poverty, the RGC is currently implementing the Community Forestry Programme (CFP) to provide access and tenure for local communities to sustainably and efficiently utilize designated forest resources. This programme, however, has been progressing in a sluggish manner for different institutional and operational reasons.

The proposed project aims to accelerate development of community forestry and increase its contribution to livelihood of the local communities and to promotion of SFM in Cambodia. Its specific objective is to enhance capacity of local communities and Forest Administration to effectively implement CFP in Kratie and Monduliri provinces among the richest regions with forest resource and the highest deforestation rate at the same time.

The expected outputs of the project are: i) enhanced capacity of local communities and forest administration in forest management planning, ii) capacity of local communities to operationalize approved forest management plans promoted, and iii) capacity of Forest Administration in monitoring and reporting of forest operations by individual Community Forestry Management Units (CFMUs) elevated.

EXECUTING AGENCY FOREST ADMINISTRATION OF CAMBODIA

COOPERATING GOVERNMENTS ---

DURATION 36 MONTHS

APROXIMATE STARTING DATE TO BE DETERMINATED

| BUDGT and PROPOSED SOURCES OF FINANCE | Source | Contribution in US\$ | Local Currency Equivalent |
|---------------------------------------|-------------------|----------------------|---------------------------|
| | ITTO | 417,558 | |
| | Gov't of Cambodia | 63,200 | |
| | TOTAL | 480,758 | |

Table of Contents

| | |
|---|-----|
| Table of Contents | ii |
| Project Brief | iii |
| List of Abbreviations and Acronyms | iv |
| Map of Project Area | v |
| Part 1 Project Context | 1 |
| 1.1. Origin | 1 |
| 1.2. Relevance | 2 |
| 1.2.1. Conformity with ITTO’s objectives and priorities | 2 |
| 1.2.2. Relevance with RGC’s forest policies | 3 |
| 1.3. Target area | 3 |
| 1.3.1. Geographic location | 3 |
| 1.3.2. Social, cultural, economic and environmental aspects | 4 |
| 1.4. Expected outcomes at project completion | 5 |
| Part 2 Project Rationale and Objectives | 7 |
| 2.1. Rationale | 7 |
| 2.1.1. Institutional set-up and organizational issues | 7 |
| 2.1.2. Stakeholder analysis | 8 |
| 2.1.3. Problem analysis | 9 |
| 2.1.4. Logical framework matrix (LFM) | 14 |
| 2.2. Objectives | 16 |
| 2.2.1. Development objective and impact indicators | 16 |
| 2.2.2. Specific objective and outcome indicators | 16 |
| Part 3 Description of Project Interventions | 17 |
| 3.1. Outputs and activities | 17 |
| 3.1.1. Outputs | 17 |
| 3.1.2. Activities | 17 |
| 3.2. Implementation approaches and methods | 17 |
| 3.3. Workplan | 19 |
| 3.4. Budget | 21 |
| 3.4.1. Master budget schedule | 21 |
| 3.4.2. Yearly consolidated budget | 25 |
| 3.4.3. ITTO yearly budget | 27 |
| 3.4.4. Executing Agency yearly budget | 29 |
| 3.5. Assumptions, risks and sustainability | 30 |
| 3.5.1. Assumptions and risks | 30 |
| 3.5.2. Sustainability | 30 |
| Part 4 Implementation Arrangements | 32 |
| 4.1. Organizational structure and stakeholder involvement mechanism | 32 |
| 4.1.1. Executing agency and partners | 32 |
| 4.1.2. Project management team | 32 |
| 4.1.3. Project steering committee | 32 |
| 4.1.4. Stakeholder involvement mechanism | 33 |
| 4.2. Reporting, review, monitoring and evaluation | 33 |
| 4.3. Dissemination and mainstreaming of project learning | 34 |
| 4.3.1. Dissemination of project learning | 34 |
| 4.3.2. Mainstreaming of project learning | 34 |
| Annex 1 Profile of the Executing Agency | 36 |
| Annex 2 Project organizational chart | 39 |
| Annex 3 Curricula vitae of key personnel | 40 |
| Annex 4 Outlines of terms of reference of key personnel and partners | 44 |
| Annex 5 Recommendation of the Expert Panel and the revisions was made | 47 |

Project Brief

Cambodia is blessed with rich forest resource, estimated at 10.4 million hectares in extent based on the assessment of forest cover in 2010. 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 mainly to increasing demand for non-forestry uses, rampant illegal logging and forest clearing as well as encroachment by poor local communities to support livelihood. Community forestry scheme is a key part of efforts to reduce forest loss and alleviate poverty. However, the progress made in community forestry development has been discouraging as evident by the number of CFMUs that are in the operational status, i.e. only 50 forest management plans have been approved by the Forest Administration as of end 2015. The discouraging progress is due primarily to the weak capacity of local communities and FAs to adequately implement the Community Forestry Programme (CFP).

The specific objective of the project is to enhance capacity of LCs and FAs to effectively implement the Community Forestry Programme in Kratie and Mondulkiri provinces in order to accelerate CF development thus increase its contribution to livelihood and promotion of SFM. The project's primary beneficiaries are LCs and FAs in the provinces and it will be implemented in a participatory and collaborative manner wherein the Executing Agency, the Forest Administration, will be closely working with its partners especially the local communities, the provincial governments, national consultants and competent NGOs.

In order to achieve the specific objectives, three outputs that are planned to be delivered are: i) enhanced capacity of LCs and FAs in forest management planning, ii) promoted capacity of LCs to operationalize approved management plans, and iii) elevated capacity of FAs in monitoring and reporting of CF operations.

The key assumptions made in relation with achieving the specific objective include: i) enhanced technical manual for development of management plans will be approved by FA, ii) cooperative CFMCs, and iii) LCs interested in joining collaborative forest patrolling. To minimize risks, the mitigating measures that have to be put in place since the planning stage of the project include: close consultation with FA, to convince CFMCs on the need to build up capacity to implement CFP and to make clear to LCs on the advantages of practicing collaborative forest patrolling.

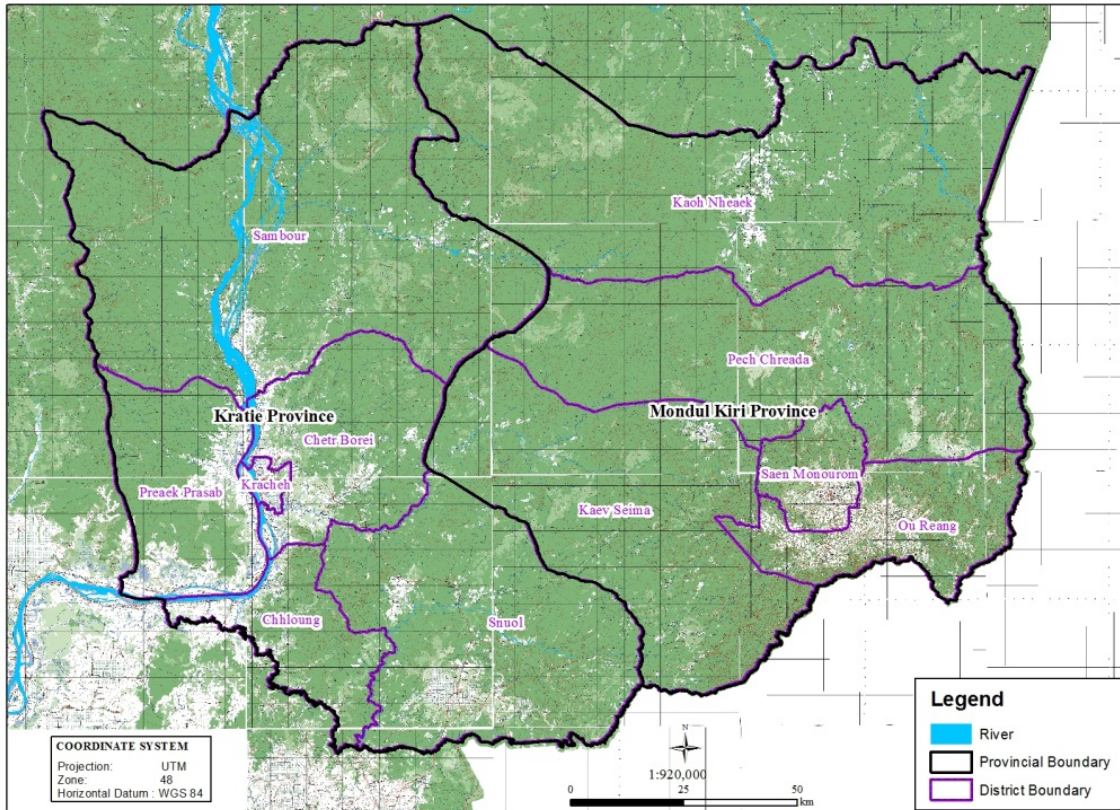
The total amount of project budget proposed is USD 480,758, comprising USD 417,558 of ITTO's contribution and USD 63,200 of RGC's contribution. The ITTO funds are planned to be used 27.1 percent for project personnel and 11.2 percent for capital items.

List of Abbreviations and Acronyms

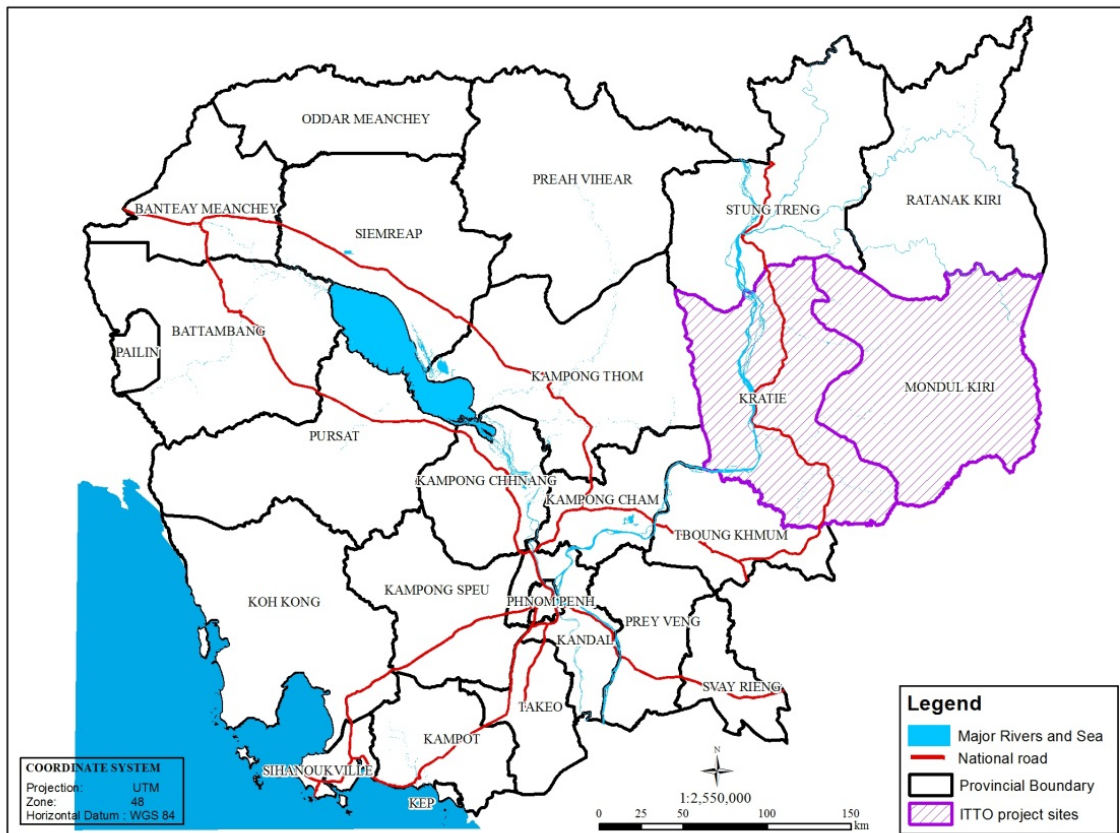
| | |
|---------|---|
| CF | : Community Forestry |
| CFMC | : Community Forestry Management Committee |
| CFME | : Community Forest Management and Enterprise |
| CFMP | : Community Forestry Management Plan |
| CFMU | : Community Forestry Management Unit |
| CFP | : Community Forestry Programme |
| DFCF | : Department of Forest and Community Forestry |
| DLLE | : Department of Legislation and Law Enforcement |
| EA | : Executing Agency |
| FAC | : Forest Administration of Cambodia |
| FAs | : Forest Administration at different levels |
| FGD | : Focused Group Discussion |
| FS | : Field Supervisor |
| ITTA | : International Tropical Timber Agreement |
| ITTO | : International Tropical Timber Organization |
| LCs | : Local Communities |
| LEO | : Local Event Organizer |
| LFM | : Logical Framework Matrix |
| MAFF | : Ministry of Agriculture, Fisheries and Forestry |
| MD | : Man day |
| MM | : Man month |
| NC | : National Consultant |
| NCFP | : National Community Forestry Programme |
| NE | : National Expert |
| NGO | : Non-governmental Organization |
| NTFP | : Non Timber Forest Products |
| PC | : Project Coordinator |
| PFE | : Permanent Forest Estate |
| PS | : Project Secretary |
| RECOFTC | : Regional Community Forest Training Center |
| RGC | : The Royal Government of Cambodia |
| SFM | : Sustainable Forest Management |
| SHF | : Stakeholder Forum |
| SOP | : Standard Operating Procedures |
| TD | : Travel Day |
| WRC | : Wildlife Rescue Center |

Map of Project Area

1. Map of Kratie and Mondul Kiri Provinces



2. Map of Project Sites



Part 1: Project Context

1.1 Origin

Cambodia is a country with a high forest cover and deforestation rates. In 2011, the government reported that forest cover in 2010 was at 10.4 million ha or 57% of the land area; also reported that, in the period 2002-2010, the annual deforestation rate was about 0.51%. The pressure on the remaining natural forest is extremely heavy as competition over forest land uses is increasing fueled by strong demand for lands for large scale agro industrial crops through economic land concession and for agricultural purposes as well as illegal logging and conflict over the use and access to forest land by local communities, private firms and migrants (RECOFTC, 2016, personal communication on 26 April 2016 in Phnom Penh).

Community Forestry (CF) scheme is a key element of efforts to reduce forest loss and alleviate poverty in Cambodia. The RGC has launched the National Forest Programme 2010-2029 wherein CF development is Sub-programme 4 that targets to establish 1,000 CFs covering 2 million ha of forest area by end of the programme. As of end of 2015, available data indicated that around 410,000 ha of forest area had been designated as 499 CF sites of which 337CFs (299,169 ha) had the agreement-signed status, 229 CFs (175,946 ha) were in various stage of management plan development. Only 50 CF management plans (33,741 ha) have been approved by the FACs, which is 10% of designated CFs or 5% of the national target of 1,000 CFs by 2029. Indeed, this progress is not in the interest of the stakeholders of the programme.

To help RGC promoting SFM, an ITTO project PD 673/12 Rev. 1 (F) titled “Strengthening the Capacity in Forest Law Enforcement and Governance of the Permanent Forest Estates in Kratie and Monduliri Provinces of Cambodia” has been implemented and is nearing completion by the time this proposed project is developed. Under that project, a workshop on community forestry development titled “FLEG: Lessons learned from Community Forestry Management in Cambodia” was organized to identify and discuss on issues surrounding CF development. In light of the slow progress made in the implementation of the CFP as summarized above, among the important recommendations made by the workshop are: the urgent need to assist LCs in developing CF management plans, to provide assistance in operationalizing management plans as well as developing agro-forestry and integrated agriculture as sources of livelihood, promote extension of forest laws and regulations and conduct regular monitoring of CF operations.

Other important information that surfaced during the workshop that should be taken into account is enhancing implementation of CF Programme were:

- Most of NGOs supported CF targets only for the first years, then left the CFs without having needed capacity and resource to do things themselves.
- Some of the CF areas overlapped with economic land concessions and received less attention to development.
- CF Management Committees lacked the capacity to assist communities in proper management.
- Agro-forestry and integrated farming are the most feasible means for enhancing FLEG and improving local livelihood.
- FA should assist CFs in curbing illegal logging and forest encroachment.

This proposed project is a direct follow-up to the above mentioned recommendations focusing on capacity building for LCs and FAs in community forestry management covering the planning, implementation and monitoring aspects of CF management.

1.2 Relevance

1.2.1 Conformity with ITTO's objectives and priorities

i. Conformity with ITTA 2006

| ITTA 2006 objectives | Elements of proposed project |
|---|--|
| (c) Contributing to sustainable development and to poverty alleviation | <ul style="list-style-type: none"> - Improving livelihood of local communities through training on forest based business development and skills for implementing livelihood activities - Promoting capacity of local communities to utilize forest resources of the community forests in view of alleviating poverty and increasing income |
| (n) Strengthening the capacity of members to improve forest law enforcement and governance and address illegal logging and trade in tropical timber | <ul style="list-style-type: none"> • Enhancing capacity of FA in monitoring and reporting of CFMU operations • Introducing collaborative form of forest patrolling involving FA personnel and trained community members • Developing sound SOP for conducting forest patrolling |

ii. Conformity with ITTO Strategic Action Plan 2013-2018

| The action plan | Elements of proposed project |
|--|---|
| <u>Strategic priorities 2</u> Increase the contribution of tropical forests to national and local economies, including through international trade | <ul style="list-style-type: none"> - Improving capacity of local communities and FA at all levels to effectively implement community forestry programme in order to generate employment opportunities and increase income from sustainable sources that will positively impact local economies |
| <u>Strategic priorities 4</u> Reduce tropical deforestation and forest degradation and enhance the provision of environmental services | <ul style="list-style-type: none"> • Developing agro-forestry based sustainable livelihood through tree planting on degraded lands inside CFMUs |
| <u>Strategic priorities 6</u> Build and develop human resource capacity to implement SFM and increase trade in forest goods and services from sustainably managed forests | <ul style="list-style-type: none"> • Enhancing capacity of local communities and FA in the planning, implementation and monitoring & evaluation of forest operations by CFMUs as an effort to promote implementation of SFM |

iii. Conformity with CFME thematic programme

| Thematic programme | Elements of proposed project |
|--|---|
| <u>Strategy A</u> Strengthening of community-level capacity in SFM and adding value to the forest resource | <ul style="list-style-type: none"> - Training of local communities on the skills for developing forest management plan covering data collection and processing as well as writing document of the plan |
| <u>Strategy B</u> Strengthening of country capacity and enabling conditions in the development of community forest management and enterprises | <ul style="list-style-type: none"> • Training of FA at all levels on techniques for assessment of management plans and for monitoring as well as reporting of CF operations |

1.2.2 Relevance with RGC's forest policies

| Major provisions of existing policies | Elements of proposed project |
|--|--|
| i. Goal 7 of the Cambodia's Millennium Development Goals includes environmental stability, SFM, and maintenance of forest cover at 60% by 2015 | - The development objective is to contribute to implementation of SFM through increased number of operational CFMUs and involved households as well as reduced number of forest crimes in CFMUs especially illegal logging |
| ii. Strengthening the rule of law and governance is the main priority of RGC political platform in the Rectangular Strategy Phase III | • Proposed project will promote law enforcement and governance on CFMUs through enhanced capacity of FA in monitoring and reporting of forest operations |
| iii. In 2010, RGC declared the launching of the National Forest Programme of 2010-2029 which include community forestry as a priority program | • The specific objective is to enhance capacity of LCs and FAs to effectively implement CFP in Kratie and Monduliri provinces of Cambodia |

1.3. Target Area

The proposed project will be implemented in Kratie and Monduliri provinces because these provinces are among the richest in the country in terms of forest resources that adequate management and governance of forest resources in these regions has a great importance to Cambodia. The extent of the forest cover of the Kratie and Monduliri provinces in 2013 was estimated at 716,844 ha and 1,202,745 ha, respectively; put together, the forest area of the two provinces is 1,919,589 ha or 18.52% of the national forest area that comprises 25 provinces. The highest deforestation rate in Cambodia also occurred in these provinces, at 1.07 % in 2002-2013 period.

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 under storey 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 under storey, or sometimes a dense bamboo under storey
- 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 under storey 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 tementosa*

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.

1.3.1. 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 policy 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 716,844 hectares and 1,202,745 hectares, respectively; put together, the forest area of the provinces is 1,919,589 hectares of 18.52 % of the national forest area.

1.3.2. Social, Cultural, economic and environmental aspects

Social and Cultural aspects

- The size of population of Kratie province in 2011 was 339,756 people or a density of around 29 people per sq km, comprised six tribes, namely: the Phnorn, the Kouy, the Mil, the Khonh, the Steang and the Thamoun. Majority of the populace, about 90% of the population are Buddhists; minority religions include Muslim and Christianity. Roughly, 70% of Kratie people live along the Mekong river, whereas the rest resides in the mountainous areas; around 70% of the people are rural with 8% as indigenous people.
- Monduliri province is a hilly area with sparse population whose size in 2011 was 70,438 people or a density of 4 people per sqkm. The population is made up of ten tribal minorities (80%) with the Chunchiet, closely related to the Phnorn, as the largest among them; the remaining 20% consists of Khmer, Chinese and Muslim Cham. Majority of the people make living through shifting agriculture, hunting and collecting fruits from the forests. Women do most of the agricultural chores particularly in livestock production; men are involved more in hunting, NTFP collection and trading activities.
- Two target communities to be selected for implementing the project as follows:
 - i. Romeas Pun Mchul Community Forestry, located in the Chrava village, Kantout commune, Chetr Borei District, Kratie province, covers a total area of 543 hectares with 180 families and 768 people (521 women); these people will gain benefits from the project. This community forestry was approved by the MAFF on 10 October 2014 and agreement with the Kratie Forestry Administration Cantonment signed on 3 June 2015.
 - ii. Pukrouch Community Forestry, located in the Pukrouch village, Sre Ampoum commune, Pechreada District, Monduliri province, covers a total area of 1,231 hectares with 83 families with 138 people (72 women); these people will gain benefits from the project. This community forestry was approved by the MAFF on 19 February 2013 and agreement with the Monduliri Forestry Administration Cantonment signed on 19 December 2013.

Economic aspect

- Most Kratie residents are subsistence farmers or fishermen; around 78% of labor force is 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, pepper and cashew nut plantation, fishing, rice farming and producing a rich array of such fruits in fertile soils as durian, rambutan and lychees.
- Most of the population of Monduliri province lives of the land, planting rice, fruit trees and a variety of vegetables. Others grow coffee, pepper, rubber and cashew nuts; more or less to feed themselves. The forest is also used for resin collection (from *Dipterocarpus c.f. alatus*), for thatch (from *Livistona sp.*) and honey collection. 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 2013, the forest cover of the two provinces had decreased by 256,812 hectares between 2002 and 2013 or a rate of deforestation averaging 1.07% 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.
- Community Forestry (CF) scheme is a key part of efforts to reduce forest loss and poverty reduction in Cambodia. The RGC has endorsed National Forest Programme (2010-2029) consisting 6 sub programmes in which CFs development is the sub programme 4 with a target to establish 1,000 CFs covering 2 million hectares of forest area. Currently, there are 499 CF sites, covering about 410,000 hectares with CF members of 113,529 families. Of these, 337 CFs covering forest area of 299,169 hectares, have been signed agreement between FA cantonment and CF Management Committee (CFMC) representatives, out of these 229 CFs covering forest area of 175,946 hectares are in various stages of management plan development in which 50 CF Management Plans (CFMP) covering forest area of 33,741 hectares have been approved by FA cantonment,

The project's overall objective is to accelerate development of CF and increase its contribution to livelihood of local communities and to promotion of SFM in the project sites.

1.4. Expected Outcomes at Project Completion

The specific objective of the project is to enhance capacity of local communities (LCs) and Forest Administration at different levels (FAs) to effectively implement the national community forestry programme in the Kratie and Monduliri provinces. The main intention of achieving this objective is to equip the primary beneficiaries of the project with the requisite for accelerating community forestry development through enhanced capacity in forest management planning, implementation of management plan, and monitoring and reporting of forest operations in the CF management units.

At project completion, capacity of LCs and FAs in forest management planning would have been enhanced through some institutional and practical changes to be made under the proposed project which include: application of improved manual for development of management plans for CFMUs, use of updated forest cover maps derived from most recent satellite imageries, improved skills of CFMUs for forest data collection and processing as well as for writing management document and for assessment of management plans submitted by CFMCs to FA cantonments.

Enhanced capacity of LCs and FAs is a vital element of CF management; its continued use, therefore, should contribute to a successful CF Programme in the long run. Enhanced capacity should also be ensured at all levels of FA through dissemination of developed planning manuals and tools and, to the extent possible, continued training on capacity building involving FA staff and local communities. By end of the project, capacity of LCs to operationalize approved CF Management Plans will have been promoted. This capacity should be continuously and productively utilized for which continued technical assistance by FA field staff and conduct of discussion on operational issues among the primary stakeholders is ensured. At project completion, capacity of FAs in monitoring and reporting of CF operations will have been elevated and these capacity has to be maintained by keep improving the reporting format and monitoring tools based on field experience.

Also at project completion, capacity of LCs to implement management plans would have been enhanced through improved skills on different areas including for forest-based business development and implementation of sustainable livelihood activities. In addition, LCs capacity will be supported in the long term through establishment of stakeholder forum at the provincial level to facilitate sharing of experience and information among stakeholders and development of incentive policy to encourage participation of private sector in livelihood projects. Lastly, capacity of FAs in monitoring and reporting of forest operations using the reporting format developed under the project, pilot operation of collaborative forest

patrolling, application of sound SOP formulated under the project, and procurement of needed equipment and facilities for carrying out forest patrols, would also be elevated to better implement the CF programme.

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 6 Departments, 1 Research Institute and 1 Wildlife Rescue Center and Zoo, 4 inspectorates, 21 cantonments, 59 divisions and 170 triages which are the lowest sub-division of FA at the local level.

By and large, coordination among the ministries involved in forest resource management is still weak mainly for reason of sectoral interest and bias. While exchange of information on forest land use conflict, land classification and allocation is taking place, it appears to be weak in light of the significance of forest land related issues relating to livelihood of local communities as well as housing and industrial development. As far as the FA is concerned, coordination among the organization units, both at the vertical and horizontal directions, is also a big challenge due mainly to the large structure of the organization.

The critical issues facing the FA are: insufficient number of trained professional to meet changing political environment, i.e. increasing contribution of the forest sector to sustainable development of the country has been emphasized by the government and weak capacity to alleviate poverty through efficient and sustainable use of forest resources, as a vehicle to reduce deforestation and forest degradation in various forms has been a major political and institutional issue.

The specific role of FAs and partner NGOs in the implementation of CF Programme are outlined below.

Central FA

- To coordinate with other sectors of development for harmonizing national policies on CF Programme.
- To ensure that national policies on CF Programme are adequately translated to provincial level and well communicated with FA Cantonments.
- To provide necessary resources for CF Programme through national development budget planning processes.

Cantonments and local FAs

- To operationalize policies on FA Programme set by central government.
- To conduct training on capacity building and provide technical assistance in operational management of CFs involving FA staffs and local communities.
- To publish and disseminate technical manuals and tools.

NGOs

- To provide technical assistance for local communities in implementing livelihood activities.
- To provide real time information on operations of CF Programme.
- To coordinate and communicate with FAs and LCs in view of improving CF operational management.

It is important to note at this juncture that the FAs of Kratie and Mondulkiri provinces are suffering institutional weaknesses that adversely affect their operational capacity in forest resource management and governance. This proposed project has strong components relating to poverty alleviation and promotion of SFM through capacity building in CF management planning, implementation and monitoring. In addition, the project is also expected to serve as a vehicle for improving coordination between the

ministries involved in forest resource management in general, community forestry development in particular.

2.1.2 Stakeholder analysis

During the implementation of Project PD 673/12 Rev. 1 (F), a workshop on community forestry programme titled “FLEG: Lessons learned from Community Forestry Management in Cambodia” was organized to discuss on opportunities as well as critical challenges of CF management in Cambodia. The workshop provided opportunities for stakeholders to share experience and information on CF management and made recommendations on needed actions to improve performance of CFP as implementation of the programme was considered slow in light of its defined targets. The recommendations of the workshops were further discussed in details during the FGD held on 26 April 2016 at the FA headquarters in Phnom Penh attended by FA officials, representatives of LCs and NGOs. The FGD participants made a very strong motion to submit a project proposal to ITTO to address the problems surrounding CF development. The characteristics, problems, needs, interests, potentials and involvement of stakeholders in the proposed project as recorded during the workshop and FGD are 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 dependence on forests Laborers Poor Poor skills to work out of forests | <ul style="list-style-type: none"> Need sources of immediate income Low agriculture productivity Poor experience in forest-based business | <ul style="list-style-type: none"> Local knowledge Laborers Beneficiary of CFs Executor of CF activities | <ul style="list-style-type: none"> Member of SHF Trainees Executors of selected activities |
| <ul style="list-style-type: none"> Kratie and Monduliri governments | <ul style="list-style-type: none"> Agent for development Land use regulator Lack of resources to support NCFP | <ul style="list-style-type: none"> Increased income of citizens Increased tax revenues | <ul style="list-style-type: none"> Appointment of formal leaders Land allocation for CFs | <ul style="list-style-type: none"> Member of SHF and PSC Provide support for FLEG |
| <u>Secondary stakeholders</u> | | | | |
| <ul style="list-style-type: none"> FA Central, Cantonments, Divisions, and Triages | <ul style="list-style-type: none"> Mandated to implement NCFP Lack capacity to do the mandate Dependence | <ul style="list-style-type: none"> Promotion of SFM Weak capacity to implement NCFP | <ul style="list-style-type: none"> Possess some experience and professionals Established institutional network | <ul style="list-style-type: none"> EA Chairman of PSC Coordinate with stakeholders |

| | | | | |
|--|--|---|--|--|
| | nt on state funds | | | |
| <ul style="list-style-type: none"> Mekong FA Inspectorate | <ul style="list-style-type: none"> Involves in PFE management | <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 staffs | <ul style="list-style-type: none"> Assist in CF planning Member of SHF and PSC |
| <u>Tertiary stakeholders</u> | | | | |
| <ul style="list-style-type: none"> NGOs | <ul style="list-style-type: none"> Grass root players Facilitators | <ul style="list-style-type: none"> Lack of resources Assist in rural development | <ul style="list-style-type: none"> Familiar with local conditions Experience in forest activities | <ul style="list-style-type: none"> Implement selected activities Member of SHF |
| <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 and planning Lack of resources | <ul style="list-style-type: none"> Source of consultants | <ul style="list-style-type: none"> Implement selected activities Member of SHF |

2.1.3 Problem analysis

Available data indicate that achievement of CFP implementation is somewhat below the target defined in the National Forest Programme 2010-2029. As of end 2015, only 229 CFMUs were in the stage of management plan development and only 50 CFMPs had been approved by FAs. This slow progress is surely an indication of a weak operational capacity of both LCs and FAs in implementing the programme. Therefore, the stakeholders agreed to define the key problem on CF development that has to be addressed by the project as “weak capacity of LCs and FAs to effectively implement the CFP”. If this problem remains unresolved, the immediate consequence is a slow progress in CF development which is definitely undesirable because, the program is a matter of national priority, designed specifically for improving livelihood of local communities. Limited contribution of CF to livelihood very likely will limit support of LCs on the promotion of SFM. Therefore, there is an urgent need to address this key problem if the intended objectives of the CFP are ever to be realized in the near future.

There are 3 main, direct causes of the key problem identified by stakeholders, namely: i) limited capacity of LCs and FAs in CF management planning, ii) poor capacity of LCs to operationalize approved management plans, and iii) weak capacity of FAs in monitoring and reporting of CF operations. The first direct cause of the key problem “limited capacity of LCs and FAs in CF management planning” was argued by the stakeholders as the result of 5 forces, including:

- i. Technical manual for development of CF management plan lacks of simplicity and applicability. It appears that existing manuals is very hard for LCs to meet because it is too academic and less practical in nature and the average education level of community leaders and members is relatively low. The problem has to be overcome by using a simple and practical manual without losing the essential elements of forest management planning. An enhanced manual should focus more on forest land zoning that clearly defines what the communities can and cannot do with allocated CF resources.
- ii. Limited use of satellite imagery in forest planning process. A good satellite imagery contains rich updated information on general attributes of forest land cover. Such information can be drawn on a map and this map could be used in designing ground truthing work. In this manner, inputs to field data collection can be minimized. Therefore, there is a need to produce and disseminate map on CF areas to aid an effective field data collection.
- iii. Poor skills for proper forest data collection and processing. Existence of this problem is understandable as most, if not all, of LCs have no background education in the area and no experience in doing such work. This problem can be best resolved by training on practical techniques

in a “learning by doing” mode. That is to say, such learning should be carried out by directly doing data collection tasks on sites or through in-forest training.

- iv. Poor skills on writing document of management plan. This problem is not surprising considering the fact that this work is beyond the realm of local communities. This problem is to be resolved by providing technical assistance to CFMCs.
- v. Slow process of management plan approval. This problem may arise due to insufficient number of FA auditing professionals, poorly developed documents or absence of a practical guide for assessment or their combination. Therefore, there is a compelling need for FA to assign more professional assessors, improve quality of management plan and develop a quick review schedule (QRS) based on existing manual for development of management plan. This project will assist in developing a QRS.

In essence, the problem with CF management planning comprises two basic issues, i.e., why development of management plans consumes so much time and why approval of submitted management plans experiences significant delay? The interventions identified should be able to remove these two issues.

The second main, direct cause of the key problem addressed is “poor capacity of LCs to operationalize approved management plans”. In fact, many approved management plans have no concrete follow up actions for a number of reasons including:

- i. LCs have limited experience in forest-based business development. This problem is not uncommon because most LCs are short-sighted, used to only collecting forest products, not to develop resource for sustainable livelihood. This problem should be lessened through dialogues to show livelihood opportunities available as elaborated in the management plans. There is a need to pinpoint on what business can be developed using available CF resources and what essential steps to be taken.
- ii. LCs have limited skills for implementing productive, sustainable livelihood activities. Assuming that business opportunities have been identified, it is not necessarily that LCs can implement pertaining activities due to limited experience and lack of technical skills. It may be useful to demonstrate implementation of sustainable livelihood activities by establishing demonstration plots on agro forestry system to showcase how different combination of activities can be implemented to improve livelihood.
- iii. Lack of financial capital to start up livelihood activities. In fact, some communities that had been trained on NTFP processing in the past are today do not use their skills for simple reason “no funds to purchase needed raw materials and tools”. To overcome such a problem, it may be useful to pilot test provision of returnable grant at small amount to selected CFMUs based on agreed upon predefined conditions.
- iv. Poor communication amongst CFMUs and stakeholders. Today, CFMUs are hardly communicating each other to exchange experience and information. Such a lack of communication also occurs between CFs and FAs and other stakeholders. It may be useful to form and operate a stakeholder forum at the provincial level to facilitate discussion and sharing of information useful for CFMUs, FAs and other interested parties.
- v. Private sector is not involved in value adding processes. Private sector has the expertise and resources to carry out value adding processes, particularly in the marketing aspect. As existing forest laws on CF development do not prohibit involvement of private sector, there is a need to encourage participation of private sector in CF development.

The third main cause of the key problem is “weak capacity of FAs in monitoring and reporting of CF operations”. This problem is attributable to 4 causes, including:

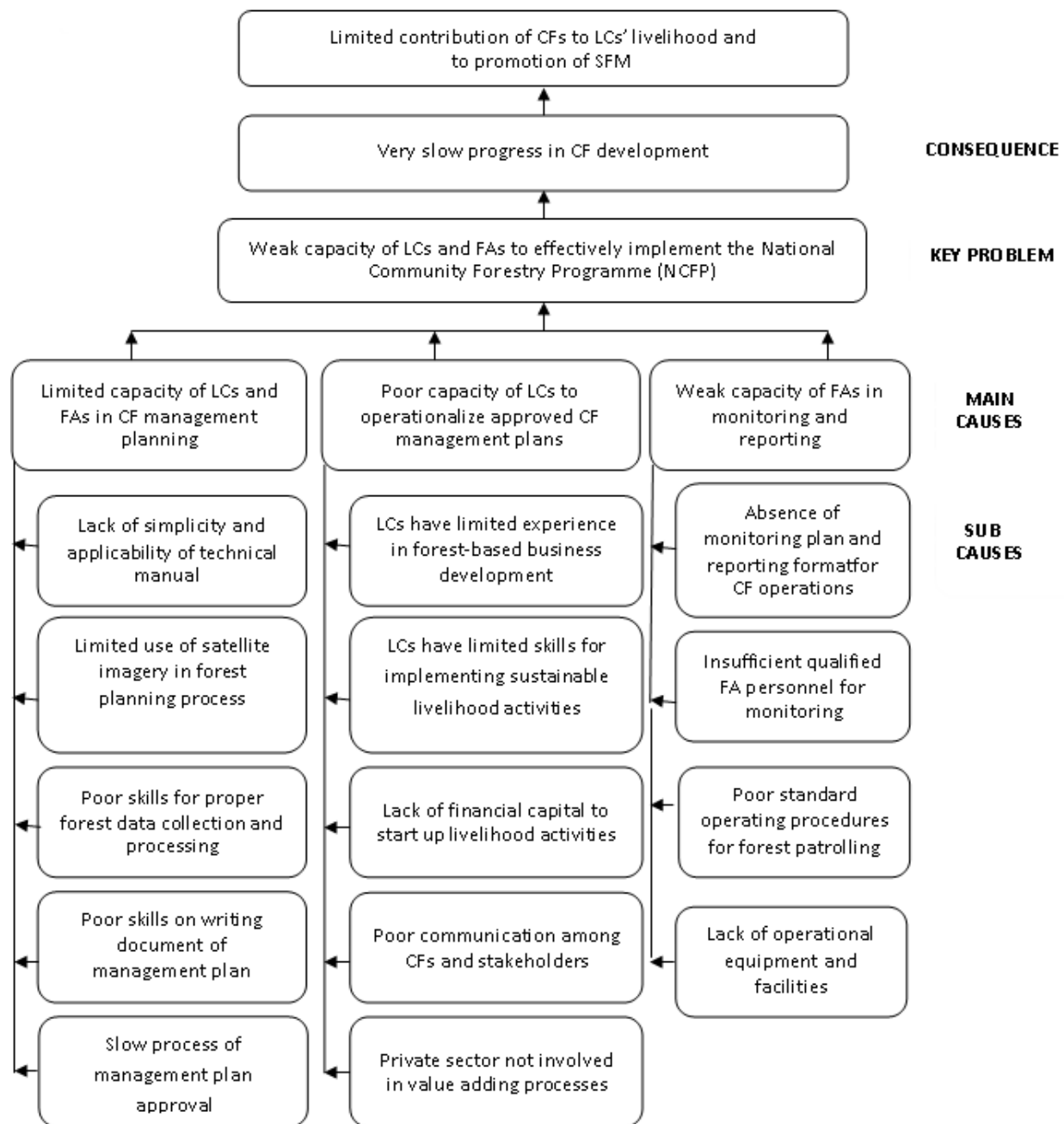
- i. Absence of monitoring plan for CFMUs operations. CF operations must be continuously monitored by FA in order to document progress made by individual CFMUs that allows for evaluation as well as timely problem solving. Hence, it is imperative to develop a monitoring plan establishing indicators to be monitored, where, when, and by whom. In addition, a simple reporting format should be developed to be used by FAs in order to allow proper assessment of progress made by CFMUs.
- ii. Insufficient qualified personnel for monitoring of CF operations. The extent of CF area to be monitored is quite large while qualified FA personnel are limited in number. Therefore, it may be useful to introduce a collaborative forest patrolling model wherein selected and trained community members are involved. In this manner, FA is not required to recruit too many permanent staff,

cooperation with LCs is enhanced and flow of information on forest crimes is expected improving. Aside from providing technical operational skills, selected community members must also be made familiar with major forest laws for which training is definitely needed.

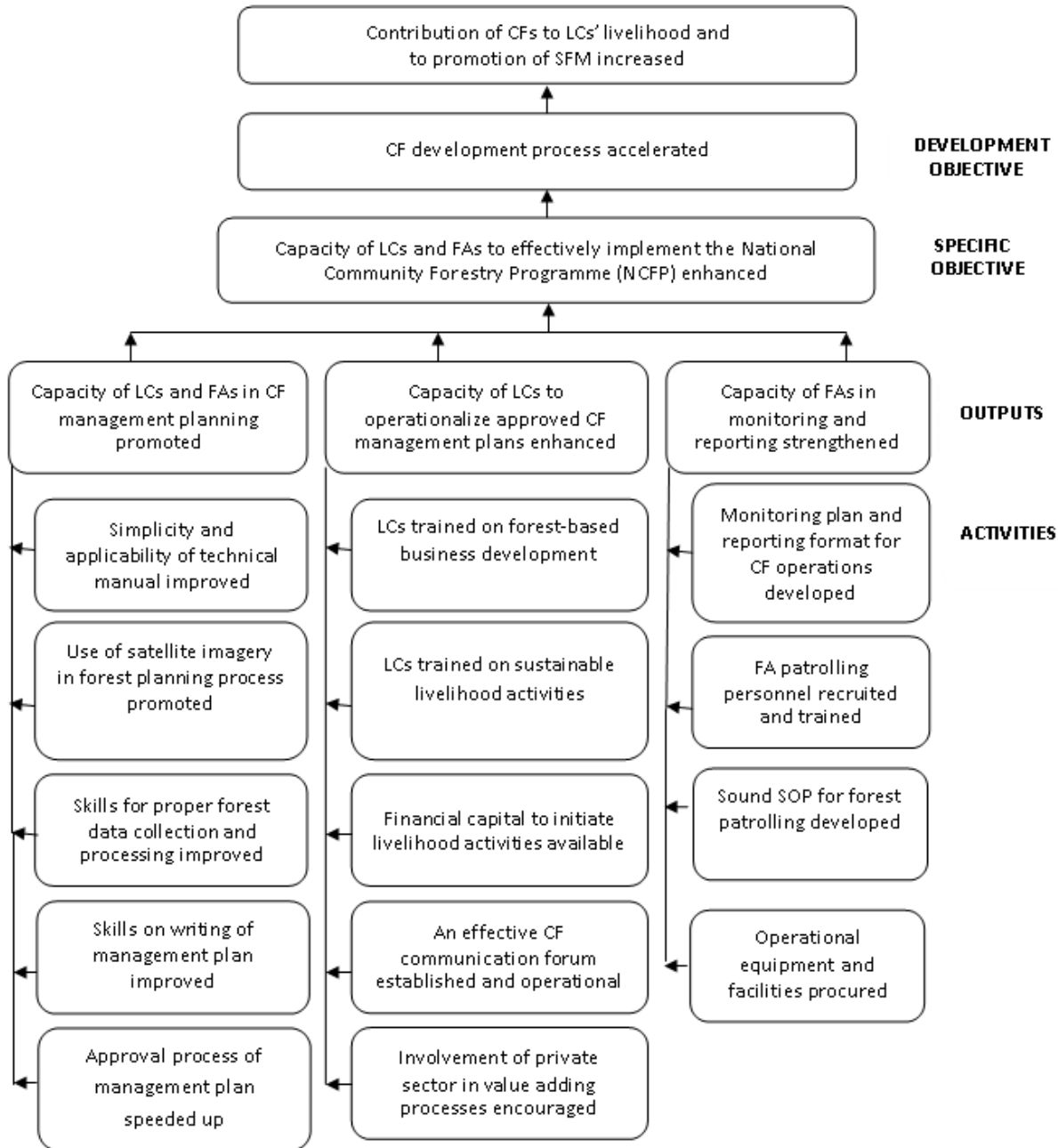
- iii. Poor SOP for forest patrolling. To facilitate an effective monitoring of CF operations, a practical SOP for forest patrolling must be made available.
- iv. Lack of operational equipment and facilities. To facilitate conduct of an adequate forest patrolling, needed equipment and facilities must be made available which may include: accurate area map, GPS, camping tools and kits, motorcycles, cameras, walkie-talkies, and data recording sheets.

Above problem analysis is summarized in Figure 1, the problem tree. A solution tree has been constructed in Figure 2 as mirror of the problem tree. The solution tree is to be used as the basis for defining the relevant interventions for solving the problems. The interventions defined in this manner must be the relevant ones because they are the positive state of the negative conditions or problems registered in the problem tree.

**Figure 1:
Problem Tree**



**Figure 2:
Solution Tree**



2.1.4 Logical framework matrix

Table 2.2. Logical Framework Matrix (LFM)

| Interventions strategy | Measurable indicators | Means of verifications | Key assumptions |
|--|---|---|---|
| <p><u>Development objective</u> To accelerate development of CF and increase its contribution to livelihood of LCs and to promotion of SFM in Cambodia</p> | <p><u>3 years after project completion</u></p> <ul style="list-style-type: none"> Operational CFMUs increased by 50 in number compared to year of completion Private investors involved in livelihood projects at 4 CFMUs | <ul style="list-style-type: none"> FA cantonment annual report FA cantonment annual report | <ul style="list-style-type: none"> CFP remained as a national priority |
| <p><u>Specific objective</u> To enhance capacity of LCs and FAs to effectively implement the CFP in Kratie and Mondulhiri provinces of Cambodia</p> | <p><u>At project completion</u></p> <ul style="list-style-type: none"> 200 copies of technical manual and 100 copies of forest cover maps distributed to CFMUs 100 CFMUs trained on development of management plans Additional 50 management plans approved 100 CFMUs trained on skills for business development and agro-forestry livelihood 2 SHFs operational in 2 provinces 2 monitoring plans for CF operations developed in 2 provinces Operation of collaborative forest patrolling piloted in 2 provinces Incentive guideline on private involvement endorsed by FA | <ul style="list-style-type: none"> Work contract with publishing company Training reports Management plan documents Training reports Consultancy report Monitoring plan document Monitoring reports FA Decision | <ul style="list-style-type: none"> Enhanced technical manual approved by DG of FA for use Cooperative CFMCs |
| <p><u>Output 1</u> Capacity of LCs and FAs in CF management planning enhanced</p> | <ul style="list-style-type: none"> 200 copies of enhanced manual for management planning published in Year 1 100 copies of land cover map produced and disseminated in Year 1 100 CFMUs trained on forest inventory in Years 1-2 100 CFMUs trained on writing of | <ul style="list-style-type: none"> Work contract with publishers Work contract with publishers Training reports Training reports | <ul style="list-style-type: none"> Enhanced technical manual approved by DG of FA Cooperative CFMCs |

| | | | |
|--|--|--|---|
| | <ul style="list-style-type: none"> management plan document in Year 2 A QRS developed in Year 2 | <ul style="list-style-type: none"> Technical report | |
| <p><u>Output 2</u> Capacity of LCs to operationalize approved management plans promoted</p> | <ul style="list-style-type: none"> 2 workshops on forest based business and 2 comparative studies organized in Year 2 16 ha of agro forestry demo plots established for training of 100 CFMUs in Years 2-3 Returnable seed capital piloted with 4 CFMUs @ US 1,000 in Year 1 2 provincial SHFs operational since Year 2 Incentive guideline for encouraging private sectors developed in Year 1 | <ul style="list-style-type: none"> Workshop and study reports Training reports Signed agreements Technical reports Guideline document | <ul style="list-style-type: none"> Cooperative CFMCs |
| <p><u>Output 3</u> Capacity of FAs in monitoring and reporting of CF operations elevated</p> | <ul style="list-style-type: none"> 2 monitoring plans developed in Year 3 200 reporting format published in Year 3 Operation of 4 collaborative forest patrols piloted in Years 2-3 SOP for forest patrol developed in Year 2 Equipment and facilities for forest patrolling procured in Years 2-3 | <ul style="list-style-type: none"> Monitoring plan document Reporting document Monitoring report SOP document Purchasing receipts | <ul style="list-style-type: none"> LCs interested in joining collaborative forest patrolling |

Notes on LFM:

- At the development objective level, by consistently utilizing enhanced capacity built in parts of FAs and LCs, it is reasonable to expect that operational CFMUs will increase by 50 in number, 3 years after project completion. That is to say, that 50 new CF management plans of CFMUs are not only approved by FA Authorities but also, actually operational by LCs on the ground.
- At the specific objective level, 50 management plans of CFMUs will have been approved by FA Authorities. Recall that only 50 CF management plans had been approved as of end of 2015. Approval of 50 management plans is during the project duration should not be confused with the 50 management plans approved beyond the project duration, i.e. 3 years after project completion.

2.2. Objectives

2.2.1. Development objective and impact indicators

Development objective:

To accelerate development of CF and increase its contribution to livelihood of LCs and to promotion of SFM in Cambodia

Impact indicators (3 years after project completion):

- Operational CFMUs increased by 50 in number compared to year of completion
- Private investors involved in livelihood projects at 4 CFMUs

2.2.2. Specific objective and outcome indicators

Specific objective:

To enhance capacity of LCs and FAs to effectively implement the CFP in Kratie and Mondulkiri provinces of Cambodia

Outcome indicators (at project completion):

- 200 copies of technical manual and 100 copies of forest cover maps distributed to CFMUs
- 100 CFMUs trained on development of management plans
- Additional 50 management plans approved
- 100 CFMUs trained on skills for business development and agro-forestry livelihood
- 2 SHFs operational in 2 provinces
- 2 monitoring plans for CF operations developed in 2 provinces
- Operation of collaborative forest patrolling piloted in 2 provinces
- Incentive guideline on private involvement endorsed by FA

Part 3: Description of Project Interventions

3.1. Outputs and Activities

3.1.1. Outputs

1. Capacity of LCs and FAs in CF management planning enhanced
2. Capacity of LCs to operationalize approved management plans promoted
3. Capacity of FAs in monitoring and reporting of CF operations elevated

3.1.2. Activities

Output 1

- 1.1 To review and improve existing technical manual for development of CF management plans
- 1.2 To publish and disseminate forest cover maps of CFs in the project sites to aid effective designing of forest inventory
- 1.3 To conduct in-forest training on data collection and processing
- 1.4 To conduct training on document writing of management plan
- 1.5 To develop a Quick Review Schedule (QRS) to aid effective assessment of management plans

Notes:

- Activity 1.3 will cover techniques for forest inventory designing, collection of bio-physical information, data processing and assembling, and forest land zoning

Output 2

- 2.1 To organize workshops and comparative studies on forest-based business development
- 2.2 To train LCs on skills for implementing selected sustainable livelihood activities
- 2.3 To provide returnable small seed funds under agreed upon pre-specified conditions, to initiate selected livelihood activities
- 2.4 To develop CF communication forum for experience and information sharing among LCs, FAs, and other interested parties
- 2.5 To formulate incentive guideline on promotion of private sector involvement in livelihood development

Output 3

- 3.1 To develop a monitoring plan establishing indicators, CFMUs, dates and executors, and a practical reporting format for CF operations
- 3.2 To pilot operation of a collaborative forest patrolling involving FA personnel and trained community members
- 3.3 To develop sound SOP for forest patrolling
- 3.4 To procure needed equipment and facilities for collaborative forest patrolling

3.2. Implementation Approaches and Methods

The project will be implemented in a participatory and collaborative manner; the activities will be executed in close consultation, cooperation and collaboration with competent parties including local communities, FA at central and cantonment, division and triage levels, university, national consultants and NGOs. Capacity of local communities and Forest Administration of different levels will be enhanced in the implementation of the Community Forestry Programme (CFP) covering three main aspects, namely: management planning, implementation of approved management plans and monitoring as well as of CF operations through full execution of defined project activities.

The proposition made is that to achieve the specific objective, three outputs as defined in section 3.1.1 shall be delivered; by achieving the specific objective, the development of objective should be realized which can be measured three years after the project completion. To properly deliver the defined outputs, pertaining activities of individual outputs are to be executed in the following manner:

Output 1: Capacity of LCs and FAs in CF management planning enhanced

- Activity 1.1 on enhancing the technical manual for development of CF management plan is best to be executed in collaboration with national consultants having strong scientific and practical experience in order to balance the academic and practical value of the manual produced.
- Activity 1.2 on using satellite imagery to aid forest inventory and field data collection will be executed with the assistance of GIS expert; most recent satellite imageries of TM band 542 shall be used.
- Activity 1.3 on in-forest training will be implemented by sub-contracting to a competent NGOs because of the wide scope of tasks and it requires an extended stay in the forests.
- Activity 1.4 will be accomplished by a national consultant from the Department of Forest and Community Forestry to provide quality training on writing of management plan document.
- Activities 1.5 will be implemented with the assistance of a national consultant having accumulated experience in forest management planning.

Output 2: Capacity of LCs to operationalize approved management plans promoted

- Activity 2.1 is best to be accomplished by Local Event Organizers (LEO) noting that trainers should be drawn from practitioners that are familiar with forest management and business development.
- Activity 2.2 on the training of LCs and development of demo plots on agro-forestry activities are best to be accomplished with the assistance of competent experienced institution due to the nature of the tasks.
- Activity 2.3 on provision of returnable grant for seed capital will be executed by FA staffs because this activity involves developing and signing binding agreements between LCs and FAs.
- Activity 2.4 on formation and operation of a CF stakeholder forum is best to be accomplished by a senior FA staff to ease consultation process with stakeholders especially cantonment authorities.
- Activity 2.5 on incentive guideline development is to be accomplished with the assistance of a national consultant to ensure, to the extent possible, neutrality and objectivity. A FGD will be organized to examine guideline draft prior to its submission to FA for endorsement.

Output 3: Capacity of FAs in monitoring and reporting of CF operations elevated

- Activity 3.1 will be accomplished with the assistance of a national consultant having practical experience in project monitoring and evaluation.
- Activity 3.2 is best to be executed with the assistance of a competent national experts having experience in forest patrolling operations. In the selection process of community members to be trained on forest patrol, it must be emphasized by the expert on the underlying notion of a collaborative forest patrolling; it is not a means for making direct income but an endeavor for protecting and sustaining collective source of income.
- Activity 3.3 on development of forest patrolling SOP will be accomplished in collaboration with a national consultant on law enforcement.
- Activity 3.4 on procurement of forest patrolling equipment and facilities is to be carried out by FA at the central and cantonment level.

3.3 Workplan

Table 3.1. Workplan for the entire project duration

| Outputs/Activities | Responsible Parties | Year 1 | | | | Year 2 | | | | Year 3 | | | |
|--|---------------------|--------|----|----|----|--------|----|----|----|--------|----|----|----|
| | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Output 1. Capacity of LCs and FAs in CF management planning enhanced | | | | | | | | | | | | | |
| Activity 1.1. To review and improve existing technical manual for development of CF management plans | PC, NC | ■ | ■ | | | | | | | | | | |
| Activity 1.2. To publish and disseminate forest cover maps of CFs in the project sites to aid effective designing of forest inventory | PC, NC | ■ | ■ | ■ | | | | | | | | | |
| Activity 1.3. To conduct in-forest training on data collection and processing | PC, NGOs | | | ■ | ■ | ■ | ■ | | | | | | |
| Activity 1.4. To conduct training on document writing of management plan | PC, NC | | | | | ■ | ■ | | | | | | |
| Activity 1.5. To develop a Quick Review Schedule (QRS) to aid effective assessment of management plans | PC, NC | | | ■ | ■ | | | | | | | | |
| Output 2. Capacity of LCs to operationalize approved management plans promoted | | | | | | | | | | | | | |
| Activity 2.1. To organize workshops and comparative studies on forest-based business development | PC, LEO | | | | | ■ | ■ | | | | | | |
| Activity 2.2. To train LCs on skills for implementing selected sustainable livelihood activities | PC, EI | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Activity 2.3. To provide returnable small seed funds under agreed upon pre-specified conditions, to initiate selected livelihood activities | PC, NE | ■ | ■ | | | | | | | | | | |
| Activity 2.4. To develop CF communication forum for experience and information sharing among LCs, FAs, and other interested parties | PC, NE, LF | | | | | ■ | ■ | ■ | | | | | |
| Activity 2.5. To formulate incentive guideline on promotion of private sector involvement in livelihood development | PC, NC | | | ■ | ■ | | | | | | | | |
| Output 3. Capacity of FAs in monitoring and reporting of CF operations elevated | | | | | | | | | | | | | |
| Activity 3.1. To develop a monitoring plan establishing indicators, CFMUs, dates and executors, and a practical reporting format for CF operations community members | PC, NC | | | | | | | | | ■ | ■ | ■ | ■ |
| Activity 3.2. To pilot operation of a collaborative forest patrolling involving FA personnel and trained | PC, NE | | | | | | | ■ | ■ | ■ | ■ | | |
| Activity 3.3. To develop sound SOP for forest patrolling | PC, NC | | | | | ■ | ■ | | | | | | |
| Activity 3.4. To procure needed equipment and facilities for collaborative forest patrolling | PC, FAC | | | | | | | ■ | ■ | ■ | ■ | | |

Notes:

PC : Project Coordinator
NC : National Consultant
NE : National Expert
NGO : Non-governmental Organization
EI : Experienced Institution
FAC : Forest Administration Cantonment
LEO : Local Event Organizer
LF : Local Firm

3.4 Budget

3.4.1 Master budget schedule

| Output/Activity | Quarter | Budget Component | Inputs | Unit | Quantity | | | | | | Unit Cost | ITTO Contribution | | | | GoC Contribution | | | | Grand Total | | |
|--|----------------------------|---|---|--|--|---------------------------------|---|---------------------------------|---|---|---|---|---|---|-------------------------|------------------|--------------------|-------------------------|--|--|-------------|---|
| | | | | | ITTO | | | GOC | | | | Total | Year 1 | Year 2 | Year 3 | Total | Year 1 | Year 2 | Year 3 | | Total | |
| | | | | | Year 1 | Year 2 | Year 3 | Year 1 | Year 2 | Year 3 | | | | | | | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | | |
| Output 1. Capacity of LCs and FAs in CF management planning enhanced | | | | | | | | | | | | | | | | | | | | | | |
| technical manual for development of CF management plans | Q1 - Q2, Y1 | 15 31.1. 52 53 51 32 64 | a National Consultants b DSA c National workshop d Workshop report e Publishing revised manual f Local transport g Miscellaneous, meeting | MM MD Contract Copy Copy TD meeting | 3.00 15.00 0.80 100.00 300.00 - 3.00 | - - - - - - - | - - 0.20 - - 20.00 1.00 | - - - - - - - | - - - 100.00 300.00 20.00 4.00 | 3.00 15.00 1.00 10.00 8.00 60.00 200.00 | 1,500.00 80.00 10,000.00 1,000.00 2,400.00 - | 4,500.00 1,200.00 8,000.00 1,000.00 2,400.00 - | - - - - - - - | 4,500.00 1,200.00 8,000.00 1,000.00 2,400.00 - | - - 2,000.00 - | - - - | - - - | - - 2,000.00 - | - - - | 1,200.00 200.00 - | 200.00 - | 4,500.00 1,200.00 10,000.00 1,000.00 2,400.00 1,200.00 800.00 |
| | | | | | | | | | | | | 17,700.00 | | | 17,700.00 | 3,400.00 | | | 3,400.00 | 21,100.00 | | |
| Activity 1.2 To publish and disseminate forest cover maps of CFs in the project sites to aid effective designing of forest inventory | Q1 - Q3, Y1 | 15 31.1. 54 55 32 64 65 | a National Consultants b DSA c Satellite imagery d Producing maps e Local transport f Miscellaneous, meetings g Miscellaneous, sundry | MM MD Scene Sheet TD Meeting package | 3.00 12.00 6.00 82.00 12.00 - 1.00 | - - - - - - - | - - - - - 2.00 - | - - - - - - - | 3.00 12.00 6.00 82.00 12.00 2.00 1.00 | 1,500.00 80.00 800.00 10.00 60.00 200.00 200.00 | 4,500.00 960.00 4,800.00 820.00 720.00 - | - - - - - - - | 4,500.00 960.00 4,800.00 820.00 720.00 - | - - - | - - - | - - - | - - - | 400.00 - | 400.00 - | 4,500.00 960.00 4,800.00 820.00 720.00 400.00 200.00 | | |
| | | | | | | | | | | | | 12,000.00 | | | 12,000.00 | 400.00 | | | 400.00 | 12,400.00 | | |
| Activity 1.3. To conduct in-forest training on data collection and processing | Q1 - Q4, Y1 Q1 - Q2, Y2 | 21 64 | a Sub-contract to NGO (s) to conduct in forest training b Miscellaneous, meeting | contract meeting | 1.00 - | 1.00 - | - - | - 2.00 | - 2.00 | 2.00 4.00 | 15,000.00 200.00 | 15,000.00 - | 15,000.00 - | - - | 30,000.00 - | - 400.00 | - 400.00 | - - | - 800.00 | 30,000.00 800.00 | | |
| | | | | | | | | | | | | 15,000.00 | 15,000.00 | | 30,000.00 | 400.00 | 400.00 | | 800.00 | 30,800.00 | | |
| Activity 1.4. To conduct training on document writing of management plan | Q1 - Q2, Y2 | 15 31.1. 32 65 | a National Consultant b DSA c Local transport d Miscellaneous, sundries | MM MD TD package | - - - - | 2.00 10.00 10.00 1.00 | - - - - | - - - - | 2.00 10.00 10.00 1.00 | 1,500.00 80.00 60.00 1,000.00 | - - - - | 3,000.00 800.00 600.00 1,000.00 | - - - - | 3,000.00 800.00 600.00 1,000.00 | - - - | - - - | - - - | - - | 3,000.00 800.00 600.00 1,000.00 | | | |
| | | | | | | | | | | | | | 5,400.00 | | 5,400.00 | | | | | 5,400.00 | | |
| Activity 1.5. To develop a Quick Review Schedule (QRS) to aid effective assessment of management plans | Q3 - Q4, Y1 | 15 31.1. 32 64 | a National Consultant b DSA c Local transport d Miscellaneous, meetings | MM MD TD meeting | 1.00 10.00 - 1.00 | - - - - | - - 10.00 2.00 | - - - - | 1.00 10.00 10.00 3.00 | 1,500.00 80.00 60.00 200.00 | 1,500.00 800.00 - | - - - | 1,500.00 800.00 - | 600.00 400.00 - | - - | - - | - - | 600.00 400.00 - | 1,500.00 800.00 600.00 600.00 | | | |
| | | | | | | | | | | | | 2,500.00 | | | 2,500.00 | 1,000.00 | | | 1,000.00 | 3,500.00 | | |
| | | | | | | | | | | | | 47,200.00 | 20,400.00 | | 67,600.00 | 5,200.00 | 400.00 | | 5,600.00 | 73,200.00 | | |
| Output 2. Capacity of LCs to operationalize approved management plans promoted | | | | | | | | | | | | | | | | | | | | | | |
| Activity 2.1 To organize workshops and comparative studies on forest-based business development | Q1 - Q2, Y2 | 22 64 | a Sub-contract to LEO to organize 2 workshops in 2 provinces c Miscellaneous, meeting | contract meeting | - - | 1.60 1.00 | - - | 0.40 1.00 | - - | 2.00 2.00 | 6,000.00 200.00 | - - | 9,600.00 200.00 | - - | 9,600.00 200.00 | - - | 2,400.00 200.00 | - - | 2,400.00 200.00 | 12,000.00 400.00 | | |
| | | | | | | | | | | | | | 9,800.00 | | 9,800.00 | | 2,600.00 | | 2,600.00 | 12,400.00 | | |

| Output/Activity | Quarter | Budget Component | Inputs | Unit | Quantity | | | | | | Unit Cost | ITTO Contribution | | | | GoC Contribution | | | | Grand Total | |
|----------------------------------|---|------------------|--|----------|----------|--------|--------|--------|--------|--------|-----------|-------------------|-------------------|-------------------|------------------|-------------------|------------------|------------------|------------------|------------------|-------------------|
| | | | | | ITTO | | | GoC | | | | Total | Year 1 | Year 2 | Year 3 | Total | Year 1 | Year 2 | Year 3 | | Total |
| | | | | | Year 1 | Year 2 | Year 3 | Year 1 | Year 2 | Year 3 | | | | | | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | |
| | | 05 | f Miscellaneous, sundry | package | - | - | 1.00 | - | - | 1.00 | 2.00 | 400.00 | - | - | 400.00 | 400.00 | - | - | 400.00 | 400.00 | 800.00 |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | 15,000.00 | 400.00 | 15,400.00 | | | 400.00 | 400.00 | 15,800.00 | |
| | | | | | | | | | | | | | 27,058.00 | 15,000.00 | 42,058.00 | | 4,900.00 | 3,900.00 | 8,800.00 | 50,858.00 | |
| | | | | | | | | | | | | | 55,600.00 | 97,958.00 | 30,100.00 | 183,658.00 | 10,200.00 | 11,400.00 | 4,500.00 | 26,100.00 | 209,758.00 |
| Non-based Activities | Q1 - Q4, Y1 Q1 - Q4, Y2 Q1 - Q4, Y3 | | Project Personnels | | | | | | | | | | | | | | | | | | |
| | | 11 | a Project Coordinator | MM | 12.00 | 12.00 | 12.00 | - | - | - | 36.00 | 1,000.00 | 12,000.00 | 12,000.00 | 12,000.00 | 36,000.00 | - | - | - | - | 36,000.00 |
| | | 12 | b Project Secretary | MM | 12.00 | 12.00 | 12.00 | - | - | - | 36.00 | 500.00 | 6,000.00 | 6,000.00 | 6,000.00 | 18,000.00 | - | - | - | - | 18,000.00 |
| | | 13 | c Field Supervisors | MM | 24.00 | 24.00 | 24.00 | - | - | - | 72.00 | 400.00 | 9,600.00 | 9,600.00 | 9,600.00 | 28,800.00 | - | - | - | - | 28,800.00 |
| | | 14 | d Technicians | MM | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 | 72.00 | 250.00 | 3,000.00 | 3,000.00 | 3,000.00 | 9,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 9,000.00 | 18,000.00 |
| | | | Office | | | | | | | | | | | | | | | | | | |
| | | 08 | e Office space | month | - | - | - | 12.00 | 12.00 | 12.00 | 36.00 | 250.00 | - | - | - | - | 3,000.00 | 3,000.00 | 3,000.00 | 9,000.00 | 9,000.00 |
| | | 09 | f Office facilities | set | - | - | - | 1.00 | - | - | 1.00 | 5,000.00 | - | - | - | - | 5,000.00 | - | - | 5,000.00 | 5,000.00 |
| | | 51 | g Consumable and utilities | month | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 36.00 | 300.00 | 1,800.00 | 1,800.00 | 1,800.00 | 5,400.00 | 1,800.00 | 1,800.00 | 1,800.00 | 5,400.00 | 10,800.00 |
| | | | Duty Travel | | | | | | | | | | | | | | | | | | |
| | | 31.3 | h DSA, Project Coordinator | MD | 24.00 | 24.00 | 24.00 | - | - | - | 72.00 | 80.00 | 1,920.00 | 1,920.00 | 1,920.00 | 5,760.00 | - | - | - | - | 5,760.00 |
| | | 32 | i Local transport | Trip | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 24.00 | 250.00 | 1,000.00 | 1,000.00 | 1,000.00 | 3,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 3,000.00 | 6,000.00 |
| | | | Others | | | | | | | | | | | | | | | | | | |
| | | 61 | j PSC Meeting | meetings | 1.00 | 1.00 | 1.00 | - | - | - | 3.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 4,500.00 | - | - | - | - | 4,500.00 |
| | | 62 | k Financial Audit | year | 1.00 | 1.00 | 1.00 | - | - | - | 3.00 | 4,300.00 | 4,300.00 | 4,300.00 | 4,300.00 | 12,900.00 | - | - | - | - | 12,900.00 |
| | | 63 | l Publication and distribution 5 reports | copy | - | - | 400.00 | - | - | 400.00 | 800 | 12.00 | - | - | 4,800.00 | 4,800.00 | - | - | 4,800.00 | 4,800.00 | 9,600.00 |
| | | 05 | m Miscellaneous, sundry | Package | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 6.00 | 300.00 | 300.00 | 300.00 | 300.00 | 900.00 | 300.00 | 300.00 | 300.00 | 900.00 | 1,800.00 |
| | | 45 | n Operational vehicle | Unit | 1.00 | - | - | - | - | - | 1.00 | 32,000.00 | 32,000.00 | - | - | 32,000.00 | - | - | - | - | 32,000.00 |
| | | 66 | o Office equipment and tools | Set | 1.00 | - | - | - | - | - | 1.00 | 8,102.00 | 8,102.00 | - | - | 8,102.00 | - | - | - | - | 8,102.00 |
| | | | | Unit | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Non-activity based | | | | | | | | | | | | | 81,522.00 | 41,420.00 | 46,220.00 | 169,162.00 | 14,100.00 | 9,100.00 | 13,900.00 | 37,100.00 | 206,262.00 |
| Grand Total Project Costs | | | | | | | | | | | | | 137,122.00 | 139,378.00 | 76,320.00 | 352,820.00 | 24,300.00 | 20,500.00 | 18,400.00 | 63,200.00 | 416,020.00 |
| ITTO Monitoring and Review | | | | | | | | | | | | | | | 12,000.00 | | | | | | 12,000.00 |
| ITTO Ex-post Evaluation | | | | | | | | | | | | | | | 8,000.00 | | | | | | 8,000.00 |
| ITTO Programme Support (12%) | | | | | | | | | | | | | | | 44,738.40 | | | | | | 44,738.40 |
| National Management Cost | | | | | | | | | | | | | | | - | 417,558 | | | | 63,200 | 480,758 |

Notes on budgeting:

i. Abbreviations:

MM : Man Month
MD : Man Day
DSA : Daily Subsistence Allowance
TD : Travel Day
CFMU : Community Forestry Management Unit
FGD : Focus Group Discussion

ii. National experts/Consultants

National Experts (NE) : In-house FA senior staff assigned to execute particular activities without honorarium, only entitled for DSA.

National Consultants (NC): Outsider professionals temporarily hired to implement particular activities, entitled for professional fee and DSA.

3.4.2. Yearly Consolidated Budget

| Category | Description | Total | Year 1 | Year 2 | Year 3 |
|-----------|--|-------------------|------------------|------------------|------------------|
| 10 | Personnel | | | | |
| 11 | Project Coordinator | 36,000.00 | 12,000.00 | 12,000.00 | 12,000.00 |
| 12 | Project Secretary | 18,000.00 | 6,000.00 | 6,000.00 | 6,000.00 |
| 13 | Field Supervisors | 28,800.00 | 9,600.00 | 9,600.00 | 9,600.00 |
| 14 | Technicians | 18,000.00 | 6,000.00 | 6,000.00 | 6,000.00 |
| 15 | National Consultants | 21,750.00 | 12,000.00 | 5,250.00 | 4,500.00 |
| 16 | National Experts | 6,400.00 | 1,600.00 | 4,000.00 | 800.00 |
| 19 | Sub total | 128,950.00 | 47,200.00 | 42,850.00 | 38,900.00 |
| 20 | Sub contracts | | | | |
| 21 | Sub contract No. 1 NGO (to conduct forest training) | 30,000.00 | 15,000.00 | 15,000.00 | - |
| 22 | Sub contract No. 2, LEO (to organized 2 workshop in 2 province) | 12,000.00 | - | 12,000.00 | - |
| 23 | Sub contract No.3, EI (to establish 4 agroforestry demo) | 13,000.00 | - | 6,500.00 | 6,500.00 |
| 24 | Sub contract No.4, EI (to train 100 community reps.. Livelihood) | 16,000.00 | - | 8,000.00 | 8,000.00 |
| 25 | Sub contract No.5, Local firms (build 2 wooden meeting halls) | 14,000.00 | - | 14,000.00 | - |
| 29 | Sub total | 85,000.00 | 15,000.00 | 55,500.00 | 14,500.00 |
| 30 | Duty Travel | | | | |
| 31 | Daily Subsistence Allowance | | | | |
| | 31.1. DSA National Consultants | 8,160.00 | 3,760.00 | 2,000.00 | 2,400.00 |
| | 31.2. DSA Experts | 9,600.00 | 2,400.00 | 6,000.00 | 1,200.00 |
| | 31.3. DSA Project Coordinator | 5,760.00 | 1,920.00 | 1,920.00 | 1,920.00 |
| 32 | Local Transport | 16,920.00 | 6,920.00 | 5,300.00 | 4,700.00 |
| 39 | Sub total | 40,440.00 | 15,000.00 | 15,220.00 | 10,220.00 |
| 40 | Capital Items | | | | |
| 41 | Motor cycles | 10,000.00 | - | 10,000.00 | - |
| 42 | GPS | 2,400.00 | - | 2,400.00 | - |
| 43 | Drone | 2,000.00 | - | 2,000.00 | - |
| 44 | Small camera | 600.00 | - | 600.00 | - |
| 45 | Operational vehicle | 32,000.00 | 32,000.00 | - | - |
| 49 | Sub total | 47,000.00 | 32,000.00 | 15,000.00 | - |
| 50 | Consumables items | | | | |
| 51 | Consumables items and utilities | 15,008.00 | 7,000.00 | 4,408.00 | 3,600.00 |
| 52 | National workshop | 10,000.00 | 10,000.00 | - | - |
| 53 | Workshop report | 1,000.00 | 1,000.00 | - | - |
| 54 | Satellite imagery | 4,800.00 | 4,800.00 | - | - |
| 55 | Producing maps | 820.00 | 820.00 | - | - |
| 56 | Multi purpose lighttractor | 8,000.00 | - | 8,000.00 | - |
| 57 | FGD | 4,500.00 | 1,500.00 | 1,500.00 | 1,500.00 |
| 58 | Training | 5,000.00 | - | 3,000.00 | 2,000.00 |
| 59 | Sub total | 49,128.00 | 25,120.00 | 16,908.00 | 7,100.00 |
| 60 | Miscellaneous | | | | |
| 61 | PSC meetings | 4,500.00 | 1,500.00 | 1,500.00 | 1,500.00 |
| 62 | Financial Audit | 12,900.00 | 4,300.00 | 4,300.00 | 4,300.00 |
| 63 | Publication and distribution | 10,800.00 | - | - | 10,800.00 |
| 64 | Miscellaneous, meeting | 5,800.00 | 2,200.00 | 1,800.00 | 1,800.00 |
| 65 | Miscellaneous, sundry | 5,800.00 | 1,800.00 | 2,600.00 | 1,400.00 |

| Category | Description | Total | Year 1 | Year 2 | Year 3 |
|----------|--|-------------------|-------------------------------|-------------------|------------------|
| 66 | Office equipment and tools | 8,102.00 | 8,102.00 | - | - |
| 67 | Financial support for SHF | 3,600.00 | 1,200.00 | 1,200.00 | 1,200.00 |
| 68 | Office Space | 9,000.00 | 3,000.00 | 3,000.00 | 3,000.00 |
| 69 | Office facilities | 5,000.00 | 5,000.00 | - | - |
| 69 | Sub total | 65,502.00 | 27,102.00 | 14,400.00 | 24,000.00 |
| 70 | Total Project | 416,020.00 | 161,422.00 | 159,878.00 | 94,720.00 |
| 80 | National management cost | - | (See executing agency budget) | | |
| 90 | Project monitoring and administration | | | | |
| 91 | ITTO monitoring & review | 12,000.00 | | | |
| 92 | ITTO ex-post evaluation | 8,000.00 | | | |
| 95 | ITTO Programme support (70 + 91 +92) x 12% | 44,738 | | | |
| 100 | Total Project Monitoring and Administration | 64,738 | | | |
| | GRAND TOTAL (70 + 100) | 480,758 | | | |

3.4.3 ITTO Yearly Budget

| Category | Description | Total | Year 1 | Year 2 | Year 3 |
|-----------|--|-------------------|------------------|------------------|------------------|
| 10 | Personnel | | | | |
| 11 | Project Coordinator | 36,000.00 | 12,000.00 | 12,000.00 | 12,000.00 |
| 12 | Project Secretary | 18,000.00 | 6,000.00 | 6,000.00 | 6,000.00 |
| 13 | Field Supervisors | 28,800.00 | 9,600.00 | 9,600.00 | 9,600.00 |
| 14 | Technicians | 9,000.00 | 3,000.00 | 3,000.00 | 3,000.00 |
| 15 | National Consultants | 21,750.00 | 12,000.00 | 5,250.00 | 4,500.00 |
| 16 | National Experts | - | - | - | - |
| 19 | Sub total | 113,550.00 | 42,600.00 | 35,850.00 | 35,100.00 |
| 20 | Sub contracts | | | | |
| 21 | Sub contract No. 1 NGO (to conduct forest training) | 30,000.00 | 15,000.00 | 15,000.00 | - |
| 22 | Sub contract No. 2, LEO (to organized 2 workshop in 2 province) | 9,600.00 | - | 9,600.00 | - |
| 23 | Sub contract No.3, EI (to establish 4 agroforestry demo) | 13,000.00 | - | 6,500.00 | 6,500.00 |
| 24 | Sub contract No.4, EI (to train 100 community reps.. Livelihood) | 16,000.00 | - | 8,000.00 | 8,000.00 |
| 25 | Sub contract No.5, Local firms (build 2 wooden meeting halls) | 14,000.00 | - | 14,000.00 | - |
| 29 | Sub total | 82,600.00 | 15,000.00 | 53,100.00 | 14,500.00 |
| 30 | Duty Travel | | | | |
| 31 | Daily Subsistance Allowance | | | | |
| | 31.1. DSA National Consultants | 8,160.00 | 3,760.00 | 2,000.00 | 2,400.00 |
| | 31.2. DSA Experts | 9,600.00 | 2,400.00 | 6,000.00 | 1,200.00 |
| | 31.3. DSA Project Coordinator | 5,760.00 | 1,920.00 | 1,920.00 | 1,920.00 |
| 32 | Local Transport | 7,620.00 | 2,320.00 | 2,500.00 | 2,800.00 |
| 39 | Sub total | 31,140.00 | 10,400.00 | 12,420.00 | 8,320.00 |
| 40 | Capital Items | | | | |
| 41 | Motor cycles | 10,000.00 | - | 10,000.00 | - |
| 42 | GPS | 2,400.00 | - | 2,400.00 | - |
| 43 | Drone | 2,000.00 | - | 2,000.00 | - |
| 44 | Small camera | 600.00 | - | 600.00 | - |
| 45 | Operational vehicle | 32,000.00 | 32,000.00 | | |
| 49 | Sub total | 47,000.00 | 32,000.00 | 15,000.00 | - |
| 50 | Consumables items | | | | |
| 51 | Consumables items and utilities | 9,608.00 | 5,200.00 | 2,608.00 | 1,800.00 |
| 52 | National workshop | 8,000.00 | 8,000.00 | - | - |
| 53 | Workshop report | 1,000.00 | 1,000.00 | - | - |
| 54 | Satellite imagery | 4,800.00 | 4,800.00 | - | - |
| 55 | Producing maps | 820.00 | 820.00 | - | - |
| 56 | multi purpose lightrtractor | 8,000.00 | - | 8,000.00 | - |
| 57 | FGD | 4,500.00 | 1,500.00 | 1,500.00 | 1,500.00 |
| 58 | Training | 5,000.00 | - | 3,000.00 | 2,000.00 |
| 59 | Sub total | 41,728.00 | 21,320.00 | 15,108.00 | 5,300.00 |
| 60 | Miscellaneous | | | | |
| 61 | PSC meetings | 4,500.00 | 1,500.00 | 1,500.00 | 1,500.00 |
| 62 | Financial Audit | 12,900.00 | 4,300.00 | 4,300.00 | 4,300.00 |
| 63 | Publication and distribution | 6,000.00 | - | - | 6,000.00 |
| 64 | Miscellaneous, meeting | 1,000.00 | 800.00 | 200.00 | - |

| Category | Description | Total | Year 1 | Year 2 | Year 3 |
|------------|--|-------------------|-------------------------------|-------------------|------------------|
| 65 | Miscellaneous, sundry | 2,500.00 | 500.00 | 1,300.00 | 700.00 |
| 66 | Office Equipment and tools | 8,102.00 | 8,102.00 | - | - |
| 67 | Financial support for SHF | 1,800.00 | 600.00 | 600.00 | 600.00 |
| 68 | Office Space | - | - | - | - |
| 69 | Office facilities | - | - | - | - |
| 69 | Sub total | 36,802.00 | 15,802.00 | 7,900.00 | 13,100.00 |
| 70 | Total Project | 352,820.00 | 137,122.00 | 139,378.00 | 76,320.00 |
| 80 | National management cost | - | (See executing agency budget) | | |
| 90 | Project monitoring and administration | | | | |
| 91 | ITTO monitoring & review | 12,000.00 | | | |
| 92 | ITTO ex-post evaluation | 8,000.00 | | | |
| 95 | ITTO Programme support (70 + 91 +92) x 12% | 44,738 | | | |
| 100 | Total Project Monitoring and Administration | 64,738 | | | |
| | GRAND TOTAL (70 + 100) | 417,558 | | | |

3.4.4 Executing Agency Yearly Budget

| Category | Description | Total | Year 1 | Year 2 | Year 3 |
|-----------|---|------------------|------------------|------------------|------------------|
| 10 | Personnel | | | | |
| 14 | Technicians | 9,000.00 | 3,000.00 | 3,000.00 | 3,000.00 |
| 16 | National Experts | 6,400.00 | 1,600.00 | 4,000.00 | 800.00 |
| | | | | | |
| 19 | Sub total | 15,400.00 | 4,600.00 | 7,000.00 | 3,800.00 |
| 20 | Sub contracts | | | | |
| 22 | Sub contract No. 2, LEO (to organized 2 workshop in 2 province) | 2,400.00 | - | 2,400.00 | - |
| 29 | Sub total | 2,400.00 | - | 2,400.00 | - |
| 30 | Duty Travel | | | | |
| 32 | Local Transport | 9,300.00 | 4,600.00 | 2,800.00 | 1,900.00 |
| 39 | Sub total | 9,300.00 | 4,600.00 | 2,800.00 | 1,900.00 |
| 40 | Capital Items | | | | |
| 49 | Sub total | - | - | - | - |
| 50 | Consumables items | | | | |
| 51 | Consumables items and utilities | 5,400.00 | 1,800.00 | 1,800.00 | 1,800.00 |
| 52 | National workshop | 2,000.00 | 2,000.00 | - | - |
| 59 | Sub total | 7,400.00 | 3,800.00 | 1,800.00 | 1,800.00 |
| 60 | Miscellaneous | | | | |
| 61 | PSC meetings | - | - | - | - |
| 63 | Publication and distribution | 4,800.00 | - | - | 4,800.00 |
| 64 | Miscellaneous, meeting | 4,800.00 | 1,400.00 | 1,600.00 | 1,800.00 |
| 65 | Miscellaneous, sundry | 3,300.00 | 1,300.00 | 1,300.00 | 700.00 |
| 67 | Financial support for SHF | 1,800.00 | 600.00 | 600.00 | 600.00 |
| 68 | Office Space | 9,000.00 | 3,000.00 | 3,000.00 | 3,000.00 |
| 69 | Office facilities | 5,000.00 | 5,000.00 | - | - |
| 69 | Sub total | 28,700.00 | 11,300.00 | 6,500.00 | 10,900.00 |
| 70 | Total Project | 63,200.00 | 24,300.00 | 20,500.00 | 18,400.00 |
| 80 | National management cost | - | | | |
| | GRAND TOTAL (70 + 80) | 63,200.00 | | | |

3.5. Assumptions, Risks and Sustainability

3.5.1. Assumptions and risks

The key assumptions made as regards achievement of the specific objective are approval by DG of FA on revised, enhanced version of technical manual for development of CFMPs, cooperative CFMCs, and cooperative LCs. If the first assumption does not hold, development of CFMPs by CFMCs will remain slowly moving and planned approval of 50 CFMPs may not be realized. If the second assumption is invalid, delivery of Outputs 1 and 2 may be delayed or failing thus compromising achievement of the project objectives. The assumption on cooperative LCs will affect selection of LC leaders or members to be trained and involved in the piloting of collaborative forest patrolling. It is to noted that the basic notion of a collaborative forest patrol is “shared responsibility for protecting and sustaining forest resource as a sustainable source of livelihood”. Thus, LC leaders or members that are involved in such a task is not solely motivated by financial incentive but more strongly by obligation to protect collective ownership and tenure on source of income.

In case either one of the assumptions, delivery of the outputs will be jeopardized and so is achievement of the specific objective. Therefore, it is of utmost important to anticipate the potential risks of invalid assumptions by putting in place mitigating measures since the early stage of the project development.

Table 3.2. Potential risks and needed mitigating measures

| No. | Potential risks | Mitigating measures |
|-----|---|---|
| 1. | Revised technical manual not approved by FA | <ul style="list-style-type: none"> To discuss on weakness of existing manual with DG and other high rank officers of FA during the project development process To convince FA that existing manual is one of the weak points in CF development |
| 2. | Uncooperative CFMCs hamper capacity building process | <ul style="list-style-type: none"> To convince CFMCs on the need to build capacity to develop and implement CFMPs through technical training under the project To collaboratively define conditions for provision of returnable small grant for seed capital and develop criteria for selection of recipients |
| 3. | LCs not interested in collaborative forest patrolling | <ul style="list-style-type: none"> To make clear on the advantages of practicing collaborative forest patrolling in light of limited FA’s resource for monitoring of forest operations and the strong need for securing ownership and tenure on designated forest resources as a sustainable source of livelihood |

3.5.2. Sustainability

Sustainability of the project rests primarily with the main beneficiaries, namely the LCs and cantonment governments. The skills acquired by LCs and CFMCs from the project for developing CFMUs as sustainable source of income ought to be utilized as it is a reliable productive asset. Using the skills properly and consistently should improve livelihood. Improved livelihood is most desirable, not only by the communities, but also by the cantonment governments because improved livelihood also means increased tax revenues. Hence, improved livelihood is a strong incentive for LCs and the governments to sustain the project.

Sustainability of the project and its impact can be ensured through continuation of critical activities after project completion using state funds. It is therefore necessary to single out the project activities to be continuously implemented, identify the institutions responsible for implementing the activities and identifying sources as well as amount of funds to finance the activities. The activities relating to capacity building in CF management planning, implementation and monitoring have to be continued considering the large number of CFMUs which may be in the order of 1,000 units.

In essence, the project is socially sustainable due to the livelihood incentives provided by the project in different forms including land area, skills for practicing livelihood activities, technical assistance by FAs and NGOs and capital seed by the project; it is technically sustainable through continued utilization of enhanced capacity of FAs and LCs in accomplishing different tasks of management planning, operational management and monitoring & reporting; it is economically sustainable because livelihood development program has been designed in a participatory manner based on LCs' interests and needs, taking local market potential into account.

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 Department of Forest and Community Forestry, Department of Legislation and Law Enforcement, 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.

NGO to be selected as a partner for implementing the project is RECOFTC (Regional Community Forest Training Center) in Cambodia. RECOFTC has been supporting capacity development for community-based forest management through a programmatic and partnership approach since 2008. The ultimate aim of RECOFTC's program in the country is to improve the rights and access of local people to forests, with impacts on poverty reduction, livelihood development and ultimately sustainable forest management. The role of RECOFTC in the project will be to provide training to communities on data collection, processing and document writing of management plan.

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 conduct of 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 2.3, 2.4, 3.2 as they should 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

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

- Representative(s) of donor(s)
- Representatives of main stakeholders including DFCF, DLLE, local authorities and CFMCs
- 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 the project activities on the ground, a stakeholder forum (SHF) will be established under the project in the Kratie and Monduliri provinces, where the main stakeholders of community forests, the FA of different levels, 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.

Operational management of the stakeholder forum to be established will be assisted by a senior FA staff in each province. She/he should develop an operational plan, supervise construction and use of meeting room in each province and organize periodical meetings. The forum is allocated some amount of funds, shared by the project and the government, to support its planned activities. It is expected that the SHFs will continue functioning with the financial support of the provincial governments and the CF management committees.

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 RGC.
 - 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 various means and channels, during the implementation phase and after project completion as follows:

- Technical reports
Will be published and widely disseminated in stages depending on completion dates of the reports.
- Technical documents/brochures
Are to be published bi-annually and distributed nationwide. Such documents present findings of individual activities in a popular and attractive fashion.
- Workshops for sharing experience and information among stakeholders and discussing critical issues.
- Completion report
To be published and widely distributed nationwide and to interested ITTO member countries.
- Facebook and website
Use of facebook for brief information and FA website for detailed or lengthy information such as technical and completion reports.

4.3.2. Mainstreaming of project learning

Observations on agro forestry demo plots will provide first hand information useful for formulation of national policy on rehabilitation of degraded forest lands and on poverty alleviation. Experience in conducting trainings on different aspects of CF management should be useful for developing sound training programs on community forestry and livelihood development.

Enhanced capacity of FAs and LCs should not be confined only to Kratie and Mondulkiri Provinces but expanded to other provinces as well; this must be so, because CF Programme is a national

interest thus should involve FAs and LCs across the country. By so doing, the CF Programme would be benefiting nationwide in terms of job opportunities, sustainable livelihood sources and forestry source conservation. Experiences gained and lessons learned from operational management of CF Programme in different provinces shall be adequately documented and disseminated and must be useful for policy development at different levels. Such policies, developed based on experiences and lessons learned, should be more applicable and effective in achieving their intended purposes.

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 community forestry since the mid 1990s through small pilot projects; they have demonstrated considerable potential to protect forests and support rural livelihood. Recently, Community Forestry has expanded from low value forest to also include more forest (stabilizing critical watershed and ecosystem).

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. Since 1998, fourteen 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)"
- PD 673/12 Rev. I (F) "Strengthening the capacity in forest law enforcement and governance of the permanent forest estate in Kratie and Mondulkiri provinces of Cambodia"
- PD 740/14 Rev. 2 (F) "Sustainable forest management through REDD+ mechanism in Kampong Thom province (Cambodia)"

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 and one Wildlife Rescue Center (WRC) and Zoo. 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, Twenty-five 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. The organizational structure of FA is shown in Figure 1.

3. Budget

The budget for operational of the Forestry Administration of Cambodia in 2015 was USD 5,794,898.

4. Personnel

The forestry sector of Cambodia is administrated by Forestry Administration, under the Ministry of Agriculture, Forestry and Fisheries (MAFF). As of 2015, there were 1,317 Forestry Administration staff member in total, comprising 309 at the headquarters and 1,008 in Forestry Administration regional offices as shown in the table 1.

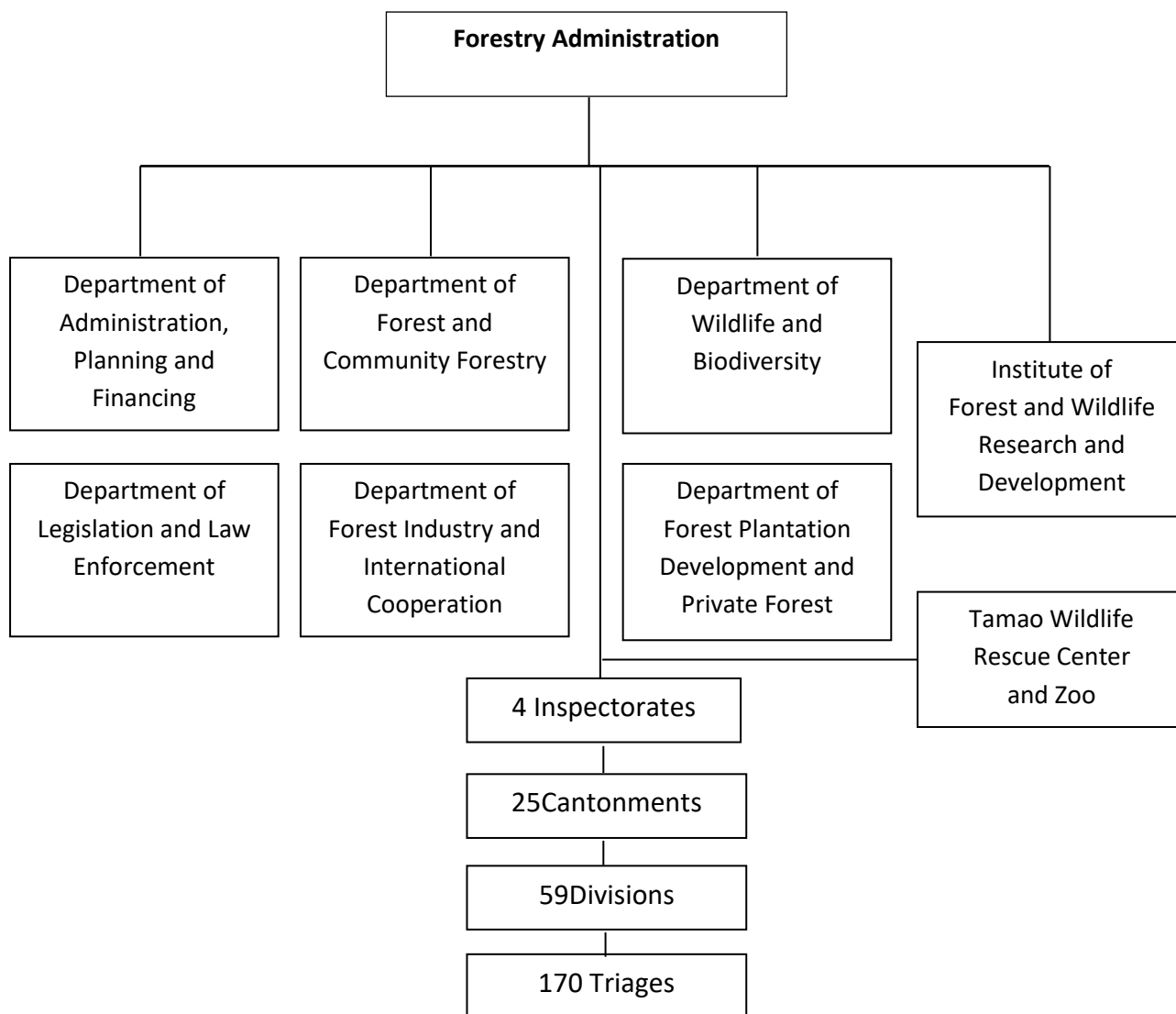
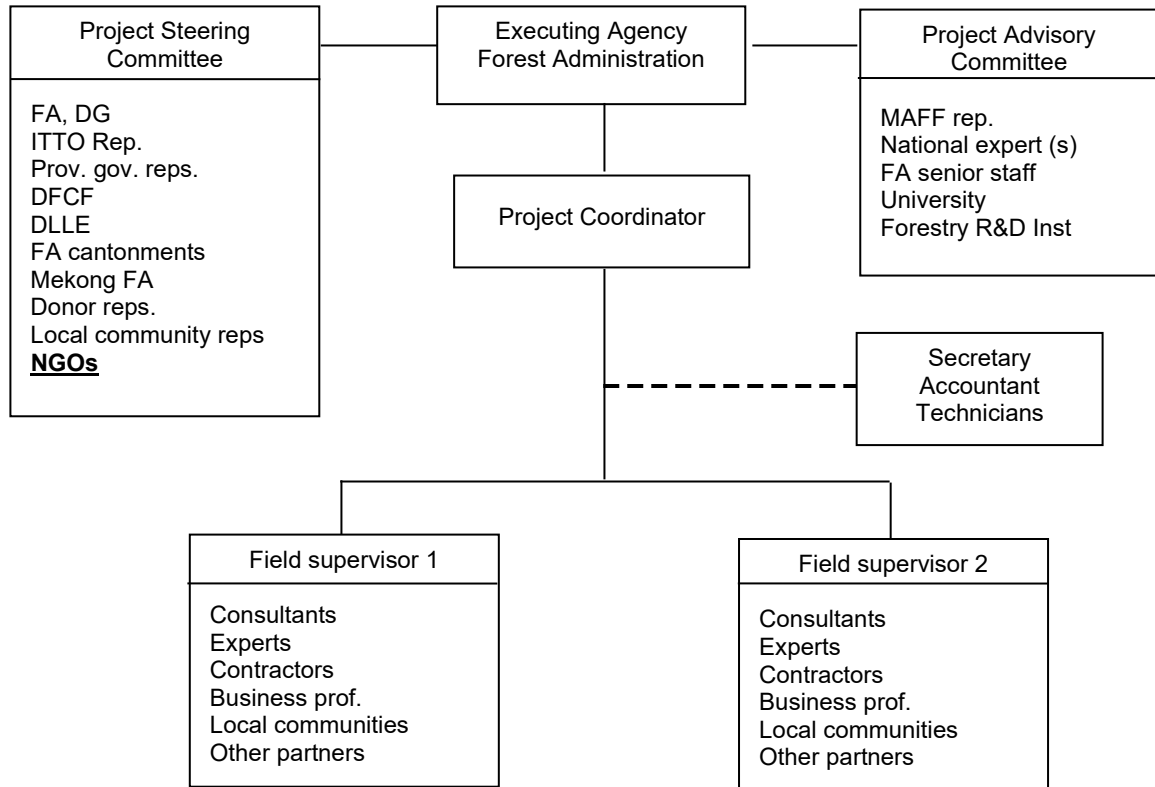


Figure1.Organizational Structure of Forestry Administration

| No. | Level of education | Number of staff |
|-------|--------------------|-----------------|
| 1. | Doctor | 12 |
| 2. | Master | 120 |
| 3. | Bachelor | 534 |
| 4. | Technician | 241 |
| 5. | Skilled laborer | 110 |
| 6. | Unskilled laborer | 300 |
| Total | | 1,317 |

**Table 1.
Number of persons employed by Forestry Administration with level of education, 2015**

Annex 2. Project organization chart



Annex3. Curricula vitae of key personnel

1. National Project Coordinator

Name EANG SAVET
Date of birth 15 September 1963
Sex Male
Marital status Married
Nationality Cambodian
Field and Institution of Graduation -Bachelor of Forestry Science (B.Sc of Forestry), Royal University of Agriculture, Cambodia
- Master of Business and Administration (MBA), University Utara of Malaysia, Malaysia
Address Forestry Administration
40 Preah Norodom Blvd, Sangkat Phsar Kandal 2, Khan Daun Penh, Phnom Penh, Cambodia
Mobile Phone: 855-12-915372,Email: savet2003@yahoo.com

Present position : Director of the Department of Wildlife and Biodiversity

Working experiences relevant to the project:

February 2015-June 2019: ITTO project expert panel member for technical appraisal of ITTO project proposals

May 2013-April 2016: Project Coordinator of ITTO project PD673/12 Rev.1 (F) “Strengthening the Capacity of Forest Law Enforcement and Governance of the Permanent Forest Estates in Kratie and Mondulkiri Provinces of Cambodia”, responsible for monitoring and supervisions of project operations

January 2009-July 2012: 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

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.

February-July 2000: Project Coordinator of ITTO Pre-Project PPD10/98 (F) “Establishment of Forest Research Base for Sustainable Forest Management in Cambodia” responsible for monitoring and supervisions of project operations.

July1998-April 1999: Chief of technical team of Watershed Classification project, supported by GTZ, responsible for preparing workplan, writing report, consulting service for other users on behalf of the project, support and conduct basic trainings and workshops of agencies involved in watershed management.

April 1997-May 1998: Counterpart of ARD (Associate Rural Development Ltd.,) “Forest Policy Reform Project” supported by the World Bank, responsible for coordinating interview with stakeholders, conducting workshops, and translating part of forest policy paper from English to Cambodian.

August-November1998: Counterpart of FORTECH (Forest Technical Service Ltd.,) “Forest Concession Management Project” supported by the World Bank, responsible for coordinating interview with stakeholders, conducting workshops, and translating the Cambodian Forest Code of Practice paper from English to Cambodian.

2. Project Secretary

Name OUN POGNAK THEARY
Date of birth 03 February 1976
Sex Male
Marital status Married
Nationality Cambodian
Home Address # 2422, St. Betong Thmey, Sangkat Phnom Penh Thmey, Khan Sen Sok, Phnom Penh, Cambodia
Tel : 855-12-739973, Email: theary739973@yahoo.com

Educational Background:

1991-1994 : Diploma of General Education, Toul Tum Pong High School, Cambodia
1995-1999 : Bachelor Degree of Forestry Science, Royal University of Agriculture, Cambodia
2010-2012 : Master of Business Administration, National University of Management, Cambodia

Present Work and Organization:

Position : Staff of the Northern Tonle Sap Lake Forestry Administration Inspectorate.
Organization : Forestry Administration, Ministry of Agriculture, Forestry and Fisheries
Office Address: # 40, Preah Norodom Blvd, Sangkat Phsar Kandal 2, Khan Daun Penh, Phnom Penh, Cambodia

Working Experiences:

02 May 2013- 31 April 2016:

Project Secretary of the ITTO project PD 673/12 Rev.1 (F) "Strengthening the Capacity in Forest Law Enforcement and Governance of the Permanent Forest Estates in Kratie and Monduliri Provinces of Cambodia" responsible undertaken for the following main tasks : 1/ to assist project coordinator in managing project operations 2/ to manage project office and take care of office equipment and facilities, 3/ to help organize meetings and travels.

2010-2011:

Facilitator of the ITTO project PD493/07 Rev.1 (F) "Strengthening Capacity of Forest Law Enforcement and Governance in Cambodia" to assist in organizing workshops and meetings in Kratie, Kampong Thom, Pursat and Preah Sihanouk provinces

3. Field Supervisor, Mondulakiri Province

Name CHUM SITHAY
Date of birth 20 February 1984
Sex Male
Marital status Married
Nationality Cambodian
Home Address GniengGnorng Commune, Tramkak District, Takeo province,
Cambodia
Tel : 855-12-720327, Email: gsithay@gmail.com

Educational Background:

2000-2003 : Diploma of General Education, Samdech Krom Preah Ang Runap High School,
Cambodia
2003-2007 : Bachelor Degree of Forestry Science, Prek Leap National School of Agriculture,
Cambodia

Present Work and Organization:

Position : Staff of the Mondulakiri Forestry Administration Cantonment.
Organization : Mondulakiri Forestry Administration Cantonment, Forestry Administration
Office Address : Sangkat Spean Maen Cheay, Sen Monorom City, Mondulakiri Province, Cambodia

Working Experiences:

2009-2011: Counterpart of the CEPA organization responsible to carry out the community forestry of
South-East Cambodia (PRASAK project) in Mondulakiri province
2007-2009: Staff of WCS responsible to carry out research and wildlife monitoring in Seima
Biodiversity Conservation Area, Mondulakiri province
2005 : Volunteer for GTZ organization to work on participatory land use planning and community
based natural resources management in Kampot province.

4. Field Supervisor, Kratie Province

Name MEY THEARITH
Date of birth 15 February 1972
Sex Male
Marital status Married
Nationality Cambodian
Home Address TropengPring Village, SangkatKratie, Kratie City, Kratie province, Cambodia
Tel : 855-97-7678988, Email: Thear-rith Fa@yahoo.com

Educational Background:

1987-1990 : Diploma of General Education, SanthorMok High School, Cambodia
1992-1997 : Bachelor Degree of Forestry Science, Royal University of Agriculture, Cambodia

Present Work and Organization:

Position : Deputy Chief of the Svay Chras Forestry Administration Triage.
Organization : Kratie Forestry Administration Cantonment, Forestry Administration
Office Address : Sambour Village, Svay Chras Commune, Snuol District, Kratie Province, Cambodia

Working Experiences:

2010-April 2016: Counterpart of DANIDA and RECOFTC responsible to facilitate the community forestry development in Kratie province

Annex 4. Outlines of terms of reference of key personnel, national consultants and experts and sub-contracts to be paid with ITTO funds

| No. | Position | Main tasks |
|-----|-------------------------|---|
| | A. Key personnel | |
| 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. | Technicians | <ul style="list-style-type: none"> To assist PS in information management To collect and analyze data as requested by PC To assist Consultants or Experts in carrying out field works |
| | B. National Consultants | |
| 5. | For Activity 1.1 | <ul style="list-style-type: none"> To carefully review existing technical manual for development of CF management plan To develop on improved version of the manual in view of increasing its users friendliness, practicality and applicability by minimizing its academic content, and at the same time focusing on forest land zoning, e.g. timber production, NTFPs production, biodiversity conservation, rehabilitation, livelihood development zones, etc. To organize a FGD on proposed improved version To finalize improved version by accommodating inputs from FGD To supervise publication of the improved version to ensure dissemination of quality documents |
| 6. | For Activity 1.2 | <ul style="list-style-type: none"> To assist in procurement of satellite imageries To undertake interpretation of the satellite imageries To supervise publication of land cover maps to ensure quality maps To produce a booklet of forest cover of Kratie and Mondulkiri provinces |
| 7. | For Activity 1.4 | <ul style="list-style-type: none"> To develop a simple, practical training materials To conduct training on writing techniques for management plan document using appropriate approach To submit a technical report on implementation of the activity |

| | | |
|---------------------|------------------|---|
| 8. | For Activity 1.5 | <ul style="list-style-type: none"> • To comprehend the structure and content of existing technical manual • To identify basic requirements for a sound management plan and elements of the existing manual • To develop a QRS in the form of checklist equipped with annotation space • To develop a practical user guide for QRS • To present the QRS and user guide drafts to FAs for comments • To finalize QRS and user guide documents for publication and distribution • To submit a technical report on execution of the activity |
| 9. | For Activity 2.5 | <ul style="list-style-type: none"> • To compile information on successful livelihood projects involving private sector or NGOs both in Cambodia and abroad • To draft a incentive guideline for encouraging involvement of private sector or NGOs based on above information • To present the guideline draft to FAs for comments and improvement • To submit a technical report on execution of the activity |
| 10. | For Activity 3.1 | <ul style="list-style-type: none"> • To comprehend structure and elements of CFMPs • To develop monitoring plans for use by FAs of Kratie and Mondulhiri provinces • To present drafts of monitoring plans to FAs for review • To finalize monitoring plans • To develop reporting format to be used by FAs based on monitoring plans • To present draft of reporting format to FAs for review • To formalize reporting format • To submit a technical report on implementation of the activity |
| 11. | For Activity 3.3 | <ul style="list-style-type: none"> • To draft SOP for an effective forest patrolling • To present the draft to FAs and CFMCs for review • To finalize SOP • To submit a technical report on implementation of the activity |
| C. National Experts | | |
| 12. | For Activity 2.3 | <ul style="list-style-type: none"> • To conduct dialogues with selected CFMCs on potential for provision of returnable seed capital • To draft terms and conditions for provision of returnable small seed capital • To present the draft to FAs and CFMCs for review • To finalize draft and develop template of agreement between FAs and CFMCs • To submit a technical report on execution of the activity |
| 13. | For Activity 2.4 | <ul style="list-style-type: none"> • To develop institutional structure of SHF at provincial level • To held consultations with CF stakeholders on formation of SHF, its organizational structure, tasks and responsibilities • To draft TOR for SHF • To present the institutional format and TOR to stakeholders for review • To finalize the institutional format and TOR • To develop a workplan and associated budget for proper functioning of SHF • To submit a technical report on implementation of the activity |
| 14. | For Activity 3.2 | <ul style="list-style-type: none"> • To conduct dialogues with CFMCs on collaborative forest patrolling (CFP) |

| | | |
|-----|--|--|
| | | <ul style="list-style-type: none"> • To select community leaders/farmers to be trained on forest patrolling • To pilot operation of collaborative forest patrolling at selected CFMUs • To evaluate performance of CFP and make recommendations for enhancement • To submit a technical report on execution of the activity |
| | D. Sub-contracts | |
| 15. | For Activity 1.3 | <ul style="list-style-type: none"> • To develop a work plan for execution of the activity in close consultation with PC • To develop a training module covering forest inventory designing, collection of bio-physical information, data processing and assembling and forest land zoning • To conduct in-forest training involving CFMU reps. selected by FAs • To submit a technical report on execution of the activity |
| 16. | For Activity 2.1 | <ul style="list-style-type: none"> • To develop a workshop work programmes in close consultation with PC • To conduct the workshops based on the work programmes endorse by FAs • To assist in identification of successful projects on livelihood development in two foreign countries • To develop workplans for visiting successful livelihood projects by FA officials and CFMU representatives • To develop quality proceedings of the workshops • To submit a technical report on implementation of the activity |
| 17. | For Activity 2.2 i) Sub-contract on development of demo plots | <ul style="list-style-type: none"> • To identify species of trees, NTFPs and seasonal crops for development of sustainable sources of livelihood based on the recommendations of Activity 2.1. • To develop design of demo plots on CFMUs selected by FAs • To construct demo plots • To develop monitoring plans and reporting formats |
| 18. | For Activity 2.2 ii) Sub-contract on training of LCs on livelihood activities | <ul style="list-style-type: none"> • To develop practical training materials • To conduct in-site training on livelihood activities • To submit a technical report on implementation of the activity covering establishment of the demo plots and conduct of the training |

ANNEX 5. RECOMMENDATIONS OF THE 52ND EXPERT PANEL AND THE RESPECTIVE MODIFICATIONS MADE

| No. | Recommendations | Modifications made | Loci of modifications |
|-----|--|---|---|
| 1. | Provide more information on the outcomes of the workshop conducted under PD 673/12 Rev. 1 (F) to support their relationship with this project proposal (Section 1.1.) | Additional information on the outcomes of the workshop has been furnished | Section: 1.1 Page: 1 |
| 2. | Further describe the social aspects by elaborating the potential target communities (Section 1.3.2) | Elaboration on potential target communities has been provided | Section: 1.3.2 Page: 4 |
| 3. | Refine the expected outcomes at project completion (Section 1.4) by focusing on the envisaged use of the outputs by the key beneficiaries after the completion of the project | Expected outcomes at project completion have been refined | Section: 1.4 Page: 5 |
| 4. | Further describe the specific roles and responsibilities of the Forestry Administration at its HQs and local level as well as potential partner NGOs (Section 2.1.1) | Specific roles and responsibilities of FA at HQ and local level and partner NGOs have been described | Section: 2.1.1 Page: 7 |
| 5. | Review the measurable indicators regarding 50 operational CFMUs for the development and specific objectives as they seem a bit ambitious (Section 2.1.4 and Section 3.1) | Measurable indicators regarding 50 CFMUs have been clarified | Section: 2.1.4 Page: 16 |
| 6. | Improve the budget presentation tables as they are not well readable although they have been resulted from the ProTool (Section 3.4) | Presentation of budget tables has been improved | Section: 3.4 Page: 21 |
| 7. | Improve the sustainability (Section 3.5.2) by addressing the issues of social sustainability, technical sustainability and economic sustainability | Sustainability aspect has been improved | Section: 3.5.2 Page: 31 |
| 8. | Identify potential local NGO partner(s) to enhance the partnerships and collaborations to ensure the successful implementation of the project activities on the ground (Section 4.1.1) and further elaborate the proposed stakeholder forum to be established by the project (Section 4.1.4) | <ul style="list-style-type: none"> • Potential local NGO for partner has been identified • Proposed stakeholder forum has been elaborated | Section: 4.1.1 and 4.1.4 Page: 32 and 33 |
| 9. | Correct the title of Section 4.1.3 with Project Steering Committee | Title of Section 4.1.3 has been corrected | Section: 4.1.3 Page: 32 |

| | | | |
|-----|--|---|----------------------------|
| | | | |
| 10. | Further describe how the project has wider value and how its value will be mainstreamed into national policies and plans (Section 4.3.2) | Wider value of the project has been described | Section: 4.3.2 Page: 35 |