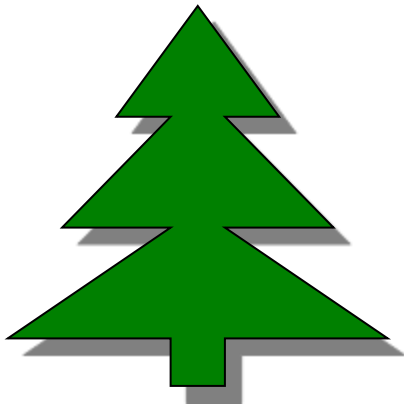


Terminal Evaluation

The Project for Facilitating the Implementation of REDD+ Strategy and Policy (CAM-REDD) in Cambodia



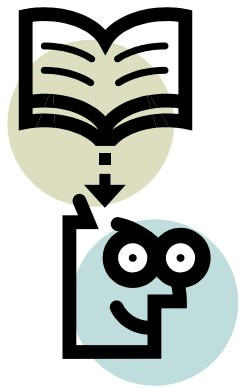
2 March 2016

Joint Terminal Evaluation Team

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Purpose of the Evaluation



1. To verify the accomplishments of the Project compared to those planned (PDM-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;
4. To monitor the progress and results of the activities on site;
5. To make recommendations and lessons learnt; and
6. To make a JTER, attain endorsement from the FACCC, and sign M/M by both sides.

Method of the Evaluation

The Project is evaluated following the **five evaluation criteria** (OECD/DAC);

Relevance	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	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	Assessed by analyzing productivity on how inputs are converted into outcomes in terms of timing, quality and quantity.
Impact	Any intended/unintended, direct/indirect and positive/negative changes that have been brought about as a result of the project.
Sustainability	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.

Members of JTE Team

Japanese Side

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Ms. Misa KEMMIYA (Shimizu)	Cooperation Planning	JICA
Dr. Makoto TANAKA	Evaluation & Analysis	ICONS Inc.

Cambodian Side

Mr. Bun Radar	Team Leader	FA
Mr. So Than	Sub Leader	FA
Mr. Lim Bunna	Member	FA
Mr. Ouk Vibol	Member	FiA

Outline of the Project

Project Name	Project for Facilitating the Implementation of REDD+ Strategy and Policy (“CAM-REDD”)
Project Period	June 2011 - May 2016
Target Area	Whole Cambodia
Related Org.	Forestry Administration (FA), MAFF Fisheries Administration (FiA), MAFF Ministry of Environment (MoE)
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 engagement2. Development of the National REDD+ Strategy3. Improvement of capacity to manage REDD+ at the subnational/national levels.4. Design of a Monitoring System and RLs/REs framework and capacity for implementation.

Achievement of the Project

- Outcomes
 - O1 & O3 have been achieved.
 - O2 has been almost achieved.
 - O4 has been moderately achieved.
- Project Purpose
 - The Project Purpose is almost achieved.
- Overall Goal
 - Difficult to predict whether the Overall Goal will be achieved within several years.

Implementation Process (1/2)

- Communication and Coordination among JICA experts and Stakeholders
 - Tight communication
 - Relationship of trust has been observed
- Communication and Coordination among DPs
 - RTS guided DPs to follow Cambodia REDD+ RM
- Soc. & Environ. Consideration under REDD+
 - CG incorporated IP and various gender representatives.

Implementation Process (2/2)

- Factors Positively Affected
 - Strengthened ownership and coordination ability
 - Leveraging relevant REDD+ DPs
 - Clear target set by UNFCCC
- Factors Negatively Affected
 - Complexity and uncertainty of REDD+
 - Decision making process



Evaluation by the Five Criteria (1/2)

- The relevance is very high.
- The effectiveness is relatively high.
- The efficiency is relatively high.
- The impacts are relatively high. Several points are observed to contribute.

Evaluation by the Five Criteria (2/2)

- The sustainability is **moderate**.
 - Policy and institutional: high
 - Financial: not high
 - Organizational: ?
 - Cooperative relationship among FA, FiA and MoE
 - Human resources and institutional capacity are still insufficient.
 - impacts of the announced reform in forest sector
 - Society, culture and environmental: high
 - Technical: moderate

Recommendations to the Project

1. To compile and disseminate the achievement of the Project

Recommendations to RGC

1. To promote access to REDD+ finance for implementing REDD+
2. To enhance capacity for implementation at national and sub-national levels
3. To upgrade the capacity to implement NFMS, especially FRELS
4. To secure necessary budget for government officers for REDD+ implementation
5. To accelerate establishment of new integrated institutional setup in forestry sector

Recommendations to JICA

1. To extend the Project period of Outcome 4 to support MRV improvement
2. To allocate an advisor to support implementation of a national REDD+ strategy
 - Support implementation of national REDD+ strategy
 - Promote REDD+ finance, etc.: from RGC, JICA and stakeholders such as private companies, NGOs and international entities.

Lessons Learnt

1. The single policy instrument: Cambodia National REDD+ Roadmap
 - A guiding document plays an important role for all to contribute REDD+ effectively and efficiently.
 - Enhanced ownership of FA was a key to coordinate with many stakeholders and partners.
2. The single work plan for all REDD+ development partners
 - Contributes to align each effort for the same goal.
 - Sometimes difficult to identify concrete outcome from its own specific input.



Thank you very much!

Joint Terminal Evaluation Team