

Impact Assessment of the Project: Strengthening Sustainable Forest Management
and Bio-Energy Markets to Promote Environmental Sustainability and to Reduce
Greenhouse Gas Emissions in Cambodia

The SFM Development Capacity Scorecard



Prepared for

Regional Community Forestry Training Center for Asia and the Pacific
RECOFTC

November 2, 2015

Phnom Penh, Cambodia

Edward V. Maningo, Ph.D

EXECUTIVE SUMMARY

An evaluation on the performance of the capacity building provided by RECOFTC to state actors under the Sustainable Forest Management (SFM) project funded by the Global Environment Facility (GEF) of the United Nations Development Programme (UNDP) was conducted as part of the good practices. The assessment used the scorecard developed by UNDP. The scores were compared with the baseline, MR and Target performance. UNDP developed a tool to measure the performance of the different stakeholders. This was used in the baseline and during the Mid-Term Review. The UNDP capacity development scorecard for SFM provides 14 criteria or Strategic Areas of Support, with targets for capacity development at systemic (2), institutional (9) and individual (3) levels. Each of these has possible scores ranging from 0 to 3, for a possible overall combined rating total of 42 if the criteria indicate 'full capacity'. A self-assessment was made by the subnational staff and project staff. The overall score for the four provinces was derived based on the average of the scores provided in the self-assessment, from the assisting NGO and the External Evaluator.

On the overall, the result indicate of an improvement of the to 77.4% (32.5/42) from 54.8% 23/42) in the MTR. The target of the project is to attain a performance score of 31/42 (73.8%). The final evaluation score is 104.8% compared to target. The UNDP scorecard is very useful in tracking the weakness of the project. The assessment highlighted the need to strengthen the institutions to resolve tenurial issues (there are still conflicting land claims with eh ELCs), landscape level planning, and to fast-track the approval and review of the CFMPs, and formalize CBFMs. However, the use of the tool appears to be not being fully internalized at the different levels of project implementers, much more in strategic decision making or reflections.

It was recommended to institutionalize the performance scorecard in other projects. It is recommended that at the start, there must be an understanding how the indicators will be scored. There should be an agreement also on the targets. The scores of the indicators are difficult since some are not reflective of the outcome. It is important that the scoring should be done in a participatory manner rather than by the External Consultant alone.

Table of Contents

| | |
|--|----|
| EXECUTIVE SUMMARY | i |
| LIST OF ACRONYMS | ii |
| 1.0 INTRODUCTION | 1 |
| 2.0 THE EVALUATION | 2 |
| 2.1 Purpose of the Evaluation | 2 |
| 2.2 Preparation of the Report | 2 |
| 3.0 FINDINGS | 2 |
| 3.1 MAFF Oversight and Support to SFM | 2 |
| 3.2 Protocols for Transparency | 2 |
| 3.3 Definition of Roles and Responsibilities for Central and Local Staff | 3 |
| 3.4 Inclusion of MoE in the FA-Controlled TWG-F/E | 3 |
| 3.5 FA Capacity to Engage and Build Consensus Among All Stakeholders for Decentralized Forest Management | 3 |
| 3.6 Capacity Building and Awareness Raising of Provincial/ Cantonment and District Line Agencies | 3 |
| 3.7 Capacity to Monitor, Evaluate, Report and Learn | 3 |
| 3.8 FA Capacity to Mobilize Information and Knowledge | 4 |
| 3.9 CFO and Cantonment Capacity to Carry CF Forward in More Cantonments and Integrate These in a Landscape Approach that Features Neighboring CPAs | 4 |
| 3.10 CFO/Cantonments' Capacity to Engage with Local Authorities | 4 |
| 3.11 MoE/ GDANPC Has Capacity to Support Village CPA Development for Management Plan Preparation for CPA in the Sustainable Use Zone | 4 |
| 3.12 PA Superintendent and Rangers Have Capacity to Monitor and Prepare Lessons Learnt | 5 |
| 3.13 Rangers Have Capacity to Consult with CPA Communities in a Trustworthy Manner | 5 |
| 3.14 MoE Coordination with Other Government Agencies | 5 |
| 4.0 LESSONS FROM PROJECT IMPLEMENTATION | 6 |
| 5.0 CONCLUSION | 6 |

LIST OF ACRONYMS

| | |
|---------|--|
| ACFM | Alternative Community Forestry Modalities |
| FA | Forestry Administration |
| MTR | Mid-Term Evaluation |
| RECOFTC | Regional Community Forestry Training Center for Asia and the Pacific |
| RGC | Royal Government of Cambodia |
| ToT | Training of Trainers |
| TWG-FR | Technical Working Group for Forest Reform |

1.0 INTRODUCTION

The Regional Community Forestry Training Center for Asia and the Pacific (RECOFTC) is implementing two technical outcomes of the Sustainable Forest Management (SFM) project funded by the Global Environment Facility (GEF) of the United Nations Development Programme (UNDP). The two technical outcomes are referred to in this report as SFM1. The Implementing Partner for SFM1 is the Forestry Administration (FA) of the Ministry of Agriculture, Forestry and Fisheries (MAFF). The project also works with Ministry of Land Management, Urban Planning and Construction (MLMUPC), Ministry of Industries, Mines and Energies (MIME), Ministry of Environment (MOE)/General Department Administration Nature Conservation and Protection (GDANCP).

The objectives of the SFM project are to strengthen sustainable forest management (SFM) through decentralized forest management integrating SFM in Community Forestry (CFs) and Community Protected Areas (CPA) and promoting a landscape based approach. The results will increase communities' income from decentralized forest management and feed into policy, planning, and ongoing implementation and investment frameworks and also create the basis for sustainable wood-energy efficiency technologies, which reduce CO₂ emissions. The field implementation takes place in Battambang, Pursat, Kampong Chhnang and Kampong Speu. The project has 3 main components:

- Component 1 for capacity building and policy development
- Component 2 for CF and CPA and selected CLUP integrating CF and CPA
- Component 3 for wood energy efficiency promoted by improved stoves and kilns.

The collaborative arrangement has been set up at the technical level through the designation of focal persons in the said ministries and departments. At senior executive level, the inter-ministerial project supervision is carried out by the project board. The overall performance of the project was measured using the UNDP scorecard. A scorecard is simply an organized set of performance measures, grouped according to various aspects of performance. According to Frost (Undated) the scorecard provides a means for making success tangible and concrete. There are at least seven advantages for an enterprise to consider:

1. Driver of better performance - solid feedback enhances performance—at all levels and across all organizational units. When people and groups know how they are doing and what needs improving, they do better.
2. Implement strategy - Scorecards translate strategy into concrete terms and helps track its implementation; scorecards directs attention to organization's strategy and future direction.
3. Help ensure that you have the right measures – helps in building a performance model and conveyed to other sectors the logical structure what should be measured, what belongs on the scorecard and what does not belong.
4. Encourage balanced performance - keeps the right balance of operational and strategic factors on the radar screen.
5. Point out what's missing – helps to see if any key factors are missing—the gaps stand out.
6. Encourage good management - scorecards make it possible to readily monitor all the measures in a complex organization; reviews are more regular and more thorough. When performance issues stand out on a top-level scorecard, it's possible to “drill down” to layers of data that give further details; scorecards encourage thorough monitoring and timely corrective actions.
7. Scorecards communicate—they tell the story – many individuals and groups take a keen interest in the performance of a projection; strong scorecards helps tell the full story of performance—how the complex variables are being balanced and optimized as a group; this allows to present a compelling picture of performance that is undistorted by focus on an individual issue.

For the SFM Project, UNDP developed a tool to measure the performance of the different stakeholders. This was used in the baseline and during the Mid-Term Review. The UNDP capacity development scorecard for SFM provides 14 criteria, or Strategic Areas of Support, with targets for capacity development at systemic (2), institutional (9) and individual (3) levels. Each of these has possible scores ranging from 0 to 3, for a possible overall combined rating total of 42 if the criteria indicate 'full capacity'.

2.0 THE EVALUATION

2.1 Purpose of the Evaluation

The purpose of this assessment is to determine the progress of implementation based on the performance of the state actors involved in the project. The performance was measured using the UNDP scorecard.

2.2 Preparation of the Report

An evaluation tool used the UNDP scorecard tool developed by the UNDP. The final assessment was conducted in a participatory manner. A self-assessment was made by the subnational staff and project staff. The overall score for the four provinces was derived based on the average of the scores generated in the self-assessment, by the Service Provider, and the External Evaluator.

3.0 FINDINGS

3.1 MAFF Oversight and Support to SFM

The project aims to reduce the average time taken by MAFF to issue declarations on community forests and to analyze bottlenecks that slow down the approval process. The target of the project is to reach the score level of at least 2. During the Mid-Term evaluation, the project got a score of 2 which is an improvement from the baseline. The self-assessment made by the external consultant and service provider estimated that the overall final performance is 2.0. The achievement versus target is 100%. The mid-term evaluation noted an improvements. The training that have taken place at provincial and national level. The trainings has also brought the necessary skills to the staff and there is a wide support to the NFP. The regular TWG meetings also provide an avenue of conveying the messages of the SFM to the different stakeholders. The procedures for approval of CF applications do not appear to have significantly improved.

While there is a marked improvement in this aspect, the time required in processing CBFMs is still very slow due to some technical requirements. The case of the ACFMs, the approval is still very slow. CF management plan preparation and review has taken longer time than expected and business plans are under preparation. Some of the CFs are located in conflict areas or located within the concession areas. This requires substantial investment in time to resolve the conflicts. While the issues has been resolved for the CFs under the SFM project, there are still considerable CFs that overlap with the ELCs. To date there is still no clear mechanism of dealing these issues.

3.2 Protocols for Transparency

The expected outcome of this strategic area of intervention is the efficient communication strategies with policy makers, NGOs and local forest managers and communities. It must be noted that there is already an existing protocol for transparency embedded in the government institutions which is also being followed by the government agencies. The regular TWG meetings provide an avenue for sharing of information and monitoring of the progress of the implementation. The targets provide in the NFP was also integrated to the National Strategic Development Plan (NSDP) of the Royal Government of Cambodia (RGC). The baseline score is 1 (Some skills exist but in largely insufficient qualities to guarantee effective initiation). The performances of the project increased to 1.5 in the MTR and to 2.5 in the final evaluation. It was noted that FA has some experience in communicating to the public, but communication with local communities still appears top-down, with limited participatory feedback producing change. However, there is still no format for the communication strategy although the different subnational offices has been operating in a transparent manner. There is also a clear agreement with MAFF on SFM project. At the Provincial level, the Director have a clear organizational structure and follows the government procedure in procurement. There is also a commitment to push for the CPA. However, despite this improvement, illegal cutting is still happening.

3.3 Definition of Roles and Responsibilities for Central and Local Staff

This parameter targets at the institutional level. The overall score in this area is 3 based on the participatory assessment. This is higher compared to the MTR score (1.5) and UNDP target (2.0). The MTR noted that there has been some progress in job descriptions although there is still a need for improvement. The final evaluation noted that there has been designations made to those involved in the SFM project. For example, the Director the DOE was designated from the MOE. The government staffs were provided with the necessary training.

3.4 Inclusion of MoE in the FA-Controlled TWG-F/E

The overall score under this strategic area is 3. The score is higher than the MTR score of 2. The MoE sent representative to the TWG meeting following the changes at the MoE leadership. The improvement on the collaboration between the FA and MoE was already noted during the MTR. The close collaboration was noted down to the local levels. The close collaborating resulted to the final implementation of the project in the CPA. The activities in the CPA has been delayed due to the reluctance of MoE at the initial stage to participate in the SFM project. There is also an annual CPA network meeting conducted participated by FA and MoE. At the provincial level, the Project Team cooperated with the FA, DoE, and Local Authority in accomplishing the planned activities.

3.5 FA Capacity to Engage and Build Consensus Among All Stakeholders for Decentralized Forest Management

The target for capacity development is at the institutional level. The final evaluation score for this area of capacity building is 2.5. This is higher compared to the mid-term evaluation (2.0). However, the project fell short of the target score of 3. The MTR, the MTR indicate that the level of awareness has increased and some political will is noted. Some commitments were observed but are confined to non-sensitive issues. Most of the issues related to land conflicts involving the ELCs and approval of CPAMPs are decided at the central level. There are also considerable awareness raising activities conducted. A Project Implementation Agreement (PIA) has been finalized between national level institutions (FA, GDE/MIME, GDLMUP/MLMUPC) with sub-national level involvement (FAC, DIME, DLMUPCC) and endorsement by the Provincial governors. Joint UNDP and SFM project conducted spot-check visits to selected sites to monitor and validate the progress of project implementation. The progress of the SFM project has been shared during the Project Board (PB) meetings. The PB provided advice during project implementation.

3.6 Capacity Building and Awareness Raising of Provincial/ Cantonment and District Line Agencies

The expected outcome under this area of capacity building is the establishment of partnership and inter-ministerial bodies at provincial level. The project endeavored to build alliances with other ministries' provincial department, PA staff, NGOs and communities. The SFM project staff works closely with FA Cantonment staff and other line agencies of province. The overall score under this parameter is 3. This is higher compared to the MTR (2). The MTR noted that monthly coordination meetings of all relevant ministerial bodies, together with the Service Providers has taken place at provincial level since January 2014. There is also a strong commitment among the partner agencies. A regular meeting among the Departments at the provincial level was facilitated by the Provincial Governor. But despite the good collaboration, there are still need to strengthen the coordination among the different Departments.

3.7 Capacity to Monitor, Evaluate, Report and Learn

The target for capacity development are the individual staff members. The project aims to improve the individual's values, integrity and attitudes towards learning. The overall score under this outcome is 3.0. This is high compared to the evaluation score in the MTR (1.5) and target score of 2.0. The improvement of the capacity was already noted during the MT evaluation. The staff have exerted effort to learn and perform their duty. There is also an internal monitoring conducted and

performed at the community level. The Subnational Officers are involved in mentoring and settling of conflicts.

3.8 FA Capacity to Mobilize Information and Knowledge

The target for capacity building is at the institutional level. This area for capacity development is scored 2.0. This is lower from the MTR (2.5) and target score of 3.0. The MT review noted that the capacity has improved compared to the past. It was noted in the final evaluation that there is limited planning. While the cantonment have their own Management Plans, this is not integrated at the landscape level (i.e. at the NCML). Some of the plans were not updated. Some of the information pertaining to the land use are not readily made available. It was noted that information on land titling is not readily accessible.

3.9 CFO and Cantonment Capacity to Carry CF Forward in More Cantonments and Integrate These in a Landscape Approach that Features Neighboring CPAs

The important output under this capacity building is the formulation of the provincial level forest land use and land management plans in a landscape approach. This include integrating CPAs and CFs in the land use plan. The project has provide technical support to the FA Cantonment and DOE in the establishment of CFs and CPAs and formulation of management plans in their respective jurisdiction. The final score is 2.0 for this capacity building. This is higher than the MT evaluation but the score is lower to the ideal score of 3.0. In the MTR, it was noted that the work on CF/CPA establishment process was initiated across target areas in February 2014. A good collaboration with the FAC exist. However there are some areas needing strengthening such as mapping at the landscape level. It was observed that some of the stakeholders such as the communes depend heavily on the DLUP team in the formulation of the commune land use plans. The plan at the different cantonments and WS were based on the outdated plans developed during the promulgation of the Royal Decree. These were not widely consulted however.

3.10 CFO/Cantonments' Capacity to Engage with Local Authorities

The final evaluation score for this area of capacity is 2.75. This is higher compared to the MTR (1.5) and the target is 2.0. Although the communes completed their CLUPs the respondents who participated in the assessment felt that the participation of the CCs in the sustainable forest management is still inadequate. But it was noted that there is no mechanism of integrating the CLUP at the landscape level. It was further noted that the development of the CLUP was undertaken by the DLUP Team and the CCs have limited capability and most of all in understanding the utility value of the CLUPs. The consultative process is not well observed.

3.11 MoE/ GDANPC Has Capacity to Support Village CPA Development for Management Plan Preparation for CPA in the Sustainable Use Zone

This target for capacity building is aimed at the institutional level. Field trainings were conducted with the communities to develop the management plans. There were 14 ToT courses conducted including one(1) course on Introduction to Facilitations Skills, Community Forestry Management Committee (CFMC) Institutional Management, Records Keeping and Report Writing; one (1) course on Introduction to Community Forestry Management Planning and Participatory Community Forestry Resource Assessment/Forest (NTFP) Inventory; one (1) course on Community Forestry Management Plan Writing and Silviculture, one (1) course on Introduction to Sustainable Forest Management (SFM) and WISDOM integrated to CLUP; one (1) course on Land scape function integrated to CLUP process; two (2) courses on CF Business/enterprise Development 2: selection of business ideas and entrepreneurs; two (2) courses on CF Business/enterprise Development 3: Value Chain Analysis; two (2) courses on CF Business/enterprise Development 4: CF Business Plan Writing, one (1) course on CPA introduction, Facilitation Skills and CPA Institutional Strengthening; one (1) course on CPA Management Planning; one (1) CPA Management and Business Planning Writing. These TOTs were provided to the male and female government staffs (FAs, FACs, MoE, DoE, WS, DLMUPCC, DIME, DOA) and service providers (RECOFTC and Mlup Baitung). There were 240 field training courses focus on CF/CPA institution strengthening, CF/CPA resources assessment, CF/CPA for forest

inventory, CF/CPA business development, CF/CPA management and business plan writing. The training were provided to the CF/CPA member, CF/CPA management Committee, Commune council, village chief for SFM project target of 30 CFs, 4 ACFMs, 11 CPAs. Study tours were organized by the project stakeholders to sites in various sites in Cambodia to encouraged learning of CF management and business enterprise development. One study tour was organized for PCs and FAC officers to Monduliri province to visit the CCF management and honey enterprise development of WWF and indigenous material handicraft of CANDO organization. The overall score of this outcome is 3.0. The final score is higher compared to the MTR (1.5) and exceeded the target score of 2.0. The CPA management and business plans were already completed. The community enterprises are now beginning to start. The success was attributed to the effectiveness of the training for action adopted by the project in the formulation of the CFMPs and CPAMPs. Financial support were also provided to the different CFs and CPAs.

3.12 PA Superintendent and Rangers Have Capacity to Monitor and Prepare Lessons Learnt

The capacity building has resulted to the increased skills of the MoE in developing the CPA Management Plans. ToTs has been conducted to the MOE subnational staff in the development of the CPA Management Plans. In the project document, the target for capacity building are the DoE staff (the PA Superintendent and Rangers) on CPA Management Plan preparation. However, the structure of MoE appears to have overlapping jurisdiction between the DoE and the Director of the Wildlife Sanctuaries. The DoE was designated focal person in the CPA formulation considering that they were the signatory of Project Implementation Agreement (as designated by the MoE) and they have the administrative jurisdiction of the CPAs. The evaluation score is 2.375. This is higher compare to the baseline (1.5) and target score of 2.0. As noted in the MTR report, staff training initiated across target areas were conducted in February 2014 and CPAMPs were now completed. It was noted that the WS Management Plans at the provincial levels are confused with the CPAMPs. There seems a limited understanding how to formulate the WS Management Plan at the landscape level, and how the CPAs fit in the overall WS Management Plan and integrating the WS Management Plans to the overall landscape, or relating the WS Management Plan with the adjoining Central Cardamom Protected Forests.

3.13 Rangers Have Capacity to Consult with CPA Communities in a Trustworthy Manner

RECOFTC provided Training of Trainors (ToTs) to the DoE staff aimed at providing appropriate skills on social consultations with CPA communities. The DoE staff were mobilized to develop the CPA Management Plans of the communities in the WS. A final score of 2.25 was given for this capacity building activity. The score is higher than the MTR (1.5) and target score of 2.0. Despite the capacity building and high commitment, the limited logistics constrained the DoE staff in conducting regular monitoring.

3.14 MoE Coordination with Other Government Agencies

The target for this capacity building is at the institutional level where the Provincial DoE and PA staff will engage in landscape level approach of SFM for Kampong Speu, Kampong Chhnang and Pursat provinces and feed this modalities to policy level. The project is expected to formulate a landscape or provincial level plan with multi-stakeholder participation integrating the SFM modalities. A score of 1.75 was given for this activity. The score is higher than the MTR (1.5) but fell short of the target score of 2.0. As noted in the MTR, the political will was observed at the level of ministers, and with marked improvement of collaboration between the MoE, FA and other government agencies. This is reflected by the monthly coordination meetings at provincial level since January 2014. However, there are still remaining works to be done to consolidate a truly coordinated planning at the landscape level that integrate all SFM modalities. There also appears to have diverse interpretation among the FA, MoE and even on the service provider, on the concept of landscape level planning.

4.0 LESSONS FROM PROJECT IMPLEMENTATION

The improvement of the performance of the government are offshoot to the capacity building and trainings provided by the project. The strong commitment of the government is reflected in their signing of the a Project Implementation Agreement (PIA) of the national level institutions (FA, GDANCP/MoE, GDLMP/MLMUPC), and sub-national level involvement (FAC, DOE, DLMUPCC) and endorsement by the Provincial governors. The training approach for SFM project, based on the RECOFTC's approach of Training for Action, honed the skills of the subnational staff. The project provided training of trainers (ToT) for national and sub-national level personnel in government agencies both national the provincial level and SFM project staffs (Services provider RECOFTC and Mlup Baitung). After the ToT, the trainers organized and conducted field trainings at the communes, villages as part of the actual implementation (practicum). This enabled the trained participants to immediately apply their acquired knowledge and skills after the training.

The significant improvement in capacity can be attributed to the training and field support work that was provided by RECOFTC, the service provider of the project. Several capacity enhancement activities were provided to the government at all levels and for communities. The capacity building covers CF planning and management, ToTs to the sub-national staff. The ToTs were provided to:

- national level personnel in government agencies – FA, GDANCP, MME, MLMUPC
- provincial, district level personnel in government agencies in target provinces
- local government personnel in target provinces
- community leaders and members.

The training included: facilitation skills, CFMC management, records keeping and report writing, CF management planning and participatory CF resource assessment/Forest and non-timber forest product (NTFP) inventory, and overview of SFM and WISDOM to introduce the concept of SFM and WISDOM for understanding demand supply situation their link to commune land use planning (CLUP). The training included both men and women. There are approximately 10-30% of women whose participated in different sessions. Study tours were also provided and encouraged learning on CF management and business enterprise development. While the UNDP scorecard needs to be conveyed to the parties involved, there must be an understanding on how the points were derived must be conveyed to those involved in the project. The overlapping territorial jurisdictions (i.e. between MoE and WS directors) was noted. While RECOFTC deals with the DoE (who manages the CPAs), the WS Superintendents manages the Rangers. The Rangers play a very important role in engaging the communities. Sorting out the territorial jurisdictions will further increase efficiency of project implementation.

5.0 CONCLUSION

On the overall, the result indicate an improvement of the performance score to 77.4% (32.5/42) from 54.8% 23/42) in the MTR. The target of the project is to attain a performance score of 31/42 (73.8%). The final evaluation score is 104.8% compared to target. The UNDP scorecard is very useful in tracking the weakness of the project. In the assessment, we highlight the need to strengthen the capability of the institutions to resolve issues in the field (there are still conflicting land claims with the ELCs), landscape level planning, and to fast-track the approval and review of the CFMPs, and formalization of the CBFMs. The tool appears to be not being fully internalized by the different levels of project implementers, especially in strategic decision making.

7.0 RECOMMENDATIONS

Based on the foregoing, there is a need to institutionalize the performance scorecard and for other projects. At the beginning, there should be an understanding how the indicators will be scored. There should be an agreement also of the targets. The scores of the indicators are difficult since some are not reflective of the outcome. It is important that the scoring should be done in a participatory manner rather than by the External Consultants alone.

| Strategic Area of Support | Target for Cap. Dev. | Outcomes | Expected Outputs | Program Activities | Outcome Indicators (Scorecard) | Evaluation Score | | | | Comments |
|------------------------------------|----------------------|---|-------------------------------------|--|---|------------------|--------|-----|-------|---|
| | | | | | | Initial | Target | MTR | Final | |
| 1. MAFF oversight & support to SFM | Systemic | Time spent on vetting and endorsing CF applications less than 4 months | New regulations for MAFF procedures | Support through NFP Action Plan to create change in procedures | 0-There is a general lack of planning and management skills; 1-Some skills exist but in largely insufficient quantities to guarantee effective initiation; 2-Necessary skills available but bureaucratic hurdles many; 3-Adequate quantities of the full range of skills necessary available | 1 | 3 | 2 | 2 | <p>Achievement from Target: 67%</p> <p>MTR: Improvements and training have taken place at provincial and national level but procedures for approval of CF applications do not appear to have been developed significantly; no CFs have passed final approval stage yet.</p> <p>Final:</p> <ul style="list-style-type: none"> Although there are some few shortcomings in terms of bureaucratic processes, there is generally a marked changes in terms of support to the NFP Action Plan. There is generally a strong support from the MAFF to SFM. |
| 2. Protocols for transparency | Systemic | Efficient communication strategies with policy makers, NGOs and local forest managers and communities | Communication strategies | Support through NFP Action Plan to change procedures | 0-There is a general lack of management skills; 1-Some skills exist but in largely insufficient quantities to guarantee effective initiation; 2-Necessary skills available but bureaucratic hurdles many; 3-Adequate quantities of the full range of skills necessary available | 1 | 2 | 1.5 | 2.5 | <p>Achievement: 125%</p> <p>MTR: FA has some experience in communicating to the public, but communication with local communities still appears top-down, with limited participatory feedback producing change; there is no evidence of a formal communication strategy</p> <p>Final:</p> <ul style="list-style-type: none"> While the protocols specific to NFP is not explicit, existing government procurement procedure is in place and is being adhered. There is also a marked changes in terms of accessing information (ELCs, policies, program implementation through inception meetings, etc.). There are still, however, |

| Strategic Area of Support | Target for Cap. Dev. | Outcomes | Expected Outputs | Program Activities | Outcome Indicators (Scorecard) | Evaluation Score | | | | Comments |
|---|----------------------|--|--|--|---|------------------|--------|-----|-------|---|
| | | | | | | Initial | Target | MTR | Final | |
| | | | | | | | | | | sensitive information that are not readily accessible to the public, especially those involving sensitive issues. |
| 3. Definition of roles & responsibilities for central & local staff | Institutional | Institutional reforms with clear job descriptions | Description of, in particular, roles & responsibilities of cantonment and division level staff for decentralized forest management | On the job training of local staff | 0-There is a general lack of job descriptions 1-Some description exist 2-Descriptions available but bureaucratic hurdles to adopt the roles 3-Adequate description of full range of skills necessary | 1 | 2 | 1.5 | 3 | Achievement: 150% MTR: There has been some progress in job descriptions but there remains room for improvement. Final: <ul style="list-style-type: none"> There is a marked improvement on the roles and responsibilities among the staff. MoUs, designations and roles and responsibilities are being signed and issued to personnel involved in any tasks. There is also a continuous upgrading of the skills of the staff. Several staff were sent to trainings overseas to acquire skills on SFM. |
| 4. Inclusion of MoE in the FA controlled TWG-F/E | Institutional | Both FA & GDANCP participate regularly in TWG meetings | Shared strategies on SFM by MoE & FA | Project management located at TWG secretariat to facilitate MoE participation addressing constraints | 0-There is a general lack of MoE attendance; 1-Some attendance exists; 2-Attendance semi-regular; 3-Attendance full online with FA & MoE contributions to TWG Action Plans | 0 | 2 | 2 | 3 | Achievement MTR: MoE relations with FA and TWG significantly improved, with MoE participation established at local levels and beginning at central/senior levels. Final: <ul style="list-style-type: none"> The reorganization of the MoE paved way for the improvement of the MoE participation in the regular TWG-FR meetings. There was also a close collaboration between MoE and FA that has resulted to the implementation of CPA. There is annual CPA network meeting where there is a strong cooperation in the field between the FAC, DoE and Local Authority to complete work plan. |

| Strategic Area of Support | Target for Cap. Dev. | Outcomes | Expected Outputs | Program Activities | Outcome Indicators (Scorecard) | Evaluation Score | | | | Comments |
|---|----------------------|--|--|--|---|------------------|--------|-----|-------|--|
| | | | | | | Initial | Target | MTR | Final | |
| 5. FA capacity to engage and build consensus among all stakeholders for decentralized forest management | Institutional | FA & relevant MoE department show political will to give mandate to cantonments & department | Political will transformed into action and operational initiatives | <ul style="list-style-type: none"> Awareness raising of decision makers Building provincial coordinating body Learning by doing | <p>0-There is no political will at all, or worse, the prevailing political will runs counter to the interests of SFM;</p> <p>1-Some political will exists, but is not strong enough to make a difference;</p> <p>2-Reasonable political will exists, but is not always strong enough to fully support SFM,</p> <p>3-There are very high levels of political will to support SFM</p> | 1 | 3 | 2 | 2.5 | <p>Achievement: 83%</p> <p>MTR: The level of awareness has increased compared to the past and some political will is exhibited in their action.</p> <p>Final:</p> <ul style="list-style-type: none"> There is a general involvement of the other sectors in project implementations. Project Steering Committees are created to guide and oversee the implementation of various projects. Despite providing support to the Subnational Levels, there are still limited deconcentration of authorities to the Subnational Offices. Monitoring on the ELCs are largely done at the central level especially on deciding sensitive issues. There is an initial involvement of the local authorities in terms of managing the natural resources through Partnership Forestry and CLUP. This is still too early to evaluate since their engagement is largely project driven. It remains to be seen how the Communes sustain the PF after the phase-out of the project. There are indications, however, that the Communes have limited capacity. A District-level engagement may be feasible and needs to be tested. Technical review of CFMPs mostly rests at the Central Level. Capacity building of the FACs on review of CFMPs are still needed. |
| 6. Capacity building & | Institutional | SFM inter-ministerial | Alliances with other | SFM project staff works closely with | 0-SFM institutions operate in isolation; | 0 | 2 | 2 | 3 | Achievement: 150% |

| Strategic Area of Support | Target for Cap. Dev. | Outcomes | Expected Outputs | Program Activities | Outcome Indicators (Scorecard) | Evaluation Score | | | | Comments |
|---|----------------------|---|--|--|---|------------------|--------|-----|-------|--|
| | | | | | | Initial | Target | MTR | Final | |
| awareness raising of provincial/cantonment & district line agencies | | bodies at provincial level establish partnerships needed to achieve the objectives of SFM | ministries' provincial department, PA staff, NGOs & communities | cantonment staff & other line agencies of province using existing training manuals as well as learning through doing | <p>1-Some partnerships in place but significant gaps and existing partnerships achieve little;</p> <p>2-Many partnerships in place with a wide range of agencies, NGOs etc., but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives;</p> <p>3-SFM institutions establish effective partnerships with other agencies and institutions, including provincial and local governments, NGOs and the private sector to enable achievement of objectives in an efficient and effective manner</p> | | | | | <p>MTR: Monthly coordination meetings of all relevant ministerial bodies, together with both Service Providers. have taken place at provincial level since January 2014.</p> <p>Final:</p> <ul style="list-style-type: none"> There is a strong collaboration at the provincial level. In the SFM area, there is a regular meeting among the provincial Line Departments. The coordinating committee is initiated by the office of the Provincial Governor At the Project Level, the SFM has mustered the support among the different agencies. MOUs had been signed and is being adhered among the key players. |
| 7. Capacity to monitor, evaluate, report & learn | Individual | Individuals carry appropriate values, integrity & attitudes towards learning | Reporting from cantonment level highlight lessons of importance for policy level & scaling up the approach | Responsible actors made aware of the importance of BD & PAs | <p>0-Individuals carry negative attitude;</p> <p>1-Some individuals have notion of appropriate attitudes and display integrity, but most don't;</p> <p>2-Many individuals carry appropriate values & integrity, but not all;</p> <p>3-Individuals carry appropriate values,</p> | 1 | 2 | 1.5 | 3 | <p>Achievement: 150%</p> <p>MTR: Capacity improved but need more awareness effort needed.</p> <p>Final:</p> <ul style="list-style-type: none"> There are consideration of monitoring at the national level, especially on the carbon stocks and forest status. The staffs were sent for training overseas to enrich their skills. The subnational staffs are also aware of their duty to learn and to conduct monitoring. |

| Strategic Area of Support | Target for Cap. Dev. | Outcomes | Expected Outputs | Program Activities | Outcome Indicators (Scorecard) | Evaluation Score | | | | Comments |
|--|----------------------|---|--|--|---|------------------|--------|-----|-------|---|
| | | | | | | Initial | Target | MTR | Final | |
| | | | | | integrity and attitude | | | | | |
| 8. FA [& MoE] capacity to mobilize information and knowledge | Institutional | FA cantonments & divisions have the information needed to do their work | Available information on rules & approaches & modalities for SFM [& WS/NP] utilized and applied | Cantonments can make their own management plans for SFM in their jurisdiction | 0-Information is virtually lacking; 1-Some information exists, but is of poor quality and of limited usefulness and difficult to access; 2-Much information is readily available, mostly of good quality, but there remain large gaps due to distance & communication; 3-Adequate qualities of high quality up to date information for protected area planning, management & monitoring is widely & easily available | 2 | 3 | 2.5 | 2 | Achievement: 67% MTR: Capacity improved compared to past; some support from Service Providers still needed. Final: <ul style="list-style-type: none"> There are still limited information at the field that can be packaged to come up with an integrated plans at the landscape. Except of K. Speu (under the Kandal FAC), a ultimate management plan at the landscape level is still lacking. Formulation of the Management Plans will largely depend on the external assistance. Accordingly, some of the information on sensitive issues cannot be easily disclosed to the public and difficult to access. For example, the current ongoing land titling program are not readily available. Most of the information, like the ELCs and other sensitive information, that are posted in public by NGOs/ODC, are not updated. |
| 9. CFO & cantonment capacity to carry CF forward in more cantonments & integrate these in a landscape approach that features neighboring | Institutional | Cantonments have enhanced regular contact with MoE PAs | Provincial level forest land use & land management plans exist within a landscape approach that includes CPAs covering KS, KChh & Pursat provinces | Identify & support cantonments'/DoE's CF/CPA establishment to develop management plans | 0-inter-ministerial interaction virtually lacking; 1-Some interaction exists, but is of poor quality and of limited usefulness 2-Much interaction takes place, but there remain large gaps due | 1 | 2 | 1.5 | 1.5 | Achievement: 75% MTR: Work on CF/CPA establishment process initiated across target areas in February 2014; progress is gaining momentum but still at an early stage. Final: <ul style="list-style-type: none"> There is collaboration between the key players in implementing |

| Strategic Area of Support | Target for Cap. Dev. | Outcomes | Expected Outputs | Program Activities | Outcome Indicators (Scorecard) | Evaluation Score | | | | Comments |
|---|----------------------|---|---|--|--|------------------|--------|-----|-------|---|
| | | | | | | Initial | Target | MTR | Final | |
| CPAs | | | conceptually & operationally in a land use plan | | to distance & communication; 3-Adequate interaction of high quality up to date information for CF & protected area planning, management & monitoring is widely & easily available | | | | | a Land Use Plan at the Commune level. However, there is lacking modality in integrating the various plans at the landscape level. There is still a limited understanding on the planning at the landscape level. There are several initiatives that has been launched by the other projects such as the APFNet and ADB-funded Watershed level landscape planning. <ul style="list-style-type: none"> The formulation of the CLUP is also not well-understood among the Commune Council. These has been relegated to the District Land Use plan. This situation may limit the utility value of the Commune Land Use Plans, especially on decision-making (e.g. where to locate the ELCs, CBFMs, roads, settlements/land titling/ land concessions, etc.). The National Park where the SFM was situated has no zoning or land use plan. This include the adjoining Wildlife Sanctuaries. Under this situation, there is difficulty in locating the development projects. |
| 10. CFO/ cantonments' capacity to engage with local authorities | Institutional | Commune councils undertake commune land use planning without explicit focus on options for CF. Cantonment mainly to point out State Public Land forming part of | 4 Commune land use plans include attention to both CF & CPA that fall within the commune's boundaries | FA Division staff & PA staff with the SFM project TA collaborate with local commune councils in integrating SFM into local land use planning | 0-CF integration in commune LUP is virtually lacking; 1-Some information exists, but is of poor quality & of limited usefulness 2-Much information is readily available, mostly of good quality, | 1 | 2 | 1.5 | 2 | Achievement: 100% MTR: CLUP development with incorporation of SFM well underway. Final: <ul style="list-style-type: none"> The target communes under the SFM project has developed their Commune Land Use Plan. However, there are indications that the utility value of the CLUP is less understood. The |

| Strategic Area of Support | Target for Cap. Dev. | Outcomes | Expected Outputs | Program Activities | Outcome Indicators (Scorecard) | Evaluation Score | | | | Comments |
|---|----------------------|---|---|---|--|------------------|--------|-----|-------|---|
| | | | | | | Initial | Target | MTR | Final | |
| | | the PFE | | | 3-Adequate quantities of high quality up to date information for CF is widely & easily available | | | | | <p>formulation of the CLUP is largely done by the DLUP team.</p> <ul style="list-style-type: none"> There are indications that the formulated CLUP only reflects the current land use instead of capturing the project land uses. There are still open areas that are not covered by management or remains under status quo (open access). The link of the Commune Land Use Plans to the overall goal of the landscape is absent. This could be attributed to the absence of the landscape plan. |
| 11. MoE/ GDANPC has capacity to support village CPA development for management plan preparation for CPA in the sustainable use zone | Institutional | Department of Research & CPA of GDANPC has staff that is knowledgeable about steps in CPA development & management plan preparation | 10 CPAs in Aural & Sakos WS have developed management plans that includes a landscape approach & business plans | Identify & support CPAs to develop management plans with environment friendly business options and a landscape approach covering KS, KChh and Pursat provinces & selected CF sites outside the WS | <p>0-support skills for CPA virtually lacking;</p> <p>1-Some support exists</p> <p>2-Much support is found, but there remain large gaps due to distance & communications;</p> <p>3-Adequate support of high quality & up to date information for CPA development</p> | 1 | 2 | 1.5 | 2 | <p>Achievement: 100%</p> <p>MTR: Work on CPA management & business plans initiated across target areas in February 2014; progress is gaining momentum but still at an early stage.</p> <p>Final:</p> <ul style="list-style-type: none"> The SFM project has started implementing the CF and CPA Management Plans. Subnational staffs were trained on CF and CPA Management Plan formulation together with the community. However, the linkage of the CF and CPA Management Plan at the landscape level is not well established. There is still a gap of coordinating the landscape planning tools (e.g. WISDOM and CLUP) with the CPA and CF Management Planning. While CF and CPA management plans are designed to support the sustainable livelihood, there is generally limited links with this tool and business planning. |

| Strategic Area of Support | Target for Cap. Dev. | Outcomes | Expected Outputs | Program Activities | Outcome Indicators (Scorecard) | Evaluation Score | | | | Comments |
|---|----------------------|---|--------------------------------------|--|--|------------------|--------|-----|-------|---|
| | | | | | | Initial | Target | MTR | Final | |
| | | | | | | | | | | The only very clear link with sustainable harvesting/utilization and business plan is the charcoal production business developed by Geres together with RECOFTC. To date, there is still very limited attribution of the CPA and CF Management Planning to successful business/enterprises of the community. |
| 12. PA superintendent and rangers have capacity to monitor and prepare lessons learnt | Individual | PA superintendent & rangers work with already started CPA for management plan preparation | CPA management plans | 5 rangers & PA director/WS participate in the development of management plans with business options & a landscape approach that conceptually & practically integrate CF lands outside the WS with CPA inside | 0-Human resources are poorly qualified & unmotivated; 1-Human resources qualification is spotty, with some well qualified, but many only poorly & in general unmotivated; 2-HR in general responsibly qualified, but many lack in motivation 3-Human resources are well qualified & motivated | 1 | 2 | 1.5 | 2 | Achievement: 100% MTR: Work on CPA establishment process and staff training initiated across target areas in February 2014; progress is gaining momentum but still at an early stage. Final: <ul style="list-style-type: none"> There is a very positive support from the different subnational staff towards the SFM project. They demonstrated the interest to learn and participate in the formulating of the CF/CPA Management Plans. Same as above, there is still a weak linkage between the CPA Management Plans, sustainable utilization of the forest resources and business planning. There is also a need to strengthen the linkage of the CPA Management Plan at the landscape level (e.g. CLUP, WS Management Plan and FAC CBF Management Plan) and vice versa. |
| 13. Rangers [and FA subnational] have capacity | Individual | Individual rangers [and FA subnational] | Selected rangers[and FA Subnational] | On the job training for rangers. | 0-Skills of individuals do not match job requirements; | 1 | 2 | 1.5 | 2.25 | Achievement: 112.5% MTR: Work on CPA establishment process and staff |

| Strategic Area of Support | Target for Cap. Dev. | Outcomes | Expected Outputs | Program Activities | Outcome Indicators (Scorecard) | Evaluation Score | | | | Comments |
|--|----------------------|--|---|---|---|------------------|---------------|---------------|-----------------|---|
| | | | | | | Initial | Target | MTR | Final | |
| to consult with CPA [and CF] communities in a trustworthy manner | | are appropriately skilled for their jobs in social consultations with CPA [and CF] communities | skilled in developing management plans with CPA [and CF] | | 1-Individuals have some or poor skills for their jobs; 2-Individuals are reasonably skilled 3-Individuals are appropriately skilled for their jobs | | | | | training initiated across target areas in February 2014; progress is gaining momentum but still at an early stage. Final: ▪ Rangers and FA subnational staff have undergone TOT under the SFM projects. They applied their skills with the community as part of their practicum. The successful formulation of the CF and CPA Management Plans demonstrated their capability to carry out their skills and high commitment. |
| 14. MoE coordination with other Govt. agencies | Institutional | Landscape/provincial plan with multi-stakeholder participation | Provincial DoE & PA staff will engage in landscape level approach to SFM for Kampong Speu, Kampong Chhnang & Pursat & feed modalities to policy level | Landscape level approach within two provinces covering 3-4 SFM modalities | 0-There is no political will at all, or worse, the prevailing political will runs counter to the interests of SFM; 1-Some political will exists, but is not strong enough to make a difference; 2-Reasonably strong political will exists, but is not always strong enough to fully support SFM; 3-There are very high levels of political will to support SFM | 0-1 | 2 | 1.5 | 1.75 | Achievement: 87.5% MTR: Political will now exists at the level of ministers, and MoE relations with FA and other government agencies have improved significantly, with monthly coordination meetings at provincial level since January 2014. Work remains to consolidate truly coordinated planning at the landscape level, and at all SFM modalities. Final: ▪ Have high commitment to develop the CF and CPA Management Plans. But there is still a need to strengthen the definition and understanding on the concept of sustainable forest management at the landscape level. ▪ There is still no formulation of a landscape level planning. |
| | | | | | Overall Score | 13/42 = 31% | 31/42 = 73.8% | 23/42 = 54.8% | 32.5/42 = 77.4% | Overall Achievement: 104.8% |