EVALUATION

Mid-Term Performance Evaluation of the Supporting Forests and Biodiversity (SFB) Project

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MID-TERM PERFORMANCE EVALUATION:

USAID/CAMBODIA SUPPORTING FORESTS AND BIODIVERSITY (SFB) PROJECT

NOVEMBER 11, 2014

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ACRONYMS

CCF	Community Conservation Forests
CDC	Cambodia Development Council
CF	Community Forest
CFMC	Community Forest Management Committee
COP	Chief of Party
DCOP	Deputy Chief of Party
ELC	Economic Land Concession
EPL	Eastern Plain Landscape
EWMI	East West Management Institute
FA	Forestry Administration
GHG	Greenhouse Gas
ICT	Indigenous Community Land Titling
M&E	Monitoring and Evaluation
MAFF	Ministry of Agriculture, Forests and Fisheries
MoE	Ministry of Environment
NGO	Non-Government Organization
NRM	Natural Resource Management
NTFP	Non-Timber Forest Products
ODC	Open Development Cambodia
PES	Payment for Ecosystem Services
PLCN	Prey Lang Community Network
PLL	Prey Lang Landscape
PMEP	Performance Monitoring and Evaluation Plan
RECOFTC	The Center for People and Forests
REDD	Reducing Emission from Deforestation and Forest Degradation
RGC	Royal Government of Cambodia
RUFF	Royal University of Phnom Penh
SMART	The Spatial Monitoring and Reporting Tool
SFB	Supporting Forests and Biodiversity
SPF	Seima Protected Forest
TWG-FR	Technical Working Group on Forest Reform
USAID	U.S. Agency for International Development
UMD	University of Maryland
VCS	Voluntary carbon standards
WI	Winrock International
WWF	World Wildlife Fund

EXECUTIVE SUMMARY

USAID/Cambodia's Supporting Forests and Biodiversity (SFB) project is a four-year, $20 million assistance activity supported by USAID Global Climate Change - Sustainable Landscapes and Biodiversity funding, initiated in November 2012. This mid-term evaluation was conducted to (1) assess the effectiveness of the SFB project's design, implementation, and management approach; and (2) propose key actionable recommendations for USAID and Implementing Partners to improve project performance. The program is implemented by Winrock International (WI), with participation of the World Wildlife Fund (WWF), Wildlife Conservation Society WCS), RECOFTC (People and Forests) and East-West Management Institute (EWMI). The overall goal of the SFB is improvement of the conservation and governance of the Eastern Plains and Prey Lang landscapes. The SFB results framework includes three main objectives:

1) Effectiveness of government and key natural resources managers at national and subnational levels to sustainably manage forests and conserve biodiversity enhanced.
2) Constructive dialog on forest management and economic development at the national and sub-national levels improved.
3) Equitable economic benefits from the sustainable management of forests increased.

EVALUATION METHODS

The evaluation team was given six overarching questions, which were addressed through desk studies, key informant interviews, community interviews, and focus group discussions that targeted user groups (resin, honey, communal land titling, etc.) Care was taken to ensure that the evaluation design and interview processes were gender sensitive, following gender best practices.

EVALUATION QUESTIONS AND FINDINGS

1. What evidence exists to date to demonstrate that the SFB project has made progress towards its stated goal and objectives of reducing forest loss, conserving biodiversity, and improving natural resource management and governance?

According to the data provided by SFB to the evaluation team, the deforestation rate in the two landscapes (Goal 1) when averaged together was reduced from 2.64% to 0.132% over the seven quarters of the project to date. Although there were no deforestation targets given by SFB for Goal 1, these figures represent a significant decline for which SFB can take credit.

Overall, NRM (Goal 2) is being improved by SFB both in project areas and nationwide. According to SFB data, there are 206,948 hectares of *biological significance* under improved NRM, and community knowledge and engagement in managing their forest resources has increased. Without exception, all communities that were visited by the evaluation team spoke positively about the work of SFB and partners to support them in learning about forest values, laws, sustainable livelihood enterprises and other activities that protect their resources.

Biodiversity is not adequately addressed in the Performance Monitoring and Evaluation Plan (PMEP). There is no clear definition of biodiversity, nor are there adequate indicators to measure performance in terms of *biodiversity* conserved. Indicator G.2 measures the number hectares of *biological significance* and/or natural resources under improved natural resource management. Improved management is addressed in the project indicators, but the correlation between threat mitigation and biodiversity conservation necessary for adaptive management is weak.

2. Which technical approaches (e.g., communal land titling, enterprise development, strengthening protected area management, working at national vs. local levels, small grants, etc.) appear to be most effective, and which appear to be least effective or most challenging to implement?

Communal land titling models produce mixed results. In the communities surveyed, they are effective in bringing communities together, giving them a sense of ownership, and increasing their technical knowledge of land resources. They also provide a legal basis to protect the land. Yet it can take years to deliver the needed training and technical input to support the approach. Further, the legal protection offered is only weakly enforced. The Community Forests are the weakest of the models, in part because the land allocated to them is generally degraded, and relatively unproductive. Communities indicate that they could not continue efforts to protect the forest without SFB or donor support.

Policy work in support of these technical approaches should be more proactive and effective. There has been some success; SFB has helped in the final stages of the approval process for the new Protected Area Guidelines. Significant progress has been made on the REDD+ activity in Seima, which is close to formal validation, and would benefit from more focused community work and technical support. Those approaches that appear to be working best are the oldest; initiated before SFB began. New SFB initiatives, like constructive dialogue and small grants also appear to be off to dynamic starts.

3. What overarching contextual challenges or constraints can be observed? How can these be considered in next work plan?

The political climate is the overarching constraint to the SFB project. It is characterized by high levels of corruption and a weak judicial system. Intense illegal logging and infringement by economic land concessions, in which powerful political and economic interests are complicit, are major challenges. Despite heavy donor input to forest and natural resources conservation over the years, overall loss of forests continues. Unfortunately this constraint is largely beyond the scope of the SFB project.

4. Is the project's approach to monitoring and evaluation appropriate for capturing project progress and enabling adaptive management?

Monitoring and evaluation tools are generally effective but need some adjustment to better capture project performance. Overall, the indicators do a good job in capturing how many people have been engaged in the SFB process, but are not as effecting in measuring quality of performance. Many of the indicators are not SMART (Specific, Measurable, Assignable, Realistic, Time-related) enough to support adaptive management. Satellite imagery is a useful tool to look at overall changes in forests, but WI and its partner WCS use different data standards, and data is not interoperable, potentially impacting its usefulness for analysis. M&E indicators also need refinement. Most address output-level factors, but not results, and the indicators to capture the biodiversity work being done are lacking. A baseline for capacity building for natural resource management would be useful.

5(a). How has SFB design and implementation taken into account differences between stakeholder populations in terms of access, control, and ownership of natural resources, or their participation in relevant governance processes? Have project outcomes (intended or unintended) been different for different populations in the target area?

SFB's gender strategy is based upon best practices, and SFB has been successful in reaching its targets for 30% female participation in trainings. It has produced important success stories supporting female leadership. There is room for improvement. Women described difficulty in participation in the larger village meetings and trainings out of embarrassment that their comments would be viewed as "stupid". Training material is difficult for them to use, as many are illiterate. They felt small-group training would aid in their ability to understand. The need for increased youth engagement was expressed by informants.

5(b). How has the project facilitated synergy, coordination, and information sharing among and between USAID/Cambodia, its implementing partners and host government partners?

Synergy, coordination, and information sharing between USAID, its partners and stakeholders were weak during the first year of SFB implementation. Under the new Chief of Party (COP) leadership the project is on a positive path, with many new activities such as monthly and quarterly meetings and team-building exercises. Communication and coordination with government partners has improved over the course of the project.

6. Do the existing administrative and management structures, including project staffing and partnerships appropriately support the implementation of the activities?

SFB had a slow start during its first year, with many management issues to resolve primarily involving the working relations between the project's Prime Contractor, its Implementing Partners, and the Government. Under a new COP, who joined SFB at the beginning of the second year most management issues have been resolved, the PMEP has been approved and a number of new project activities, such as Constructive Dialogues, small NGO grants, and livelihood activities in the Prey Lang Landscape (PLL) are underway. This work and other initiatives are continuing in the draft work plan for year three.

RECOMMENDATIONS ADDRESSING APPROACHES

1. Protected area work should continue to be strongly supported and expanded through the SFB.
2. Enterprise development activities should be assessed for sustainability beyond the life of the project, and for conservation linkages and contribution to the overall goal of SFB.
3. The strategy to address landscape issues in PLL should continue to expand in new ways being initiated that go beyond a more narrow focus on CFs in the buffer zone.
4. REDD+ activities in Seima Protected Forest, which is close to acquiring validation, should continue to receive strong SFB support. New REDD+ activities should not be initiated in other areas.
5. The small grants program should be expanded as planned, ideally with more grantees and longer granting cycles.
6. Constructive dialogue approaches should expand to include greater capacity building amongst communities and government officials, to ensure its continued benefit after the project ends.
7. Public awareness and advocacy programs should continue to be strongly supported.

RECOMMENDATIONS ADDRESSING FINE-TUNING

1. There should be follow-up training, visits, and regular mentoring to ensure participants acquire skills. Simplified training materials for the illiterate and local language materials are needed.
2. Indicators for SFB need fine-tuning for the remainder of the project.
3. The GHG assessment report drafted by WI needs requested input from implementing partners.
4. Community forest patrols need a strategy to ensure adequate resources to be effective.
5. SFB staff needs additional capacity and training to be more effective.

CONCLUSION

SFB is a complicated project with many “moving parts” working in a challenging political environment The team found unanimous agreement that the project has surmounted initial challenges in coordination between the Prime Contractor, Implementing Partners and the Government, under the leadership of a new Chief of Party and rotations in director positions of WWF, WCS and RECOFTC. There was strong optimism that the project is moving in a positive direction. It is hoped that the recommendations given here may help shape the next two years of the project to maximize its success.

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INTRODUCTION

EVALUATION PURPOSE

USAID/Cambodia's Supporting Forests and Biodiversity (SGB) project is a $20 million effort supported by USAID Global Climate Change - Sustainable Landscapes and Biodiversity funding streams. SFB was initiated in November 2012 and is at the mid-point of its four-year duration. The purpose of this mid-term evaluation is to (1) assess the effectiveness of the SFB project's design, implementation, and management approach; and (2) propose key actionable recommendations for USAID and Implementing Partners to improve the performance of the project in the remaining period.

The desktop review for this evaluation began on September 15, 2014. Fieldwork was conducted in Cambodia through the month of October, concluding with a Mission debriefing on October 31, 2014. Evaluation team members included: Pat Foster-Turley, PhD—Project Manager and Biodiversity Conservation Specialist; Elif Kendirli —Institutional Development Specialist; Srey Chanthy—Monitoring and Evaluation Specialist; and Chhun Delux—Climate Change and Adaptation Specialist.

The overall goal of the SFB project is "Conservation and governance of the Eastern Plains and Prey Lang landscapes improved" following this theory of change: *Lasting change requires action across multiple geographic scales with the participation of the full range of stakeholders.*

Three linked requirements support this:

- Consensus among key stakeholders at the national, subnational levels, and local level regarding forest management objectives and strategies;

- Sufficient levels of human resource capacity and technical systems to support achievement of management objectives; and

- Mechanisms that allow economic benefits for local livelihoods to be sustainably derived from forests and equitably distributed among stakeholders

The results framework for SFB includes three main objectives:

- Objective 1: Effectiveness of government and key natural resources managers at national and subnational levels to sustainably manage forests and conserve biodiversity enhanced.

- Objective 2: Constructive dialog on forest management and economic development at the national and sub-national levels improved.

- Objective 3: Equitable economic benefits from the sustainable management of forests increased.

Winrock International (WI) is implementing the SFB project in partnership with the East West Management Institute (EWMI), The Center for People and Forests (RECOFTCC), the Wildlife Conservation Society (WCS), and the World Wildlife Fund (WWF). Two Cambodian government agencies--the Forestry Administration (FA) of the Ministry of Agriculture, Forests and Fisheries (MAFF) and the Ministry of Environment (MoE) also play key roles in its implementation. A variety of other partners and stakeholders including ten small grant NGO awardees, Cambodian universities, and contracted implementers like PACT and Conservation International add to the mix.

PROJECT BACKGROUND

Project activities of SFB are focused on two large areas in Cambodia that are home to nationally and regionally important natural forests, as well as significant biodiversity. A map of these areas is provided in Figure 1.1. A recent extension to the PL landscape is not pictured here, but it now extends in the north to the border with Lao P.D.R.

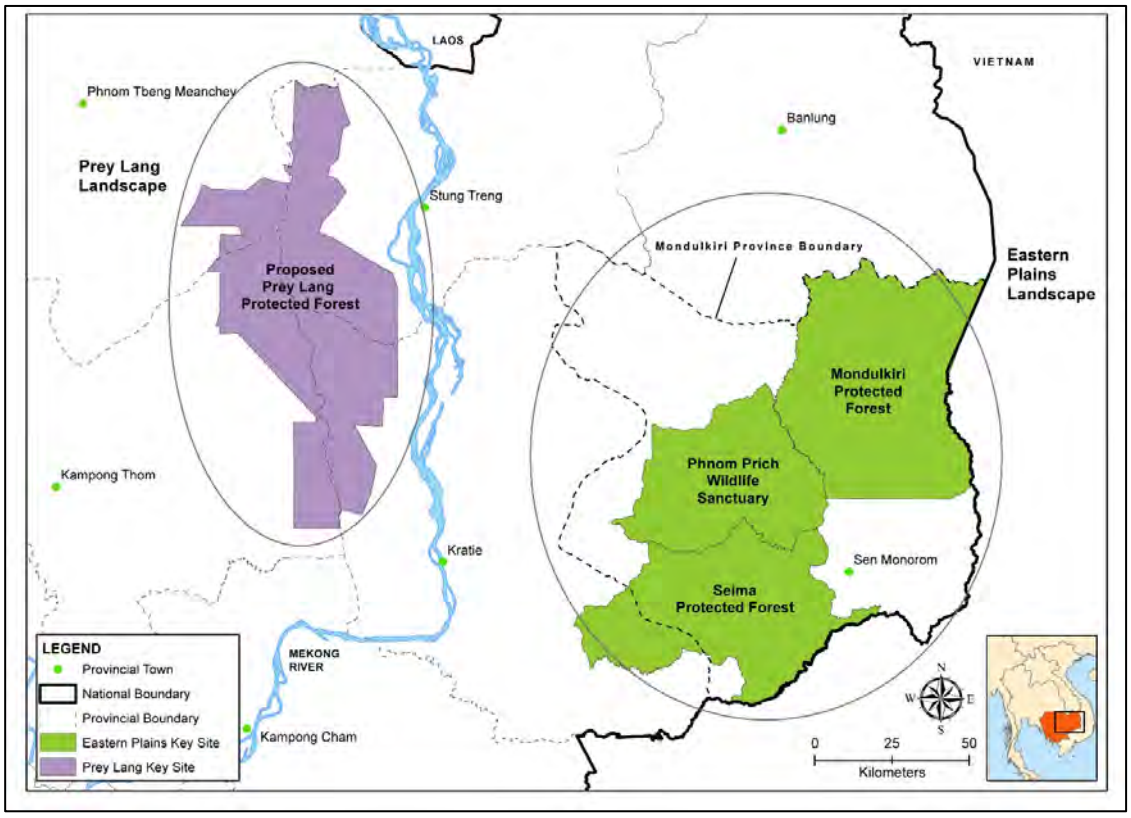

Figure 1: Prey Land and Eastern Plains Project Areas of SFB

The Eastern Plains Landscape contains a rich mosaic of forest types. They range from open dry forests to evergreens, which still contain populations of threatened species including Asian elephants, Eld's deer, giant ibis, a few vulture species, Siamese crocodiles and many documented species of lower vertebrates and invertebrates. The three protected areas in EPL have little government protection, but SFB partners Wildlife Conservation Society (WCS) and World Wildlife Fund (WWF) have both been working in these areas and in communities around them for more than a decade. These organizations have been providing critical support for conservation and management for Seima Protected Forest (WCS), Mondulkiri Protected Forest (WWF) and Phnom Prich Wildlife Sanctuary (WWF) before and during the SFB project, and they have a commitment to carrying this work forward after the SFB ends.

The Prey Lang Landscape is an expansive primary forest that includes a diversity of forest types, from lowland evergreen to swamp forests, and serves as a critical watershed for the region. Although no in-depth biodiversity surveys have yet been conducted here, the area is known to contain Asian elephants and many rare swamp species, along with mature resin trees and many non-timber forest products (NTFPs) that are utilized by surrounding communities. Although there is as yet no officially recognized protected area in PLL, work that is in part supported by SFB is aiming to change this.

EVALUATION METHODS AND LIMITATIONS

EVALUATION METHODS

Evaluation Design

This mid-term evaluation of the SFB project was designed to address six questions provided by USAID/Cambodia using a variety of methods to enable triangulation of results. The design matrix for this evaluation is provided in Annex B.

Data for this evaluation was obtained from published and internet sources; and interviews with SFB Prime Winrock (WI) staff and implementing partners—World Wildlife Fund (WWF), Wildlife Conservation Society (WCS), People and Forests (RECOFTCF) and East-West Management Institute (EWMI); key government contacts at the national and subnational level; small grant NGOs; and communities. A number of specific community groups were interviewed, including communal land titling groups, livelihood groups (i.e. honey, resin, ecotourism, agricultural), and both women's and indigenous groups.

Data collection tools included desk studies of published documents and Internet sites, SFB and implementing partner reports, USAID policy docs and other written material. Key informant interviews were conducted with stakeholders, NGO grantees, government officials, and others involved in the SFB process (Annex F). Community interviews and focus group discussions were conducted using a prearranged interview tool that allowed for flexibility where needed (Annex C). Women were also interviewed separately from men and a female translator worked with the team when indigenous groups were involved. A questionnaire survey including some quantifiable Likert scale questions (Annex D) was also distributed by email to representatives of all small grant NGOs and to the list of key members of the implementing partner teams that WI provided to the evaluation team. Unfortunately WI key members were not on this list and were not emailed the questionnaire.

Analysis Framework

The team employed a Mixed Method Evaluation due to the need to evaluate both qualitative and quantitative data. To analyze the data, a combination of the Parallel Combinations and Multilevel Combinations methods was used. Parallel Combinations ensures the integrity of the diverse data to be collected by analyzing an evaluation question using one data stream at a time. And given the multiple levels involved in the project system, the Multilevel Combinations method informed the overall performance of the project as different kinds of methods are best suited for collecting and analyzing information from national, provincial and community levels. The findings were then synthesized and triangulated. More information on this approach can be found in Annex B.

Field Work

The four-person evaluation team conducted interviews and meetings during four initial days in Phnom Penh then traveled throughout the PLL and EPL study area for the next fourteen days, followed by a final five days in Phnom Penh to gather final information and complete the analysis. The final schedule for work accomplished is presented in Annex G.

During this evaluation interviews were conducted with staff from 30 organizations and agencies both in Phnom Penh and in the provincial capitals of Mondulkiri, Kratie, Stung Treng, Preah Vihear and Kampong Thom. Although an effort was made to reach Provincial government officials in all the respective capitals, this turned out to be impossible due to scheduling difficulties and last minute cancellations. The final list of those who were interviewed by the evaluation team is presented in Annex F. Meanwhile back in the U.S., the Integra home office manager also had a lengthy conversation with the WI home office manager and provided a detailed report to the evaluation team for consideration in their work.

Community work was the most time intensive part of this evaluation. These sample communities were chosen to ensure a diversity of geographies, types of SFB-supported activities in the community, and SFB implementing partners. Ultimately the difficulties of traveling to remote areas during the rainy season put some of the original targets out of reach. The team managed to visit members of 6 commune councils (4 in EPL; 2 in PLL) and 15 communities (5 in EPL; 10 in PLL) listed in Table 3.1.

Table 1: Evaluation Team Field Work

Communities and Communes Visited During Evaluation	
Eastern Plains Landscape	**Commune Councils: EPL**
Krang Tes (CCF)	Krang Tes Commune Council
Pouradet (CF)	Srae Ampoum Commune Council
Pu Trom (ICT)	Romnea Commune Council
Andaung Kraloeng (ICT)	Sen Monorom Commune Council
O Rana (ICT)	
Prey Lang Landscape	
Kratie:	**Kampong Thom:**
O Krasaing (CF)	Prey Ou Kranhak (CF)
Prasat Teuk Khmao (CF)	Prey Khlong Trapaing Sa-ang (CF)
Stung Treng:	Kbal O Kranhak in Village Tbongtuk (CF)
Phnom Prasat (CF)	O Bos Lev (CF)
Kraom (CF)	
Preah Vihear:	**Commune Councils: PLL**
Dang Phlet (CF)	Preah Romkel Commune Council (Stung Treng) Chhaeb Pir Commune Council
Prey Khlong Trapaing Sa-ang (CF)	
Note: Community Forest (CF), Community Conservation Forest (CCF) Indigenous Community Land Titling (ICT)	

LIMITATIONS

The primary constraints on this mid-term evaluation were time and distance. Four scheduled days in Phnom Penh did not provide enough time to adequately interview key stakeholders. Some important organizations, including donors, had to be eliminated from the schedule. There was also only time to briefly meet with WI staff at the onset of the project but provisions were made to have key WI staff accompany the evaluation team in the field during the entire two weeks. Extensive car travel together enabled much time for discussion but it would have been better if there was more initial and formal time before setting off to the field. A similar lack of time limited follow up interviews once the team returned to Phnom Penh with only four days for compilation and analysis of the interviews, data and results and presentation of these to USAID. Although members of the WI finance and M&E staff were interviewed by the evaluation team project manager, there was no time for further meetings with WI staff. Unfortunately the schedule for the evaluation was predetermined in the project scope of work before the team was assembled and reached Cambodia and could not be adjusted by the team. More time in Phnom Penh at both ends of this evaluation would have been very useful.

FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

The results and analysis in this section are centered on the six questions presented to the team by USAID/Cambodia under evaluation purpose #1: *Assess the effectiveness of the project's design, implementation and management approach.* Each question was broken down into a number of parts that were addressed by the evaluation team and fine-tuned during the course of the work through surveys and interviews. The overall findings are presented in this section on a question-by-question basis. Data from the survey of NGOs is presented in Annex E.

FINDINGS

Question 1: What evidence exists to date to demonstrate that the SFB project has made progress towards its stated goal and objectives of reducing forest loss, conserving biodiversity, and improving natural resource management and governance?

The SFB project is just finishing its second year of implementation, with a slow start under a different COP during the first year and a Monitoring and Evaluation (M&E) Plan that was only approved in February 2014. As of Quarter 7, when this evaluation was conducted, some of the baseline data required by the indicators had not yet been produced (see Annex E). Only two of the three goals mentioned in this evaluation question—reducing forest loss and improving natural resource management are directly included in the M&E plan. The third topic—conserving biodiversity—is not defined by SFB and not reported on directly.

Reducing Forest Loss

SFB activities are directed at reducing forest loss (Goal 1) within two Cambodian landscapes: the Eastern Plains Landscape (EPL) and the Prey Lang Landscape (PLL). Within the targeted protected areas (and within SFB communities) forests continue to be lost, although the rate of loss appears to be rapidly decreasing (Table 1.1). According to the data provided by SFB to the evaluation team, the deforestation rate in the two landscapes (Goal 1) when averaged together was reduced from 2.64% to 0.132% over the seven quarters of the project to date. Although there were no deforestation targets given by SFB for Goal 1, these figures represent a significant decline that SFB can take credit for, a strong measure of success. However, in communities where SFB is engaged, informants raised concerns over forest clearing and logging by outsiders, sometimes in agreement with individual community members. Encroachment by economic land concessions and other factors leading to decline in forest cover was also raised. In addition, rosewood, resin trees and other high value hardwood species are individually targeted and illegally logged within much of the project area.

A recent report suggests that SFB has made a positive impact in slowing forest loss in Seima Protected Forest (WCS, 2014). The Snoul Wildlife Sanctuary borders the Seima Protected Forest (SPF), but has had no donor or NGO support and much of it has been deforested (Table 4.2). In SPF the core zone still remains relatively intact and the deforestation rate is 2% that of the areas outside of the protected area. This demonstrates the relative success of the Seima program in an area that is otherwise facing high rates of deforestation.

Table 2: Deforestation Results up to Qtr. 7 of SFB *(Source: SFB – WI, WWF, WCS, October 2014)*

Goal	Narrative	Baseline	Results, Q1-Q7
G1	Deforestation rate in priority landscapes decreased (%)	2.640	0.132
	Eastern Protection Landscape	*2.540*	*0.127*
	Prey Lang Landscape	*2.740*	*0.137*
G2	Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance [standard indicator; HARVEST indicator] (ha)	-	206,948
	Eastern Protection Landscape	-	*148,501*
	Prey Lang Landscape	-	*58,447*
G3	Greenhouse gas (GHG) emissions, estimated in metric tons of C02e, reduced, sequestered, and/or avoided as a result of USG assistance [standard indicator]	-	58,321
	Eastern Protection Landscape	-	*37,055*
	Prey Lang Landscape	-	*21,266*

Table 4: Deforestation Rate in Seima Protected Forest (SPF) and Snoul Wildlife Sanctuary between 1998 and 2014 (source deforestation assessment in Seima Protected Forest, WCS, 2014)

	1998-2002	2002-2008	2008-2010	2010-2012	2012-2014
SPF Total	0.04%	0.27%	0.61%	1.11%	7.51%
SPF Core	0.03%	0.16%	0.30%	0.25%	1.50%
Snuol WS	0.17%	2.81%	3.26%	13.36%	32.14%

Conserving Biodiversity

According to SFB data, 206,948 ha are reported to support Goal 2. This land includes protected areas and many forms of community land management regimes. Parts of these areas - particularly the protected areas where WCS and WWF operate - may contain significant biodiversity. However, no project data captures the full extent of this, nor how much biodiversity has been impacted by SFB contributions.

This is because biodiversity concerns are not directly addressed in the goals and indicators of the SFB project. Instead, implementing partners that work most closely with biodiversity issues in their overall portfolios (i.e. WCS, WWF) attempt to report on their biodiversity conservation work through indicators related to training, meetings, management plans produced, and hectares under improved NRM.

Goal 2 of the project addresses biodiversity indirectly, focusing on the "number of hectares of *biological significance* and/or natural resources under improved management." The SFB Performance Monitoring and Evaluation Plan (PMEP) does not provide a clear definition of biological significance necessary to achieve the overarching goal of conservation. No capacity targets are established. These are critical factors in determining how much biodiversity is being targeted in this work.

One possible avenue to explore for indicators is non-timber forest products (NTFPs), the presence or absence of which can be a possible indicator of biodiversity. However the presence or absence of a variety of NTFPs have not been evaluated in many of the forests under communal management. Doing so may also lead to concerns about the ability of improved management to conserve biodiversity. The evaluation team visited ten communities that contained community forests (CFs) (see Table 1). The evaluation team found from talking to people that most of these contain no large trees and few non-timber forest products (NTFPs) that communities can utilize (like resin trees, honey and mushrooms). Although patrolling by communities may protect the few remaining rosewood trees, it can do little to conserve biodiversity overall since many native species no longer exist in these forests.

However, some initiatives supported by SFB include tools that monitor biodiversity (SMART, camera trapping and line-transect surveys) but cumulative data is needed before success can be claimed After the current SFB program expires, data now being collected by these methods may show that biodiversity has been conserved in the SFB project areas. Similarly, biodiversity surveys supported by USAID through SFB, such as WCS studies on gibbons and vultures, a WWF study on large cats, and a current ongoing survey by CI in PLL, may yield useful biodiversity conservation information and baseline data for the future. SFB efforts to ensure government legalization for a Protected Forest for the core area of PLL may help biodiversity conservation in the future, but only if genuine protection is implemented.

Improving Natural Resources Management (NRM)

Overall, NRM is being improved by SFB, both in project areas and nationally. According to recent SFB data, there are now 206,948 hectares of biological significance under improved NRM (Goal 2), including the various types of community management regimes within EPL and PLL. Interviews conducted by the evaluation team in project communities showed an understanding of the value of forests, the desire to protect them and growing community engagement in patrolling, ecotourism, NTFP collection and production and other related activities supported by SFB.

At the local level, management and governance is being improved in the communities through SFB trainings and meetings, and more recently in constructive dialogue activities addressing particular site-specific problems. Without exception, all communities that were visited by the evaluation team spoke positively about the work of SFB and partners to support them in learning about forest values, laws, sustainable livelihood enterprises and other activities that protect their resources. They also consistently requested that trainings be repeated, or refresher courses offered, as the material is difficult and new to them and they often don't retain enough information from just one training event. A number of communities actively

patrol their forests but others need more support to do so. All communities reported being short of the necessary equipment they needed, such as cameras, boots, raingear, tents, and hammocks.

At the national level, the Protected Areas policy work supported by SFB and its official approval by the government represents a strong start towards government protection of these neglected areas. Open Development Cambodia (ODC) with its transparent and easy-to-access database on development activities in forests provides information that is accessed by many users both nationally and internationally. ODC has good prospects for sustainability with SFB support.

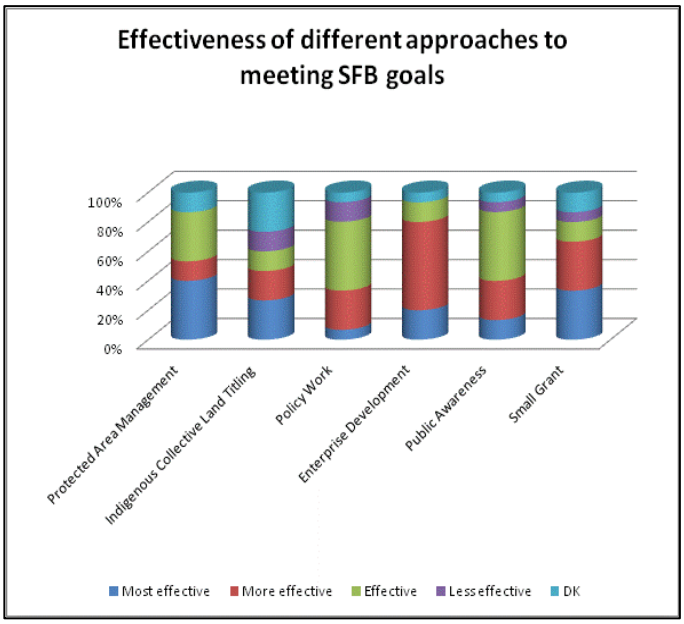

Figure 2: Questionnaire Results for Different Approaches

Question 2: Which technical approaches (e.g., communal land titling, enterprise development, strengthening protected area management, working at national vs. Local levels, small grants, etc.) appear to be most effective, and which appear to be least effective or most challenging to implement?

The questionnaire survey provided to key NGOs and small grant holders asked respondents to rate the effectiveness of six approaches used by SFB, from "most effective" to "least effective," and also offered a "don't know" option. Two thirds of the questionnaires were returned, representing 15 respondents from 11 organizations, and the results are presented in Table 1. The questionnaires and the full results are presented in Annexes C, D, and E.

According to these respondents, Protected Area Management is the most effective approach used by SFB, followed by small grants. Policy work at the national level was seen as the least effective.
The findings of the evaluation team, through interviews with more NGOs, government officials, and community members, and direct observations of fieldwork and projects echoed these findings.

Strengthening Protected Area Management

Ongoing work by SFB in Seima Protection Forest, Mondulkiri Protection Forest, and Phnom Prich Wildlife Sanctuary in EPL is helping to strengthen protected area management. USAID funding through SFB provides training and management support for officials and nearby communities. It supports biodiversity surveys, population assessments for key flagship species, SMART and InVEST monitoring tools and other initiatives, while WCS and WWF directly support ranger salaries and patrol activities which are not allowable using

USAID funds. This complex of activities and synergy of resources works together to strengthen the management of these resources. The ultimate effectiveness of these management interventions in addressing the overwhelming threats to biodiversity will only be apparent over the long term. In the near term, a management effectiveness tracking tool[1] that will help SFB to measure how its efforts have strengthened protected area management would be beneficial.

SFB has been working hard towards the establishment of a new protected area that would reclassify 300,000 hectares of production forest to protection forest Prey Lang. Forestry Administration (FA) endorsement of a new Sub-decree to establish this protected area is expected shortly. Conservation International is currently undertaking a biodiversity survey and book to promote this idea, with support from SFB. Care must be taken in the establishment of this Protected Area, however, to insure that surrounding communities still retain rights to harvest NTFPs in certain areas. Although the government will not allow the development of community forests in the core area some areas need to be available to the communities for certain sustainable activities. Many of their resin trees, for example, are in the Prey Lang core area, outside of their existing CF boundaries. More protected area work in PLL is sorely needed.

Small Grants

The new small grants program has received unanimous positive feedback from implementing partners. The initial ten grants of about $50,000 each were awarded in June 2014, too recently for results to be evaluated by the team. Everyone familiar with these grants is impressed by the quality and coverage of the grantees that were chosen. The one-year duration of the grants, however, limits results that can be achieved. The grantees are enthusiastic about their projects. Interviews and the questionnaire show that the grants have enhanced grantee's capabilities while also fulfilling the mission of SFB. Grantees are, however, struggling with the reporting requirements and financial accounting required by USAID but WI and USAID have been working to assist them. Once capacity can be strengthened for these grantees to fulfill these requirements, expectations for good outcomes are strong. Eventually some of these grantees may rise to the capacity of managing their own USAID grants.

Communal Land Titling

Communal land titling (also called indigenous community land titling) includes a variety of different approaches in different communities within EPL and PLL. Most of the communities visited by the evaluation team had or were in process of developing CFs, a long-standing mechanism that is officially approved by FA. Villagers reported that without SFB or donor support they could not continue efforts to protect the forest. One community (Krang Tes) had a community conservation forest (CCF), a category of community forest not yet officially recognized by FA. The evaluation team also visited three communities with Indigenous Community Land Titling (ICT) and observed mixed results.

All these communal land titling approaches are constructive in bringing communities together and creating a sense of ownership of their forests. The processes greatly enhance their understanding of the benefits of forests and provide communities with a legal basis from which to protect them. These different models have each demonstrated cases in which legal designation protected the land from further encroachment. Examples of cases where ICT was effective in protecting communities from encroachment include Pu Trom and Andaung Kraloeng.

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[1] [1] Examples include WWF's Forest Management Effectiveness Tracking Tool and Rapid Assessment and Prioritization of Protected Area Management methodology, and the World Bank's Management Effectiveness Tracking Tool. The IUCN World Commission on Protected Areas has published an overview of the use of these tools (Leverington et al 2008). The Convention on Biological Diversity provides an overview of the approach at www.cbd.int/protected-old/PAME.shtml.

These processes, however, often take years to fulfill the legal requirements and require years of training within communities, as well as technical input from the government. An expedited process and a longer duration for CF titles would be useful. But, even with official status, community managed lands are not assured protection. Field site visits confirmed cases where the legal boundaries of existing titles were not being respected by outsiders. For instance in the case of O'Rana in EPL, the legally established ICT was encroached upon by wealthy landowners and the military. Another donor helped with court proceedings and the community regained their land, but the evaluation team was told that they are still are expecting this to be contested. And, the land in question had already been entirely cleared of trees. Another current case in Stung Treng involves a community that has met all the requirements to establish its CF after years of work, and has sent the final documents to the provincial level for signing. However, the process has been delayed because the national government granted an ELC containing some of the best forest land from the proposed CF area. These are some of the more clear examples, but all communities reported illegal outside logging in protected areas, including by the military (which, being armed, are particularly intimidating).

Enforcement on the ground is often weak or nonexistent. Most communities reported illegal activities in their areas and six of them specifically mentioned lack of enforcement. FA relies on community members to do patrolling but eight of the communities visited reported that they reduced the number of forest patrols because of lack of support and equipment for these efforts. In addition, some communities reported that even if they found transgressors and reported them, there was no FA follow up. The provincial FA officials interviewed in Mondulkiri and Stung Treng agreed this was the case and said they lacked the staff or resources to respond to community requests for support.

Another issue that mars the effectiveness of CFs in particular is the fact that many of these areas (in seven of the nine CF communities visited) include degraded forests with few if any NTFPs to harvest, and include large areas of agriculture and other non-forest activities. The government allocated these tracts of land for CFs (many with previously degraded sites), apparently in the expectation that communities would restore them. Some communities visited in PLL no longer collect NTFPs, or if they do they must travel long distances to protected forests where the resin trees still exist. Six of the nine communities visited reported that their community forests are too far away to access or patrol without support to cover the costs of transportation and fieldwork.

In the case of PLL, the strategy is to support scattered CFs along the buffer zone in hope that this will help to secure the buffer while the core can become a protected area. However, CF's alone cannot achieve the goal of protecting forests and biodiversity in the buffer zone, given their weaknesses and the great distance that often lies between them. Local FAs pay attention only to specific, often small CFs, and disregard the core areas where no CFs are established.

While these communal land titling approaches are effective tools, the evaluation team does not believe that they are sufficient by themselves to meet the goals of the project and to protect the broader landscapes in question.

Enterprise Development

SFB has two broad categories of enterprise development. Both are meant to enhance the conservation – livelihood linkage by increasing the revenue of communities, thus reducing the incentive to destroy forest resources. The two categories are 1) those that rely on sustainable use of forest products—i.e. honey, resin, mushrooms, bamboo, ecotourism—and 2); those that rely on agricultural approaches—chickens, pigs and rice.

The first SFB approach, involving NTFPs and ecotourism that is under development in EPL, has good prospects. The communities SFB works with in the EPL are all near large protected landscapes, and their NTFP and tourist potential is high. In Andaung Kraloeng, for example, gibbons are being habituated, and a

few guides have been well trained to care for and monitor them. Management structures have been established, and work is now being focused on how to develop the skills of the village to manage and serve the growing numbers of tourists. In Krang Tes, EPL, villagers reported good results using new techniques introduced by the project for resin tapping and the protection of resin trees. They report receiving higher prices for their honey and resin since the project began two years ago.

In PLL, results are mixed. The "vulture restaurant" work in Preah Vihear, the Prey Lang extension area, appeared to have some positive results – this was the only community visited by the evaluation team that reported self-sufficiency and said that they could continue with their project if donor support didn't continue. In the main area of Prey Lang, however, enterprise development work is new, and is focusing on agriculture and poultry production at the request of CF members, with the intention of addressing food shortages and promoting sustainable livelihoods. One village in Stung Treng reported that rice production training was helpful, but was done after they had already planted their rice for this year. Poultry raising, primarily by women, may add a small amount of income but it is difficult to say if this will replace the need to over-utilize the forests. Overall, the connection between enterprise development and the conservation of forest resources needs to be well-demonstrated as the project continues.

Increased economic opportunities do not necessarily result in the reduction of unsustainable behavior, or stop the recruitment of others to fill the niche vacated by those that begin to practice more sustainable economic activities. The project needs to identify the conditions under which economic activity reduces threats to biodiversity, and provide data that this is in fact happening.

In addition, a four-year timeframe is probably insufficient to observe the impacts of enterprise development on biodiversity conservation. In communities where SFB implementing partners have been active for nearly a decade, the sustainability of enterprise development activities is promising. For instance, ecotourism ventures in Preah Vihear and in Seima are well along the way to sustainability and involved communities visited by the evaluation team were the only ones that expressed optimism that their efforts could continue without further outside support. New enterprise development initiatives under SFB with a relatively small window of support have less hope of being sustainable.

National Level Policy Work

Questionnaire respondents perceived this approach as least effective. Beyond the production of a new policy on management of protected areas, little national policy has resulted from SFB interventions. However, if they come to fruition plans to support the FA in the establishment of a new Protected Forest in Prey Lang will be a major accomplishment. Constructive dialogues under Objective Two of SFB also have the possibility of influencing change at the national level. This work has recently begun and it is too soon to evaluate any results. Overall, work at the national level has been limited but with continuing and increasing efforts, could yield positive results.

PES and REDD+

Payment for Ecosystem Services (PES) and REDD+ are two related approaches in the SFB project that can help communities benefit from outside investments in their resources. Ibis rice, a "green" product supported by SFB, has given communities the tools, training and marketing to produce and sell rice that is organically grown and that commands a higher price on the market. In return for training and technical assistance, participating communities sign an agreement not to log their forests or harm the wildlife and resources therein. This conservation agreement model seems to be working well, especially in terms of building well-developed institutions where the villagers themselves are taking ownership of the project and could expand to other areas. However it is not clear if this measure alone will make Ibis rice sustainable. There are significant business challenges with the existing model, including productivity, post-harvest

milling, storage, and quality control issues, and an expert has been tasked to address them. This program might benefit from improved access to export markets to sell more rice. Direct involvement of the project however is prohibited due to requirements under the Bumper Amendment to the Foreign Assistance Act.[2] The results of the business challenge report may shed more light on options for ensuring sustainability of this program.

REDD+ can bring money into communities through the sale of carbon credits on the international market. A formal carbon market based upon caps on greenhouse gas emissions is not yet in place, however. At this point, the only option available for carbon credit sales is through a heavily discounted voluntary carbon market. However, there is significant work in the development of REDD+ readiness, in anticipation of the growth of the carbon market. REDD+ work supported by SFB in Seima Protection Forest is close to achieving official recognition. This is the result of impressive work by the partnership between WCS and Winrock's Eco Services Team. Communities in the REDD+ Seima area have been trained on the importance of forest resources and REDD+, and some villagers, for instance in the village of Pu Trom, exhibited an impressive understanding of REDD+. The evaluation team also found other villagers' whose understanding was limited, and in one village, a few villagers were concerned about all these documents they put their thumbprints on, and that REDD+ could result in their land being taken away. With more community work and with final government approval, REDD+ in Seima stands to be a model for the region.

Question 3: What overarching contextual challenges or constraints can be observed? How can these be considered in next work plan?

Overall Observations

SFB works in a country that struggles with poor governance, low levels of political commitment, and limited governmental capacities at all levels (Sophal Ear, 2007). According to the Transformation Index (BTI, 2014) corruption and a lack of transparency are endemic in the judicial system, the administration and almost all sectors. Cambodia ranks near the bottom of the 2013 Corruption Perceptions Index produced by Transparency International, ranking 160 out of 177 countries, with a score of only 20 out of a possible 100 for the least corrupt countries.

Due in part to the above overarching factors at work in the natural resources sector, the amount of aid disbursed does not appear to prevent forest loss (Chart 4.4) and deforestation continues unabated (Chart 4.5). These issues at the national, political, and power levels have arguably the most impact on project success but are very challenging for SFB to work with.

[2] This provision prohibits support for agricultural products that would compete with US agricultural commodities.

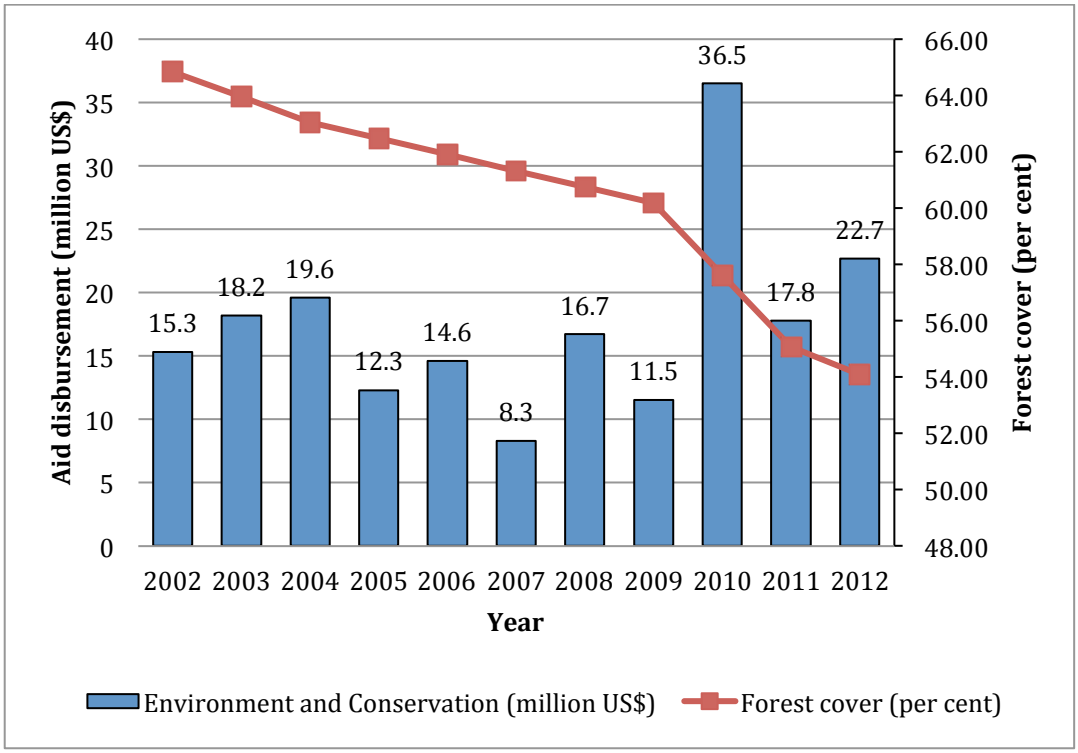

Figure 3: Aid disbursement in the conservation and environment sectors (original analysis by S. Chanthy, using data from CDC's Aid Effectiveness Reports, National Strategic Development Plans, UN Cambodia Country Assessment Report, FAO study, Open Development Cambodia

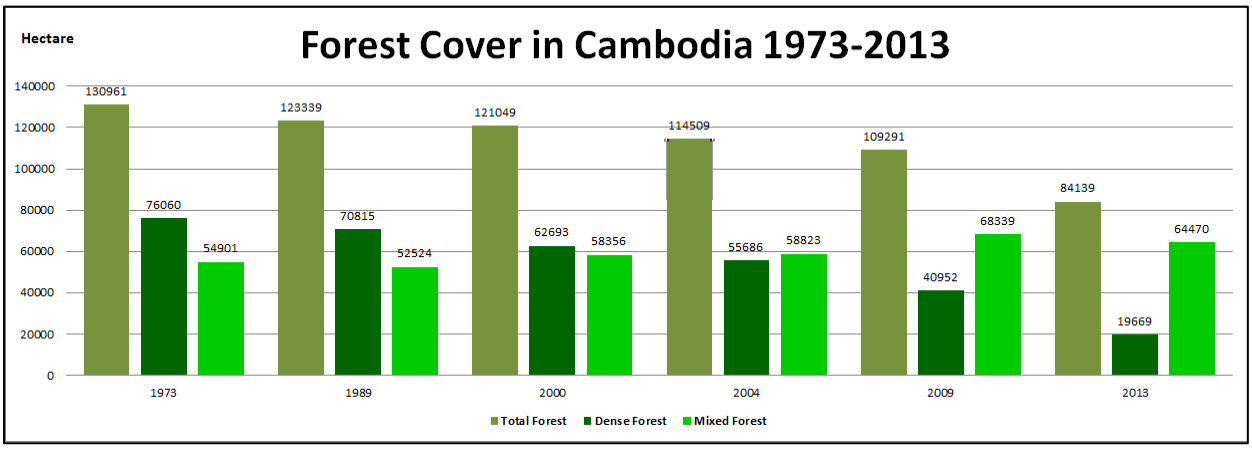

Figure 4: Forest Cover in Cambodia, 1973-2013 (ODC, 2014)

National Level

At the national level there are conflicting policies, goals and legal frameworks. Economic Land concessions (ELCs) have been issued in protected areas, many within the protected areas administered by MoE (though 17 have since been cancelled). Three new ELCs were granted in the Seima Protected area at the end of 2012, and approved at high levels of government, despite questionable legality. FA resisted these concessions and succeeded in reducing the size by approximately half.

There is a difficult relationship between the Ministry of Agriculture, Forests and Fisheries (and its agency the Forestry Administration (FA)) and the Ministry of Environment (MOE) the two primary government

entities SFB needs to work with. For instance, it is difficult to get them in the same room for quarterly meeting (see section 5b for more information).

In the past ten years, victims of land conflict have rarely won in court cases. In forest crime hotspots like Prey Lang, impunity by illegal loggers and corruption in the state apparatus feed off each other in a vicious circle (Global Witness 2007). Poor landowners and land and forest activists often end up behind bars if they are lucky; if not, they are harassed, injured or killed. Chut Wutty, who spearheaded the Prey Lang Community Network, was killed by armed guards at an illegal logging site he was investigating (Franks L. 2014). During the course of this evaluation a journalist investigating illegal logging in Kratie was murdered. Such examples are commonly reported by the *Phnom Penh Post*.

USAID constraints on budget use are another challenge SFB has been working with. For instance, USAID restricts the construction of buildings and does not permit payments to government staff. These two mechanisms, however, are among the more successful ways that forest loss has been slowed in protected areas. SFB funds approximately 80% of WCS's costs for activities in the SFB landscapes, and 35% of WWF's costs. These funds cover support activities and pay for non-patrol staff, allowing WCS and WWF to use their other sources of funding to support forest patrols. This restriction is one of the reasons that cooperative agreements that leverage outside resources make sense for the SFB.

Local Level

Working with sub-national or local institutions can be challenging as capacity is low, and officials are poorly paid. This can create a lack of motivation, and push officials to focus on how to find "incentives". The interviews the evaluation team was able to have with local MoE officials in EPL, for instance, consisted of repetitive comments about "incentives" and "per diems", and the need to supplement government official salaries. One FA official in Stung Treng, PLL was enthusiastic about the training received from SFB – but he couldn't recall what any of the courses were about, even when asked in different ways by the evaluation team's Cambodian members.

Another considerable constraint is the overlapping claims between ELCs and CFs and other village lands. These concessions, granted at the highest levels of government, can be hidden by shell companies, and it is difficult for the communities, even with SFB help, to identify ELC representatives for constructive dialogues that might help in these matters. One example of this is Phnom Prasat village in Stung Treng as recounted above in the section on CFs.

Further, widespread illegal logging and land encroachment with the involvement of powerful officials and military personnel is a major obstacle. Communities report that when the FA is unlikely to respond, for example as soon as it is dark, or on a weekend, illegal logging resumes in full force. Complicating matters, communities are required to tell FA when they are patrolling. This, community members report, lets FA alert the transgressors that they are associated with to stop their activities at those times. These issues come up even at higher levels. Transgressors are rarely penalized and many are thought to be connected with wealthy and powerful entities. This system greatly challenges SFB's ability to ensure the protection of forests, no matter how many communities are trained to help.

Addressing Constraints in Future Work Plans

The constraints involving political and power issues at the national level are beyond the scope of SFB to address in their work plans but some of the issues at lower levels can and are being considered. The SFB Objective 2 concerning constructive dialogues is a good way to address some of the local issues of land conflict. The SFB team has already pinpointed a number of these cases and a matrix has been developed on how to address these. This work will be intensified in the next work plan and more results should be possible to report on in following quarters of implementation.

Question 4: Is the project's approach to monitoring and evaluation (tools, indicators, data collection methods) appropriate for capturing project progress and enabling adaptive management?

Overall Observations

The current Monitoring and Evaluation Plan for SFB was only approved in February, 2014 after the change in COP and some of the activities—small grants, constructive dialogues, public awareness campaigns, enterprise activities in PLL—have only recently begun and it is too early to report on them. The reporting systems have also undergone some changes since the beginning of SFB. Only current tools and reporting systems are discussed here.

Tools

The basic M&E tools include reports from partners and small grant NGOs. Their objective-based indicators and weekly and quarterly reports are adequate to capture progress. Weekly reporting was recently introduced. This met initially with some resistance from implementing partners and new small grantees. Over time these have been more positively received. Some partners and NGOs say that weekly reports are actually helping them keep better records on their own progress. The bulleted format of the weekly reports helps with the ease of reporting and with SFB's ability to merge multiple submissions into a single report that is provided to USAID.

Data Collection Methods

Satellite imagery and mapping is a useful data collection method for this project. There is an issue, though, that different data sets and metadata standards used by WCS and by WI may make the results for different landscapes difficult to compare. WI's deforestation assessment uses the global University of Maryland (UMD) data, which is not very good for the open "deciduous" forest. Also, the Seima REDD+ site has been measured following rules and approved methodology of VCS (VM0009), and it is expected that the results on emission reductions to be generated from Seima REDD+ project will be released by the third party validator (SCS-Scientist Certificate System) in the coming months. The deforestation and GHG emissions assessment for the SFB/ USAID followed methods developed by USAID AFOLU Calculator (http://www.afolucarbon.org/) developed by WI. Interoperability of data developed by different implementing partners is essential, and incompatibility of data would indicate a significant management weakness.

Data collection methods include a recent livelihood survey conducted for communities in the project area and biodiversity surveys of various project areas. Further, implementing partners count the numbers of participants attending trainings and meetings, using this information to fill in data for USAID's TrainNet. These seem effective, but in the case of communities, may be cumbersome. For instance, making all community members sign a sheet whenever they attend a meeting or training is not a problem in many cases, but when indigenous people who have no recognizable signature are asked to use their thumbprints, this is a cumbersome process, confusing and often met with suspicion.

Indicators

Overall, the indicators do a good job in capturing how many people have been engaged in the SFB process, but do a lesser job in measuring actual results. The Objective level indicators for instance are:

0.1: Number of stakeholders actively engaged in improved forestry management practices

0.2.1: Number of conservation and NRM conflicts mitigated or acted upon as a result of USG assistance and 0.2.2: Number of conservation and NRM conflicts mitigated or acted upon as a result of USG assistance

0.3.1: Number of people with increased economic benefits derived from sustainable natural resources management and conservation as a result of USG assistance.

The sub-objective indicators are similar. Many address secondary matters, like "number of people trained," "effective stakeholder participation in planning processes," "number of people participating in income generating activities" that do not provide qualitative information concerning skills learned, how much money communities make from these enterprises; how stakeholders use the knowledge they have gained in planning processes, etc.

Some of the indicators are not SMART (Specific, Measurable, Assignable, Realistic, Time-related) enough. Many of these could be improved with data on how many hours the same people are trained (which there is already data collected on), how many stakeholders learning planning processes have worked on management plans, etc. Some of the human targets may also be above reachable goals due to the small populations of targeted communities.

Indicator 1.1.1, which measures the number of new CFs registered, misses measuring the work involved in moving through the many steps of CFs. Given the amount of years involved in fully registering a CF, and the challenge of even getting the government to register it when all the work is done (see example in Phnom Prasat, Stung Treng), this indicator does not adequately reflect the work achievement of implementing partners such as RECOFT.

A primary problem is that there are no obvious indicators that directly address biodiversity. The work by SFB in protected forests and wildlife sanctuaries includes strong efforts to conserve biodiversity such as biodiversity surveys and SMART reporting tools, but these results are not captured by indicators relating to Goal 2."Number of hectares of biological significance and/or natural resources under improved NRM…" These efforts no doubt do help in biodiversity conservation but it would be useful if there were some more direct indicators that that can capture their progress, consistent with the requirements for use of the biodiversity earmark and the USAID biodiversity code. This code requires:

- An explicit biodiversity objective
- An analysis of drivers and threats and a corresponding theory of change
- Intent, in site based programs, to positively impact biodiversity in biologically significant areas, and
- Indicators associated with the stated theory of change must be monitored for biodiversity conservation results.

Question 5A: How has SFB design and implementation taken into account differences between stakeholder populations in terms of access, control, and ownership of natural resources, or their participation in relevant governance processes? Have project outcomes (intended or unintended) been different for different populations in the target area?

There appears to be sophisticated thought directed at gender strategy in the design of SFB, as seen in reports such as '*Gender Strategy, Action Plans, and Checklists 2012 – 2016*, and SFB has been generally successful in meeting the target of a 30% female participation rate for its trainings, in some cases surpassing it. SFB didn't have a national gender specialist during the time of the evaluation, but the one who designed much of the gender strategy previously had produced a handful of compelling examples of 'success stories' of women across EPL and PLL being supported to develop their own leadership and decision-making skills.

The feedback from women-only focus groups conducted during the evaluation, however, provided some very specific suggestions as to how there could be some important qualitative improvement in the field implementation of a gender strategy. The evaluation team spoke to focus groups of women in all the villages visited. These groups consisted of women from specific activity groups – such as women active in the CF, CCF or ILT work, the CFMC itself, or a honey, resin or other livelihood group. There also appeared to be women present who were more broadly from the village and didn't at least obviously belong to any of the above groups but who wanted to participate.

Women consistently reported a strong desire to participate more in the SFB trainings and activities. In many villages, just having a group discussion with only women (by the evaluation team) was a new experience and women reported enjoying it and wanting to do more of it (without being prompted by evaluators). Though they didn't want to be cut off from doing activities with men, they reported that it is easier to speak out and express themselves in women-only groups. Female members of the commune councils also consistently reported that women need to participate more in the SFB village activities.

Participant observation supported this. In many meetings, most women, with the exception of a couple of empowered women, did not speak. Many more women spoke in the women-only groups. They also appeared to chat with each other in these women focus group meetings, conferring comfortably about what they wanted to say, or what they thought, before they turned to tell us. They reported this conferring helped them to understand the discussion or make sense of what they wanted to say and they could do this in women only groups.

Women had a sense themselves, again without being prompted by specific questioning, that they didn't understand enough about the land use and forestry issues related to their villages' respective work with CF, CCF or ILT – it was mostly men or just the CFMC that did. In a few villages, in both EPL and PLL, they reported a concern that if they didn't understand these issues better their communities' future was endangered, as they were the ones that primarily teach their children. One woman in O'Rana village in Seima Protected Forest, a village experiencing external and internal difficulties with their ILT, said, *"If we understood these issues* [land use] *better, we could resolve them because when the men get involved they generate violence."* Clearly resolving the land issues these communities face is complex, but certainly women having greater understanding of the issues can only enhance the prospects.

In a few villages, in both EPL and PLL, some concern came up from a couple of women in these discussions that demarcation of their land had happened in their absence, and they weren't confident that it had been done correctly. Some women also expressed a lack of trust in the transparency of the demarcation process conducted by the CFMC with the FA and the participating NGO. They also lacked confidence they understood the process well enough.

One important specific feedback was a difficulty with the trainings, both for land use activities such as CF, CCF, and ICT and the livelihoods. Consistently, they reported they felt 'embarrassed' to speak in the larger village group meetings and afraid they would say something 'stupid'. Many of the women (and villagers more broadly) don't read and write, and that makes them feel less confident in these activities. They reported training materials are often written, which makes it difficult for them to follow. They reported a need for more simple materials. There was also feedback from women in villages that having smaller training events, for instance, smaller groups of households, would make it easier for women – both for their comfort level in speaking out, and also for their ability to take part given their household/children obligations.

The evaluation question above also queries how SFB design and implementation has taken groups such as youth into account in terms of access, control, and ownership of natural resources, or their participation in relevant governance processes. While it was not possible given fieldwork time constraints to have focus groups with youth groups, feedback from women's focus groups expressed concern that youth were not sufficiently targeted or involved in SFB activities. Some women said that the youth are the ones that really needed to understand the forestry related issues – it was imperative for the future. They were concerned that only youth whose parents were very active in these groups knew much about the respective NRM groups. SFB is in the process of initiating some sophisticated strategies aimed at youth, so there appears to be promising prospects for addressing this.

Fieldwork constraints also made it difficult to do a more focused evaluation on how indigenous people or ethnic minorities more specifically are faring in SFB activities. One significant finding, however, was that translators for the Bunoung language in Eastern Plains are not being used sufficiently in training activities - a marked deficiency. On the topic of a need for a Bunoung translator for fieldwork, both WI and WWF staff

at the local levels, and some staff at the national level, told the team it wasn't necessary, that the Bunoung sufficiently understand Khmer. On site, however, there was quite a noticeable difference when a Bunoung translator was involved. People chattered constantly, whereas when someone addressed them in Khmer, only a few would speak out. They reported that while they understand Khmer and can communicate in it, many, including women and elder people, felt much more comfortable participating (and listening from observation) in their own language.

The evaluation team also observed some lack of understanding of straightforward power dynamics in community work on the part of SFB implementing staff. For instance, in one village in EPL, in the women's group discussion it was revealed that it was difficult for villagers to speak out in the larger organized village meetings on ICT because many of them were in debt to the high ranking and wealthy members of the village who were also present. The WCS staff was surprised by this feedback. On questioning WI local staff in PLL on what their gender strategy was, it seemed to consist wholly of asking the village chief to get more women to come to the trainings. On questioning, local WWF staff in EPL also didn't seem to have considered the power dynamics involved in not having a Bunoung translator. For example, letting the village chief translate when 'necessary' can result in the village chief or elite who have better command of Khmer language being able to control the process.

All this feedback was shared at the two regional debriefs conducted by the evaluation team in both EPL and PLL. The COP and DCOP were present at the regional debrief in PLL. The COP appeared to be committed to a high quality gender component for SFB. He had previously overseen gender training for his staff and was committed to improving it on the ground. During the debrief, he was receptive to the feedback, and spoke encouragingly to his staff about the importance of this. He was also at the time in the process of hiring a new gender specialist willing to spend time in the field, and took decisive initiative just in the time spent together with the evaluation team in the field to instruct his staff to look for two gender specialists, one for each landscape.

Question 5B: How has the project facilitated synergy, coordination, and information sharing among and between USAID/Cambodia, its implementing partners and host government partners?

In addressing this question, the SFB project can best be understood in two different periods – that of the difficult first year, and improvement and enhanced optimism in the second year, under the new current COP. The first year the project did not facilitate good synergy, coordination and information sharing between and amongst these respective groups. While there is consistent feedback that the first COP lacked the leadership and vision required, he should not be used as a scapegoat for all the SFB's growing pains and lack of progress. The team received triangulated reports indicating that he may been undermined by his own senior staff, and that personality clashes existed within and between some of the implementing partners at the director level.

The good news for SFB is that there is unanimous feedback that things have greatly improved under the new SFB COP since the end of 2013 who has demonstrated an openness in communication, and dynamic initiative to revitalize and improve the project. Supported by rotations in director positions of WWF, WCS and RECOFTC, working relations are in a process of improvement. There was reported optimism that the project is on a positive path forward.

Year One: Lack of Trust In Working Relations

The first year of SFB can be characterized by a lack of trust in working relations between WI, the implementing partners and the relevant host government partners – FA and MoE. This year was regularly referred to as a 'lost year' by some implementing partners. It took six months to develop the first year work plan.

One example of this was confusion over the role of WI staff placed locally in EPL and PLL. The SFB staff placed in EPL would regularly want to come to sit in on WWF and WCS meetings locally, almost on a daily basis in the case of WWF who have neighboring offices to Winrock in Mondulkiri. While WWF and WCS felt they didn't have anything to hide, it was unclear to them how the embedded WI staff added value to the project, especially when these local WI/SFB staff didn't appear to have many other recognizable responsibilities. The first year in PLL, also, there was a project coordinator position staffed by WI that caused much confusion for RECOFTC, as there was a perceived lack of coordination and information sharing as to what WI was doing.

Another area of difficulty involved EWMI's work supporting the Prey Lang Community Network (PLCN). EWMI was active in the early stages of the project proposal and strategy development of the project. It was clearly written into the original project document that working to support the capacity of the PLCN was one arm of strategy to work across different levels with different approaches. This developed into an area of much difficulty, though, for both EWMI and SFB. WI staff was reported as having referred to the PLCN as an "illegal" or "illegitimate" group, directly drawing on government language (in apparent reference to its lack of official recognition). WI staff had issues with EWMI supporting PLCN meetings where government officials were not invited or present and at times asked EWMI to delay PLCN meetings. An environment lacking in trust or "safe space" developed. And from the other perspective, it made SFB's work more difficult with its government counterparts who didn't want to work with EWMI because of its work with PLCN. There was also tension between RECOFTC and EWMI over strategy in PLL – RECOFTC more focused on CF's with EWMI more concerned about the landscape as a whole.

Synergy, coordination and information sharing was also markedly weak between WI staff and its host government partners, FA and MoE the first year at the national level. Part of the existing confusion stems from SFB originally being granted approval by the Council of Ministers, above the relevant ministries, in contrast to the more common procedure of establishing a working agreement with a specific ministry.

Interviews conducted by evaluation team found good synergy, coordination and information sharing between the lowest local level of government - commune councils, and SFB implementing staff across the landscapes. The commune council members interviewed were those across the landscapes that expressed the greatest awareness of this project being funded by USAID. One commune council member in Kratie, PLL reported that he had previously thought that CF was an issue that was the responsibility of the local village CFMC. It was only after an institutional capacity building workshop that SFB sponsored him to attend, which he specifically referred to as 'USAID supported', that he realized that CF issues were his responsibility, also, as a sitting commune council member. He found this to be revelatory and interesting.

Year Two: Moving Forward Positively

There is unanimous agreement that the SFB project is on a positive trajectory forward under the new COP, Curtis Hundley.

Several new, tangible developments have resulted in significantly improving synergy, coordination and information sharing amongst and between the implementing partners and the host government ministries. Examples of this are monthly partner meetings which all partners report to be productive. Important issues are being worked out, such as indicators, reporting, etc., and the first Quarterly meeting was convened September 2014, to which FA and MoE were also invited. Other new activities consist of the increased sharing of SFB documentation and the creation of a shared database. Partners, such as WWF and WCS, are contributing to EWMI's SFB project, 'Open Development Cambodia'.

WCS and WWF in Cambodia have a long history of good working relations with each other and both reported already having good relations with USAID prior to SFB. The first year of SFB, while they were careful not to engage directly with USAID staff about SFB management issues, they had other projects that kept them positively engaged with USAID. The last year, via SFB, relations between WWF, WCS and

USAID have only been enhanced and new and creative partnership initiatives are being discussed and implemented.

The Director at FA reported that relations with SFB have improved greatly this year, though he would still like to receive more information and reports, and coordinate more closely on work plan development. He also said that relations with USAID have improved via SFB this last year and there is good coordination and synergy with the people at USAID he deals with. Two representatives from MoE came to the most recent SFB Quarterly meeting. They initially expressed frustration with SFB for not following appropriate government protocol, but the discussion evolved constructively towards the development of a plan for engagement with MoE.

Fieldwork revealed mixed feedback from local officials from FA and MoE as to current coordination and information sharing with SFB staff. FA staff interviewed in Mondulkiri and in Stung Treng, PLL, reported positive working relations with local implementing partners and SFB staff. But on two different occasions, scheduled meetings of the evaluation team with FA staff in PLL were cancelled at the last minute. While it may be entirely possible the given reasons for cancelling were valid, it also seems possible there were other reasons. The FA official interviewed at the national level shared that local FA staff call him when there is any requests made of them involved with SFB, and he directs as to whether they can engage with the respective request or not.

There are new initiatives built into the third year work plan for teambuilding efforts towards developing a "One SFB" team. The COP appears to be strongly committed to this and is leading the way for SFB in this regard.

Question 6. Do the existing administrative and management structures, including project staffing and partnerships, appropriately support the implementation of the activities?

Administrative

Financial reporting requirements for this project are very labor intensive – this is true for both the implementing partners and the small grant NGOs. Strict USAID reporting requirements challenge SFB staff to constantly regulate input, especially given the issues and difficulties that the implementing partners experience with it.

The small grants had just been awarded four months before this evaluation was conducted. Nearly all small grant recipients reported undue hardship due to the reporting requirements. One NGO with capacity stronger than many others says that these requirements significantly cuts into their fieldwork; while they used to spend one day in the office to meet reporting requirements of other donors, they now have to spend three days and only get two days actually in the field. Another small grant recipient stated that SFB makes up 20% of their work portfolio, but takes up 80% of their administrative officer's time. Both of these small grant recipients said they would most likely not apply for follow-on grants for this reason. However, other small grant recipients recognized that this was a learning curve for them, their "tuition" for learning the standards that might someday enable them to manage USAID contracts directly. WI and USAID staff are helping the small grant NGOs face these reporting challenges and as the months progress these matters should start resolving themselves.

There were also triangulated reports from some of these small NGO recipient groups of negativity, of being 'bullied' and treated in a dismissive, arrogant way by WI. Both the COP and DCOP took this feedback seriously, and implemented decisive action. They removed the staff involved with the small NGO recipients from this responsibility, and now the DCOP will be the person to engage directly with these groups. They also had positive encouraging conversations with their staff about this and the staff response suggests a positive, adaptive capacity.

Management

The COP and DCOP appear to possess dynamic leadership skills and make things happen quickly. The above example with the small grant recipients demonstrates this. Combined with the above mentioned action, they also reported speaking with their staff about shifting the thinking from an inflated sense of being the "Prime" to being in a service role to the project – the COP expressed this commitment to the evaluation team a number of times, and reported that he keeps sharing this with his staff. This will contribute to an improvement in the question above regarding relations with other implementing partners.

From a broad overview of the strategy of SFB, the current partnership structure between WI, WCS, WWF, RECOFTC and EWMI serves the project well. In terms of management and administration for all involved, however, this hasn't been an easy day-to-day fit. WCS, WWF and RECOFTC, for example, have a long term programmatic approach to all their work whereas SFB is a four year project with tight USAID administrative monitoring requirements. Having long-term programmatic partners is invaluable to the project, so ongoing work addressing these difficulties constructively is worthwhile.

Another management issue regarding partnership structures has been confusion over the Objective 3 Team Leader position, which is provided by WWF. There was some confusion from the beginning of the project about whether this was meant to be a management or advisory function. The first WWF staff to take this role left earlier this year, and there have been two people in the position since. Currently, the position is open and will benefit from an open hiring process.

CONCLUSIONS

The theory of change for this project is: *Lasting change requires action across multiple geographic scales with the participation of the full range of stakeholders.*

The SFB results to date are limited, especially given the slow start the first year. The three linked requirements are challenging work at best in the current political and power-base structure in Cambodia. SFB is a complex project with many "moving parts". The project does, however, under the leadership of the COP and the foresight of the current leadership of the implementing partners, appear to demonstrate some ability to adapt and be flexible in the face of difficulty and change. Demonstration of this quality is further supported by the results of the questionnaire administered by the evaluation team. Especially given third year work plan activities and new initiatives in motion, the project seems on track to speak to this theory, and possibly support it in its outcome.

It is hoped that the recommendations given here may help shape the next two years of the project to maximize success in this difficult climate.

RECOMMENDATIONS

Two sub-questions have been provided by USAID/Cambodia to capture recommendations from the evaluation and these are considered separately. Each recommendation refers to one or more overall objectives (Obj) listed in parentheses in the recommendations that follow.

Evaluation purpose #2: Propose key actionable recommendations to improve the performance of the project in the remaining period.

2.1 Which SFB activities/approaches should be continued or expanded through the life of the project, and which should be reconsidered or improved?

2.2 What specific recommendations could be made to improve project performance for the remaining period and ensure greater sustainability of results once the SFB project ends?

Recommendations addressing 2.1: Approaches

1. Protected area work should continue to be strongly supported and expanded through the rest of SFB's duration (Obj 1)

    a. Camera trapping and SMART data collection tools in and around protected areas (which can add data towards long term species populations, a necessary conservation tool). (Obj.1)

    b. Efforts to get government approval for the Sub-decree to declare Prey Lang Protected Forest should be encouraged, as long as care is taken that this will not limit community access for NTFP collection and subsistence hunting. (Ob1)

    c. Further biodiversity surveys in project areas where these are lacking to determine the presence of rare and/or ecologically significant species. (Obj 1)

2. Enterprise development work should be carefully scrutinized for sustainability prospects after the project ends, for the strength of their conservation linkages, and their contribution to the overall goal of "Conservation and governance of the Eastern Plains and Prey Lang landscapes improved"

    a. Already initiated efforts to improve livelihoods, where commitments have been made to communities for the remaining life of the project, should be continued.(Obj 3)

    b. No new SFB supported NTFP enterprises should be initiated if they cannot be expected to be sustainable.(Obj 3)

    c. New agricultural livelihood activities that cannot show a direct link to reducing forest loss should not be initiated. Existing agricultural activities should be evaluated to ensure that they pose no threat to biodiversity or the natural environment. (Obj 3)

3. The strategy to address landscape issues in PLL should continue to expand in new ways currently being initiated that go beyond a more narrow focus on CFs in the buffer zone. (Obj 1)

    a. No new communities should be considered for CF work in the remaining years of SFB since these could not be expected to be sustainable with only two years remaining of the SFB project. (Obj 1)

    b. Efforts to gain more national attention to the Prey Lang forest and other landscape approaches should be scaled up, particularly those that address urban residents of Phnom Penh (with the potential to involve more people that care about forests) and youth throughout the country (since the forests are their heritage)(Obj 1)

4. REDD+ activities in Seima Protected Forest should continue to receive strong SFB support, as this model is close to acquiring validation. No new REDD+ activities should be initiated in other areas. (Obj 1)

5. The small grants program should be expanded, with more grantees and longer duration of the granting cycles. (Obj 1)

6. Constructive dialogue approaches should expand to include greater capacity building amongst local communities and government officials, so as to ensure its continued benefit after the project ends. (Obj 2)

7. Public awareness and advocacy programs should be strongly supported. (Obj 1)

    a. Open Development Cambodia should continue to be supported in this work and to disseminate lessons learned throughout the region and the globe. (Obj 1)

    b. The Prey Lang Community Network (PLCN) should be supported and other efforts to increase national recognition of Prey Lang should be continued as well (Obj 1)

    c. Public awareness programs should also be considered for EPL, where threats are also serious. (Obj 1)

    d. National public awareness campaigns about the value of forests and their imminent loss should be developed for Phnom Penh citizens, youth and school groups, and users of social media should be scaled up. (Obj 1)

Recommendations addressing 2.2: Fine-tuning

1. There should be repeat and refresher training, follow-up visits, and regular mentoring to ensure participants learn material. Training materials should be simplified, presented in languages comfortable to the participants and in ways that also include the illiterate. (Obj 1)

2. Indicators for SFB need fine-tuning for the remainder of the project (Obj 1,2,3)

    a. Training indicators need to include measurements of extent of training for individual participants – i.e. person hours trained and # training events, instead of a narrow focus on # of new participants. An indicator reflecting material that has been learned and utilized and other factors that measure results from training efforts are also recommended. (Obj 1,2)

    b. Indicator 1.1.1 addressing the number of CF's established should either be changed, or an additional one added to recognize the number of CF steps moved through, for better performance monitoring. (Obj 1)

    c. Biodiversity indicators need to be added. (Obj 1). Some suggestions include:

        - "Number of endangered flagship species (elephants/ibis/vultures etc.) monitored in targeted areas" (Note: This would easily include WCS and WWF work, but would not hinge on population numbers, which can fluctuate dramatically from year to year for many reasons beyond SFB's control. In the two years remaining for SFB there is nothing it can claim about increasing populations of target species.)
        - "Number of biodiversity surveys completed in targeted areas" (This would more obviously cover WCS and WWF surveys in existing protected forests and wildlife sanctuaries, and would also encompass new Conservation International survey work planned for Prey Lang forest).

3. The GHG assessment report drafted by WI needs more review in consultation with their partners WCS and WWF to ensure that the methodology and dates used are consistent. (Obj 1)

4. Community forest patrols require tents, boots and other field equipment for effective forest protection. Immediate direct assistance would help to expedite forest patrols in the near term, but in the long term, communities need a strategy to acquire the resources that they need, to be effective. (Obj 1)

5. SFB staff needs more capacity and training to be more effective (Obj 1, 2, 3)

    a. Staff with strong gender and indigenous population experience need to be hired to work at the community level (Obj 1,2,3)

    b. SFB staff could benefit by more training in community development, project management and other related areas (Obj 1, 2, 3)

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ANNEXES

ANNEX A: EVALUATION STATEMENT OF WORK

Evaluation Questions

The evaluation team must answer all evaluation questions below using evidence-based approaches[1]. However, the mission is open to additional question(s) that the evaluation team might find compelling or useful to the activity and the Mission.

Evaluation purpose #1: Assess the effectiveness of the project's design, implementation and management approach.

1. 1.1 What evidence exists to date to demonstrate that the SFB project has made progress towards its stated goal and objectives of reducing forest loss, conserving biodiversity, and improving natural resource management and governance?
2. 1.2 Which technical approaches (e.g., communal land titling, enterprise development, strengthening protected area management, working at national vs. local levels, small grants, etc.) appear to be most effective, and which appear to be least effective or most challenging to implement?
3. 1.3 What overarching contextual challenges or constraints can be observed? How can these be considered in next work plan?
4. 1.4 Is the project's approach to monitoring and evaluation (tools, indicators, data collection methods) appropriate for capturing project progress and enabling adaptive management?
5. 1.5 How has SFB design and implementation taken into account differences between stakeholder populations (men, women, youth, minority or indigenous groups) in terms of access, control, and ownership of natural resources, or their participation in relevant governance processes? Have project outcomes (intended or unintended) been different for different populations in the target area? How has the project facilitated synergy, coordination, and information sharing among and between USAID/Cambodia, its implementing partners and host government partners?
6. 1.6 Do the existing administrative and management structures, including project staffing and partnerships appropriately support the implementation of the activities?

Evaluation purpose #2: Propose key actionable recommendations to improve the performance of the project in the remaining period.

1. 1.1 Which SFB activities/approaches should be continued or expanded through the life of the project, and which should be reconsidered or improved?
2. 1.2 What specific recommendations could be made to improve project performance for the remaining period and ensure greater sustainability of results once the SFB project ends?

[1] Use scientific data collection and analysis methods to generate evaluation findings to each specific question. The Evaluation findings should be presented as analyzed facts, evidence and data and not based on anecdotes, hearsay or the compilation of people's opinions. Findings should be specific, concise and supported by strong quantitative or qualitative evidence

Audience and Intended Use

The audience of the evaluation report will be the USAID/Cambodia Mission, USAID implementing partners, and various host government agencies. USAID and Implementing Partners will use the findings and recommendations from this evaluation to inform and guide SFB activities to improve the project performance for the remaining period. USAID will also consider the findings, particularly the evidence-based findings, in the design of follow on project(s). An Executive Summary will be provided to the Office of the Council of Ministers and relevant line ministries. It is

expected that the host country partners and donors will also be able to use the report to better assist them in their future goals. The final report will be posted on the Development Experience Clearinghouse website.

Team composition

A team of four people composed of one Project Manager (or Evaluation Team Leader), Institutional Development Specialist, Biodiversity Conservation Specialist and Climate Change and Adaptation Specialist). Two of them, including Project Manager, should be expatriates and the other two should be Cambodian.

- P**roject Manager (International)**: Must have an advanced degree in forestry, biodiversity conservation, natural resources management, climate change or development studies, socio-economics, sociology, anthropology or other relevant fields.
- Must have at least 10 years of field experience leading and evaluating development projects for USAID and other donors with a strong background on comprehensive aspects of natural resource management, biodiversity conservation, and climate change.
- Must have demonstrated ability to conceptualize program evaluation methodology and processes.
- Excellent analytical and report writing skills, fluency in spoken and written English are essential.
- It will be a distinctive advantage if he/she has:

  - Knowledge of international comparative policy, legislation and their application to deliver conservation of forests and biodiversity.
  - Experience in constructive dialogues and economic development in a forest environment.
  - Knowledge and experience of Cambodian policies, legislation, and procedures in forestry and biodiversity.
  - Previous working experience on gender, minorities and indigenous issues in natural resources management.

The Project Manager will:

- Finalize and negotiate the team's work plan and assignments;
- Establish assigned roles, responsibilities, and tasks for each team member;
- Ensure that the logistical arrangements in the field are finalized;
- Facilitate team planning meetings and work with the Mission's FSE team to set the agenda and other crucial components of the evaluation;

- Manage team coordination meetings in the field;
- Coordinate the workflow and tasks and ensure that team members are working on schedule; and
- Take the lead in preparing, contributing, managing and coordinating team member input as well as, submitting, revising and finalizing the deliverables;

One International and Two National Team Members:

Additional team members will be individually expected to:

- Possess an advanced degree in forestry, biodiversity conservation, natural resources management, climate change or development studies or other relevant fields.
- Have at least four years of program/project implementation, monitoring and evaluation experience for USAID and/or other donor-funded projects, with a well-rounded background in environmental management, biodiversity and forest conservation, and climate change (especially REDD+).
- Have excellent analytical and report writing skills, and be fluent in spoken and written English.

As a team, the international and national team members will be expected to have among them the following qualifications:

- Demonstrated ability in developing and applying various quantitative, qualitative, and mixed-methods evaluation techniques, such as surveys, key informant interviews, focus group discussions, and other relevant techniques.
- In-depth understanding and demonstrated experience with:

  - The role and application of policy, legislation and governance interventions to deliver conservation of forest and biodiversity.

  - Cambodian policies, legislation, and procedures in forestry and biodiversity.
  - Socio-economic and cultural issues in natural resources management, including the different roles and contributions of different populations (men and women, indigenous or minority groups, etc.).

The team members will:

- Support the Project Manager to help develop an evaluation plan, conduct a desk review, participate in meetings, collect data, analyze data and draft the final report.
- Manage and coordinate the logistics for field visits as delegated by the Project Manager
- Serve as interpreters for non-Khmer speaking international team members and for indigenous groups

  For all individuals in the evaluation team, evidence of previous relevant work will also be required in the form of resumes, work samples, and references to support the claim of knowledge, skills, and experience.

USAID/Cambodia's Contribution: A member of the USAID/Cambodia Program Office will be the Evaluation Team's point-of-contact at post and will serve as the coordinator for this evaluation exercise. In addition, other Program Office and Food Security and Environment (FSE) staff will play a role in planning, providing direction, and the finalization of this evaluation. Members from USAID/Washington technical offices may also play a significant role in the evaluation. It is possible that one or more USAID staff will join the evaluation team during some or all of the field work.

USAID/Cambodia can assist with limited logistical support, such as scheduling meetings with high level host government decision makers. The evaluation team should be prepared to work and travel independently, including generating their own evaluation schedule and corresponding meetings. Once in country, the team will arrange additional meetings as appropriate. The Mission's FSE Team will be available to the evaluation team for consultations regarding resources and technical issues, before and during the evaluation process. A six-day work week is authorized while working in country. The team should provide their own laptops to prepare reports. The Mission cannot guarantee access to printing, copying, and other resources for non-USAID personnel, but will work where feasible and reasonable to support the administrative needs of the team.

The evaluation team will be responsible for any necessary international and in-country travel and all related expenses (direct and indirect). This includes renting vehicles for field work in Phnom Penh and in the provinces. The timing of this evaluation will take place during Cambodia's monsoon season. Remote sites may be difficult to visit if not impossible. The evaluation team should plan on flooding, traveling by boat, extremely challenging logistics, non-Khmer speakers (indigenous groups) and difficult road conditions; a strong and flexible plan should be prepared to properly conduct the evaluation.

Methodology

The precise methodology and chronology of evaluation activities will be proposed by the contractor and approved by USAID/Cambodia through the Evaluation Framework (Deliverable #1, below). However it is expected that the evaluation will include a combination of the following activities (and others as needed):

1. Documentation review (desk study): A number of policy, project design, and implementation related documents are available with FSE office and from implementing partners and sub-partners. This list includes project design documents, work plans, quarterly progress reports, Monitoring and Evaluation Plan (M&E Plan), Memorandums of Understanding (MoUs), and completed technical studies. These documents will be provided by USAID Cambodia and

the SFB implementer as needed; however, the evaluation team should also research documents and reports (e.g., government, independent, NGO documents as needed) outside of the SFB project.

The list project documents are available on this site: https://www.dropbox.com/sh/8h5ahw9nl6nwkch/AAAat-V5UCrIwMTV5It40Lfla

2. Interviews with key informants involved in the project design and implementation processes. These may include USAID and project staff, local and national government institutions, implementing partners, sub-partners, other donors, and communities.
3. Focus group discussions with beneficiaries as well as project field staff in the intervention areas. This may include community members, community networks, committees, and others if necessary.
4. Field visits to project sites around the two landscapes – Prey Lang (PLL) and Eastern Plain (EPL). This should include visits to those communities and groups supported by SFB, community protected areas (CPAs), community forests (CFs), community conservation forests (CCFs), community based production forests (CBPFs) initiatives, Prey Lang Community Network, community enterprise groups, Community Forest Network and others.

Timeline and Level of Effort

The evaluation period includes preparatory work before arrival in-country and finalization of deliverables after the trip.

The following is the illustrative timeline for each activity item that the evaluation team must conduct. The timeline for each item can be adjusted based on consultation between the mission and evaluation team if necessary.

Proposed Timeline:

Dates	**Task**	**Project Manager**	**Int'l Team Member**	**National Team Member**
September 15 – 19, 2014	Document review, preparation work for all consultants, development and submission of evaluation plan to USAID/Cambodia (prior to arrival to Cambodia for the international expert(s). The evaluation plan will be reviewed by USAID Cambodia and possibly also by SFB team.	5	3	3
September 22 – 26, 2014	USAID Cambodia team review and comment on the evaluation framework			
September 29 – 30, 2014	Evaluation team makes necessary revision on the draft evaluation framework based on comments from USAID (if any)	2	2	2
October 3 – 4, 2014	International Expert(s) travel to Cambodia	2	2	0
October 6 -7, 2014	Team Planning Meeting	2	2	2
October 8, 2014	In-brief meeting with FSE team and implementing partners. Introductory meeting with USAID Mission Director and senior management (possibly separate meetings). USAID will provide meeting venue for this in-brief.	1	1	1
October 9 – October 24, 2014	Information and data collection and field debriefing: Meetings, interviewing with project stakeholders, partners, and government officials as well as field visits. The evaluation must present brief findings to SFB project team their respective offices in both landscapes before departing for Phnom Penh.	14	14	14
October 27 – 30, 2014	Evaluation team performs data analysis and prepares for the debriefing.	4	4	4
October 31	Present debrief to USAID/Cambodia and implementing partners (possibly in a separate meeting). USAID will provide a venue for this de-briefing session.	1	1	1

November 1 - 2, 2014	International expert(s) depart Cambodia	2	2	0
November 3 - 7, 2014	Write and submit draft report to USAID/Cambodia	5	3	3
November 10 – 21, 2014	TOCOR will have 10 working days to review the draft report and return it to the Project Manager with comments			
November 24 – 26, 2014	Project Manager finalizes report, submits to USAID/Cambodia	3	2	2
Total Days		37*	32*	32

*time of international travel is excluded.

ANNEX B: EVALUATION DESIGN MATRIX

Evaluation questions	Data needed for answering the question	Data collection tools/instruments	Sources of data	Methods of analysis
1. Assess the effectiveness of the project's design, implementation and management approach.	Project results matrix for first 7 quarters. SFB staffing and operational structures Quarterly reports Technical reports on activities Budget data Information from implementer and partner interviews Interview data	Desk Study of key documents Informant interviews Focus group interviews Specific information requested of SFB	SFB personnel Communities involved in SFB work Small Grant NGOs Implementing partners Key government contacts	Parallel analysis Triangulation of available data
2. Which technical approaches (e.g., communal land titling, enterprise development, strengthening protected area management, working at national vs. local levels, small grants, etc.) appear to be most effective, and which appear to be least effective or most challenging to implement?	Project results matrix for first 7 quarters. Quarterly reports for first 7 quarters Technical reports on activities Interview data Questionnaire survey results	Desk Study of key documents Key Informant interviews Focus group interviews Specific information requested of SFB Questionnaire survey	SFB personnel Communities involved in SFB work Small Grant NGOs Implementing partners Key government contacts	Parallel analysis Triangulation of available data
3.What overarching contextual challenges or constraints can be observed? How can these be considered in next work plan?	Quarterly reports for first 7 quarters Interview data Questionnaire survey results	Desk Study of key documents Key Informant interviews Focus group interviews Questionnaire survey	SFB personnel Communities involved in SFB work Small Grant NGOs Implementing partners Key government contacts	Parallel analysis Triangulation of available data

4. Is the project's approach to monitoring and evaluation (tools, indicators, data collection methods) appropriate for capturing project progress and enabling adaptive management?	SFB M&E Plan Quarterly reports Interview data	Desk Study of key documents Informant interviews Focus group interviews Specific information requested of SFB Questionnaire survey	SFB personnel Communities involved in SFB work Small Grant NGOs Implementing partners Key government contacts	Parallel analysis Triangulation of available data
5a. How has SFB design and implementation taken into account differences between stakeholder populations (men, women, youth, minority or indigenous groups) in terms of access, control, and ownership of natural resources, or their participation in relevant governance processes? Have project outcomes (intended or unintended) been different for different populations in the target area?	Quarterly reports for first 7 quarters Information from implementer and partner interviews Interview data	Desk Study of key documents Key Informant interviews Focus group interviews Specific information requested of SFB Questionnaire survey	SFB personnel Communities involved in SFB work Small Grant NGOs Implementing partners Key government contacts	Parallel analysis Triangulation of available data
5b.How has the project facilitated synergy, coordination, and information sharing among and between USAID/Cambodia, its implementing partners and host government partners?	Quarterly reports for first 7 quarters Technical Working group minutes Interview Data	Desk Study of key documents Informant interviews Focus group interviews Specific information requested of SFB Questionnaire survey	SFB personnel Communities involved in SFB work Small Grant NGOs Implementing partners Key government contacts	Parallel analysis Triangulation of available data
6. Do the existing administrative and management structures, including project staffing and partnerships appropriately support the implementation of the activities?	Quarterly reports for first 7 quarters Staffing and management structure of SFB Interview data	Desk Study of key documents Informant interviews Focus group interviews Specific information requested of SFB Questionnaire survey	SFB personnel Communities involved in SFB work Small Grant NGOs Implementing partners Key government contacts	Parallel analysis Triangulation of available data

ANNEX C: INTERVIEW TOOL FOR COMMUNITIES, WOMEN, AND INDIGENOUS

Community members will be interviewed in community group interviews, focal groups or individually and asked the following questions depending on the mak the group. Questions will be open-ended to enable more feedback.

A. Identify communities who have been recipients of support to develop and/c enhance NTFP, ecotourism, timber and agriculture economic activities.

Have you been contacted to be a part of a program to enhance your economic opportunities?
Yes No
Who and how did you get to know about the project?

- Government Extension Officer
- Commune Council
- Implementing Partner
- Sub-grantee
- Other, etc.

What kinds of support/assistance have you received from the program (SFB) to increase your ecor opportunities?

Have you attended a training program?

Yes No

If not, why not?

If so, were you able to understand the training?

Yes No

Do you think it is useful and will contribute to your economic opportunities?

Yes No

Why or why not?

Were you able to implement the knowledge gained from the training?

Yes No

If not, please explain why?

How have you applied the knowledge? How confident do you feel about pursuing this strategy to e your livelihood?

Not very Moderately Very

Have you received follow-up with it? And how often?

Yes No

Have community-based structures been developed or strengthened to support you with financial management?

Have community-based structures been developed or strengthened to support you with marketing?

Yes No

Do you understand local and national policies related to the operation of your enterprise?

Yes No

Have you or do you know of anyone in your community who has implemented a successful viable sustainable livelihood initiative as a result of the SFB?

Yes No

If yes what kind of initiative?

What recommendation do you have for SFB to better improve your community?

B. Identify communities who are targeted as recipients for possible REDD+ payments.

Have you been invited to be involved in project planning and implementation through participatory processes?

Yes No

Have you attended a workshop, or training program?

Yes No

If not, why?

If so, did you understand what was happening?

Yes No

What was most important about it?

Was information shared with you that you understood regarding local land and resource tenure rights related to a possible REDD+ program?

Yes No

How will this affect your community?

Did you sign or agree to any REDD+ benefit sharing agreement with the government/NGOs? If so, did you know what were stated in the agreement?

Was the agreement written in Khmer or a local language that you could clearly understand? Do you feel involved in the decision-making process?

Yes No

Do you feel confident possible future benefits will be equitably shared?

Yes No

Has your feeling regarding this changed since the outset of this project?

Yes No

Please explain

What is the situation regarding logging, economic land concessions and mining in your community area? How would rate the following problems affected your community? (scale 0 no affected --- 5 severely affected)

- Logging
- Economic land concessions
- Mining
- Others

.

How many new logging, ELC, mining agreements have been entered into since the SFB began in your community?

Has there been an improvement in dialogue regarding these issues in your area?

Yes No

Has there been improvement in dialogue regarding issues related to logging mining and/or concessionaires in your region with private companies, the government and NGOs since the beginning of this project?

Yes No

How confident do you feel regarding your ability to maintain or enhance your livelihood since the start of this project?

Not very Moderately Very

Are you aware of your rights, access to, use of and control over natural resources?

Yes No

Has SFB helped you to better understand your rights?

Yes No

Has SFB helped you address/resolve at least one dispute related to logging, economic land concessions and mining in your community area

C. Focus group approaches:

Women and youth where possible: Speak with focus groups of women within targeted communities separately, with female language interpreter.
Speak with indigenous peoples (Kuy, Banong, etc.) separately from Khmer groups

Are you aware of SFB project activities in your community? Yes No

Have you been invited to be a part of (applicable trainings/workshop) by SFB in your community?

Yes No

Who informed you? and how were you informed about the training activity? If so, did you feel encouraged to go?

Yes No

Have you attended and completed a training program?

Yes No

If not, why?

Time Language

Distance of training venue Location of training venue Family obligations/home chores community norms Others……

What was it like to attend the training?

Were you able to understand the training?

Yes No

What did you like best about it?

Did the methodology used encourage your participation?

Yes No

Did you feel comfortable contributing to the discussion?

Yes No

Comments:

How has going to the training affected your activities since?

What effect has it had on your community to be involved in the trainings?

Did you feel confident that the dialogue/villages forum/training/community consultation conducted by the project can address your concerns?

If not, what are some approaches for the project to address your concerns? Of all the things we talked about, what do you think is the most important? Is there anything important we didn't talk about?

Are there any recommendations you have for the project?

E. Regarding the models -CF, CBPF, CCF, CPAs, ICT

Are you familiar with the applicable models relevant to your community's situation?

Yes No

Have you learned more about them from SFB?

Yes No

If so, did you understand what you heard?

Yes No

Did you feel comfortable contributing to the discussion?

Yes No

Did you, or someone in your community that you trust, receive training regarding the applicable model(s)?

Yes No

How will adopting this model affect your community's livelihood?

What further support does your community need?

Since the start of this project in your community your engagement in activities/processes concerning forest conservation has: (choose one)

Increased considerably Increased a little Not changed Decreased a little Decreased considerably

Please explain:

ANNEX D: QUESTIONNAIRE FOR NGOS

Name and Position: **Code:**
Agency: **Gender:**

(This information will be coded anonymously and your name and position will not be revealed)

1. How long have you be involved in the USAID Strengthening Forests and Biodiversity (SFB) project? Describe the nature or your involvement with this project.

2. Do you know what the goals of the Supporting Forests and Biodiversity Project are?

   Yes No

3. How closely do these goals align with the goals of your agency? Please circle response from 1 (completely) to 5 (not at all) or D/K for don't know that best applies:

   (Completely) (Not at all)

   1 2 3 4 5 D/K

4. How completely are these goals being met by the SFB project? (Please circle response from 1 (completely) to 5 (not at all) or D/K for don't know that best applies:

   (Completely) (Not at all)

   1 2 3 4 5 D/K

5. How well does SFB respond to your organization's needs in your joint work? Please circle response from 1 (completely) to 5 (not at all) that best applies.

   (Completely) (Not at all)

   1 2 3 4 5

6. Please rate the following approaches in terms of how effective these are in meeting the SFB project's overall goals of improving conservation and governance in the Prey Lang and the Eastern Plains Landscapes? Please circle response from 1 (most effective) to 5 (least effective) or D/K for don't know:

	(Most effective)				(Least Effective)	
Protected area management	1	2	3	4	5	D/K
Community land titling:	1	2	3	4	5	D/K
Policy work at national level:	1	2	3	4	5	D/K
Local enterprise development:	1	2	3	4	5	D/K
Public awareness campaigns:	1	2	3	4	5	D/K
Small grants to local NGOs and others:	1	2	3	4	5	D/K

Please share any thoughts you have regarding the implementation of the above approaches by SFB.

7. In your opinion, what has SFB achieved in its first two years of implementation?

8. What have been some of the challenges or obstacles for SFB?

9. How well do the implementers of SFB adapt to difficult and changing situations? Please circle response from 1 (very well) to 5 (not at all) that best applies.

Very well				Not at all
1	2	3	4	5

10. What recommendation(s) do you have that you think would help the implementers of the SFB project to improve their results?

11. In your opinion, how important is the collaboration between the SFB project and your agency in improving conservation and governance in the Prey Lang and the Eastern Plains Landscapes. Please circle response from 1 (very important) to 5 (not at all important) that best applies.

Very important				Not at all important
1	2	3	4	5

12. Do you recommend this model to be adopted/replicated/extended in other areas of Cambodia?
Yes No

Thank you for taking the time to help us with the Mid-Term evaluation of the Supporting Forests and Biodiversity Project.

Coding Key:

Position: 1 = Technician; 2 = Business owner; 3 = Director/Representative/Deputy; 3 = Rank of senior manager/officer/coordinator and below

Agency: 1 = NGO; 2 = ELC operator; 3 = non-ELC private sector; 4 = non-government groups working with SFB

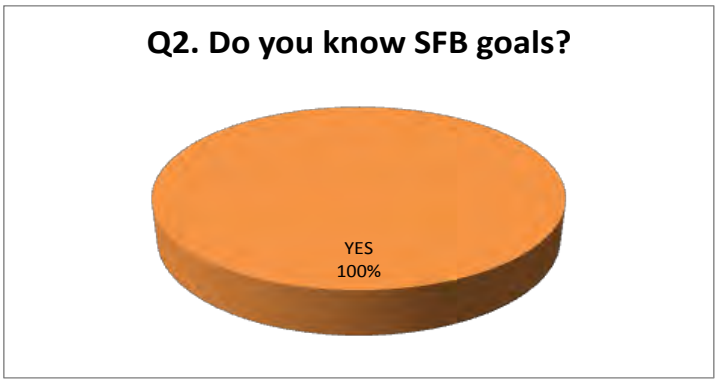
ANNEX E: QUESTIONNAIRE RESULTS

Heading for Q1: Duration of respondent's involvement with SFB

Q1. How long have you been involved in SFB? (month)	
N	15
Mean	12.07
Median	12.00
Mode	18
Std. Deviation	8.242
Variance	67.924
Range	28
Minimum	1
Maximum	29

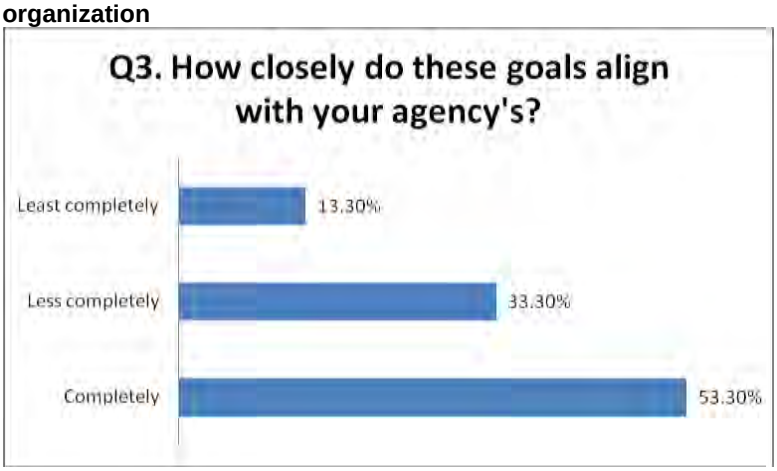
There were 11 organizations that were sending back their completed questionnaires; 15 people responded to the request. The response rate is 65.22%. On average, each respondent has been involved with SFB for 12 months, on and off.

Heading for Q2: Respondent's knowledge of SFB goals



All respondents (100%) said that they knew SFB goals.

Heading for Q3: Alignment of SFB goals with those of respondent's organization

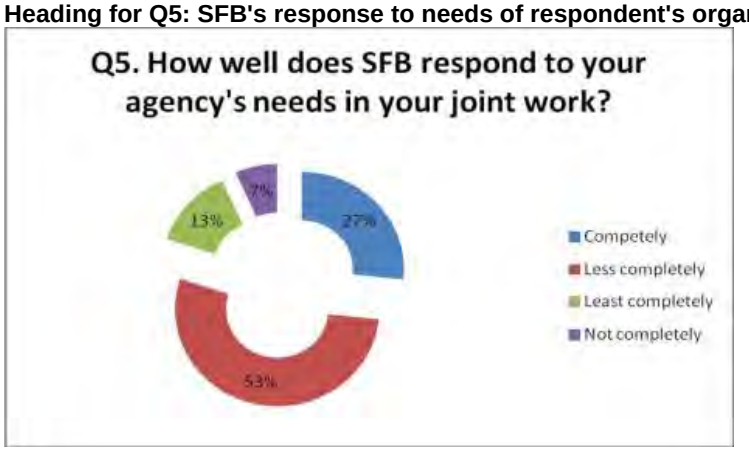


More than half of the respondents believed that SFB goals align closely with their organizations' goals.

Heading for Q4: Goals of respondent's organization being met by SFB

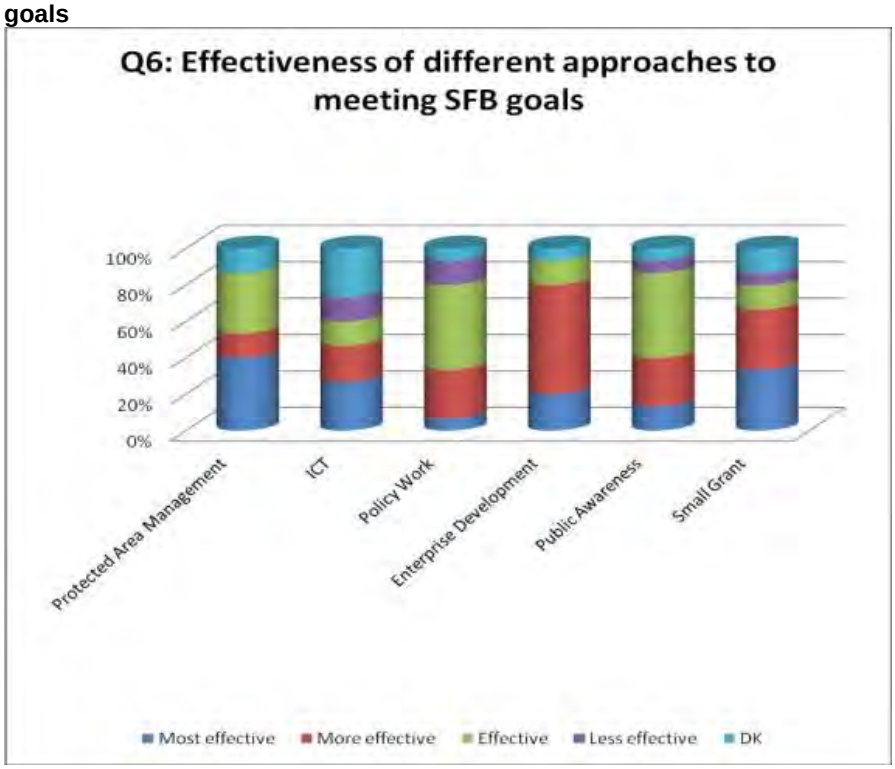
Although more than half of the respondents agreed that SFB closely align with their organizations' goal, only 10% reported that SFB goals completely meet their organizations'.

Heading for Q5: SFB's response to needs of respondent's organization



Of the respondents 27% agreed that SFB responded well/completely to their respective organizations' needs in their joint work.

Heading for Q6: Effectiveness of different approaches to meeting SFB goals



According to the respondents Protected Area Management is the most effective approach to meeting SFB goals followed by Small Grant. Only a small percentage of the respondents agreed that the policy work is most effective in meeting SFB goals. However, more than 80% of them said that enterprise development is effective (i.e. rating from most effective to effective), followed by PA management (nearly 80%), and Public Awareness (close to 80%).

Calculated effectiveness indexes for the PA management and Small Grant have the same score (0.67), and the effectiveness index score for Public awareness is 0.58. The rest is 0.53 (Enterprise Development and Policy Work) and 0.52 (ICT). But, quality of the standing forests and biodiversity by the end of the project will count (SC comment).

Q67, Q7 and Q8: Views of respondents regarding SFB approaches, achievements, and challenges

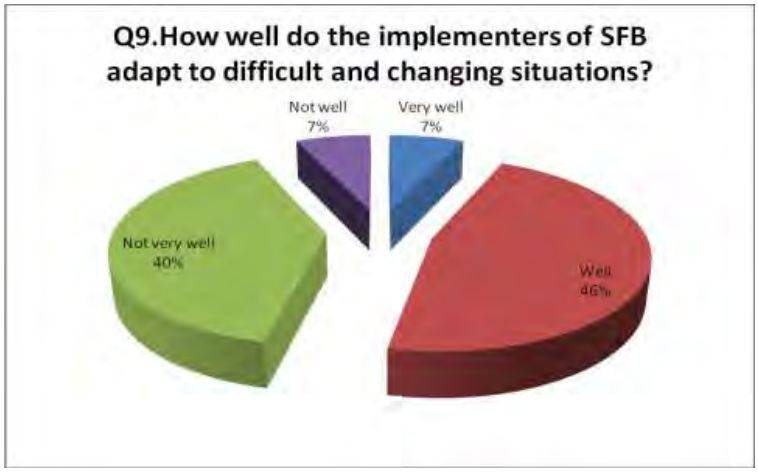
Q67.Share your thoughts regarding approaches (Q61, ..., Q66)
Q7.In your opinion, what has SFB achieved in its first two years?
Q8.What has been the challenges for SFB?

S/N	Organization	Q67.Share your thoughts regarding approaches (Q61 - Q66)	Q7.In your opinion, what has SFB achieved in its first two years?	Q8.What has been the challenges for SFB?
1	Organization 1	No idea	Livelihoods programs run at several sites	1.Coordination among partners, 2.Agreement/disagreement on approaches, 3.Staff turn-over/leadership changes
		SFB is well known to communities	Read reports on the project results	1.Lack of law enforcement, 2.Ltd participation, 3.Road access, 4.Ltd gov't support, 5.Community poverty, 6.Ltd info sharing, 7.Ltd knowledge
		Very challenging approaches, both short and long term efforts needed	1.Conservation, 2.Empowerment of people	1.Developing innovative idea, 2.Conservation-linked livelihood development
2	Organization 2	Very challenging approaches, more time needed, excellent partnerships with government and authorities needed	Read quarterly reports	1.Rapid environmental and social changes, 2.Working relationship with government with poor governance and capacity
		Very challenging approaches, more time needed, excellent partnerships with government and authorities needed	Read quarterly reports	1.Rapid environmental and social changes, 2.Illegal logging/land clearing

3	Organization 3	1.Uncertainty for CFs in PLL as PLL is not legalized, 2.Specific distinctions for types of livelihood enterprise development in PLL	1.Progress made against many targets, 2.PLL scoping study	1.Engagement of MAFF/FA-GDANCP/MOE, 2.Different views, Ltd trust PLCN vs. FA in PLCN, illegal logging, 3.Four partners in 2 landscapes
		Unclear about request to include PLL as protected forest area	Many activities on dialogues, but no clear outputs	No formal project launching, thus difficult to coordinate/work at sub-national levels
4	Organization 4	No idea	1.Small Grants to NGOs, 2.Protecting forests/biodiversity, public awareness campaigns	1.Policy works, 2.Illegal logging/land encroachment, 3.Enterprise development vs quick gain from logging
5	Organization 5	1.All approaches are relevant except fieldworks started too slow, 2.Small grant is too short	Natural Resources, only about own Savings Group project	1.Involvement/support of authorities/people to protect forests/biodiversity, 2.Illegal logging/forestland encroachment, 3.Slow CFMP process/approval
6	Organization 6	No idea	Not sure	1.Government liaisons at various levels, 2.No direct agreement with line ministries, 3.Managing 5 partners across 2 landscapes
7	Organization 7	No idea	Strong partnership with WWF, WCS, RECOFTC and EWMI	Limited participation of beneficiaries
8	Organization 8	Effectiveness:1.Small grant NGO is close to communities that can help them with enterprise development, 2.Policy work, and 3.Protected area management and public awareness	1.Capacity building on NRM, forest governance and technical skills for stakeholders and communities, 2.Biz group set-up, and 3.Stakeholder networking	1.ELCs against CFs, 2.Commitment of government stakeholders
9	Organization 9	No idea	1.Communities know SFB goals/participate in it to protect forest and their rights, 2.Communities have dialogues with authorities, 3.Communities' interests in livelihoods	Need approval from provincial authorities

10	Organization 10	1.Work with government on PA management and ICT, 3.Get participation of CSOs in policy work, 4.Capacity building and fund to communities for livelihoods, 5.Clear message for public campaigns, 6.Support to small grant NGOs	Not sure	Partnership principles
11	Organization 11	No idea	No idea	No idea

Heading for Q9: SFB implementers' adaptation to difficult and changing situations



Close to half of the respondents (46%) reported that SFB implementers adapt well to difficult and changing situations.

Heading for Q10: Recommendations by respondents

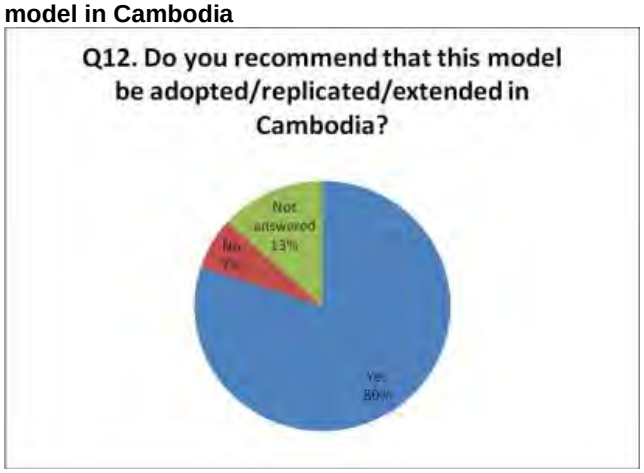
Q10.Recommendations to improve SFB results

S/N	Organization	Q10.Recommendations to improve SFB results
1	Organization 1	More policy works and dialogues
		1.Tech support/skills, 2.Good communication and relation with gov't/authorities, 3.Trust with communities
		More efficient approach to enterprise development against short-lived SFB/project
2	Organization 2	USAID policies not aligned with Cambodia, changes in local level regulations for SFB to work with government and authorities needed
		USAID policies not aligned with Cambodia, changes in sub-national structures and regulations for SFB to work with government and authorities needed
3	Organization 3	No idea
		No idea
4	Organization 4	1.More researches, 2.Capacity building for young generations, 3.More investments in livelihoods
5	Organization 5	1.More policy works, 2.Simplify SG admin/paperworks, 3.Longer timeline for SG 2 years
6	Organization 6	1.Stronger tech direction to partners, 2.Development/strengthening of existing livelihood strategies (not new ones), 3.Top priority is legalization of PLL (FA)
7	Organization 7	Larger small grant projects having mulit-year timeframe and allowing one grantee to work in both landscapes
8	Organization 8	Continue support for communities' income generation activities and improve biz networking to reduce land encroachment and illegal logging
9	Organization 9	Conduct more constructive dialogues
10	Organization 10	Reduce paperwork, simplify ME, support to partners, better partnership principles, positive attitude towards partners
11	Organization 11	No idea

Heading for Q11: Importance of collaboration between SFB and respondent's organization for natural resources conservation and governance

More than half of the respondents believed that collaboration between SFB and their organizations is important in improving conservation and governance in Cambodia, esp. in EPL and PLL.

Heading for Q12: Possibility for adoption, replication or extension of SFB model in Cambodia



An overwhelming majority of the respondents (80%) recommend adoption/replication/extension of the SFB model in Cambodia.

ANNEX F: PEOPLE INTERVIEWED

Name		Organization	Contact Information	Location	Date Interviewed
National Level/Phnom Penh					
Dr. Keo Omaliss	Director/DWB	FA	omaliss@gmail.com	Phnom Penh	E/D Oct 8
Roath Sith	Director/EEC	MoE	eetoffice@gmail.com	Phnom Penh	P/C Oct 6
Ross Sinclair	Director	WCS	rsinclair@wcs.org	Phnom Penh	Team Oct 7
Alex Diment	Snr. Tech Advisor	WCS	adiment@wcs.org	Phnom Penh	Team Oct 7
Prak Munny	Prog. Leader	WCS	mprak@wcs.org	Phnom Penh	Team Oct 7
Chhith Sam Ath	Country Dir.	WWF	SamAth.Chhith@wwfgreatermekong.org	Phnom Penh	Team Oct 8
Thibault Ledecq	Cons. Prog Man.	WWF	thibault.ledecq@wwfgreatermekong.org	Phnom Penh	Team Oct 8
Keo Chenda	Prog. Leader	WWF	chenda.keo@wwfgreatermekong.org	Phnom Penh	Team Oct 8
Heng Da	Staff	RECOFTC	kalyan@recoftc.org	Phnom Penh	E/D Oct 8
Tol Sokchea	Advisor	RECOFTC	tol.sokchea@recoftc.org	Phnom Penh	E/D Oct 8
Terry Parnell	Advisor	EWMI	tparnell@ewmi-praj.org	Phnom Penh	E/D Oct 9
Andrew Boname	COP	EWMI	ABoname@ewmi-praj.org	Phnom Penh	E/D Oct 9
Toby Eastoe	Site Manager	CI	teastoe@conservation.org	Phnom Penh	Team Oct 7
Tracy Farrell	Sr.Tech Dir.	CI	tfarrell@conservation.org	Phnom Penh	Team Oct 7
Ms. Sarah Sitts	Country Manager	PACT	ssitts@pactworld.org	Phnom Penh	Team Oct 8
Seak Sophat	Director	RUPP	Sophat.seakt@rupp.eue.kh	Phnom Penh	P/C Oct 9
Dr Matthew Maltby	COP	USAID/HARVEST	mmaltby@fintrac.com	Phnom Penh	D/C Oct 8
Mr. Chan Sophal	DCOP	USAID/HARVEST	csophal@fintrac.com	Phnom Penh	D/C Oct 8
Dennis Cengel	Former SFB COP	Former SFB COP	djcengel@hotmail.com	Phnom Penh	P Oct 8
Mr. Va Moeurn	Director	Mlup Baitong (MB)	vamoeurn@online.com.kh mlup@online.com.kh	Phnom Penh	P/C Oct 7
Mr Reoun Saron	Director	Media one	Info@mediaone.org.kh;	Phnom Penh	E/D Oct 6

Mr. Boresh Sun	DCOP	WI	bsun@winrock.org	PP and Field	Team
Mr. Ouk Sisovann	Senior Project Advisor	WI	souk@winrock.org	PP and Field	
Sophy Seng	Snr. Finance Manager	WI	sseng@winrock.org		
Oen Hoeun	Monitoring and Evaluation Specialist	WI	Hoen@winrock.org	Phnom Penh	P/Oct 28
Elizabeth Gish	Consultant, SFB	WI	nature.culture.consulting@gmail.com	Phnom Penh	P/Oct 28
Mondulkiri Province					
Mr Nicolas Savajol	Tech Advisor	MIPAD supported by Nomad RSI	mipad.info@gmail.com	Sen Monorom	P/C Oct 10
Mr. Jack Highwood	Advisor	ELE	jackhighwood@yahoo.co.uk	Sen Monorom	PC Oct 10
Kim Vandy	Director	FLO	vandy.kim@flocambodia.org	Sen Monorom	E/D Oct 10
Mr. Yous Pheary	Director	CED	ypheary@ced-krt.org	Sen Monorom	E/D Oct 10
Mr. Saron Ratana, Rith Onn	Staff	Forest Administration (MDK)		Sen Monorom	P/C Oct 10
Heng Kheng	Deputy Chief	Provincial DoE		Sen Monorom	E/C Oct 10
Heang Sarim	Director	CANDO	candodevelopment@gmail.com	Sen Monorom	E/C Oct 10
Mr.Phoung Ponreay	NRM & Training Mgr	WI	pphoung@winrock.org	Sen Monorom	Team Oct 10
Mr. Kong Sronos	Regional Coordinator	WI	skong@winrock.org	Sen Monorom	Team Oct 10
Mr. Nhak Siveun	M & E Specialist	WI	snhak@winrock.org	Sen Monorom	Team Oct 10
Mr. Poul Phat	Provincial Coordinator	WWF	Poul.Phat@greatermekong.org	Sen Monorom	Team Oct 10
Mr. Long Sovannarith	NRM Specialist	WI	slong@winrock.org	Sen Monorom	Team Oct 10
Kratie Province					
Kim Vandy	Director	FLO	vandy.kim@flocambodia.org	Kratie	E/D Oct 15

Mr. Yous Pheary	Director	CED	ypheary@ced-krt.org	Kratie	P/C Oct 13
Or Channy	Director	CRDT	or_channy@crdt.org.kh	Kratie	P/C Oct 13
Stung Treng					
Mr. Khem Ra	Director	PVT	pvtstgkhemra@gmail.com	Stung Treng	Team Oct 17
Mr. Va Sokha	Local Contact	Provincial FA	(Tel: 088 649 4168)	Stung Treng	Team Oct 17
Preah Vihear					
Mr. Ang Cheatlom	Exec. Director	Ponlok Khmer (PKH)	cheatloma@ponlokkhmer.org; pkh@ponlokkhmer.org	Preah Vihear	Team Oct. 20
Mr. Ashish John	Officer Director	WCS Office	ajohn@wcs.org	Preah Vihear	Team Oct 20
Kampong Thom					
Chun Vanthoeurn	Director	Mlup Baitong	vamoeurn@online.com	Kampong Thom	Team Oct 22
Oeurn Sophath	Regional coord.	WI	soeum@winrock.org		
Mss.Eung Chanthorn	M&E Specialist	WI	ceung@winrock.org	Kompong Thom	
Mr.Oun Rithy	NRM Specialist	WI	roun@winrock.org	Kompong Thom	
Mr.Proum Kimhor	Obj 2 Team Leader	WI	Proum.kimhor@winrock.org	Kompong Thom	
SFB Staff	All staff	SFB Office		Kampong Thom	Team Oct 23

ANNEX G: COMMUNITIES VISITED

Date	Community Name	Village/Commune Name	Group/Individual	SFB activities	Participant
EASTERN PLAIN LANDSCAPE (EPL)					
10/10/14 (AM)	Krang Tes Community Conservation Forest	Krang Test Village, Krang Test Commune.	Community Conservation Group/(whole group)	Community conservation forest, honey, resin, vegetable growing, chicken raising, etc.	39 (14 women)
			Women/Resisin/Honey Group		14 women
			Men Group /Resin/Patrol/Honey Group		25 men
	Krang Tes Commune Council		First deputy commune council chief	Community forest conservation activities, involvement, issues, etc.	1 man
11/10/14 (AM)	Pouradet Forest Community	Krang Test Village, Krang Test Communune.	Community Forest Management Committee and Villagers	Community forest, forest protection, honey and resin	14 women
			Woman Group		
		Krang Test Village, Krang Test Communune.	Man Group		5 men
	Srae Ampoum Commune Council			Community forest activities, involvement, forest protection, reforestation, issues, etc.	5 members including 1 woman
11/10/14 (PM)	Pu Trom	Pu Trum Village	Pu Tum ICT	ICT, REDD+ and Livelihood (Pig)	11
	Romnea Commune Council	Commune		ICT, REDD+, involvement, issues, etc.	Two men members (commune council chief and a councilor)
12/10/14 (AM)	Andaung Kraloeng ICT	Andung Kraloeng village	Andaung Kraloeng ICT	ICT, REDD+, ecotourism	14
			Women Group		6
			Men Group		8
	Sen Monorom Commune Council	Andung Kraloeng village		Issues, forest protection, women involvement, etc.	1 (women)
12/10/14 (PM)	O Rana ICT	O Rona village, Sre Khtum Commune	All community members	ICT, REDD+, Chiken, and Pig	18 (incl. 6 women)
			Women Group		6
			Men Group		12
PREY LANG LANDSCAPE (PLL)					
13/10/14	O Krasaing Community	Pat/Chanthy	All community members	Community forest, forest	47

	Forest (Kratie)	Pat/Chanthy	Women Group	protection, honey and resin	30
14/10/14 (AM)	Prasat Teuk Khmao Community Forest (Kratie)	Tonsong Thleak Village, Kampong Cham Commune	Community Group (Whole Group)	Community Forest, Rice, Chicken, and Resin	28
			Women Group		15
			Members of PLCN		5
			Commune Council Meeting		3
16/10/14 (AM)	Phnom Prasat Community Forest (Stung Treng)	O Rey Commune	Community Group (Whole Group)	Community Forest, Rice, Chicken, and Resin	35
			Men Group		23
			Women Group		12
16/10/14 (PM)	Kraom Community Forest (Stung Treng)	Preah Romkel Commune	Men Group	Community forest, forest protection, SRI, chicken raising	4
			Women Group		6
16/10/14 (PM)	Preah Romkel Commune Council (Stung Treng)	Preah Romkel Commune	Commune council chief	Community forest, forest protection, SRI, ecotourism, etc.	1
18/10/14 (AM)	Dang Phlet Community Forest (Preah Vihear)	Community		Community forest, ecotourism, resin and honey gatherers, Ibis rice	23 men/11 women
	Chhaeb Pir Commune Council	Commune		Community forest, forest protection, chicken raising, resin, honey, etc.	Three persons
18/10/14 (PM)	Prey Khlong Trapaing Sa-ang Community Forest (Prey Vihear)	Community		Community forest, resin, honey, chicken raising, etc.	9 women, 5 men
21/10/14 (AM)		Sam Oung Village, Mean Rith Commune, Tom Ring District	Meeting Prey Lang Network Meeting	Prey Lang Network	7
21/10/14 (PM)	Prey Ou Kranhak Community Forest	Chum Svay village, Mean Rith Commune,	Community Group ,and Community journalist	Community Forest, Rice, Chicken, Resin, community media	10 (2 community journalist)
21/10/14	Prey Khlong Trapaing Sa-ang Community Forest (Kompong Thom)		women only (Sothira Seng interpreted)		11 men/ 4 women
21/10/14	Kbal O Kranhak in Village Tbongtuk	Mean Rith	All community members		6 men, 16 women
			women only (Sothira Seng interpreted)		16 women
22/10/14 (PM)	O Bos Lev Community Forestry (Kompong Thom)		all community members		12 men 1 woman (rest at funeral)

ANNEX H: SCHEDULE

Time	Focal person	Agency/Community	Responsible Person	Evaluation Team
Date: 06/10/2014 (MON)				
08:00-10:45		Evaluation team meeting		Team
10:45-11:00	Travel from Himawari to US Embassy, Phnom Penh			
11:00-12:00	Panman (Albert Bellot)	USAID Phnom Penh		Team
13:00		Lunch Break		Team
2:00-3:00	Mr. Reoun Saron	Creative Manager/Media One (small Grant)		Elif/Delux
2:00 - 3:00	Mr. Roath Sith	MOE/Depart of Environment Education		Pat/Chanthy
3:00 to 5:30	Staff	Winrock/SFB		Team
Date: 07/10/2014 (TUE)				
08:30-11:00	Ross Sinclair, and Alex Dimet	Country Manager/Senior Technical Advisor/WCS		Team
11:00-12:30	Trecy Farry, and Toby Eastoe	Conservation International		Team
1:00 to 2:00		Lunch Break		Team
2:00 - 4:00	Staff	WI		Pat/Chanthy
2:00 to 3:00	Sarah Sitts	Country Manager/PACT		Elif/Delux
4:00 to 5:00	Mr. Var Moeun	Executive Director/Mlup Baitong		Pat/Chanthy
Date: 08/10/2014 (WED)				
08:30-09:45	Staff	WWF		Team
	Dr. Matthew Maltby Mr. Chan Sophal	USAID/HARVEST		Delux/Chanthy
11:00-12:00	Albert Bellot	USAID Phnom Penh--Official in-brief		Pat/Elif
13:00	Staff	SFB/Winrock		Pat/Chanthy
2:00-4:00	Mr. Heng Da, and Tol Sokchea	RECOFTC		Elif/Delux
4:00-5:00	Dr. Keo Omaliss	FA		Elif/Delux
17:30 - 18:30	Dennis Cengel	Former COP/SFB		Pat
Date: 09/10/2014 (THU)				
08:30-11:00	Terry Parnell, and Andrew Boname	EWMI		Elif/Delux

08:30-11:00	Dr. Seak Sophat Ms. Pheng Sokline	RUPP		Pat/Chanthy
11:00-12:00	Mr. Teng Rithy	NGO Forum		Pat/Chanthy
13:30-17:00	Travel from Phnom Penh (Himawari) to Mondul Kiri (O Romis)			
Date: 10/10/2014 (FRI)				
8:30to 11:00		Krang Test Village	Mr. Prak Munny, 011 555 486; Mr. Alex, 012 454 554	Team and interpreter Elif, Delux, and interpreter Pat Chanthy
11:00-12:00		Senmonorom Commune Council		Team
01:00 - 2:00	Lunch at Senmonorom;			
2:30-3:15		Forest Administration (MDK)	Mr. Kong Sronoss, 012 423 673; and Mr. Sovannarith, 012 551 257	Pat/Chanthy
2:30-315		Provincial Department of Environment (MDK)		Elif/Delux
03:30-4:30		Small grant NGO--MIPAD--Mondulkiri Indigenous People Association for Development		Pat/Chanthy
		CANDO-Small grant NGO		Elif, Delux
03:30-4:30		Winrock Livelihoods consultant, Merrilene Peramung		Team
18:00	Rest at O Romis Guesthouse			
Date: 11/10/2014 (SAT)				
7:30		Breakfast in town		
9:00 11:30		Poradet Community Forest	Mr. Kong Sronoss, 012 423 673; Mr. Siveun; 017 266 682	Delux Elif
9:00 to 10:00		Srae Ampum Commune Council		Pat/Chanthy
13:00	Lunch at Waterfall with most of Winrock Team			
1:30 - 3:45		Pu Trom	Mr. Kong Sronoss, 012 423 673; Mr. Siveun; 017 266 682	Delux/Elif
1:30 --2:30		Commune Council		Pat/Chanthy
3:30-4:25		ELIE NGO Elephant Valley, indigenous land titling		Pat/Chanthy
16:30-1730		Regional Debrief in MDK	Evaluation Team at WI office	TEAM
18:00	Rest at O Romis Guesthouse			

Date: 12/10/2014 (SUN)				
730		Depart Senmonoram		Team
800-9:00		Meeting Anlong Kralang Village	Mr. Alex Dimet, WCS Staff	Team
		Women Group		Delux/Elif
		Men group		Pat/Chanthy
900		Visit Gibbons		Team
10		Visit Waterfall		Team
1030		Visit FA station in O'Reang		Team
1130		Arrive in Seima Headquarters		Team
1200		Lunch Seima		Team
1:00-2:00		Presentation on WCS/SFB Seima		Team
2:15 to 4:00		O Rona Community		Elif/Delux
		O Rona Community		Pat/Chanthy
4:00		Depart for Kratie		Team
	Travel from Mondul Kiri to Kratie (Golden Dophine Hotel, 072 666 6666, 072 669 9999)			
Date: 13/10/2014 (MON)				
7:30-1:00		**O Krasaing Community** 7:30-8:30- Travel by car to Sambo district; 8:30-11:00- travel by boat to O-Krasang CF(Boat fee= 120-150$); 11:00-12:30- Meet with CFMC & members; 12:30-14:45- travel back by boat to Sambo; 14:45-15:45- travel by car to KRT town.	Mr. Oeurn Sophat, 078 798 941	Pat/Chanthy
2:30-3:30		SFB Small grant NGO: CED		Pat/Chanthy
3:45-5:00		SFB Small grant NGO: CRDT		Pat/Chanthy
Date: 14/10/2014 (TUE)				
07:30-1:00		Danh Phlet Community (7:30-09:00- travel to dong Plet village, Cheb pir commune. 09:00-11:00- Meet with CFMC)		
7:30 to 11:30		Prasat Teuk Khmao (10:00-11:30- Travel by boat from Boeng Char to Tonsong Thleak village, Kampong Cham commune. 11:30-13:30- Meet with CFMC & members)	Mr. Oeurn Sophat, 078 798 941	Elif/Delux
		Women Group		
		Members of Prey Lang Network (in Prasat Teuk Khmao CF)		
10:00-13:30		Kampong Cham Commune Council (13:30-14:00) Travel from Tonsong Thleak to Kampong Cham Commune council office. Meet with Kampong Cham commune council Travel to Sambo; Travel by car to KRT town.		

14:30-16:45		Small Grant NGO: FLO		Elif/Delux
18:00	Rest at Golden Dophine Hotel, 072 666 6666, 072 669 9999			
Date: 15/10/2014 (WED)				
8:00-12:30		Travel from Kratie to Stung Treng		
13:00			Mr. Oeurn Sophat, 078 798 941	Team
14:00-15:30		SFB small grant partners (STRG)- PVT(Proum Vihear Thor)		Team
15:30-17:00		Forest Admin Forest Admin (STRG)- Thala Boriwat Division-Mr. Va Sokha (Tel: 088 649 4168)		Team
18:00	Rest Tonle Meas; 012 980 678			
Date: 16/10/2014 (THU)				
07:00		Phnom Prasat Community Forest,	Mr. Oeurn Sophat, 078 798 941	Team
		Women Group		Elif/Delux
08:00-10:30		O Rey Commune Council		Pat/Chanthy
08:00-10:30		Travel to Preah Rumkil Eco-tourist and Lunch		Team
10:30-01:30	**Lunch**			
1:30--3:15		Kraom Community: 13:30-13:40- Travel to Kroam village 13:40-15:15- Meet with CFMC and members of Kroam CF	Mr. Oeurn Sophat, 078 798 941	Team
		Women Group		Elif/Delux
		Men group		Pat/Chanthy
01:30-03:15		Preah Rumkil Commune Council 13:30-13:40- Travel to Preah Rumkil commune council office. 13:40-15:15- Meet with Preah Rumkil commune council.		Team
18:00	Rest Tonle Meas; 012 980 678			
Date: 17/10/2014 (FRI)				
08:00-12:00	Travel from Stung Treng to Preah Vihear			
14:00 - 15:30		SFB partners (PKH- Ponlok Khmer)-Small grant	Mr. Ashis John, WCS Staff	Team
14:00 - 15:30		WCS staffs-Preah Vihear		Team
		Tmat Poy Community (Ibis Tourist site)		Ashis Jonh/Elif
18:00	Rest at Home Vattanak Hotel; 012 730 600			
Date: 18/10/2014 (SAT)				
07:00		Danh Phlet Community (7:30-09:00- travel to dong Plet village, Cheb Pir commune. 09:00-11:00- Meet with CFMC)	Mr. Oeurn Sophat, 078	Pat/Chanthy

7:30 - 10:30		Chaeb Pir Commune Council (7:30-09:00- travel to Dong Plet village, Cheb Pir commune. 09:00-11:00- Meet with Cheb Pir commune council)	798 941	Pat/Chanthy
13:00		Prey Klong Trapeang Sa-ang community (12:30-13:30- travel from Cheb to Putrea village, Putrea commune. 13:30-15:30- Meet with CFMC of prey Klong Trapeang Sa-ang CF)	Mr. Oeurn Sophat, 078 798 941	Pat/Chanthy
12:30-15:30		Putrea Commune Council (12:30-13:30- travel from Cheb to Putrea village, Putrea commune. 13:30-15:30- Meet with Putrea commune council)		Pat/Chanthy
14:00-15:30		Travel Back to Hotel		
18:00	Rest at Home Vattanak Hotel; 012 730 600			
Date: 19/10/2014 (SUN) - Travel to KGTHM (Sambo Village Guesthouse 017 924 612)				
Date: 20/10/2014 (MON)				
08:00-10:40		SFB Team (KGTHM)		Team
11::00-12:00		SFB Small grant partners -Mlub Baiton based in KGTHM	Mr. Oeurn Sophat, 078 798 941	Team
14:00-17:30		Team Meeting		Team
18:00	Rest at Sambo Village Guesthouse 017 924 612			
Date: 21/10/2014 (TUE)				
07:00		Kbal Khla Community (09:30-11:30- Meet with CFMC)	Mr. Oeurn Sophat, 078 798 941	Pat/Chanthy
08:00-11:30		Sandan Commune Council (09:30-11:30- Meet with commune council/ and Sandan district governor)		Pat/Chanthy
08:00-11:30		Prey Lang Network Meeting		Elif/Delux
13:00		Prey Ou Kranhak Community	Mr. Kimhor	Elif/Delux
14:00-16:00		Meanrith Commune Council		Pat/Chanthy
18:00	Rest at Sambo Village Guesthouse 017 924 612			
Date: 22/10/2014 (WED)				
07:00		Prey O Bos Leav Community	Mr. Oeurn Sophat, 078 798 941	Pat/Chanthy
07:00-12:00		Tumring Commune Council		Elif/Delux
13:00		O Kranhoung Community	Mr. Oeurn Sophat, 078 798 941	Team
18:00	Rest at Sambo Village Guesthouse 017 924 612			
Date: 23/10/2014 (THU)				

08:00-12:00	Preparation for regional debrief (KGTHM)			
14:00-17:00		Regional Debrief- SFB Team	Kampong Thom SFB office	TEAM
18:00	Rest at Sambo Village Guesthouse 017 924 612			
Date: 24/10/2014 (FRI)				
07:00		Travel from Kampong Thom to Phnom Penh (Himawari)		
Date: 25/10/2014 (SAT)				
Date: 26/10/2014 (SUN)				
Date: 27/10/2014 (MON) 29/10/2014 (THU)				
08:00-12:00	Teamwork			
14:00-17:00	Teamwork			
Date: 31/10/2014 (FRI)				
07:00		USAID Phnom Penh		
10:00-12:00	Albert Bellot			

ANNEX I: DISCLOSURE OF ANY CONFLICTS OF INTEREST

Project Manager: Patricia Foster-Turley

Name	Pat Foster-Turley
Title	Consultant
Organization	
Evaluation Position?	☒ Team Leader ☐ Team member
Evaluation Award Number *(contract or other instrument)*	Sol: 442-14-00013
USAID Project(s) Evaluated *(Include project name(s), implementer name(s) and award number(s), if applicable)*	Mid-term evaluation of USAID/Cambodia Supporting Forests and Biodiversity
I have real or potential conflicts of interest to disclose.	☐ Yes ☒ No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* 1. *Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* 2. *Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* 3. *Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* 4. *Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* 5. *Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* 6. *Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	Pat Foster-Turley
Date	9/10/2014

Institutional Development Specialist: Elif Kendirli

Name	Elif Kendirli
Title	Institutional Development Specialist
Organization	
Evaluation Position?	☐ Team Leader ■ Team member
Evaluation Award Number *(contract or other instrument)*	AID-442-14-00013
USAID Project(s) Evaluated *(Include project name(s), implementer name(s) and award number(s), if applicable)*	USAID/Cambodia Supporting Forests and Biodiversity
I have real or potential conflicts of interest to disclose.	☐ Yes ■ No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* 1. *Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* 2. *Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* 3. *Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* 4. *Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* 5. *Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* 6. *Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

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Signature	Elif Kendirli
Date	September 10, 2014

Climate Change and Adaptation Specialist: Chhun Delux

Name	Chhun Delux
Title	Climate Change and Adaptation Specialist
Organization	Independent Consultant
Evaluation Position?	☐ Team Leader ☑ Team member
Evaluation Award Number *(contract or other instrument)*	
USAID Project(s) Evaluated *(Include project name(s), implementer name(s) and award number(s), if applicable)*	USAID-Support Forest and Biodiversity (SFB)
I have real or potential conflicts of interest to disclose.	☐ Yes ☑ No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* *1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* *2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* *3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* *4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* *5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* *6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

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Signature	
Date	10 September 2014

Monitoring and Evaluation Specialist: Srey Chanthy

Name	SREY Chanthy
Title	M&E Specialist
Organization	Independent Consultant
Evaluation Position?	☐ Team Leader ☑ Team member
Evaluation Award Number *(contract or other instrument)*	REPLACE Mid-Term Evaluation of Cambodia SFB
USAID Project(s) Evaluated *(Include project name(s), implementer name(s) and award number(s), if applicable)*	Supporting Forest and Biodiversity
I have real or potential conflicts of interest to disclose.	☐ Yes ☑ No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* *1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* *2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* *3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* *4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* *5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* *6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

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Signature	
Date	12/09/2014

U.S. Agency for International Development
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Washington, DC 20523