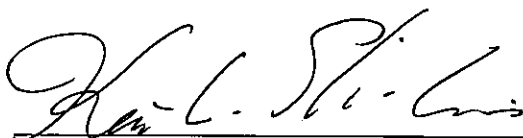


Joint Terminal Evaluation Report
on
The Project for Facilitating the
Implementation of REDD+ Strategy
and Policy (CAM-REDD)

Cambodia

2 March 2016

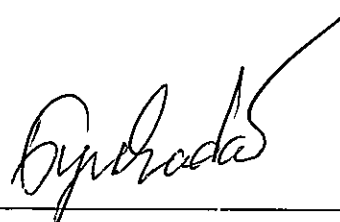


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Abbreviation and Acronyms

Abbreviation	English
AD	activity data
C/P	counterpart
CAM-REDD	Project for Facilitating the Implementation of REDD+ Strategy and Policy
CCBA	Climate, Community and Biodiversity Alliance
CF	community forest
CG	Consultation Group
COP	Conference of the Parties
DAC	Development Assistance Committee
DG	Director General
FA	Forestry Administration
FACCC	Forestry Administration's Climate Change and REDD+ Committee
FAO	Food and Agriculture Organization of the United Nations
FCPF	Forest Carbon Partnership Facility
FiA	Fisheries Administration
FPIC	free, prior and informed consent
FREL	Forest Reference Emission Level
GDANCP	General Department of Administration for Nature Conservation and Protection
GHG	greenhouse gas(es)
GIS	geographic information system
IP	indigenous people(s)
IPCC	Intergovernmental Panel on Climate Change
IRD	Institute of Forest and Wildlife Research and Development
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
LEAF	Lowering Emissions in Asia's Forests
LWB	Law on Wildlife and Biodiversity
M/M	Minutes of Meeting
MAFF	Ministry of Agriculture, Forestry and Fisheries
MDG	Millennium Development Goals
MoE	Ministry of Environment
MRV	measurement, reporting and verification
NCFPCC	National Community Forest Programme Coordination Committee

NFI	National Forest Inventory
NFMS	National Forest Monitoring System
NFP	National Forest Programme
NGO	non-governmental organization
NRS	National REDD+ Strategy
NSDP	National Strategic Development Plan
NTFP	non timber forest product
OECD	The Organisation for Economic Co-operation and Development
OTA	Office of Technical Advisor to Director General of Forestry Administration
PDM	Project Design Matrix
PF	protected forest
PLRs	policies, laws and regulations
PO	Plan of Operation
RBP	result-based payment
R/D	Record of Discussions
REDD+	Reducing Emissions from Deforestation and Forest Degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries
REL	Reference Emission Level
RGC	Royal Government of Cambodia
RL	Reference Level
RTS	REDD+ Taskforce Secretariat
SFB	Supporting Forests and Biodiversity project
SFM	Sustainable Forest Management
SIS	Safeguard Information System
SLMS	Satellite Land Monitoring System
TA/DG-FA	Technical Advisor to Director General of Forestry Administration
TOR	Terms of Reference
TT	Technical Team
UNDP	United Nations Development Program
UNFCCC	United Nations Framework Convention on Climate Change
UN-REDD	The United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
USAID	United States Agency for International Development
VCS	Verified Carbon Standard

WCS	Wildlife Conservation Society
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1. Overview of Joint Terminal Evaluation

1.1. Introduction

The Terminal Evaluation for “the Project for Facilitating the Implementation of REDD+ Strategy and Policy (CAM-REDD)” (hereinafter referred to as “the Project”) was conducted on the basis of the JICA Evaluation Guideline (1st Edition, June 2010) between 13th February and 2nd March 2016. The review was made along the Project Design Matrix (hereinafter referred to as “PDM”) version 7 (Annex 2). The Terminal Evaluation report has been prepared by the Japanese and Cambodian Joint Terminal Evaluation Team (hereinafter referred to as “the Team”).

1.2. Project Outline

The project outline is indicated in PDM-7 approved by FA’s Climate Change and REDD+ Committee (hereinafter referred to as “FACCC”) as the Joint Coordinating Committee, which was formulated as FA’s Climate Change and REDD+ Committee in this project’s context and it was put into effect as of 28 October 2015. A summary of the Project is described in the following table:

Item	Description
Project Name	Project for Facilitating the Implementation of REDD+ Strategy and Policy (CAM-REDD)
Project Period	1 June 2011 – 31 May 2016, 5 years
Project Site	whole country
Target groups	Direct beneficiary – REDD+ Task Force and Cambodian Governmental Officials (inter-ministerial)
Implementation Structure	<p>Direct stakeholders: Forestry Administration, Ministry of Agriculture Forestry and Fisheries (MAFF)</p> <ul style="list-style-type: none">➤ Project Director: Head of Forestry Administration (FA), Ministry of Agriculture, Forestry and Fisheries➤ Assistant to Project Director: Deputy Director-General of FA➤ Project Manager: Director of Department of Wildlife and Biodiversity, FA➤ Project National Administrative Coordinator: Acting Manager, Office of Carbon Credit and Climate Change, Department of Forest Industry and International Cooperation, FA➤ Technical Personnel of FA, Ministry of Environment (MoE), and FiA

Item	Description
	(Fisheries Administration)
Overall Goal	Sustainable forest management as a mitigation measure against climate change is promoted based on the experiences of REDD+ implementation.
Project Purpose	Capacity of related stakeholders is strengthened for smooth implementation of REDD+ strategy and policy.
Outcomes	<ol style="list-style-type: none"> 1. Effective National Management of the REDD+ Readiness process and stakeholder engagement Development of the National REDD+ Strategy 2. Improvement of capacity to manage REDD+ at the subnational/national levels. 3. Design of a Monitoring System and RLs/REs framework and capacity for implementation.

Specifically mentioning, implementation structure as Annex 6 describes is constructed of a team of FA personnel together with the Office of Technical Advisor to Director General of FA (TA/DG-FA¹) and JICA Technical Assistance Team on MRV/REL (JICA TA Team²). Together with other REDD+ development partners, it supports the Royal Government of Cambodia (RGC) to progress on national REDD+ process, which is an inter-ministerial effort.

This implementing structure stands in national REDD+ process which encompasses all the issues related to REDD+ Readiness in Cambodia. There were various REDD+ development partners coming in Cambodia's REDD+ readiness planning and FA led the discussion to align all of them to avoid duplicated roles. Four areas of Outcomes of the Taskforce Workplan were agreed among REDD+ development partners, and CAM-REDD applied these outcomes to its PDM (from version 5 to the present) as well.

The four outcomes of the Workplan are:

Outcome 1: Effective National Management of the REDD+ Readiness process and stakeholder engagement in accordance with the Roadmap principles (--> Institutional Arrangements)

Outcome 2: Development of the National REDD+ Strategy and Implementation Modalities (-->Strategies/Policies)

¹ TA/DG-FA consists of JICA experts and Cambodian officials, providing technical support when it is necessary in all four outcomes of CAM-REDD/national REDD+ process.

² The principal role of JICA TA Team is to provide technical support on MRV and REL (under the budget of Japanese side inputs for CAM-REDD).

Outcome 3: Improved capacity to manage REDD+ at project and subnational levels
(-->Projects/Sub-National Development)

Outcome 4: Design of a Monitoring System and RLs/REs framework and capacity for implementation (-->Measurement, Reporting, and Verification (MRV)/ GHG Inventory)

Roles of each supporting framework in the four outcomes are shown in the Figure 1.

Figure 1: Roles of major REDD+ development partners on four areas of the national REDD+ process

Outcome	Major REDD+ Development Partners						
	UNFCCC NFI	CAM-RE DD	FCPF	FAO's TCP-N FI (co- implete d)	SFB/LE AF		
Outcome 1: Institutional Arrangements	√√	√	√√		√		
Outcome 2: Strategies/Policies	√√	√√	√√		√		
Outcome 3: Projects/Sub-Natio nal Development	√	√√	√√		√	√√	√√
Outcome 4: MRV/REL/ GHG Inventory	√√	√√	√	√√	√	√√	√

√√: Principle role √: Secondary role (source: presentation of the head of the Secretariat)

* FAO TCP-NFI: Food and Agriculture Organization Technical Cooperation Programme on National Forest Inventory.

** SFB/LEAF: Supporting Forests and Biodiversity project (to be completed in June 2016) / Lowering Emissions in Asia's Forests (completed in 2015)

1.3. Purpose of Joint Terminal Evaluation

The Terminal Evaluation for “the Project” was conducted based on the JICA Evaluation Guideline (1st Edition, June 2010) between 13 February and 2 March 2016. The specific purposes of the Terminal Evaluation outlined as below:

- (1) To verify the accomplishments of the Project compared to those planned (PDM ver.7);

- (2) To identify obstacles and/or facilitating factors that have affected the implementation process;
- (3) To analyze the Project in terms of the five evaluation criteria, namely Relevance, Effectiveness, Efficiency, Impact and Sustainability;
- (4) To monitor the progress and results of the activities on site;
- (5) To make recommendations for the necessary actions and measures in order to attain the Project Purpose by the end of the Project cooperation period, and lessons learnt applicable for other projects; and
- (6) To make a terminal evaluation report by Japanese and Cambodian joint evaluation team, attain endorsement from the FACCC, and sign Minutes of Meeting (M/M) by Cambodian and Japanese sides.

1.4. Member of Joint Terminal Evaluation Team

The Team is composed of the following personnel:

a. Japanese Side

Name	In Charge	Position and Organization
Mr. Kenichi SHISHIDO	Team Leader	Deputy Director General, Global Environment Department, JICA
Ms. Misa KEMMIYA (Shimizu)	Cooperation Planning	Acting Director, Natural Environment Team 1, Forestry and Nature Conservation Group, Global Environment Department, JICA
Dr. Makoto TANAKA	Evaluation Analysis	Senior Consultant, ICONS Inc.

b. Cambodian Side

Name	In Charge	Position and Organization
Mr. Bun Radar	Team Leader	Deputy Director of Department of Forest Industry and International Cooperation, FA
Mr. So Than	Sub Leader	Deputy Chief of Gulf's Forestry Administration Inspectorate, FA
Mr. Lim Bunna	Member	Deputy Chief of Planning, Statistics and Consolidation Office, Department of Administration, Planning, Accounting and Finance, FA
Mr. Ouk Vibol	Member	Director of Department of Fisheries Conservation, FiA

1.5. Evaluation Method and Schedule

The terminal evaluation was conducted in the following manner:

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- (1) Collected relevant documents from the Project and concerned organizations;
- (2) Conducted key informant interviews (see Annex 1) from main stakeholders in FA
- (3) Visited to collect information at offices of relevant governmental agencies such as MoE as well as REDD+ development partners and collect information
- (4) Analyzed the collected information and data by referring to the PDM-7 (Annex 2) and the Plan of Operation (PO-7, Annex 3);
- (5) Compiled the result of the analysis in terms of the project achievements, implementation process and five evaluation criteria with recommendations;
- (6) Held a series of discussions at evaluation meetings to finalize the result of evaluation; and
- (7) Shared the result of evaluation with concerned personnel at FACCC and agreed on recommendations for the Project.

The following table is a description about the five criteria applied as principal framework for the analysis and assessment of JICA-supported cooperation projects. JICA applies the Development Assistance Committee (DAC) criteria for evaluating development assistance for value judgment of its project review/evaluation. The criteria were proposed in the DAC at the Organization for Economic Cooperation and Development (OECD) in 1991.

Relevance	Relevance is assessed by the validity of the project purpose and overall goal in connection with the policy framework of RGC and Japanese aid policy and the needs of beneficiaries.
Effectiveness	Effectiveness is assessed by analyzing the probability to accomplish the project purpose by the end of the project term and the extent to which outcomes contribute to the achievement of the project purpose.
Efficiency	Efficiency is assessed by analyzing productivity on how inputs are converted into outcomes in terms of timing, quality and quantity.
Impact	Impact is any intended/unintended, direct/indirect and positive/negative changes that have been brought about as a result of the project.
Sustainability	Sustainability is assessed by analyzing the extent to which the achievement of the project will be sustained or expanded after the project ends. The analysis is made from organizational, financial, technical, social and environmental viewpoints.

The detailed schedule of survey mission is shown in Annex 4.

2. Project Achievements

2.1. Achievements of Inputs

The Japanese side dispatched 2 long-term experts and a team of 8 technical experts. The former consist of Chief Advisor and Project Administrative Coordinator and the latter were engaged in Forest Remote Sensing, Forest Database and Forest Monitoring. The details are shown in Annex 5.

The Japanese side purchased equipment and machinery of about \$150,000 in total, which include computers, printers, cameras, projectors, GPS and boats, etc. (see Annex 7). The Japanese side bore \$1,080,378.90 as costs for the Project and \$718,864.20 for National Forest Programme (NFP) (see Annex 8). 12 stakeholders were trained in Japan in topics of National Forest Monitoring System (NFMS), remote sensing of forest resources, various forest conversations with community participation, ability for sustainable forest management (SFM), and environmental education technique (see Annex 9).

Japan's Grant Aid for the Forest Preservation Programme provided facilities and equipment for forest management and monitoring, as well as training of the equipment usage, some equipment is still under procurement. The total amount of the grant aid is 900 million yen. In Seima Protected Forest, for instance, one building, one 4WD car and five motorbikes were supplied by the grant aid. The building has been used as a base for FA and REDD+ development partners to implement a demonstration, and the vehicles have been utilized for their activities. This grant aid and the Project were planned to be implemented in synergy from the beginning. The provision of equipment by the grant aid is stated as one of the important assumptions in the PDMs.

The Cambodian side was initially called "Counterpart (C/P)" as designated in the Records of Discussion (R/D) of the Project. Since this term does not reflect actual situation, however, the Cambodian side has been called "Stakeholder" after the 1st Joint Coordinating Committee (JCC) meeting held on 18 November 2011. Then the JCC was also renamed as "FA's Climate Change and REDD+ Committee (FACCC)" as described in "1.2. Project Outline". The Cambodian side provided office spaces for the experts in FA Headquarters. The stakeholders are listed in Annex 6.

2.2. Achievement of Activities

The activities are summarized in 19 items in the current Project Design Matrix ver. 7 (PDM-7, see Annex 2). They are divided into more than 80 sub-items in the current Plan of Operation ver. 7 (PO-7, see Annex 3). In general, activities under Outcomes 1 and 3 are mostly on schedule, while Outcome 2 has been delayed due to consultation process regarding the draft Law on Wildlife and Biodiversity, Outcome 4 was also delayed mainly due to internal coordination within RGC. The Project has been considered as part of Cambodia's REDD+ process to establish REDD+ readiness, together with "the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD) Cambodia Program" and other programs supported by other REDD+ development partners.

2.3. Achievement of Outcomes

2.3.1. Achievement of Outcome 1

Outcome 1: "Effective National Management of the REDD+ Readiness process and stakeholder engagement"	
Degree of achievement by the end of the Project: Fully achieved	
Objectively Verifiable Indicators (for CAM-REDD)	Achievements
1.1 National taskforce, its secretariat, technical teams and consultation groups are established and become functional.	<ul style="list-style-type: none">- The REDD+ Taskforce Secretariat (RTS) started its operation from 2012. The Taskforce was inaugurated on 26 February 2013 by the promulgation of "Decision on Establishment of Cambodian REDD+ Taskforce" by the Minister of Agriculture, Forestry and Fisheries.- CAM-REDD advised the RTS on drafts of their terms of references (TORs) to establish four (4) Technical Teams (TT) that belong to the Taskforce: "Benefit Sharing" (Activity 2.3), "Safeguard" (Activity 2.6), "REDD+ Projects" (Activity 3.1) and "MRV/REL" (Activity 4.1). TOR for each TT was approved in the 1st Taskforce meeting (11 September 2013). The 1st TT meeting was held on 20th January 2014,

	<p>and since then the four TTs have been under operation.</p> <ul style="list-style-type: none"> - As for the Consultation Group (CG), members were appointed on 29 and 30 August 2013. The first CG meeting was held on 30 August 2013. CAM-REDD advised the Cambodian side on the contents of the draft TOR of CG and how to select the members. - The Taskforce discloses information on the implementation of CAM-REDD on its website³ and Facebook account. - From above, <i>this indicator was achieved.</i>
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In consideration of the achievement of Indicator 1.1, *Outcome 1 has already been achieved.*

2.3.2. Achievement of Outcome 2

Outcome 2: “Development of the National REDD+ Strategy”	
Degree of achievement by the end of the Project: Almost achieved	
Objectively Verifiable Indicators (for CAM-REDD)	Achievements
2.1 A national REDD+ strategy is drafted.	<ul style="list-style-type: none"> - A national REDD+ strategy (NRS) has been drafted since 2014 and revised for several times. - This draft was reviewed mainly by FA, FiA and MoE and agreed on 25 November 2015. - The outline of the draft NRS was presented during the 21st Conference of the Parties (COP21) the United Nations Framework Convention on Climate Change (UNFCCC) in December 2015. - From above, <i>this indicator was achieved.</i>
2.2 A relevant section on	- Existing policies, laws and regulations (PLRs)

³ www.cambodia-redd.org/category/supporting-redd-framework/cam-redd

<p>safeguards is compiled in a draft national REDD+ strategy.</p>	<p>related to REDD+ safeguards have been analyzed. A relevant section on REDD+ safeguards has been drafted based on this analysis result. This section is included in NRS ver. 6 as “6.2.1. Safeguards Information System (SIS)”.</p> <ul style="list-style-type: none"> - The final draft of NRS may include the “Calendar of Safeguards Information Systems (SIS) Development 2014-2026”. - From above, <u>this indicator was achieved.</u>
<p>2.3 Draft Law on Wildlife and Biodiversity is submitted to the Council of Ministers</p>	<ul style="list-style-type: none"> - The Law on Wildlife and Biodiversity (LWB) has been discussed in FA. - After passing the discussion, it will be approved by MAFF. Consultation process may take longer time than expected. - Then the draft law will be approved by the Council of Ministers, and submitted to the Parliament. Since this is a political process, it is difficult to predict when the law is approved by the Parliament. - From above, <u>this indicator is not completely achieved.</u>
<p>2.4 Sub-national NFP documents are endorsed for at least 7 provinces</p>	<ul style="list-style-type: none"> - Sub-national NFP documents were endorsed by the governors of 12 provinces: Pailin, Kampong Chhnang, Kampong Thom, Stung Treng, Ratanakiri, Mondulhiri, Kratie, Kep, Takeo, Kampot, Kandal and Kampong Spoeu. - A sub-national NFP document was prepared for Phnom Penh Municipality and is waiting for endorsement. - From above, <u>this indicator was achieved.</u>
<p>2.5 National/sub-national NFP programmes are implemented</p>	<ul style="list-style-type: none"> - Sub-national NFP programmes were implemented in four (4) provinces: Pailin,

throughout 6 programmes and at least 4 provinces	<p>Kampong Chhnang, Stung Treng and Kampong Thom.</p> <p>- From above, <u>this indicator was achieved.</u></p>
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In consideration of the achievement of Indicators 2.1 to 2.5, Outcome 2 has almost been achieved.

2.3.3. Achievement of Outcome 3

Outcome 3: “Improvement of capacity to manage REDD+ at the subnational/national levels.”	
Degree of achievement by the end of the Project: Fully achieved	
Objectively Verifiable Indicators (for CAM-REDD)	Achievements
3.1 Emission reduction is confirmed at least in one project	<p>- Emission reduction was approved by the third party organizations in one (1) demonstration: “Reduced Emissions from Deforestation and Forest Degradation in Community Forests – Oddar Meanchey, Cambodia” approved by Verified Carbon Standard (VCS)⁴ and by CCBA⁵.</p> <p>- From above, <u>this indicator was achieved.</u></p>
3.2 An initial pilot sub-national approach is documented.	<p>- The Demonstration Group as one of TG formulated a document that summarized the experiences in REDD+ activities and submitted to the Carbon Fund of the Forest Carbon Partnership Facility (FCPF) on 27 May 2014.</p> <p>- From above, <u>this indicator was achieved.</u></p>
3.3 Experiences of all the demonstration sites supported by CAM-REDD are compiled	<p>- A document named “REDD+ Demonstration Activities in Cambodia” was shared to related members in several official meetings in 2014.</p>

⁴ www.vcsprojectdatabase.org/#/project_details/904

⁵ www.climate-standards.org/2013/08/30/reduced-emissions-from-degradation-and-deforestation-in-community-forests-oddar-meanchey-cambodia/

and shared among stakeholders	<p>This document describes the experiences on pilot sub-national approach.</p> <ul style="list-style-type: none"> - From above, <u>this indicator was achieved.</u>
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In consideration of the achievement of Indicators 3.1 to 3.3, Outcome 3 has already been achieved.

2.3.4. Achievement of Outcome 4

Outcome 4: “Design of a Monitoring System and RLs/REs framework and capacity for implementation.”	
Degree of achievement by the end of the Project: Moderately achieved	
Objectively Verifiable Indicators (for CAM-REDD)	Achievements
4.1 A relevant section on national forest monitoring system is compiled in a draft national REDD+ strategy and operationalized.	<ul style="list-style-type: none"> - A plan to establish National Forest Monitoring System (NFMS) was described in NRS ver. 6 as “6.2.2. National Forest Monitoring System (NFMS)”. - The extent and distribution of forest areas in Cambodia have been monitored by developing maps based on satellite images, as part of the Satellite Land Monitoring System (SLMS). - From above, <u>this indicator was achieved.</u>
4.2 Initial REL(s)/RL(s) is developed.	<ul style="list-style-type: none"> - Method of initial REL(s)/RL(s) calculation and a provisional REL/RL figure was presented at COP21. As of evaluation time, result of 2014 mapping is in the process of approval by RGC. After the approval, the REL/RL document will be submitted to the UNFCCC secretariat by MoE. - From above, <u>this indicator was achieved.</u>
4.3 Initial forest carbon measurement is completed	<ul style="list-style-type: none"> - In order to calculate REL(s)/RL(s), emission of carbon dioxide was calculated on the basis of

above IPCC's Tier 1 level and its report is drafted for verification.	<p>emission factors that are selected from existing references and activity data (AD) that were obtained from maps in 2006, 2010 and 2014.</p> <p>- From above, <u>this indicator was achieved</u>.</p>
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In consideration of the achievement of Indicators 4.1 to 4.3, Outcome 4 has already been achieved based on PDM ver. 7.

However, as for the statement of Outcome 4 "capacity for implementation", the capacity of FA on improvement of forest reference emission level (FRELs) by itself needs to be further strengthened especially to receive results-based payment (RBP) in terms of assignment of officers and their skills.

2.4. Achievement of Project Purpose

Project Purpose: "Capacity of related stakeholders is strengthened for smooth implementation of REDD+ strategy and policy."	
Degree of achievement by the end of the Project: Almost achieved	
Objectively Verifiable Indicators (for CAM-REDD)	Achievements
1. Necessary policies and measures are drafted in a national REDD+ strategy.	<p>- Necessary policies and measures are included in the draft National REDD+ strategy (NRS).</p> <p>- From above, <u>this indicator was achieved</u>.</p>
2. Policy level inter-ministerial coordination and stakeholder consultation for promoting a national REDD+ strategy is enhanced.	<p>- Cambodia National REDD+ Taskforce and the Consultation Groups have participated in inter-ministerial consultation meetings. The participants expressed opinions on draft NRS. Some of the opinions were reflected to the draft.</p> <p>- From above, <u>this indicator was achieved</u>.</p>

In consideration of the achievement of Indicators 1 and 2, the Project Purpose is likely to be achieved within the project period based on PDM version 7.

Although there are no such equivalent indicators to measure capacity of related

stakeholders, their capacity needs to be further strengthened for smooth implementation of REDD+ strategy and policy, especially to implement REDD+ nationwide in term of both assignment of officers and technical skills at national and sub-national levels.

2.5. Target Area

The following 13 demonstration sites were selected as target areas for sub-national approach in Outcome 3:

- Seima PF⁶ and FPIC⁷ (Mondulkiri Province);
- Veun Sai & Siem Pang (Ratanakiri and Stung Treng Provinces);
- Central Cardamom PF (Pursat and Koh Kong Provinces);
- Preah Vihear PF and Pre-FPIC (Preah Vihear Province);
- Kulen Prum Tep Wildlife Sanctuary (Preah Vihear Province);
- Western Siem Pang (Stung Treng Province);
- Oddar Meanchey CF⁸ (Oddar Meanchey Province);
- Southen Cardamom PF (Koh Kong Province);
- Oyadav PF (Ratanakiri Province);
- Mondulkiri PF (Mondulkiri Province);
- Prey Long (Kampong Thom Province);
- Kampong Chhnang Flooded Forest (Kampong Chhnang Province); and
- Prey Nup Mangrove Forest (Preah Sihanouk).

The locations are shown in Figure 2.

⁶ PF: protected forest

⁷ FPIC: free, prior and informed consent

⁸ CF: community forest

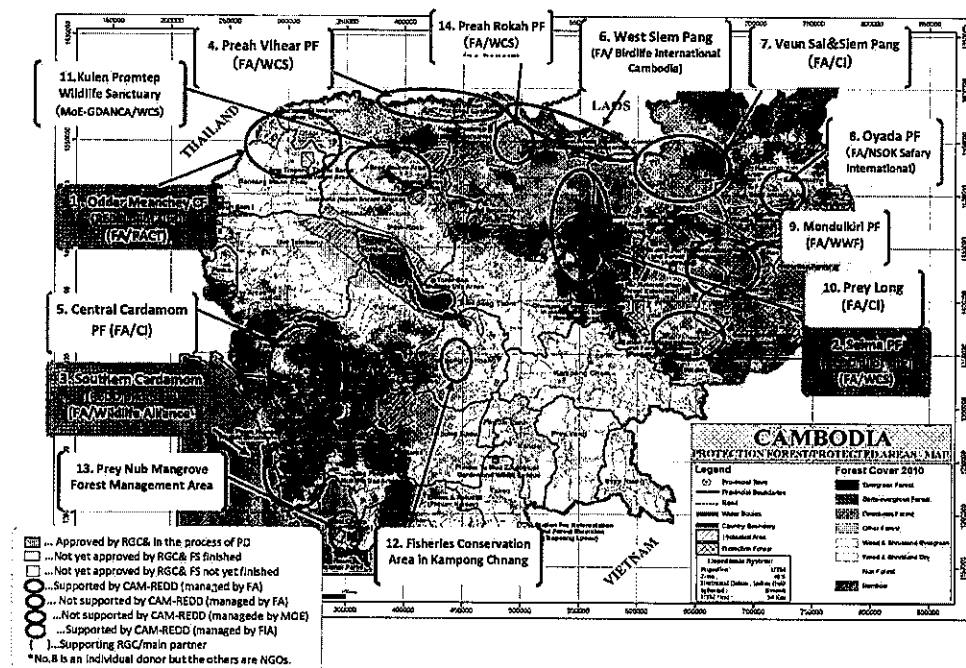


Figure 2. Location of REDD+ Demonstration Activities

2.6. Implementation Process and Framework

2.6.1. Communication and Coordination among JICA experts and Stakeholders

Although Cambodian stakeholders are mostly occupied with their daily tasks, they communicated with JICA experts very closely. The stakeholders at management level and the JICA experts held meetings twice or three times per month to share information and adjust the implementation plan of the Project. Relationship of trust has been observed between JICA experts and stakeholders.

2.6.2. Communication and Coordination among REDD+ Development Partners

During the project period, RGC has accepted supports from many REDD+ development partners. Difficulties of coordination were experienced especially at the earlier stage of the Project and transaction cost for coordination was not less in terms of time and resources spent. However, the REDD+ Taskforce Secretariat (RTS) has increasingly

played an important coordination role and guided development partners to follow Cambodia REDD+ Roadmap to avoid overlapping activities. Because of successful harmonization of activities of each partner, synergetic effects have been observed within REDD+ framework.

Multi-year work plan of Cambodia National REDD+ Taskforce is the basis for CAM-REDD, UN-REDD Cambodia Program and FCPF Readiness Project. This work plan and the Project PDM are identical. Such a common understanding of activities and targets based on the plan contributed to effective and efficient activities and outcomes.

2.6.3. Social and Environmental Consideration under REDD+

The Project supported to formulate a consultation group under Cambodia National REDD+ Taskforce, which incorporated indigenous peoples (IP) and various gender representatives.

There are many local communities including IP, who are heavily depending on forests. The Project has supported FA to identify the designated areas by building demarcation poles in order to show its boundaries on a trial basis. Through consultation process based on the principal of free, prior and informed consent (FPIC), local communities engaged in FA to patrol around the forest area. If illegal activities such as clearing, logging, hunting and snare holding are found during the patrol, the patrol members report to FA.

FA also considers alternatives of their livelihood other than illegal activities such as honey, mushroom, resin and other non-timber forest products (NTFPs).

2.7. Factors Positively Affected Results

(1) Strengthened ownership and coordination ability

The ownership of the Cambodian side has been well established throughout the project period and led a steady coordination role. The Cambodian side has gradually understood and recognized REDD+ as its own important agenda while most of the related development partners respect the initiative and efforts on the Cambodian side.

(2) Mobilize relevant REDD+ development partners

The Cambodian side mobilized fund from many REDD+ development partners given the timely topic of REDD+. Existence of many REDD+ development partners would be a factor that negatively affects the Project but the Cambodian side has been making efforts in producing synergetic effects from inputs of various REDD+ development partners.

It is well noted that emission reduction has been verified in the REDD+ demonstration in Oddar Meanchey CF and has been validated in the demonstration in Seima PF by third parties.

(3) Clear target set by UNFCCC

FA, together with the other implementing organizations and the Project, accelerated a decision making process among government institutions by utilizing a window of opportunity to present its draft REDD+ strategy or draft NRS at COP21 held in Paris, France in December 2015 and to submit FRELs to UNFCCC. These targets also made the Cambodian side and REDD+ development partners strengthen their collaboration tie toward these same targets.

2.8. Factors Negatively Affected Results

(1) Complexity and uncertainty of REDD+

REDD+ has been a new political and technical agenda in an international society with complexity and uncertainty especially until UNFCCC COP21 in December 2015.

REDD+ was first discussed in COP11 in 2005 as a measure to reduce the emission of greenhouse gases (GHG). Since then, the parties to the convention have discussed the methodology of REDD+ in COP every year. However, for instance, there are no international standards for the technical methodology to collect and analyze data and information, which caused common difficulties for all the parties to prepare REDD+. Even though FA decided to adopt a specific methodology, FA has accepted different methodologies suggested by different REDD+ development partners at an operational level due to diplomatic concern, this caused delay and adjustment costs for the activities for Outcome 4.

(2) Decision making process

At the beginning of the Project, it took longer time for key Cambodian stakeholders in

REDD+ to make policy decisions and share necessary information openly in Cambodian REDD+ concerned. Longer time was spent also in establishing the REDD+ management structure of the Cambodian side, which ended up considerable delay of Project implementation.

As stated above about the complexity of REDD+, decision making requires high levels of political and technical capacities among related ministries, agencies and other decision makers as long as REDD+ is concerned.

3. Evaluation Results

3.1. Relevance: Very High

The relevance of the Project is evaluated as very high.

RGC stated in National Strategic Development Plan (NSDP) 2006-2010, 2010-2014 and 2014-2018, to realize good governance through its “Rectangular Strategy”. “National Forest Programme 2010-2029” (NFP), formulated in September 2010, states “The forest resources provide optimum contribution to equitable macro-economic growth and poverty alleviation particularly in the rural areas through conservation and sustainable forest management, with active participation of all stakeholders” through nine (9) strategic objectives. To achieve one of these objectives “Addressing Climate Change,” REDD+ is positioned as a major component in NFP.

Aligning with the programme, “Cambodia National REDD+ Roadmap” was formulated in 2010. Under this roadmap, FA, FiA and MoE are to implement REDD+ process with assistance from REDD+ development partners including the United Nations Development Program (UNDP), the Food and Agriculture Organization of the United Nations (FAO), JICA and UN-REDD Cambodia Program. Thus the Project is quite relevant to Cambodia’s policy.

Based on the forest cover assessment by Forestry Administration, the forest cover of Cambodia decreased by about 1,378,625ha from 10,363,789ha (57.07% of the whole country area) in year 2010 to 8,985,164ha (49.48%) in year 2014 even during five years of the Project period. There exist pressures of deforestation from outside the forestry sector. It is meaningful that three government organizations make a plan/design and implement countermeasures against deforestation.

At the international level, Paris Agreement was adopted in COP21/UNFCCC, December 2015, which described i) GHG emission reduction thorough participation of all countries, ii) conservation of forest as a sink (promotion if REDD+). Cambodia has been recognized one of the countries with great potential to contribute to emission reduction by REDD+ in the international society.

Cambodia is one of the highly prioritized countries for JICA to assist a REDD+ process. A measure against climate change through sustainable forest management is one of JICA’s four main fields in nature conservation. Thus JICA assistance policy matches

with an important development subject of Cambodia.

3.2. Effectiveness: Relatively High

The effectiveness of the Project is evaluated as relatively high.

Cambodia was trying to fill gap between the goal of REDD+ as requirements from UNFCCC and its capacities. Since this Project was designed thorough identification of gaps and harmonization with the activities by other REDD+ development partners, and has been coordinated under Cambodia REDD+ Roadmap, each outcome contributed to fill the gap effectively and further to achieve the Project Purpose. The process to achieve the Outcomes and the Project Purpose has contributed to the promotion of REDD+ readiness activities in Cambodia, thereafter, constituted Cambodia's whole REDD+ process with synergized effects by related REDD+ development partners.

However, the capacities of FA still remain insufficient to improve FRELs by itself and to implement REDD+ nationwide.

3.3. Efficiency: Relatively High

Facilities and equipment provided by Japan's Grant Aid for the Forest Preservation Programme have been utilized in the Project. These inputs have contributed to efficient and effective activities guided by the Project especially in the forest areas of Cambodia. The Project covered travel cost, allowance and consumable cost for FA so that FA staff members utilize the equipment and facilities more efficiently.

Several Japanese private companies and NGOs have been engaging in forestry in Cambodia. The Project facilitated these activities, for instance, coordinated with FA and shared information concerned.

Through coordination among many REDD+ development partners, inputs by JICA and other REDD+ development partners led to synergetic effects to a certain degree. However, the further coordination is still expected to ensure appropriately assignment of related officers for prioritized activities from REDD+ development partners.

On the other hand, both JICA experts and the Cambodian side spared considerable time and resources for the coordination among development partners as a fact. This task was mainly undertaken by RTS under the guidance by Cambodia REDD+ Roadmap.

Although this coordination load affected even ordinal tasks of FA officers concerned, such an effort contributed to the whole REDD+ program to avoid overlapped activities.

No other inefficiency is observed in relation to the inputs, activities and the Outcomes. Thus, the efficiency of the Project is evaluated as relatively high.

3.4. Impacts: Relatively High

The impacts of the Project are evaluated as relatively high.

At the first phase, readiness, of Cambodia's REDD+ process is almost completed with the assistance of the Project and other interventions by REDD+ development partners. The Cambodian side is now transforming from the readiness phase to the implementation phase. The Project built part of capacities required for these phases to a certain degree.

Due to the Project effects, institutional capacity on the Cambodian side was enhanced to implement REDD+, therefore, the probability of Cambodia to receive economic inceptions including results-based payment (RBP) became higher. The payment could contribute to sustainable forest management, which is closely related to the Overall Goal of the Project, as long as incentive is allocated for forest conservation.

On the other hand, it is difficult to identify impacts of the Project on sustainable forest management nationwide. During this Terminal Evaluation, a plan to reform the governmental structure concerning forestry sector was announced by the Prime Minister⁹. Since it will take some time to settle down in a new institutional setup, it is difficult to predict whether the Overall Goal will be achieved within several years.

Several points are observed to contribute to the Impacts:

- FA, FiA and MoE have cooperated each other to formulate the multi-year work plan for the whole REDD+ and collaborated its implementation. This cooperative relationship among them was strengthened especially after the current Minister of Environment was appointed in 2013, and expected to continue in the long term.
- Social and environmental consideration was internalized in the process of REDD+ by the inclusion of IP and gender-related representatives into Consultation Group

⁹ Source: Key Note Address of the Prime Minister in the Inauguration of "Morodok Techo Hun Sen Building", Ministry of Environment and the Opening Ceremony of the Conference on Environment Stock Taking 2015 and Directions for 2016, 25 February 2016.

under Cambodia National REDD+ Taskforce. The trial process has shown a positive impact among local communities by demarcating designated areas in a participatory approach with local communities and FPIC.

On the contrary, no negative impacts are observed.

Even at the time of Terminal Evaluation, it is difficult to judge whether the Overall Goal is achieved within several years, because the Overall Goal will not be achieved only with contribution by the Project but with engagement by FA, related Agencies and other REDD+ development partners. However, the achievement of the Project Purpose surely contributes the achievement of the Overall Goal to some extent.

3.5. Sustainability: Moderate

(1) Policy and institutional aspects

Cambodia is expected to maintain its policies to promote REDD+ at least to 2029 as declared in NFP. Thus the Project effects are sustainable in policy and institutional aspects.

(2) Financial aspects

After the completion of the Project, some parts of REDD+ program will be promoted by RGC with assistance of programs such as FCPF. However, for the implementation at the national level, sufficient budget has not been committed by any REDD+ development partner yet. Budget of FA has been increasing; however, it still cannot cover even some of basic activity cost such as allowance and fuel for patrol. Therefore, financial sustainability is not high.

(3) Organizational aspects

It is expected that cooperative relationship among FA, FiA and MoE is kept as far as they continue to work on NRS implementation. However, human resources and institutional capacity to promote the REDD+ process are still insufficient.

It will take time to build a new structure setup upon the announced forestry sector reform. Although this reform aims to strengthen an institutional function of RGC for sustainable forest management, it is difficult to predict an impact of the reform during the evaluation.

(4) Society, culture and environmental aspects

Though trial cases, many local communities positively contribute to sustainable forest management and participating in the related activities such as patrol through consultation with FA. This change in local communities is sustainable as long as FA continues to assist more communities and successfully enhanced their understanding for forest conservation.

(5) Technical aspects

Technical capacities of the Cambodian side have not yet sufficed to promote the whole REDD+ process. The Cambodian stakeholders recognize that their capacity needs to be strengthened in preparing and implementing the sub-national and national REDD+ strategy, the action plan, the National Forest Monitoring System (NFMS), the REDD+ safeguards related to the implementation phase. Especially mentioning, the number of officers related to Outcome 4 needs to be increased. Thus the sustainability of the Project is moderate from the technical aspects. However, this will be improved if the related stakeholders in FA deepen their knowledge and skills as time pass by.

In total, the sustainability of the Project is evaluated as moderate.

4. Conclusion

Based on the above findings and evaluation, the Team concludes as follows.

Paris Agreement of UNFCCC adopted in December 2015 clearly described the importance of sustainable forest management and promotion of REDD+ as a mitigation measure, while RGC has put high priority on preparation of REDD+ as one of its NFP programs. Under the circumstances, the Project has been implemented in accordance with Cambodia's REDD+ process together with other interventions by many REDD+ development partners.

The Project made a significant contribution to Cambodia's REDD+ process by almost achieving the Project Purpose and the four Outcomes at high levels. As for the five evaluation criteria, the Relevance is evaluated as very high, the Effectiveness, the Efficiency and the Impacts are evaluated as relatively high, and the Sustainability is evaluated as moderate.

The capacities of FA and the related organization and the structure in RGC to promote the REDD+ process have been strengthened to some extent. The probability of Cambodia to access REDD+ finance was increased as a result of the Project. The payment is expected to contribute to sustainable forest management as long as a benefit from REDD+ is allocated for sustainable forest management.

However, capacity building on the Cambodian side still needs to be further strengthened for implementation as well as securing its budget. In order to achieve the Overall Goal, furthermore, more assistance by REDD+ development partners are definitely essential even if the Project Purpose is likely to be achieved.

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5. Recommendation

To the Project:

- (1) **To compile and disseminate the achievements of the Project** should be done by the end of the Project period. The Project supported various materials, documents and more to note even field activities, which should be summarized and shared among the Project stakeholders and REDD+ development partners for their reference. In addition, it is likewise very important for JICA to perform accountability to the government of Japan as well as Japanese citizens.

To the key REDD+ stakeholders:

- (1) **To promote access to REDD+ finance for implementing REDD+** from both Public Fund of international organization and Private Fund of market mechanism to fill a gap of government budget. Continuous efforts by the Cambodian side for fund raising are expected not to lose the momentum of international trend and interests for REDD+ and carbon credit.
- (2) **To enhance capacity for implementation at national and sub-national levels,** the capacity of relevant stakeholders for implementation needs to be further developed on the basis of a short- and mid-term plan according to the practical implementation plan and prioritized activities.
- (3) **To upgrade the capacity to implement national forest monitoring system, especially FRELs** by production of 2016 land use/cover map to ensure the realization of results-based payment. More staff should be allocated for MRV activities.
- (4) **To secure necessary budget for government officers for REDD+ implementation.** REDD+ development partners have been supporting allowance for staff of the Project stakeholders such as travel cost and daily allowance. Compensation by development partners is not expected to be sustainable. Therefore, FA and other implementing institutions should make efforts to increase the government budget for REDD+.
- (5) **To accelerate establishment of new integrated institutional setup in forestry sector** during the transition time of institutional reform and **to adjust accordingly expected assignment of an advisor from JICA** on REDD+ strategy from JFY

2016, which will be officially approved by the Japanese Government given the change.

To JICA:

- (1) **To extend the Project period of Outcome 4**, especially FRELs technically and financially to produce 2016 land use/cover map and FRELs documents to ensure the realization of results-based payment.
- (2) **To allocate an advisor to support implementation of a national REDD+ strategy**
 - Support the implementation of a national REDD+ strategy.
 - Promote REDD+ finance, etc.: from RGC, JICA and other stakeholders such as private companies, NGOs and international entities.

6. Lessons Learnt

1. **The single policy instrument: Cambodia National REDD+ Roadmap**, set at earlier stage of the project, made multiple stakeholders on the Cambodian side as well as REDD+ development partners to harmonize their activities. Such a guiding document plays an important role for all to contribute to implementing REDD+ effectively and efficiently, especially given multiple institutions and actors involved.

Enhanced ownership of FA was crucial to coordinate with many Project stakeholders and REDD+ development partners while most of the development partners respect FA's initiative. For new and complex REDD+ mechanisms, such clear management framework functioned effectively.

2. **The single work plan for all relevant REDD+ development partners** contributes to aligning each effort for the same goal among Project stakeholders and REDD+ programs, mainly CAM-REDD, UN-REDD Cambodia Program and FCPF. Said work plan and CAM-REDD PDM are identical. While the progress of discussions on REDD+ mechanisms is ongoing in the UNFCCC, Project stakeholders and REDD+ development partners agreed to adjust their plan flexibly to ensure their standing point and goals to pursue in the international and local context.

From the donor's view point, however, it is sometimes difficult to identify a concrete outcome from its own specific input given the complexity of input from multiple partners in the same activities at even PO level. It is important for developing partners to ensure accountability and visibility regarding their own contributions. Consideration and effort for the accountability and visibility must be discussed throughout the project implementation.

Annex 1 List of interviewees

Project stakeholders

Name	Position
H.E. Dr. Chheng Kimsun	Project Director Delegate of the Royal Government, Head of Forestry Administration
H.E. Chea Sam Ang	Assistant to Project Director, Taskforce / FACCC Chairman Deputy Director-General of FA
Dr. Keo Omalis	Project Manager Director of Wildlife and Biodiversity Department, FA
Dr. Khorn Saret	Project National Administrative Coordinator Deputy Director of Forest and Community Forestry, FA
Mr. Long Ratanakoma	Technical Team member (Benefit Sharing) Deputy Director of Forest and Forestry Community Department, FA
Mr. Chhum Delux	Technical Team member (Safeguards) Deputy manager of Carbon Credit and Climate Change Office, FA
Mr. Leng Chivin	Technical Team member (MRV/REL) Manager of Watershed Management and Forest Cover Assessment Office, FA
Ms. Sar Sophira	Technical Team member (MRV/REL) Deputy Manager of Watershed Management and Forest Cover Assessment Office, FA
Dr. Sokh Heng	Director of Institute of Forest-Wildlife Research and Development
Dr. So Thea	Deputy Director of Institute of Forest-Wildlife Research and Development
Mr. Bun Tun	Institute of Forest-Wildlife Research and Development
Mr. Ouk Vibol	Director of Fisheries Conservation Department, FiA
H.E. Dr. Paris Chuop	Deputy Secretary General and National REDD+ Focal Point

FA Prey Long

Name	Position
Mr. Teb Nheata	Chief of Kampong Thom FA Cantonment
Mr. Reung Sophat	Vice Chief of Kampong Thom FA Cantonment
Mr. Soth Mary	Chief of Kampong Thmar FA Division
Mr. Sav Vanny	Vice Chief of Sandan FA Division
Mr. Mok Narin	Vice Chief of Sandan FA Division
Ms. Luy Ratana	Vice Chief of Wildlife Habitat and Eco-tourism Office
Mr. Phal Sary	Officer of Kampong Svay FA Triage
Mr. Chan Monyneth	Chief of Sandan FA Triage
Mr. Ho Kimcheng	Chief of Tomring FA Triage
Mr. To Sothea	Vice Chief of Kraya FA Triage
Mr. Sing Seanglay	Vice Chief of Tomring FA Triage

JICA Experts

Name	Position in the Project
Mr. Hiroshi Nakata	Chief Advisor
Ms. Naomi Matsue	Project Administrative Coordinator / Co-benefit
Mr. Shigeru Ono	Team Leader, JICA Technical Assistance Team

Project Staff

Name	Position in the Project
Ms. Ches Sopheap	Officer Manager
Mr. Y Chaly	Technical Assistant

Other REDD+ development partners

Name	Position
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Ms. Setsuko Yamazaki	Country Director, UNDP Cambodia
Dr. Moeko Saito-Jensen	Policy Specialist, Climate Change and Sustainable Development, UNDP Cambodia
Mr. Anupam Bhatia	UN-REDD / FCPF Technical Specialist
Mr. Sovanna Nhem	National Program Advisor of FCPF
Mr. Mathieu Van Rijn	FAO expert
Dr. Ross Sinclair	Country Program Director, WCS Cambodia Program
Mr. Jeff Silverman	REDD+ Technical Advisor, WCS Cambodia Program
Mr. Matt Nuttall	REDD+ Technical Advisor, WCS Cambodia Program
Mr. Donal Yeang	WCS Cambodia Program

JICA Cambodia Office	
Name	Position
Mr. Itsu Adachi	Chief Representative, JICA Cambodia Office
Mr. Takashi Ito	Senior Representative, JICA Cambodia Office
Mr. Togo Uchida	Project Formulation Advisor, JICA Cambodia Office

Annex 2 Project Design Matrix (PDM)

Project Title: Project for Facilitating the Implementation of REDD+ Strategy and Policy ("CAM-REDD")

Project Period: June 2011 to May 2016 (5 years)

Project Area: Whole Cambodia

Target Group: Direct beneficiary – REDD+ Task Force and Cambodian Governmental Officials (inter-ministerial)

Prepared on 07 October 2015 (Ver. 7)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS (for CAM-REDD)	MEANS OF VERIFICATION	IMPORTANT ASSUMPTION
Overall Goal Sustainable forest management as a mitigation measure against climate change is promoted based on the experiences of REDD+ implementation.	Rate of deforestation and/or forest degradation is officially recognized ¹⁰ and policies and measures are largely taken to reduce it.	Internationally submitted reports/ Reports/ Maps/Datasets Other	
Project Purpose Capacity of related stakeholders is strengthened for smooth implementation of REDD+ strategy and policy.	i) Necessary policies and measures are drafted in a national REDD+ strategy. ii) Policy level inter-ministerial coordination and stakeholder consultation for promoting a national REDD+ strategy is enhanced.	* Governmental Documents * Interviews from stakeholders	* Cambodian policies on REDD+ do not change greatly. * Financial sustainability is secured. * A national REDD+ strategy is endorsed and financed.
Outcomes ¹¹ 1. Effective National Management of the REDD+ Readiness process and stakeholder engagement 2. Development of the National REDD+ Strategy	i) National taskforce, its secretariat, technical teams and consultation groups are established and become functional. ii) A national REDD+ strategy is drafted. iii) A relevant section on safeguards is compiled in a draft national REDD+ strategy. iv) Draft law on Wildlife and Biodiversity is submitted to the Council of Ministers v) Sub-national NFP documents are endorsed for at least 7 provinces vi) National/sub-national NFP programmes are implemented throughout 6 provinces and at least 4 provinces	* Prakas ¹² by Ministers / *Reports/Minutes of (taskforce /advisory group/consultation events/trainings, etc.) * Prakas by Ministers / Reports/Documents/Minutes of (Taskforce /advisory group/consultation events/trainings, etc.)	* International rules and modalities related to REDD+ procedure are established without delay. * Sufficient resources are allocated to draft national REDD+ strategy
3. Improvement of capacity to manage REDD+ at the subnational/national levels.	i) Emission reduction is confirmed at least in one project	* Reports	

¹⁰ Expected endorsement of land-use cover map of 2014 by Royal Government of Cambodia is around 2017, and subsequently the rate of deforestation (2010-2014) will be officially calculated.

¹¹ "Outcome" is defined as "the expected products and status to be achieved by conducting Activities". The term has the same meaning as "OUTPUT" in PDM-1.

¹² "Praka" is defined as declaration by a minister.

	<p>ii) An initial pilot sub-national approach is documented.</p> <p>iii) Experiences of all the demonstration sites supported by CAM-REDD are compiled and shared among stakeholders</p>		
4. Design of a Monitoring System and RLs/RELS framework and capacity for implementation.	<p>i) A relevant section on national forest monitoring system is compiled in a draft national REDD+ strategy and operationalized.</p> <p>ii) Initial REL(s)/RL(s) is developed.</p> <p>iii) Initial forest carbon measurement is completed above IPCC's Tier 1 level and its report is drafted for verification.</p>	* Reports / Maps / Datasets	
ACTIVITIES			
1.1 Establish National REDD+ Readiness Coordination Mechanism	<p>Japanese Side</p> <p>1) Allocation of Experts</p> <p>- Chief Advisor</p> <p>- Project Administrative Coordinator</p> <p>- Experts in the relevant fields (decided based on mutual agreement and within budget limitations)</p> <p>(1) RS/GIS</p> <p>(2) Forest Monitoring</p> <p>(3) Others</p> <p>2) Provision of equipment/facilities</p> <p>3) Training in Japan/Third Country Training</p> <p>4) Others</p>	<p>INPUTS</p> <p>Cambodian Side</p> <p>1) Stakeholders</p> <p>- Project Director (Chief of FA, MAFF)</p> <p>- Project Manager (Director of Dept. of Wildlife and Biodiversity, FA, MAFF)</p> <p>- Project National Administrative Coordinator (Acting Chief, Office of Carbon Credit and Climate Change, FA, MAFF)</p> <p>- Project Administrative Personnel</p> <p>- Administrative Staffs/ Secretaries /Typists/Clerks/Drivers/Security Guards/Other supporting Staffs if necessary</p> <p>2) Buildings and Facilities</p> <p>- Office space for the Project</p> <p>- Space for related facilities</p> <p>- Buildings and rooms, facilities, equipment and materials</p> <p>(Project Office in FA, MAFF and the Project Sites/Meeting rooms/Materials and Equipment provided through the Grand Aid by GOI, Facilities and utilities, and other facilities if necessary on mutual agreement basis)</p>	<p>* Provision of the equipment by the grant aid does not get greatly delayed.</p> <p>* Stakeholders (FA/MoE/FIA) continue to work for the Project.</p>
1.2 Support National REDD+ Readiness Process			
1.3 Engage Stakeholders in the REDD+ Readiness Process	<p>2.1 Develop National REDD+ Strategy</p> <p>2.2 Evaluate Multiple Benefits</p> <p>2.3 Establish REDD+ Fund Mechanisms and Revenue Sharing</p> <p>2.4 Develop Policy and Legal Framework for the National REDD+</p> <p>2.5 Conceptualise Interim REDD+ Emission Reduction Registry and Accounting</p> <p>2.6 Develop Safeguards and Monitoring of Multiple-Benefits</p> <p>2.7 Conduct Research and Survey Related to REDD+</p> <p>3.1 Implement and Review Demonstration Activities</p> <p>3.2 Develop Subnational/National Approach to REDD+ in the Field</p> <p>4.1 Establish National MRV/REL</p>		<p>Preconditions</p> <p>* Collaboration with other development partners (development partners/NGOs) is secured.</p>
1.4 Provide Stakeholders with Information on REDD+ and the National REDD+ Readiness Process			

4.2 Develop National Forest Monitoring System Plan			
4.3 Design the Satellite Land Monitoring System to provide Activity data for REDD+ related activities			
4.4 Design a National Forest Inventory to Develop Emission and Removal Factors for REDD+ Related Activities			
4.5 Develop Cambodia RLs/RELS Framework			
4.6 Develop a REDD+ Related GHG Reporting System			

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Annex 3 Plan of Operation (PO)

Prepared on 07 October 2015 (Ver. 7)

Plan of Operation (PO-7) rev As of 07 October 2015			Planned schedule-- Actual progress---		1st year												2nd year												3rd year												4th year												5th year												Major REDD+ Development Partners												
Year	Month	Task	Planned	Actual	2011												2012												2013												2014												2015													2016											
					J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D																									
1. Effective National Management of the REDD+ Readiness Process and Stakeholder Engagement																																																																													
1.1		Establish National REDD+ Readiness Coordination Mechanism																																																																											
1.1.1		Establish and operate Taskforce	Planned Actual																																																																										UN-REDD, CAN-REDD, FCPF
1.1.2		Hold regular Taskforce meetings – every second month	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
1.1.3		Organize training of Taskforce	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
1.1.4		Establish internal mechanism in each Ministry/ Administration as necessary	Planned Actual																																																																										CAN-REDD
1.2		Support National REDD+ Readiness process																																																																											
1.2.0		Build capacity of key persons of Secretariat	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
1.2.1		Establish and operate Secretariat	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
1.2.2		Conduct finance and procurement training for secretariat -additional resources to be provided by REDD+ development partners (UN-REDD, FCPF, CAN-REDD, etc.)	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
1.2.3		Hold regular meetings of decision making bodies of the REDD+ development partners	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD, NFI, FAO, ITC
1.2.4		Explore UNFCCC, UN-REDD, FCPF, CBD and other relevant meetings by Secretariat and Technical Teams	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
1.2.5		Conduct training and provide advice on REDD+ to Secretariat and Technical Teams	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD, NFI, FAO, ITC
1.3		Engage Stakeholders in the REDD+ Readiness process																																																																											
1.3.1		Identify REDD+ relevant stakeholders	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
1.3.2		Hold awareness-raising events e., workshop on REDD+ to the stakeholders	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
1.3.3		Identify civil society (CS) and IP representatives for national REDD+ bodies (*)	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
1.3.4		Support to set up CF, CFI and CPA networks (*)	Planned Actual																																																																										UN-REDD, CAN-REDD
1.3.5		Support groups of CS, IP, CF, CFI and CPA to engage on specific technical areas	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
1.4		Provide Stakeholders with Information on REDD+ and the National REDD+ Readiness Process																																																																											
1.4.1		Establish and maintain website of Cambodia REDD+	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
1.4.2		Develop a consultation and participation plan	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
1.4.3		Develop awareness raising materials, tools and outreach	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
1.4.4		Develop capacity building and awareness raising process	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
1.4.5		Hold regular meetings of the consultation group	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
(*) IP: Indigenous Peoples, CF: Community Forestry, CFI: Community Fisheries, CPA: Community Protected Areas																																																																													
2. Development of the National REDD+ Strategy																																																																													
2.1		Develop a national REDD+ Strategy																																																																											
2.1.1		Develop capacity-building and training to ministries	Planned Actual																																																																										CAN-REDD, UN-REDD, FCPF, CAN-REDD
2.1.2		Support the implementation and revision of the NFP.	Planned Actual																																																																										CAN-REDD, UN-REDD, FCPF
2.1.3		Develop National Protected Areas Strategic management Plan	Planned Actual																																																																										FCPF, UN-REDD, FCPF, CAN-REDD
2.1.4		Investigate how the REDD+ can support management of flooded forests and mangrove areas managed by FIA under the Strategic Planning Framework on Fisheries	Planned Actual																																																																										FCPF, UN-REDD, FCPF, CAN-REDD
2.1.5		Design a national strategy to address drivers from outside the forestry sector	Planned Actual																																																																										CAN-REDD, FCPF, CAN-REDD
2.1.6		Develop regional collaboration with bordering countries on law enforcement and to reduce leakage	Planned Actual																																																																										CAN-REDD & ITC joint grant w/ UN-REDD, FCPF
2.1.7		Develop a national REDD+ strategy	Planned Actual																																																																										CAN-REDD, FCPF, UN-REDD, CAN-REDD
2.2		Evaluate Multiple Benefits																																																																											
2.2.1		Make valuation of the multiple benefits of standing forests under the management strategies (PAs, CFs, etc.)	Planned Actual																																																																										UN-REDD, CAN-REDD
2.2.2		Scope and evaluate a national REDD+ strategy in relation to costs and benefits considering, inter alia, carbon density, co-benefits, jurisdiction, opportunity costs, resource management issues, etc.	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
2.2.3		Understand local costs and benefits of REDD+	Planned Actual																																																																										UN-REDD, FCPF, CAN-REDD
2.2.4		Monitor multiple benefits, other impacts and governance	Planned Actual																																																																										CAN-REDD, UN-REDD

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Annex 4 Schedule of Terminal Evaluation Team

Date	Activities
Feb 12 (Fri)	[Dr. Tanaka] 10:45 Departure from Tokyo / Haneda (TG683) 15:50 Arrival at Bangkok
Feb 13 (Sat)	07:50 Departure from Bangkok (TG580) 09:00 Arrival at Phnom Penh 09:30 Leave for Seima Protected Forest 15:30 Briefing from FA and WCS 16:30 Monitor equipment, facilities, etc.
Feb 14 (Sun)	09:00 Interview community representatives, FA officers, rangers, WCS staff 12:00 Leave Seima Protected Forest 17:30 Arrival at Phnom Penh
Feb 15 (Mon)	08:30-11:15 Interview with OTA of FA (Mr. Nakata & Ms. Matsue) 11:20-12:00 Interview FA Mr. Chivin Leng and Mrs. Sophira Sar (MRV/RL) 12:00-13:00 Interview FA Dr. Omaliss Keo 14:30-15:10 Briefing to Cambodian Evaluation members @ FA 15:10-16:00 Interview FA Mr. Delux Chhun (NRS & Safeguards) 16:00-17:00 Interview FA H.E. Chea Sam Ang (Taskforce/FACCC Chairman) @his office of FA
Feb 16 (Tue)	10:00-11:00 Interview FA Dr. Khorn Saret (Secretariat of Taskforce & FACCC) @FA 14:30-16:30 Interview FA Dr. So Thea, (Dr. Sokh Heng) @ Phnom Penh Thmey
Feb 17 (Wed)	10:00-11:00 Interview UNDP Mr. Anupam Bhatia (UN-REDD/FCPF Technical Specialist) @ FA 11:00-12:00 Interview FAO Mr. Mathieu Van Rijn (expert) @ FA 14:00-15:00 Interview UNDP Mr. Sovanna Nhem (National Project Advisor of FCPF) @ FA 16:00-17:00 Interview FA Mr. Ratanakoma Long (CF&benefit sharing) @ FA
Feb 18 (Thu)	08:00-10:00 Interview JICA Cambodia 10:30-11:30: Interview FiA Mr. Vibol Ouk (Director of Department of Fisheries Conservation) @FiA office 14:00-15:00 Interview WCS Dr. Ross Sinclair (Director)@WCS office
Feb 19 (Fri)	Analyze and Compile data and information
Feb 20 (Sat)	Analyze and Compile data and information
Feb 21 (Sun)	Analyze and Compile data and information
Feb 22 (Mon)	<i>AM Share first draft of minutes to other mission members</i> <i>Compile documents</i>
Feb 23 (Tue)	<i>-Revise the above documents</i> <i>(-Interview time if necessary)</i>
Feb 24 (Wed)	[Mr. Shishido and Ms. Kemmiya] Departure from Tokyo / Haneda Arrival at Bangkok
Feb 25 (Thu)	[Mr. Shishido and Ms. Kemmiya] 07:45 Departure from Bangkok (TG580) 09:00 Arrival at Phnom Penh 10:00-11:00 Internal meeting 11:00-12:30 Discussion with evaluation team (consultant and Cambodia members) 14:00-16:00 Introduction and Discussion over Minutes of final evaluation with FA & CAM-REDD 16:00-16:30 <i>Courtesy to DG of FA @ his office of FA (time is confirmed later)</i> 16:30-18:00 Discussion over Minutes of final evaluation (2) Dinner with JICA Cambodia Office
Feb 26 (Fri)	08:30-12:00 Discussion over Minutes with FA (cont.) 14:00-16:00 Discussion over extension of project (outcome 4 related) with FA 16:00-18:00 Discussion over extension of project (outcome 4 related) with FA & Mr. Mathieu Van Rijn (FAO)
Feb 27 (Sat)	08:00: Depart from PHN by 4WD car 11:30: Arrival in Kampong Thom Town 11:45: Check-in hotel 12:00: Lunch 14:00: Presentation on Prey Long at FA-Cantonment 15:00: Presentation on current status of forest management in Kg. Thom and JICA support by FA-Cantonment 18:30: Dinner
Feb 28 (Sun)	07:30: Depart from Kg. Thom to - Patrolling station supported by CAM-REDD (around the station, we can see demarcation pole and deforestation) 12:00: Lunch at the station

	13:00: Visit forest (tree seed source area) 14:00: Depart for Phnom Penh 18:00: Arrival in Phnom Penh
Feb 29 (Mon)	08:30-10:00 Meeting with FAO Mr. Alexandre Huynh (new director), Mr. Etienne Careme & Mr. Mathieu Van Rijn @FAO Office 11:00-12:00 Meeting with UNDP Ms. Setsuko Yamazaki, Anupam Bhatia & Ms. Moeko Saito Jensen @UNDP office 12:00-13:30 Lunch meeting with MoE H.E. Chuop Paris @Dashi Restaurant 14:00-15:00 Meeting with CP of FA over project extension (section in charge) 15:00-17:00 Meeting with FA for final draft of Minutes for evaluation
Mar 1 (Tue)	09:00-10:00 Meeting with H.E. Dr. Paris Chuop, MoE 12:00-13:30 Lunch meeting with Ms. Kimura (Phnom editor) @Terraza 13:30-14:30 Report to JICA Cambodia 14:00-18:00 Finalization of two minutes in evaluation team
Mar 2 (Wed)	10:00-12:00 FACCC & Signing on Minutes for final evaluation and extension 16:00- Report to Ambassador @EoJ 20:35 Departure from Phnom Penh (TG585) 21:40 Arrival at Bangkok 23:15 Departure from Bangkok (TG682)
Mar 3 (Thu)	06:55 Arrival at Tokyo / Haneda

Annex 5 List of Japanese Experts

	Field	Name	Assignment Period	Responsible Outputs and/or Activities of PDM
1	Chief Advisor	Hirachi Nakata	Jun 01, 2011 to May 31, 2016	Outcome 1 to 3 (all except Matsue's)
2	Project Administrative Coordinator/ Co-benefit	Naomi Matsue	Oct 26, 2011 to May 31, 2016	Outcome 1 & 2 (mainly activity 1,3,1,4, 2.2, 2.4, 2.5, 2.6)
3	<1 st and 2 nd Period> Team leader & Forest remote sensing/GIS <3 rd Period> Team Leader/REDD+ Strategy	Shigeru Ono	<1 st Period> In Cambodia (9.87) Nov 14, 2011 – Feb 28, 2012 May 23, 2012 – Aug 31, 2012 Dec 6, 2012 – Mar 3, 2013 In Japan (1.5) Nov 19, 2011 – Nov 13, 2011 Sep 1, 2012 – Sep 19, 2012 Nov 1, 2012 – Nov 21, 2012	<PDM Activities> Outcome 2 & 4 2.1.7 Develop a national REDD+ strategy 3.1.2.6 Work of validation/verification 4.1.0 Build capacity of key persons of National MRV/REL Technical Team 4.1.2 Build appropriate national capacity 4.2 Develop National Forest Monitoring System Plan 4.3 Design the satellite land monitoring system to provide activity data for REDD+ related activities 4.5 Develop Cambodia RLs/RELS Framework
			<2 nd period> In Cambodia (11.27) May 16 2013 – May 30, 2013 Jul 4, 2013 – Jul 31, 2013 Sep 2, 2013 – Oct 1, 2013 Nov 7, 2013 –Nov26, 2013 Jan 8, 2014-Mar 15, 2014 Apr 19, 2014-May 12, 2014 Jun 2, 2014-Jun 8, 2014 Jun 29, 2014-Aug 9, 2014 Sep 28, 2014-Nov 1, 2014 Nov 26, 2014-Dec 25, 2014 Jan 14, 2015-Feb 22, 2015	
			In Japan (1.6) Jun 16, 2013 – Jun 25, 2013 Mar 19, 2014-Mar 21, 2014 May 31, 2014-Jun 2, 2014 Sept 1, 2014 – Sept 3, 2014 Nov 24, 2014-Nov 25, 2014	

			<p>Dec 28, 2014, Dec 31, 2014 Jan 1, 2015-Jan 5, 2015 Mar 2, 2015-Mar 3, 2015</p> <p><3rd Period> In Cambodia (4.67) Apr 29, 2015-Jun 7, 2015 Jun 27, 2015-Aug 15, 2015 Sept 21, 2015-Oct 11, 2015 Oct 27, 2015-Nov 14, 2015 Feb 24, 2016-Mar 7, 2016</p> <p>In Japan (0.60) Jun 24, 2015-Jun 26, 2015 Aug 19, 2015-Aug 21, 2015 Oct 14, 2015-Oct 16, 2015 Dec 4, 2015-Dec 6, 2015</p>		
<p><1st and 2nd Period> Deputy team leader/ Forest resources inventory1</p>	Takashi SOMEYA	<p><1st Period> In Cambodia (4.0) Nov 22, 2011 – Dec 21, 2011 Mar 29, 2012 – Apr 12, 2012 Jun 24, 2012 – Jul 23, 2012 Dec 5, 2012 – Jan 3, 2013 Feb 17, 2013 – Mar 3, 2013</p> <p>In Japan (0.8) Sept 30, 2012- Oct 23, 2012</p> <p><2nd Period> In Cambodia (0.23) Jul 14, 2013 – Jul 20, 2013</p> <p>In Japan (0.2) Dec 2, 2014-Dec 3, 2014 Jan 5, 2015-Jan 6, 2015</p> <p><1st Period> In Cambodia (7.5)</p>	<p><PDM Activities> Outcome 4 3-2 Conduct forest inventory training 3-4 Assist developing MRV system 4.1.0 Build capacity of key persons of national MRV/REL technical team 4.4.1 Design national forest inventory</p>		
<p><1st Period> Forest resources inventory2</p>	Takeshi YAMASE		<PDM Activities> Outcome 4		

			<p>Dec 18, 2011 – Mar 1, 2012 Aug 26, 2012 – Nov 10, 2012 Dec 25, 2012 – Mar 7, 2013</p> <p><u>In Japan (0.47)</u> Nov 12, 2012 – Nov 25, 2012</p> <p><2nd Period> Replaced by Mr. Sakai</p>	<p>4.1.0 Build capacity of key persons of national MRV/REL technical team</p> <p>4.4.1 Design national forest inventory</p> <p>4.5.8 Quantify historical emission and removal factors</p>
6	<p><2nd Period> Forest resources inventory</p> <p><3rd Period> NFMS</p>	<p>Isao SAKAI (Replacement of Mr. Yamase)</p>	<p><2nd Period> <u>In Cambodia (10.33)</u> Set 2, 2013 – Oct 1, 2013 Oct 28, 2013 – Nov 17, 2013 Dec 11, 2013 – Mar 15, 2014 Apr 19, 2014-May 12, 2014 Jun 15, 2014-Jul 12, 2014 Aug 24, 2014-Sept 21, 2014 Nov 8, 2014-Dec 1, 2014 Jan 6, 2015-Mar 5, 2015</p> <p><u>In Japan (0.45)</u> Mar 19, 2014-Mar 21, 2014 Jun 2, 2014-Jun 3, 2014 Aug 2, 2014-Aug 3, 2014 Dec 22, 2014-Dec 23, 2014</p> <p><3rd Period> <u>In Cambodia (4.80)</u> Apr 29, 2015-Jul 1, 2015 Jul 25, 2015-Sep 26, 2015 Oct 31, 2015-Nov 15, 2015</p> <p><u>In Japan (0.15)</u> Jul 23, 2015-Jul 24, 2015 Oct 28, 2015-Oct 28, 2015</p> <p><1st Period> <u>In Cambodia (1.2)</u></p>	<p><PDM Activities> Outcome 2& 4 2.1.7 Develop a national REDD+ strategy</p> <p>4.1.0 Build capacity of key persons of national MRV/REL technical team</p> <p>4.2 Develop National Forest Monitoring System Plan</p> <p>4.4.1 Design national forest inventory</p> <p>4.6.1 Combine activity and forest carbon stock data</p>
7	<1st Period> Forest Database	Yoshitaka GOMI	<1st Period> <u>In Cambodia (1.2)</u>	<PDM Activities> Outcome 4

			Nov 14, 2012 – Dec 19, 2012	4.4.2 Develop central database of all information on forest monitoring, and MRV
8	<p><2nd Period> Forest Database</p> <p><3rd Period> Land use/cover assessment)</p>	Toru FURUYA	<p><2nd Period> In Cambodia (1.5) Sept 28, 2014-Nov 1, 2014 Jan 28, 2015-Feb 6, 2015</p> <p>In Japan (1.0) Dec 16, 2014-Dec 17, 2014 Jan 5, 2015-Jan 15, 2015 Feb 25, 2015-Feb 28, 2015 Mar 2, 2015-Mar 4, 2015</p> <p><3rd Period> In Cambodia (1.07) Jul 25, 2015-Aug 12, 2015 Aug 30, 2015-Sep 11, 2015</p> <p>In Japan (1.2) Apr 27, 2015-May 18, 2015 Jul 22, 2015-Jul 23, 2015</p>	<p><PDM Activities> Outcome 4 4.2.2 Determine national forest definitions, land-use classes, carbon pools and reference period to be used</p> <p>4.4.2 Develop central database of all information on forest monitoring and MRV</p> <p>4.3 Design the satellite land monitoring system to provide activity data for REDD+ related activities</p>
9	REL/NFMS2	Toru INADA	<p><3rd Period> In Cambodia (2.27) Apr 30, 2015-May 29, 2015 Jun 23, 2015-Jul 12, 2015 Sep 2, 2015-Sep 19, 2015</p> <p>In Japan (0.20) Jun 18, 2015-Jun 19, 2015 Oct 28, 2015-Oct 29, 2015</p> <p><2nd Period> In Cambodia (0.83) Sep 8, 2013 – Sep 15, 2013 Nov 17, 2013 – Nov 23, 2013 Jul 3, 2014-Jul 12, 2014</p> <p>In Japan (2.5)</p>	<p><PDM Activities> Outcome 4 4.4.1 Design national forest inventory 4.5.6 Make preliminary design of the national REL framework 4.5.7 Quantify historical activity data 4.5.8 Quantify historical emission and removal factors 4.5.10 Develop relevant REL 4.6.1 Combine activity and forest carbon data</p> <p><PDM Activities> Outcome 4 4.3.2 Build capacity on the use of satellite images and other data for the satellite land monitoring system 4.3.3 analyze past and current forest cover and land use change</p>
10	Forest Remote sensing (Automatic classification) (eCognition)	Miki ASAI		

			<p>Dec 16, 2014-Dec 20, 2-014</p> <p>Jan 5, 2015-jan 24, 2015</p> <p>Feb 3, 2015-Feb 28, 2015</p> <p><3rd Period></p> <p>In Japan (1.1)</p> <p>Apr 27, 2015-May 18, 2015</p>	
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Annex 6 List of Counterpart Staff

Managers

Name	Position in the Project	Position in the Organization	Assignment Period
H.E. Dr. Chheng Kimsun	Project Director	Delegate of the Royal Government, Head of Forestry Administration	May 2011 to present
H.E. Chea Sam Ang	Assistant to Project Director	Deputy Director-General of Forestry Administration	May 2011 to present
Dr. Keo Omaliss	Project Manager	Director of Wildlife and Biodiversity Department	Nov. 2011 to present
Mr. Meas Makara	Project Manager	Director of Forest and Community Forestry Department	May 2011 to Nov. 2011
Dr. Khorn Saret	Project National Administrative Coordinator	Deputy Director of Forest and Community Forestry	Nov. 2014 to present
Mr. Khun Vathana	Project National Administrative Coordinator	Acting Manager, Office of Carbon Credit and Climate Change	Nov. 2011 to Nov. 2014

Technical Personnel of Forest Administration

Name	Area of Responsibility	Position in the Organization	Assignment Period
Mr. Long Ratanakoma	Benefit Sharing	Deputy Director of Forest and Forestry Community Department	May 2011 to present
Mr. Chhun Delux	Safeguards	Deputy manager of Carbon Credit and Climate Change Office	Jun. 2013 to present
Mr. Lao Sethapal	Safeguards	Deputy Director of Legislation and Law Enforcement	Jun. 2013 to present
Mr. Phan Kamnap	Safeguards	Manager of Forestry Community Office	May 2011 to May 2013
Mr. Hort Sothea	Demonstration	Manager of Administration Planning and International Treaty Office	Jun. 2013 to present
Mr. Meak Vuthy	Demonstration Selma Protected Forest	Chief of Office of legislation and conflict management	Aug. 2014 to present
Mr. Men Soriyun	Demonstration Selma Protected Forest	Deputy Director of Wildlife and Biodiversity Department	May 2011 to Jul. 2014
Mr. Tan Setha	Demonstration Preah Vihear Protected Forest	Deputy manager of Wildlife Protection and Biodiversity Office	May 2011 to present
Mr. Peov Somanak	Demonstration Central Cardamom Protected Forest	Manager of Wildlife and Biodiversity Office	May 2011 to present
Mr. Kry Masphal	Demonstration Western Siem Pang Protected Forest	Deputy manager of Wildlife Protection and Biodiversity Office	May 2011 to present

Mr. Chea Nget	Demonstration Veun Sai-Siem Pang Protected Forest	Officer	May 2011 to present
Mr. Leng Chivin	MRV/REL	Manager of Watershed Management and Forest Cover Assessment Office	May 2011 to present
Ms. Sar Sophira	MRV/REL	Deputy manager of Watershed Management and Forest Cover Assessment Office	May 2011 to present
Mr. Seab Kimsrim	MRV/REL	Officer	Sep. 2013 to Mar. 2015

FACCC Members

Name	Area of Responsibility	Position in the Organization	Assignment Period
Mr. Phan Kamnap		Manager of Forestry Community Office	Jun. 2013 to present
Mr. Soun Sovann		Deputy Director of Legislation and Law Enforcement	
Mr. Samreth Vanna		Deputy Director of Forest and Community Forestry	May 2011 to present
Mr. Hor Limchhun		Deputy Director of Forest Industry and International Cooperation	
Mr. Hong Kimhaen		Deputy Director of Plantation and Private Forest Development	May 2011 to present
Dr. So Thea		Deputy Director of Institute of Forest-Wildlife Research and Development	
Mr. Hun Eang		Manager of Industry and Timber-NTFP Use office	May 2011 to present
Mr. Phan Kamnap		Manager of Community Forestry Office	
Dr. Kao Dana		Acting Manager of Forest Affairs Office	May 2011 to present
Mr. Haem Saravuth		Deputy Director of Forestry and Community Forestry	
Mr. Lim Bunna		Deputy Manager of Planning Office	May 2011 to present
Mrs. Srey Kong Phallyka		Deputy Manager of Administrative and International Treaty	
Ms. Hort Ainun		Official of Dept. of Forest Industry and International Cooperation	May 2011 to present
Chiefs of FA Inspectorate		4 FA Inspectorates	

Technical Personnel of Fisheries Administration

Name	Area of Responsibility	Position in the Organization	Assignment Period
Mr. Ouk Vibol		Director of Fisheries Conservation Department	
Mr. Bun Racy		Officer	

Technical Personnel of GDANCP, MoE

Name	Area of Responsibility	Position in the Organization	Assignment Period
H.E. Chuop Paris		Deputy General Secretariat of the National Council for Sustainable Development	
Mr. Uy Kamal		Deputy Director of Climate Change Department	
Mr. Kim Nong		Deputy Director-General of Administration for Nature Conservation and Protection	

Project Staff

Name	Position in the Organization	Assignment Period
Ms. Ches Sopheap	Officer Manager	May 2011 to present
Mr. Y Chaly	Technical Assistant	Sep. 2014 to present
Mr. Seab Kimsrim	Technical Assistant	Jan. 2011 to Aug. 2013
Mr. Pak Sngoun Pisey	Technical Assistant to REDD+ Taskforce Secretariat	Jan. 2011 to Aug. 2013
Ms. Leang Chorony	IT Assistant	Dec. 2012 to May 2013
Ms. Cheam Dalina	Biodiversity Assistant	Dec. 2012 to May 2013
Mr. Chouth Titsopeha	Technical Assistant to REDD+ in Protected Forests	Oct. 2013 to Mar. 2015
Ms. Seng Nalin	IT Assistant	Jun. 2013 to Mar. 2014

Annex 7 List of Equipment Provided by the Japanese Side

(As of 31 December 2015)

Item	Specification	Qn	Unit Price	Total Price	"Model number/Management number"	Location	Responsible Person	Responsible Organization	International or local procurement	Date of Purchase	# of available eqpt	# of disposed eqpt	Date of Monitoring	Monitoring Implementor
Laptop Computer	DELL Inspiron N4030	1	\$1,138.00	\$1,138.00	10-3-000650	OTA	Technical Advisor	OTA	Local	10-Nov-10	Handed-over to FA			
Laptop Computer	DELL Latitude E6420	1	\$990.00	\$990.00	11-3-000010	OTA	Technical Advisor	OTA	Local	25-Oct-11				
Laptop Computer	Sony VPCIB36CM	1	\$1,100.00	\$1,100.00	11-3-000125	OTA	Technical Advisor	OTA	Local	26-Oct-11	Handed-over to FA			
Laptop Computer	MacBook Pro 133	1	\$1,539.00	\$1,539.00	12-3-001408	OTA	Technical Advisor	OTA	Local	4-Mar-13				
Printer	Brother MFC-9840CDW	1	\$1,305.00	\$1,305.00	10-3-000684	OTA	Technical Advisor	OTA	Local	19-Nov-10				
Camera	Canon EOS 600D	1	\$1,072.00	\$1,072.00	11-3-003008	OTA	Technical Advisor	OTA	Local	18-Nov-11				
GPS	Garmin 60CSx	2	\$620.00	\$1,240.00	"11-3-003007 and 11-3-003049"	OTA	Technical Advisor	OTA	Local	26-Apr-11				
Safety Box		1	\$270.00	\$270.00	13-3-001761	OTA	Project Administrative Coordinator	OTA	Local	11-Apr-13				
Bookshelf	Inox	1	\$270.00	\$270.00	14-3-000348	OTA	Project Administrative Coordinator	OTA	Local	21-Apr-14				
Laptop Computer	Dell Latitude 3440	1	\$1,010.00	\$1,010.00	14-3-000746	OTA	Project Administrative Coordinator	OTA	Local	12-Sep-14				
Laptop Computer	Dell Amd 4	1	NA	NA	13-3-000089	OTA	Project Administrative Coordinator	OTA	Local	18-Nov-14				
Printer	Canon MF4720	1	\$238.00	\$238.00	NA	OTA	Project Administrative Coordinator	OTA	Local	11-Sep-14				
Camera	Nikon D90	1	\$1,230.00	\$1,230.00	10-3-001678	Saima PF	Project Manager	FA	Local	9-Feb-11				
Printer	Laserjet HP-42015N	1	\$380.00	\$380.00		Saima PF	Project Manager	FA	Local	30-May-11				
Signboard		3	\$310.00	\$930.00		Saima PF	Project Manager	FA	Local	28-Feb-11				
Lightening protector		2	\$163.50	\$327.00		Yuan Sai	Project Manager	FA	Local	17-Jun-11	2	0	15-Jun-15	Ms. Naomi and Ms. Sophie
Sign board	"331 (small 300, medium 30, and big for gate 1)"	1	\$590.00	\$590.00		Yuan Sai	Project Manager	FA	Local	18-Jul-11	80%	20%	15-Jun-15	Ms. Naomi and Ms. Sophie
Water container		1	\$210.00	\$210.00		Yuan Sai	Project Manager	FA	Local	13-Feb-12	0	1	15-Jun-15	Ms. Naomi and Ms. Sophie
Printer	Apson TX600FW	1	\$290.00	\$290.00		Yuan Sai	Project Manager	FA	Local	16-Nov-11	0	1	15-Jun-15	Ms. Naomi and Ms. Sophie
Pumping machine	H52-375	1	\$265.00	\$265.00		Yuan Sai	Project Manager	FA	Local	2-Dec-11	0	1	15-Jun-15	Ms. Naomi and Ms. Sophie
Dynamo	GM-5kw	1	\$295.00	\$295.00		Yuan Sai	Project Manager	FA	Local	2-Dec-11	1	0	15-Jun-15	Ms. Naomi and Ms. Sophie

Generator	RT120		1	\$1,550.00	\$1,550.00		11-3-003013	Yuen Sai	Project Manager	FA	Local	22-Feb-12	1	0	15-Jun-15	Ms Sopheap
Cabinet	DK3060		2	\$247.00	\$494.00			Yuen Sai	Project Manager	FA	Local	31-Jan-12	2	0	15-Jun-15	Ms Naomi and Ms Sopheap
Desk	S304SG		2	\$210.00	\$420.00			Yuen Sai	Project Manager	FA	Local	31-Jan-12	2	0	15-Jun-15	Ms Naomi and Ms Sopheap
Processed Tractor			1	\$8,500.00	\$8,500.00		"11-3-003014 11-3-003015 11-3-003016 11-3-003017 11-3-003018"	Yuen Sai	Project Manager	FA	Local	22-Feb-12	1	0	15-Jun-15	Ms Naomi and Ms Sopheap
Secured Lockup			1	\$1,000.00	\$1,000.00			Yuen Sai	Project Manager	FA	Local	20-Jun-14	1	0	15-Jun-15	Ms Naomi and Ms Sopheap
Camera	Canon 550D		1	\$1,050.00	\$1,050.00		10-3-001675	CCPF	Project Manager	FA	Local	21-Jan-13				
Printer	Brother MFC-5890CN	Fax	1	\$277.00	\$277.00			CCPF	Project Manager	FA	Local	24-Feb-11				
Portable Printer	Canon IP100		2	\$321.00	\$642.00			CCPF	Project Manager	FA	Local	28-Feb-11				
Water container	7000L		3	\$455.00	\$1,365.00			CCPF	Project Manager	FA	Local	13-Dec-11				
Cabinet	G27		1	\$165.00	\$165.00			CCPF	Project Manager	FA	Local	21-Feb-11				
Voice recorder	"Sony ICD-UZ512F SN: 4601753"		1	\$120.00	\$120.00			CCPF	Project Manager	FA	Local	28-Feb-12				
Computer	Dell Optiplex 990/MT		1	\$1,140.00	\$1,140.00		11-3-003019	CCPF	Project Manager	FA	Local	5-Mar-12				
LCD Projector	Sony VPL-EX120		1	\$770.00	\$770.00		11-3-003020	CCPF	Project Manager	FA	Local	9-Mar-12				
Generator	Yokohama 15M		1	\$340.00	\$340.00			Seim Pang	Project Manager	FA	Local	1-Mar-11	0	1	16-Jun-15	Ms Naomi and Ms Sopheap
Printer	Brother DCP-145C		1	\$210.00	\$210.00			Seim Pang	Project Manager	FA	Local	22-Feb-11	0	1	16-Jun-15	Ms Naomi and Ms Sopheap
Generator	Kubota		1	\$1,260.00	\$1,260.00		13-3-000475	Seim Pang	Project Manager	FA	Local	23-Aug-13	1	0	16-Jun-15	Ms Naomi and Ms Sopheap
Innovated tractor	Bakota 12cc		1	\$2,080.00	\$2,080.00		13-3-001280	Seim Pang	Project Manager	FA	Local	3-Mar-14	1	0	16-Jun-15	Ms Naomi and Ms Sopheap
Wooden cart			1	\$250.00	\$250.00			Seim Pang	Project Manager	FA	Local	17-Mar-14	1	0	16-Jun-15	Ms Naomi and Ms Sopheap
Voice Recorder	Sony UX512F		4	\$120.00	\$480.00			PVPF	Project Manager	FA	Local	30-Jan-12				
Generator	Honda 7000D		1	\$920.00	\$920.00		11-3-003956	PVPF	Project Manager	FA	Local	20-Feb-12				
Computer laptop	Sony Vaio VFC-CA15FG		1	\$1,100.00	\$1,100.00		11-3-003011	PVPF	Project Manager	FA	Local	26-Oct-11	0	1	Broken - Disposal	

Video Camera	Sony HDR-XR550E	1	\$1,180.00	\$1,180.00	10-3-002101	REDD+taskforce	Dr. Keo Onaliss	FA	Local	20-Jan-11		
Camera	"Nikon D90 SN: 2286646"	1	\$1,105.00	\$1,105.00	10-3-001674	REDD+taskforce	Dr. Keo Onaliss	FA	Local	21-Jan-11		
Printer	Brother	1	\$67267.00	\$67267.00	10-3-001096	REDD+taskforce	Dr. Keo Onaliss	FA	Local	22-Feb-11		
Printer	HP-E910	1	\$400.00	\$400.00		REDD+taskforce	Dr. Keo Onaliss	FA	Local	31-Jan-12		
Database system unit	Acer	1	\$499.00	\$499.00		REDD+taskforce	Dr. Keo Onaliss	FA	Local	31-Jan-11		
Voice recorder	Sony ICD-UX513FN	1	\$175.00	\$175.00		REDD+taskforce	Dr. Keo Onaliss	FA	Local	24-Feb-11		
External Hardisk	Transcend 1TB	1	\$160.00	\$160.00		REDD+taskforce	Dr. Keo Onaliss	FA	Local	10-Feb-12		
Computer Laptop	Sony VPCSB36FG	1	\$1,320.00	\$1,320.00	11-3-003958	REDD+taskforce	Dr. Keo Onaliss	FA	Local	20-Jan-12		
Computer Laptop	DELL Inspiron N4110	2	\$725.00	\$1,450.00	12-3-000315	REDD+taskforce	Dr. Keo Onaliss	FA	Local	13-Jun-12		
Computer Desktop	DELL Precision T7500	1	\$2,310.00	\$2,310.00	12-3-002239	FA	Mr. Iech	FA	Local	20-Aug-12		
Printer	HP Designjet 510 series	1	\$3,418.00	\$3,418.00	10-3-001155	GIS office	Mr. Leng Chivin	FA	Local	1-Mar-11		
Copier	Toshiba MDX JE-181	1	\$1,440.00	\$1,440.00	11-3-000126	GIS office	Mr. Leng Chivin	FA	Local	4-Apr-11		
Camera		3	\$259.00	\$777.00		Oyaday PF	Project Manager	FA	Local	2-Mar-12		
GPS		3	\$550.00	\$1,650.00		Oyaday PF	Project Manager	FA	Local	21-Feb-12		
Solar panel		1	\$555.00	\$555.00		Oyaday PF	Project Manager	FA	Local	14-Mar-12		
Generator		1	\$920.00	\$920.00	11-3-003957	Oyaday PF	Project Manager	FA	Local	22-Feb-12		
GPS Garmin 62s	21F153164	2				Oddar Meandhey FAC	Chief of FAC	FA	Local	21-Feb-12		
Camera	Canon SX40HS	1				Oddar Meandhey FAC	Chief of FAC	FA	Local	5-Mar-12		
External Hard Disk	"490807-1136 490807-1144 490807-1141 490807-1132"	4				Oddar Meandhey FAC	Chief of FAC	FA	Local	10-Feb-12		
Printer HP7500A	MY1BD3100P	1				Oddar Meandhey FAC	Chief of FAC	FA	Local	31-Jan-12		
Solar Panel	200W	1	\$820.00	\$820.00	13-3-000722	Preah Vihear FAC	Chief of FAC	FA	Local	6-Nov-13		
Solar Panel	Solar system	1	\$1,200.00	\$1,200.00	11-3-003012	Preah Vihear FAC	Chief of FAC	FA	Local	18-Nov-11		
Two-way radio (Repeater)	Motrola	1	\$8,845.00	\$8,845.00	11-3-003009	Prey Long	Kampong Thom FAC	FA	Local			
GPS Garmin 62s	21F308508, 21F308504	2	\$490.00	\$980.00		Prey Long	Kampong Thom FAC	FA	Local	14-Jun-13		
Camera	Sony TX20	2	\$235.00	\$470.00		Prey Long	Kampong Thom FAC	FA	Local	17-Jun-13		
Water pumping machine	Multi-stage pump 6W motor 100D 16x830Kw)	1	\$3,500.00	\$3,500.00	13-3-000107	Tiamao Wildlife Rescue Center	Tiamao FAC	FA	Local	8-Apr-13		
Video Camera	Canon 70H	1	\$650.00	\$650.00	10-3-001676	FWTC	Director of FWTC	FA	Local	11-Feb-11		

Annex 8 Project Cost provided by Japanese side

Unit: USD
As of 31 December 2015

Category: NFP							
Program	2010 (Aug.-Dec.)	2011 (Jan.-Dec.)	2012 (Jan.-Dec.)	2013 (Jan.-Dec.)	2014 (Jan.-Dec.)	2015 (Jan.-Dec.)	Sub-total
Office Management	5,303.00	42,177.00	41,494.13	45,485.35	33,547.70	35,160.06	203,167.24
Overall Process							328,507.38
-National process	0.00	0.00	1,200.00	0.00	0.00		1,200.00
-Sub-national	0.00	8,941.40	70,458.48	73,858.21	83,554.32	15,848.54	252,660.95
Pailin workplan implementation (Demarcation, Nursery and memorial garden)	0.00	0.00	0.00	16,372.10	0.00		16,372.10
Kampong Thom workplan implementation							
-Demarcation				32,095.08	-305.25		31,789.83
-Tree nursery					9,665.00		9,665.00
Kampong Chhnang workplan implementation (Awareness Raising)					6,190.50		6,190.50
Stung Treng workplan implementation							
-Tree nursery						7,495.00	7,495.00
-CF Demarcation						3,134.00	3,134.00
Program 1: Forest Demarcation, Classification and Registration							14,168.03
1.1. Forest demarcation, forest classification							
Kampong Thom	0.00	0.00	9,905.83	0.00	0.00		9,905.83
Awareness Raising on Manual Permanent Forest Demarcation Procedure Workshop	0.00	0.00	0.00	4,262.20	0.00		4,262.20
1.2. National function-based forest classification							
Program 2: Conservation and Development of Forest Resource and Biodiversity							20,059.62
2.1. Forest management action plan							
2.2. Development and management of production forests							
2.3. Monitoring, assessment and reporting for SFM							
2.4. Conservation of wildlife and biodiversity					746.69		
-Phnom Ta Mao Wildlife Rescue Center	0.00	990.00	3,650.00	6,626.40	0.00		11,266.40
-Ecotourism	0.00	237.03	0.00	0.00	0.00		237.03
2.5. Conservation and development of genetic resources and seed sources							

Annex 9 List of Training in Japan

	Name	Position/Organization at the time of training	Training Period	Title of Training Course
1.	Mr. Lim Bunna	Deputy Manager Planning, Statistics and Total Office Forestry Administration	27 Sep. 2011 – 17 Nov. 2011	Capacity Building for National Forest Monitoring System to Promote REDD
2.	Mrs. Sar Sophya	Deputy Manager Watershed Management and Forest Cover Assessment Office Forestry Administration	13 May 2012 – 7 Jul. 2012	Capacity Building for National Forest Monitoring System to Promote REDD
3.	Mr. Chanthet Thannarak	Deputy Chief of Administration, International Cooperation and ASEAN Forestry Administration	13 May 2012 – 7 Jul. 2012	Capacity Building for National Forest Monitoring System to Promote REDD
4.	Ms. Koh Sotheavy	Demarcation, Registration and Forest Land Use Office	6 May. 2013 – 21 Jun. 2013	Remote Sensing of Forest Resources (A) Basic
5.	Mr. Menh Khidorang	Watershed Management and Forest Cover Assessment Office Forestry Administration	6 May 2013 – 21 Jun. 2013	Remote Sensing of Forest Resources (A) Basic
6.	Ms. Nay Sikhoeun	Demarcation, Registration and Forest Land Use Office Forestry Administration	12 May 2013 – 6 Jul. 2013	Capacity Building for National Forest Monitoring System to Promote REDD
7.	Mr. Ork Sithsambo	Demarcation, Registration and Forest Land Use Office Forestry Administration	12 May 2013 – 6 Jul. 2013	Capacity Building for National Forest Monitoring System to Promote REDD
8.	Mr. Prep Sam	Chief of Agro-Forestry Office Forestry Administration	18 Sep. 2013 – 6 Nov. 2013	Remote Sensing of Forest Resources
9.	Mr. Neab Keng	Department of Forestry and Community Forestry, FA	12 Aug. 2014 – 14 Nov. 2014	Various Forest Conversations with Community Participation
10.	Mr. Song Panha	Trapeang Prasat FA Triage, FA	24 Aug. 2014 – 8 Nov. 2014	Proceeding Ability for Sustainable Forest Management
11.	Mr. Pak Sngoun Pisey	Department of Wildlife and Biodiversity, FA	23 Sep. 2014 – 25 Oct. 2014	Improvement of Environmental Education Technique for Biodiversity Conservation
12.	Mr. Net Norin	Department of Forestry and Community Forestry, FA	7 Jun. 2015 – 1 Aug. 2015	Capacity Building for National Forest Monitoring System to Promote REDD+ and Sustainable Forest Management