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# SUPPORTING FORESTS AND BIODIVERSITY DRAFT YEAR-3 WORK PLAN FOR REVIEW

NOVEMBER 09, 2014 – NOVEMBER 08, 2015



Cooperative Agreement Number: AID-442-A-13-00002  
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This Draft Work Plan Still Need Some Edits and there is Still Confusion on WWF-Winrock Tasks.

SUPPORTING FORESTS AND BIODIVERSITY  
DRAFT YEAR-3 WORK PLAN FOR REVIEW

## Program Overview/Summary

<b>Program Name</b>	Supporting Forests and Biodiversity
<b>Activity Start and End Dates</b>	November 9, 2012 to November 8, 2016
<b>Prime Implementing Partner</b>	Winrock International
<b>Agreement Number</b>	AID-442-A-13-00002
<b>Name of Sub Awardees</b>	Wildlife Conservation Society (WCS); World Wide Fund for Nature (WWF); The Center for People and Forests (RECOFTC); East West Management Institute (EWMI)
<b>Major Counterpart Organizations</b>	Forestry Administration (Ministry of Agriculture, Forestry and Fisheries); General Department for Administration of Nature Conservation and Protection (Ministry of Environment)
<b>Geographic Coverage Cambodia</b>	Eastern Plains Landscape located in Mondulkiri province and Prey Lang Landscape located in Kampong Thom, Preah Vihear, Stung Treng, and Kratie provinces
<b>Work Plan Period</b>	November 9, 2014 through November 8, 2015

## ACRONYMS

CBNRM	Community-Based Natural Resource Management
CBPF	Community-Based Production Forest
CCF	Community Conservation Forest
CF	Community Forest
CFMC	Community Forestry Management Committee
CIP	Commune Investment Plan
CPA	Community Protected Area
ELC	Economic Land Concession
EMMP	Environmental Mitigation and Monitoring Plan
EPL	Eastern Plains Landscape
F	Female
FA	Forestry Administration
FLC	Forest Land Concession
Ha	Hectare
ICLT	Indigenous Community Land Title
IEC	Information, Education and Communication
InVEST	Integrated Valuation of Ecosystem Services and Tradeoffs
LOP	Life of Project
M&E	Monitoring and Evaluation
MAFF	Ministry of Agriculture, Forestry and Fisheries
METT	Management Effectiveness Tracking Tool
MPF	Mondulkiri Protected Forest
MoE	Ministry of Environment
MOMS	Management Orientated Monitoring System
No.	Number
NGO	Non-governmental Organization
NRM	Natural Resources Management
NTFP	Non-timber Forest Products
ODC	Open Development Cambodia
PCPU	Provincial Conservation Planning Unit
PDoE	Provincial Department of Environment
PES	Payment for Ecosystem Service
PLL	Prey Lang Landscape
PMEP	Project Monitoring and Evaluation Plan
PPP	Public Private Partnership
PPWS	Phnom Prich Wildlife Sanctuary
PS-FBD	Provincial Sub-committee for Supporting Forests, Biodiversity, and Development
PVPF	Preah Vihear Protected Forest
REDD+	Reduced Emissions from Deforestation and Forest Degradation
RGC	Royal Government of Cambodia
RECOFTC	Center for People and Forests
RUA	Royal University of Agriculture
RUPP	Royal University of Phnom Penh
SFB	Supporting Forests and Biodiversity Project
SLC	Social Land Concession
SMART	Spatial Monitoring and Report Tool

SNA	Sub-national Administrations
SPF	Seima Protection Forest
USAID	United States Agency for International Development
USG	United States Government
WCS	Wildlife Conservation Society
WI	Winrock International
WWF	World Wide Fund for Nature
YSG	Youth Support Group

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## I. INTRODUCTION

The Cambodia Supporting Forests and Biodiversity (SFB) Project is a four-year \$20 million project funded through the USAID Mission in Cambodia, started on November 9, 2012. SFB Project management coordination has been under Winrock International (WI), whereas project activity implementation include four partners that include Winrock International, the Wildlife Conservation Society (WCS), World Wildlife Fund (WWF), the Center for People and Forests (RECOFTC), and the East West Management Institute (EWMI).

SFB Project has the overarching goal to improve the conservation and governance of the Eastern Plains and Prey Lang landscapes. The SFB Project has further set three inter-linked objectives linked with twelve sub-objectives (i.e., four under each objective) with clear performance targets and indicators.

This SFB Year-3 Work Plan has been formulated through an evidence-based approach and in a participatory and consultative manner. All key project partners actively participated in setting the SFB Year-3 targets based on their “review and planning” sessions on o identify issues and bottlenecks faced by the project, work backwards to identify and adapt Year-3 strategies and approaches, then determining the activities and deliverables.

The Year-3 work plan starts with a summary of project implementation progress up to June 30, 2014, focusing on key issues/bottlenecks and achieved project-set targets (Part II). This summary of progress does not intend to describe detailed achievements of the SFB Project, but rather to discuss the reasons for achieving some and underachieving on others, as well as the search for the underlined bottlenecks. For SFB Project achievement details, readers are referred to the seven SFB Quarterly Reports.

As the core element of this document, this Year-3 work plan (Part III) describes the Year-3 implementation strategies and approaches developed from lessons learned during past SFB Project implementation experiences, concretely based on the issues identified by all five partners. Using this adaptive approach, activities and deliverables are established in a Year-3 implementation matrix by each respective partner in Part VI “SFB Year-3 Activity Matrix”. This presentation allows each partner to measure collective and individual success toward SFB Project goals and objectives.

The SFP Project’s gender approach and strategy is defined in Part IV and the Monitoring and Evaluation Plan is described in Part V.

## II. PROGRESS AND KEY ISSUES

Overall progress of SFB Project achievements up to June 30, 2014 and the implementation issues are summarized by the three main objectives.

### 2.1. OBJECTIVE ONE

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

Over the past 18 months, the SFB Project has been able to engage thousands of stakeholders at the national and sub-national levels in forest management through training and direct technical support. For indicator *0.1.1, number of stakeholders actively engaged in improved forestry management practices* as of

June 30, 2014 the project has reached 15,490 (6,103 women) stakeholders against the targets in Year 1 and Year 2 of 15,000.

Similarly, in the first 18 months of the project, 6,985 (2189 women) people received USG supported training on NRM and/or biodiversity conservation (EPL: 4,142 (1795 women); PLL: 2,843(394 women)) against only 4,000 targeted for SFB for this timeframe (i.e., Indicators 1.2.1 and 1.3.1).

However, people engaging actively in the forest management practices does not automatically translate into increased number of land titles and/or approved forest management plans by relevant authorities. During these first 18 months of the SFB Project, only community forest management plans in two CPAs (i.e., Srae Thom and Puhung Putung, both in EPL) were approved by the national level and/or PPWS director.

In other words, simply having more people actively engaged in improved management practices and receiving training cannot be directly correlated to decreased deforestation rates in these two priority landscapes. As a result, community land encroachment and illegal logging inside and outside CF areas continue. There are a lack of incentives and adequate protection measures available to CF members to prevent and stop illegal activities, as well as limited capacity and means for communities to communicate and disseminate information with regard to CF land and forest encroachment.

## 2.2. OBJECTIVE TWO

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

According to the SFB Quarter 7 Report, 12 conflicts (EPL: 8; PLL: 4) have been mitigated through SFB assistance. The achievement toward this objective indicator “15 conservation and NRM conflicts mitigated or acted upon as a result of USG assistance” set for year 1 and 2 is satisfactory, given that the Objective 2 Team was not fully assembled until early in Year 2. The Objective 2 Team is now well-positioned to ramp up activities in Years 3 and 4.

On the other hand, achievements against SFB Objective 2 targets of “six sustainable forestry and biodiversity management plans developed using participatory national and sub-national planning processes” set for Years 1 and 2 are considerably low. For these past 18 months, only three management plans in EPL areas have been approved by PPWS director, and none in PLL.

Likewise and despite the fact that all partners have been working to promote constructive dialogue in forest management at the national and sub-national levels, conflicts continue. Root causes for these conflicts include (1) CF lands overlapping with Economic Land Concession (ELC) areas; (2) illegal forest lodging and land grabbing by CF members and outsiders; (3) unclear or demarcated CF boundaries; (4) lack of support from relevant stakeholders; (5) poor management of CFMCs and limited participation of youth on CF management and information dissemination within their villages; as well as (6) limited information sharing of the CFMC on CF development to local authority and relevant stakeholders, that is, weak relationships between CFMC and SNAs hinder effective dialogue and resolution to land issues.

## 2.3. OBJECTIVE THREE

**Objective 3: Increase Equitable Economic Benefits from the Sustainable Management of Forests.**

SFB’s success in constructive dialogue and improved management of Cambodia’s forests will contribute to increases of equitable economic benefits to poor, marginalized, and forest-dependent families. In observation of the linkage of all three objectives, the SFB Project has been ramping up activities to

improve livelihood and obtain increased equitable benefits for community forest members and the committees that serve them.

In the first 18 months of the project 13,460 people or 2,236 families have demonstrated increased economic benefits (as of June 2014). These benefits are derived from sustainable natural resources management and conservation as a result of USG assistance toward a target of 18,000 people in EPL areas. As for PLL, until Year 2, little was accomplished in promoting improved livelihoods. Since December 2013, the project has significantly ramped up activities, hired five new livelihood persons, including an Objective Team leader, and defined a strategy to improve the work in PLL. During the remaining two years, SFB will diligently promote and support communities in both landscapes in gaining equitable economic benefits that result from improved dialogue to reduce contentious issues and improve forest management.

As of June 2014, with USG assistance, 2,690 (EPL: 2,125; PLL: 565) community people have been able to participate in income generating activities. It is most likely that the overall target of 3,000 (EPL: 2,000; PLL: 1,000) will be reached by November 2014, the end of Year-2.

Despite all these achievements, PES agreements and increased income levels of target community due to economically viable alternative livelihood activities as a result of USG assistance remain a key priority for SFB in Years 3 and 4. An increased number of PES's and an increase of 25 percent of community income levels are targeted in Year 3 while SFB baseline for PLL: 1,658 and 1,404 (This is the annual average of formal income).

In striving to promote equitable economic benefits for the target communities, SFB has faced many challenges. These challenges include: (1) NTFPs are unevenly distributed in landscapes and community lands; (2) improved management, production, processing, and marketing of traditional NTFPs, such as resin, honey, and bamboo present options for a limited number of families in an even more limited number of communities. Dependence on NTFPs is not a sufficient strategy for scaling-up income levels across either landscape; (3) poor on-farm management and production methods mean poor low labor and production productivity; (4) several CF communities are clearing lands for agriculture, primarily due to external threats, which create a "if we don't monetize the trees, they will" mentality; (5) weak market access and value chain relationships for NTFPs and farm-based products mean short or non-existent supply chains; (6) existing market mechanisms are not providing incentives for environmentally friendly farm improvements or improved forest management practices; (7) numerous NGOs operating in project areas, many with weak capacity, apply dependence-creating methodologies, oftentimes duplicate efforts, and don't initiate any mechanisms for information sharing.

These seven issues are not easily overcome. These and the other issues described in Objectives 1 and 2 above are being assessed systemically so progress can be achieved in Years 3 and 4. Winrock International and its partners recognize that SFB's Year-3 is the most critical year of the project.

### **III. YEAR-3 WORK PLAN (November 09, 2014 – November 08, 2015)**

#### **3.1. YEAR-3 TARGETS BY OBJECTIVE (AND BY PARTNER)**

In setting SFB Year-3 realistic targets, each partner worked from their experience of achievements and lessons learned in terms of issues and bottlenecks faced during the first 18 months of the SFB Project's implementation. Issues are summarized in Part II. Consequently, SFB Year-3 newly set targets are compared with the original Year-3 targets. The following table reflects the original and newly set year-3 targets for the SFB Project.

Indicator	Achieved to Date (Q1-Q7)	SFB Original Y3 Target	Realistic Y3 Target	Comment
G.1: Deforestation rate in priority landscape decreased <sup>1</sup>	0.137%	15%	15%	
Eastern Plains Landscape		10%	10%	
Prey Lang Landscape		10%	15%	
G.2: Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance	206,948	250,000	165,800	103% (SFB over achievement 3%
Eastern Plains Landscape	148,501	210,000	77,000	
Prey Lang Landscape	58,512	40,000	88,800	
G.3: Greenhouse gas (GHG) emissions, estimated in metric tons of CO <sub>2</sub> e, reduced, sequestered, and/or avoided as a result of USG assistance <sup>2</sup>	6,857,810	250,000 MT	250,000 MT	
0.1.1: Number of stakeholders actively engaged in improved forestry management practices.	15,490	10,000	13095	103% (SFB over achievement 3%.
Eastern Plains Landscape	9,529	7,000	10,095	
Prey Lang Landscape	5,961	3,000	3,000	
1.1.1: Number of land titles and agreements approved as a result of USG assistance, including Community Forests, Community Protected Areas, Community-based Production Forests, Community Conservation Forests, and indigenous land titles.	18	12	7	225% achieved double in the different processes of land titles and agreements while the target in Y3 is lower. SFB is carrying any ICT and agreement of CFs, CPAs... to complete of each step.
Eastern Plains Landscape	18	8	3	
Prey Lang Landscape		4	4	

Indicator	Achieved to Date (Q1-Q7)	SFB Original Y3 Target	Realistic Y3 Target	Comment
1.2.1 and 1.3.1: Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation.	6,985	4,000	1,300	174% achievement from Q1-Q7. Target Y3 set is lower than PMEP due SFB will work with the same people and aim to reach 1300 new people within area of SFB project work.
Eastern Plains Landscape	4,142	1,670	800	
Prey Lang Landscape	2,843	2,330	500	
1.4.1 & 2.4.1: Number of laws, policies, strategies, plans, agreements, or regulations addressing climate change (mitigation or adaptation) and/or biodiversity conservation officially proposed, adopted, or implemented as a result of USG assistance	26	15	8	104% achievement from Q1-Q7. Target Y3 set lower than PMEP due SFB will continuing to support different step of existing work.
Eastern Plains Landscape	24		6	
Prey Lang Landscape	2		2	
0.2.1: Number of conservation and NRM conflicts mitigated or acted upon as a result of USG assistance.	12	20	20	80% achievement through Q1-Q7.
Eastern Plains Landscape	8	10	6	
Prey Lang Landscape	4	10	14	
2.1.1, 2.2.1 and 2.3.1: Number of sustainable forestry and biodiversity [1]management plans developed using participatory national and sub- national planning processes	3	7	12	50% achievement through Q1-Q7.
Eastern Plains Landscape	3	3	6	
Prey Lang Landscape		4	6	

Indicator	Achieved to Date (Q1-Q7)	SFB Original Y3 Target	Realistic Y3 Target	Comment
0.3.1: Number of people with increased economic benefits derived from sustainable natural resources management and conservation as a result of USG assistance	13,460	35,000	15,000	45% achievement through Q1-Q7.
Eastern Plains Landscape	13,460	19,600	5,000	
Prey Lang Landscape		15,400	10,000	
3.1.1: Increase in income levels of target communities due to economically viable alternative livelihood activities		25%	25%	
3.2.1 and 3.4.1: Number of Payment for Environmental Services (PES) agreements approved and implemented	1	2	3	
Eastern Plains Landscape		1	1	
Prey Lang Landscape		1	2	
3.3.1: Number of people participating in income generating activities	2,690	6,000	6,800	89% achievement through Q1-Q7.
Eastern Plains Landscape	2,125	3,500	5,800	
Prey Lang Landscape	565	2,500	1,000	

### 3.2. STRATEGIES/APPROACHES TO ACHIEVING TARGETS

To achieve SFB's Year-3 targets and build on progress made in the prior two years, all SFB partners have agreed that several new strategies and approaches needed to be designed and implemented. Partners are agreed on two vital principles during the development of Year-3 work plan: the strategies must (1) contribute directly to an improvement of livelihoods for community people living in EPL and PLL areas, while retaining direct links to sustainable forest management; and (2) address the underlining issues and bottlenecks identified above?

#### 3.2.1. OBJECTIVE ONE – INDICATOR TARGETS: 0.1.1.-1.4.1

In addressing chronic issues of land encroachment and illegal logging inside and outside the CFs, as well as in CPA areas, which have contributed to further degradation of forest areas in EPL and PLL, the following strategies will be deployed:

- Establish Youth Support Groups (YSG) to support CFMC in all CF Villages

Communities and all stakeholders agree that community land encroachment and illegal logging activities would be reduced if each CFMC has solid support from their community members, particularly the youth. Aiming to promote their active participation in CF management, SFB partners will assist CF communities to identify and form YSGs for all CFs in EPL and PLL, and subsequently build their capacity to actively participate in CFMC management activities and reach out to other networks on CF issues and problems.

- Encourage networking of YSGs with all available youth initiatives and activities in Cambodia

To encourage support for CFMCs and their YSGs in EPL and PLL, the SFB Project will link EPL and PLL's YSGs with other similar youth initiatives in Cambodia. This network building will include continuing to build on cooperation with the US Ambassador's Youth Council for reaching out to youth and encouraging actions such as information sharing, awareness raising, and petitioning government agencies on EPL and PLL CF problems and issues. Campaigns via social networking, interactive, and educational activities will remain a priority in Year-3.

Recently, the SFB Project contracted the firm, Orange, to carry out campaigns to engage Cambodian youth to become aware, take ownership of, and initiate actions associated with the degradation of forests and biodiversity. This campaign will continue throughout Years 3 and 4.

- Capacity development of YSG

Indoor and outdoor short-course training, cross-village visits, participation at national seminars with NRM/CBNRM themes will be key approaches for capacity building of EPL and PLL's CFMC and YSGs in Year-3. Furthermore, YSGs will have access to IEC materials on good practices of other communities in NRM/CBNRM management.

- Organization of monthly YSG-CFMC meetings with SNAs

CFMCs need adequate support from relevant authorities, essentially from sub-national administrations (SNAs) for effective and smooth CF management, and to decrease deforestation. It should be noted that SNAs, particularly, the district and province levels, have recently been granted the authority to crack down and resolve conflicts of illegal logging and land grabbing. As for CFs, the long approval process – 8 to 11 difficult and technically-challenging steps, could probably be adjusted by accelerating SNA's recognition of CF management and related statutes. SFB will encourage FA and MAFF to reduce the complexity of and time required for the CF concession process.

In this regard, the SFB Project will support CFMCs and their associated YSGs to formalize their monthly meetings with respective Commune Councils, bi-monthly meetings with district, and quarterly meetings with provincial administrations aiming to expedite CF formation and promote SNA buy-in.

### **3.2.2. OBJECTIVE TWO – INDICATOR TARGETS: 0.2.1-2.3.1**

In achieving the set targets under SFB's Objective 2, the following strategies will be implemented:

- Dialogues with relevant stakeholders such as:
  - between CFs and ELCs/FLCs on CF boundary verification
  - between SNAs and FA on sustainable forest management, role and responsibility of SNAs FA on support to the CFMCs in forest management
  - with partners and supportive NGOs on strengthening CF's network and CFMC CF management
  - between supportive SNAs and a private sector "SNA-Private Sector Forum" to promote traditional and local-based products through sustainable NRM.

- Assist FA to take ownership and finalize MPF management plans with proper business plans attached to the management plans
- Assist MOE/DPOE to take ownership and drafting PPWS management plans using the new PA strategy and zoning criteria
- Finalize and enforce compliance of the ranger's guidebook
- Continue training on minimum enforcement standard and use of SMART for rangers, as well as community patrol teams
- Pilot CPA/CF enterprise-support patrolling and resource management models
- Where PA and biodiversity ecosystem services are mapped and valued, integrate them into future SNA development plans for implementing

### 3.2.3. OBJECTIVE THREE – INDICATOR TARGETS: 0.3.1-3.4.1

Improving the livelihoods of community forest members living in the EPL and PLL through sustainable forest management will be a key indicator for the SFB Project's success. In this regard, two main strategies to achieve the set targets are:

- Design and implement a project approach that explicitly addresses both livelihoods and conservation as part of an integrated whole

A main focus in this strategy is to develop and use a common set of tools across both landscapes and all livelihoods development partners, including small grants partners, which will ensure that the strategic thrust of SFB's livelihoods work is achieved. Training modules comprised of, but not limited to: (1) conservation concepts and aspects; (2) sustainable farming – using an agro-ecology model; (3) technical aspects of farming rice and vegetables and raising chickens and pigs that will increase yields and profitability of the enterprises; and (4) practical, landscape-based business training, will be rolled out.

- Build market-led livelihoods approaches that address current and new market relationships

This strategy will focus on building forest community capacity to understand and engage local markets, and where possible, national markets. Nevertheless it is not realistic to expect all community members to acquire this knowledge and it is practical to select entrepreneurial members and especially youth who can be given practical training to understand markets both for NTFPs and farm based enterprises.

Livelihoods work will look into **internal markets** as well as **external markets** among Cambodians for **organically produced rice**, fruit and vegetables, and not just in the more sophisticated markets in Phnom Penh. The livelihoods team confirms that rural markets also prefer organic Cambodian produce to those from Vietnam. This preference for unadulterated products can be augmented by more targeted supply chain relationships. New external (to the communities) markets are also developing from the large number of workers being employed by the ELCs.

Field research has shown that entrepreneurial CF members are already considering these markets and using the chicken raising training provided to them thus far by the SFB Project to access some of these markets. The results of this expansion effort have been good. Such ready demand and improved supply should eventually reduce the pressure on wild forest animals through poaching by these migrant ELC workers, though there still requires a link to be made to prevent these alternative activities merely becoming additional livelihood activities. The SFB livelihoods team is taking a pragmatic approach to these issues and will adjust assistance accordingly.

## IV. M&E PLAN

To ensure that all achievements are captured during SFB Year-3 Implementation, SFB's M&E Unit will undertake key activities as following:

Activity	Q1	Q2	Q3	Q4	Remarks
<b>Assessments and Surveys</b>					
G1 & G3: Annual report on deforestation rates and GHG emissions.				X	To be completed by Ecosystem Service Expert of WI home office for both landscapes.
0.1.1: Survey and key informant interviews to assess stakeholders' level of engagement.			X		
0.2.1: Survey to determine local perceptions on number of ongoing conflicts and key informant interviews.			X		
0.3.1/3.3.1: Survey to determine increase in income Y2 Q3 - Y3Q3.			X		
<b>Database Development</b>					
Establish client profiles for all SFB project participants.	X				WI client profiles will be entered by M&E team. To speed up data entry for historical attendance records, an external firm will be hired to create client profiles for other partners.
<b>Ongoing Tasks</b>					
Verify/data check to CCF/CF/CPA/ICT	X	X	X	X	
Regular monitoring and data quality verification on SFB activities	X	X	X	X	
Ongoing tracking record of SFB beneficiaries	X	X	X	X	
Provide training to local partner/sub-grantees on data collection for reporting	X				
Manage and maintain database system	X	X	X	X	
Compile tables for quarterly report based on all partner's contributions	X	X	X	X	
Support Semi-Annual Reviews with all partners	X		X		

Equally important, key activities of the Environmental Mitigation and Monitoring Plan (EMMP) will be implemented by SFB's Unit with full cooperation of all SFB partners. These activities are partially to ensure that SFB sub-objectives are achieved during Year-3.

I.1.1: Assess and approval sites selected for land tenure activities by SFB technical staff

I.1.1: Assess boundary pole sites and replace any trees damaged during installation

I.4.1/2.4.1: Vet candidates for trainings to avoid stakeholders who would exploit power

1.4.1/2.4.1: Annual review of national/SNA line ministry stakeholders selected for capacity building

2.2.1/2.3.1/2.4.1: Technical staff review management plans to ensure they take a "do no harm" approach and inspect sites to ensure adherence to plans

3.3.1: Compliance training for NTFP groups on sustainable vs. unsustainable harvesting, risks of changing forest

3.3.1: Analysis of long-term sustainability of NTFP resources (e.g., bamboo, rattan, mushroom, and honey) and development of harvest plans

3.3.1: Written and photo documentation of sustainable practices in enterprises

3.3.1: Document that agricultural development plans address potential impacts

3.3.1: Animal husbandry plan for manure management and protecting vulnerable vegetation

3.3.1: Develop agricultural training series to include selecting appropriate species, proper fertilizer use guidelines, and measures to protect from run-off into waterways

## V. GENDER STRATEGY

As for Year-3, SFB will build on the two main approaches of Gender Mainstreaming and Women Empowerment as outlined in the SFB's Gender Strategy and which have been undertaken since Year 2. SFB Gender Advisor will monitor that Action Plans on Gender Mainstreaming and Women Empowerment are implemented, while corresponding checklists are utilized to ensure compliance of SFB's Gender Strategy.

Special consideration will be made on how to better encourage active participation of women and ethnic minority groups, whom have been defined as the under-represented group in the PMEPP, in all key events and activities of the SFB at all levels. Each planning matrix has been reviewed by the Gender Specialist and project partners have been asked to specify the number of men and women in all activities. Practical methods to improve women's participation beyond numbers are suggested for different activities where possible, including the following:

- Ensure that at least 30% of women and indigenous people are invited to each event.
- Location and timing of the event is a very important aspect to keep in mind. Many women are restricted to travel to far places for meetings/workshops. Sometimes it's better to organize the event twice to get more women rather than one time without women's participation.
- Invite at least two women from the same village so they can travel together.
- Create a women's contact list so they know each other and can assist each other.
- If needed, arrange women-only meetings/forums where they can put forth their opinions, concerns, and suggestion prior to the formal meetings and workshop with mixed-participants.
- Ensure that there is a translation from Khmer into the local language in any discussion, especially if a lot of women cannot speak Khmer well.
- Separate women and men for group discussions on topics where women's views could differ from men's views.
- Pay attention and give eye contact to those women who are shy and quiet to encourage them to speak up.
- Ask one of strong/outspoken women to help facilitate the discussion, because women tend to talk to women more easily.

- Use pictures, photos or any illustrations to help when possible.
- Take time to invite women to share their ideas. Usually it takes from 2-3 minutes for a shy and quiet person to be encouraged to speak up. And waiting is a very good way to show that we respect the person and to show that she has something worth to share.
- Giving examples of male- and female-oriented activities in forest use and management during discussion.
- Have both male and female facilitators/trainers with basic knowledge on gender and equality issues.
- If needed, assign caretakers to take care of young kids when mothers join meetings.
- Include gender aspects in the training/workshop materials.
- Raise women's and men's differing issues/problem and priorities/needs in examples and discussions.
- Having participants share their own experiences about how they encourage their spouses in NRM activities.
- Building capacity of women so that they are confident in themselves, such as in public speaking and presentation skills.
- Conduct awareness raising among men, so they support and encourage their wives and relatives to participate in the project activities. This could include understanding of gender concepts, problems of domestic violence, and common gender roles people assume.

Additional gender related activities to be implemented and followed up during Year-include:

- Produce and disseminate information on best practices of women inclusion and benefit sharing in NRM and REDD+ as a result of SFB's work on promoting gender equality and women's empowerment.
- Integrate gender perspective into relevant capacity development activities such as ensuring women's active participation in training, mixed group of male and female trainers/facilitators, and reflecting gender aspects in training materials.
- Support and strengthen capacity of existing women groups/gender networks in SFB's target areas so that they are able to effectively perform their leadership, promote gender equality, and influence decision making in NRM.
- Conduct gender awareness raising among key stakeholders in SFB's target areas (both men and women) through training, workshop, meeting and forums to improve understanding on gender in NRM, climate change and REDD+, and to reflect progress from SFB's project implementation through identifying key challenges, gaps and solution.
- Ensure that at least 30% of women participate and become part of the project through employment, consultation, meeting, workshop, dialogue, forum and other public events organized by SFB.
- Enhance women economic empowerment through livelihood improvement and enterprise development in SFB's target areas and through small grant second round implementation.

## VI. SFB YEAR-3 ACTIVITY HIGHLIGHTS

In achieving SFB's Year-3 targets and based on adapted approaches (Parts 3.1. and 3.2. above), all partners have worked (backward) to design activities to be implemented in Year-3. The tables below are SFB's key planned Year-3 activities as defined by partners and corresponding to SFB's indicators, sub-objectives and objectives.

### 6.1. RECOFTC – SFB'S YEAR-3 ACTIVITIES

RECOFTC will continue its efforts to support community forestry, particularly the under-represented groups to participate in NRM/CBFM and gain economic benefit through providing technical training to FA officials, CFMC members, concerned NGO staff, and commune councilors on CF formalization, CF institutional strengthening, and other relevant themes and topics as well as on-the-ground support in CF formalization, community forest management planning, and CF network.

RECOFTC will adopt the training-for-action approach, where training will be provided first for concerned FA officials and NGO staff with the formerly trained trainers. The trained trainers will then provide field training to CF members, CFMC, village chiefs and commune council members.

After the field training, concerned stakeholders especially FA officials, CFMC, CF members, village chiefs and commune councilors will work together in the process of formalization and management planning for respective CFs. This approach will ensure that buy-in and ownership stays with the key stakeholders who have authority and responsibility in the CF management activities and; therefore, ensure sustainability of the activities.

Building on the identified potential CF areas conducted in Years 1 and 2, RECOFTC will assist the compilation of requests for CF potential areas and continue to support formalization of nine CFs in Kampong Thom, Preah Vihear and Stung Treng. In addition, the ongoing community forest management planning in Kampong Thom and Kratie will be carried forward in seven CFs. Assistance to community forest management planning will be conducted in three more CFs; two in Preah Vihear and one in Kratie.

RECOFTC will assist the CF network activities in the PLL communes including supporting the participation of commune CF network representatives in provincial CF network events, as well as strengthening the functions of commune CF networks in the target communes.

*Detailed year-3 activities of RECOFTC are highlighted in normal (white) color in the below SFB activity matrix.*

### 6.2. WWF – SFB'S YEAR-3 ACTIVITIES

For the past decade, WWF-Cambodia has been working to conserve the important tracts of dry tropical forest in the Northeast of the country in what is known as the Eastern Plains Landscape (EPL). A recent external review of the EPL programme concluded 'that WWF is indeed doing some critical work in this landscape. Its approach is integrated and in general there is a good mix of programme components to address the challenges faced' (Zogib, 2012). However, it also noted that 'A good landscape project requires that all staff and stakeholders have a very clear, common vision for the full landscape.

WWF opted to continue its work through a holistic approach to promote capacity of relevant stakeholders, constructive dialogues among all involved, including the private sector (ELC and NTFP traders), SNAs and local communities, inside and outside protected areas, for improved conservation and improved livelihood activities. In Year-3, WWF's SFB's activities will strengthen technical capacity of FA and MOE as well as FAC/PA management and DPOE and Governor Office of EPL to accelerate the MPF and PPWS management plan process. WWF will ensure that local communities will be well consulted in the process. In parallel, research on biodiversity will continue to feed accurate information to the MPF and PPWS management plan, as well as with establish more accurate biodiversity monitoring. The issue

of weak enforcement capacity will be tackled with increased technical support to the PA (PPWS, MPF) staff as well as communities engaged in CPAs and CFs. All activities mentioned above will be supported by the Invest Tool to produce the first clear results of an EPL ecosystem services mapping and valuation and draft of EPL development scenarios. WWF, with SFB partners, will coordinate and assist implementation of new livelihood strategies that respond to challenges highlighted in the sections above.

*Detailed year-3 activities of WWF are highlighted in Green color in the below SFB activity matrix.*

### **6.3. EWMI – SFB’S YEAR-3 ACTIVITIES**

Capacity development and constructive dialogues and among different stakeholders for sustainable natural resource management will be the focus of EWMI in SFB’s Year-3 Implementation. Key priorities include strengthening technical abilities required for fact-based decision-making and further development and update of Open Development Cambodia (ODC). EWMI will collaborate with the Royal University of Agriculture for curriculum development on spatial planning, promote multi-stakeholder fora to allow for information/data collection and sharing, conflict resolution, and to mobilize synergies of those stakeholders to strengthen active engagement through representation, understanding and the use of information, feedback and consultation in forest and biodiversity conservation management decisions.

*Detailed year-3 activities of EWMI are highlighted in Orange color in the below SFB activity matrix.*

### **6.4. WCS – SFB’S YEAR-3 ACTIVITIES**

Biodiversity conservation and sustainable forest management is a complex process, and requires long-term commitment and genuine engagement with a wide variety of stakeholders, in particular with those agencies tasked with leading this work.

As for the SFB Project, conservation and forest management has faced a number of serious challenges and obstacles, which include poorly planned land-grabbing by politically-connected individuals and companies. The extremely high value of rosewood and some wildlife has helped to drive an increase in illegal logging and wildlife poaching, while anarchic land clearing by individuals and new settlers contributes to deforestation in key areas.

A lack of clarity on the legal and procedural processes for various modalities of Community Forestry, including Community Conservation Forestry (CCF) and Community-Based Production Forestry (CBPF) produced delays in ensuring effective forest co-management, with increased community participation and providing increased economic benefits to forest-dependent peoples.

Under the SFB Year-3 work plan, WCS will continue to engage deeply with local communities that live in and around protected forests and view forest conservation as a priority, both through involvement in REDD activities, and with participatory planning of land and resources use.

To ensure indigenous people’s access rights to land and natural resources in the long-term, the project will continue to support Indigenous Communal Land Titling (ICT) efforts, supporting villages to achieve the "Interim Protection Measures" stage, and also try to incorporate these areas into government priorities under the annual work-plans and budget allocations of the Ministry of Land Management Urban Planning and Construction.

A strong focus will remain on capacity strengthening and monitoring of law enforcement by forest ranger teams, to improve forest management and reduce illegal activities.

WCS will continue to expand and replicate best practice approaches to community-led Payments for Ecosystem Services mechanisms. This includes community Nature-Based Tourism, and also the continued development of the Ibis Rice scheme into new potential areas in the PLL (PVH). A number of other

livelihood approaches, focusing on those of the highest-value and sustainability, will be carefully assessed and selected for implementation, along with local stakeholders and partners.

*Detailed year-3 activities of WCS are highlighted in Gray color in the below SFB activity matrix.*

## **6.5. WI – SFB'S YEAR-3 ACTIVITIES**

Being SFB's prime and managing partner, Winrock International (WI) will do its best to ensure that all planned activities are implemented in a timely manner, and that all deliverables and targets are achieved through increased SFB Management Team Coordination, closer working relationships with the Forestry Administration and Ministry of Environment counterparts, and regular and highly-productive meetings and field visits with USAID/Cambodia's AOR and AAOR. During the finalization of the work plan, we will meet to present the draft work plan and encourage FA and MOE at the national level to add their inputs to activities of importance to their institutions that lie within the SFB mandate and to clearly commit to participating in and supporting project activities at all levels of administration.

In Year-3, after the work plan is finalized, WI will begin with a facilitated team meeting that will include all of the 50-60 persons who are actively engaged and funded through USAID SFB. This expanded team will share the Year-3 vision and engage in constructive dialogue with the One SFB Team focus. Thereafter, WI will facilitate monthly SFB Management Team meetings where all partners will measure activity implementation, share successes, and identify how, through better work coordination, we can leverage the value each partner brings to the team to meet and beat the targets set for Year 3. The Management Team consists of the directors and deputies from all five SFB partners, plus the objective Team Leaders. The Monitoring and Evaluation Team will be invited at least once each quarter to review progress in achieving the targets.

The SFB Management Team will continue, throughout the year, to engage our counterparts at the national levels at the Forestry Administration and the Ministry of Environment with requested quarterly reviews, where the Management Team will seek more refined input into SFB Project implementation issues.

Key priorities in Year-3 include the Awareness, Action, and Ownership Initiative through which Cambodians will be encouraged to take ownership of the problems and in the process to find actionable solutions. It will be a positively focused campaign directed at forest conservation, increasing biodiversity, and the benefits to be gained through well-managed forests, such as improved resilience to climate change and the intrinsic value of increased biodiversity on current and future generations of Cambodians.

Approaches towards designing and implementing activities for the campaign will aim to encourage Cambodians and other stakeholders to take ownership for their nation's forest and biodiversity conservation, and by owning the issues, be inspired to take actions that lead to direct conservation efforts. The activities undertaken will build commitment and support for improved forest management and biodiversity conservation by raising the profile of the importance of these issue among specific populations in Cambodia, especially youth aged 15 to 40 years old, but should be understandable by the wider populations, as well as planners, decision makers, and the international community. The campaign will include interactive and educational activities that should result in increased cooperation and a better understanding of the value of forest conservation, adaption to climate change, and enhanced biodiversity. It will promote activities that empower Cambodian youth to own the problems associated with Cambodia's diminishing forests and biodiversity resources, so that this ownership leads to actions that change the current, destructive behaviors, such as deforestation through illegal or unsustainable logging and wildlife hunting.

The campaign will also encourage an exchange of ideas and improve constructive dialogues in a manner that initiates actions that lead to a decline in the current rates of forest degradation and the loss of areas of biodiversity significance and key species in Cambodia. The activities will present strategic and tactical actions that individuals and organized youth can take that lead to longer-term solutions to deforestation

that improve Cambodia's biodiversity, and increase Cambodia's ability mitigate and adapt to climate change.

Detailed year-3 activities of WI are highlighted in **Yellow** color in the below SFB activity matrix.

## VII. ALL PARTNERS' ACTIVITIES FOR ACHIEVING SFB'S OBJECTIVES

<b>Objective 1: Effectiveness of government and key natural resource managers at national and sub-national levels to sustainably manage forests and conserve biodiversity enhanced.</b>						
<i>Sub Objective 1.1 Sub-national Administration (SNA) and sub- national line ministry capacity to effectively meet evolving responsibilities in forest management sector increased.</i>						
<i>Sub Objective 1.3. Local-level technical skills for forest management and biodiversity conservation to support community-based natural resources management (CBNRM) improved.</i>						
Activity	Deliverables	SFB's Indicators	Timeline			
			Q1	Q2	Q3	Q4
Design and conduct ToT to support community forestry formalization and development	CF Formalization, CFMC institutional strengthening, and community forest management planning TOT curriculum updated for use in the SFB project context	1.2.1 & 1.3.1	X			
	Refresher training on CF formalization, CFMC institutional strengthening, and CF forest management planning conducted for 25 persons including FA officials and NGO staff in PLL			X		
Field training for community and key stakeholders at local level to strengthen their skills for CF formalization and development	Training on CF formalizing conducted by trained FA officials and NGO staff for 270 persons include CF members, CFMC, commune councilors, and village chiefs	1.2.1 & 1.3.1	X			
	Training on CFMC institutional strengthening for 90 people include CF members, CFMC, commune councilors, and village chiefs			X		
	Training on participatory CF resource assessment conducted by trained FA officials and NGO staff for 90 people include CF members, CFMC, commune councilors, and village chiefs			X		
	Training on community forest inventory conducted by trained FA officials and NGO staff for 50 persons including CF members, CFMC, commune councilors, and village chiefs		X			
Formalization of community forest to secure tenure and access of community forestry members to their community forest in accordance with CF establishment guideline	Technical support provided for establishing and formalizing 9 CFs in Kampong Thom, Preah Vihear and Stung Treng provinces	G2: 0.1.1 & 1.1.1	X			
	Participatory rapid assessment on socio-economic and resource use of the CF members conducted for 9 CFs		X	X		

	Technical support provided for establishing CF management structures, including CF member's registration, and CFMC for 6 CFs in Kampong Thom, Preah Vihear and Stung Treng provinces			X	X	
	Support provided for formulating the internal CFMC bylaws of 6 CF in Kampong Thom, Preah Vihear and Stung Treng provinces				X	
	Facilitate community forest boundary demarcation and mapping review and verification exercise for 6 CFs in Kampong Thom, Preah Vihear and Stung Treng provinces			X		
	Support provided for the preparing and formalizing CF regulations for 6 CFs				X	X
<b>Support and capacity building to line ministries and communities on design, establishment and sustainable forest management - case of PPWS and MPF</b>	Management plan for the Mondulkiri Protected Forest, including updated zoning proposals endorsed by FA by June 2015	1.2.1 and 1.3.1, 2.1.1, 2.2.1, and 2.3.1	X	X	X	X
	Draft management plan for the Phnom Prich Wildlife Sanctuary with zoning based on new PA strategy endorsed by MoE by June 2015		X	X	X	X
	Improved Efficiency of Law Enforcement Mechanism Chain in EPL from Field to Court by September 2015		X	X	X	X
	Key biodiversity surveys results published and incorporated into adaptive management cycle in two Protected Forests	G2. 1.4.1 & 1.4.2	X	X	X	X
	1 Project Design Document for the Seima Core Area REDD+ validated for pilot activity		X	X		
	At least two major community consultations on issues related to work in Protected Forests		X	X	X	
	At least 20 rangers and technical counterparts with improved management capacity in key protected areas.		X	X	X	X
<b>Support capacity building to line ministries and communities through the definition of a clear legal framework for the establishment and management of CPAs areas inside NPAs</b>	To have 4 CF to be approved by Sept 2015 through advocacy and dialogue in coordination with RECOFTC and SFB partner	2.4.1	X	X	X	
<b>Continue the legalization process of 4 CF (MPF) and 6 CPA (PPWS) and adjust the communities management plans</b>	2 CPA management plans submitted to MoE completed by December 2014	1.1.1	X	X	X	X
	5 management plans completed by June 2015 (3 CF and 2 CPA)					

Support capacity building of line ministries in management and monitoring of forest management effectiveness using various tools -	SMART used to plan and monitor relevant management data for Phnom Prich Wildlife Sanctuary and Monduliri Protected Forest by park managers	1.2.1, 1.3.1, 2.4.1	X	X	X	X
	METT report completed for each Protected Area (MPF, PPWS) in the EPL and used to plan management activities by September 2015		X	X	X	
	Developed a community based system for monitoring the conservation impact of the implementation of the communities forest and protected areas (CF and CPA) and with improved capacity at communities level by June 2015		X	X	X	X
	12 outputs of SMART data for use in regular planning of interventions in SPF and PVPF.	0.2.2; 1.2.1; 1.3.1	X	X	X	X
	Two protected forests regularly using remote sensing imagery to monitor Forest Cover.		X	X	X	X
	Facilitate, with partners when possible, training to 10 CFs and 30 new (formerly untrained) government officers on the importance of and how to include forest-cover assessments and deforestation analyses, as well as regular biodiversity monitoring information, into management planning processes and site management frameworks.	0.1.1		X	X	X
Strengthening the governance of natural resources through local capacity building, increasing the access to information and communication	Pilot Management Information System (including geographic data) is set both in Khmer and English to make information related to protected areas (nationals, CF and CPA) more available by September 2015	0.1.1	X	X	X	X
Provide a report for government and partners on monitoring ungulate trends for MPF and PPWS	A report comparing ungulate densities in 2014 to 2011 data set within EPL produced by January 2015	1.2.1 and 1.3.1	X	X		
Conduct Capture-Mark-Recapture surveys based on non-invasive dung surveys in collaboration with WCS	Survey of Asian Elephant population in 2 Protected Areas within EPL completed by June 2015 if funding available	1.2.1 and 1.3.1		X	X	X
Carry out a collaring project to track and study Elephant movements within EPL	Attempt to deploy satellite tracking collars on Asian Elephants within EPL by June 2015  With one 1 report produced by July 2015 n.b if funding available, government agreement & expertise available –analysis would require a year data tracking their movements (June/July 2016)	1.2.1 and 1.3.1		X	X	X

Conduct camera trapping within MPF to gain a greater insight into species occupancy and better understanding of existing biodiversity	Camera Trapping survey in MPF – survey work completed by July 2015 – analysis to be completed by January 2016 **n.b photos to be sent throughout the period	1.2.1 and 1.3.1		X	X	X
Conduct monthly vulture restaurants and Quarterly nationwide census surveys	Continued and enhanced knowledge of 3 Critically endangered species of vultures within MPF and production of status report (monthly and quarterly)	1.2.1 and 1.3.1	X	X	X	X
Participation to Nationwide Ibis roost counts by conducting MPF/PPWS count	Mapping of Critically endangered White-shoulder Ibis within EPL as part of Nationwide census  Ibis Census ( monthly reports in July, August, September & October 2015) –		X	X	X	X
Conduct government meeting on current ungulate density estimates within EPL	Improved understanding on ungulate numbers to assist with management planning (PMF and PPWS) Dec. 2014	1.2.1 and 1.3.1	X	X	X	X
Support capacity building to line ministries and communities through the establishment and management of community-managed forest areas and land titles	At least four of Land Use Maps produced in PVPF and Preah Lean CF	G2. 1.1.1, 1.2.1, 1.4.1	X	X	X	X
	4 ICTs supported to achieve Interim Protection Measures stage		X	X	X	X
Enhance the incorporation of biodiversity information into spatial planning and management planning	Availability of relevant biodiversity data, such as Elephant numbers and movements, to inform site management	G2; 1.4.1; 2.2.1	X	X	X	
Conduct trainings for government officials and local communities and facilitate the formalization and development processes in their respective communities.	Training on community Forestry formalization and development processes conducted for 35 Commune Councils & CFMCs	1.3.1	X	X		
	Cross-visits for 15 CFMCs, CFN, CC and VL conducted	1.3.1		X	X	X
	Facilitate 10 communities to use GIS to demarcate conservation areas for ELP and PLL areas	0.1.1	X	X		
	Meet with and coordinate activities with other 20 NGOs and/or donor-funded project implementers in both landscapes that support activities on the periphery of the PLL Protection Forest.		X	X	X	X
Assist sub-national administrations to review their roles in the context of legal changes resulting from ongoing decentralization	Facilitate meetings to that CF priorities and issues are incorporated into commune development planning/plans in 20 communes.	1.3.1	X	X	X	
	3 CF management plans endorsed by SNAs/Councils.		X	X	X	X

	Facilitate dialogue and training with communities and SNAs for 10 cases of forest and land grabbing.		X	X	X	X
Support the design, establishment and management of Community Forests and other co-management forest modalities, especially at the landscape level	Facilitate the design and establishment of co-management forest modalities for 3 CFMC	1.3.1 0.1.1	X	X		
	Provide skills trainings on leadership, facilitation, and natural resource management for 15 Community Forestry organizations and other relevant groups		X	X	X	X
	Provide skills training on forest management planning to 10 CF communities and commune councils.	1.3.1	X	X	X	X
	Facilitate, with partners when possible, the process of participatory Community Forestry resource assessments in 10 CFs.		X	X		
<b>Sub Objective 1.2 National level capacity to support the sustainable management of forests, biodiversity conservation, REDD+, and low- emissions development.</b>						
<b>Sub Objective 1.4. Enabling policies, laws and regulations for low emission development established.</b>						
Activity	Deliverables	SFB's Indicator s	Timeline			
			Q1	Q2	Q3	Q4
Identifying CF potential areas in accordance with CF guidelines	4 identified CF potential areas in Preah Vihear and Stung Treng province submitted	G2, 1.4.1 & 2.4.1	X			
	Support provided for participatory boundary demarcation of 4 identified CF potential areas	G2	X	X		
Support the submission, recognition and endorsement from relevant stakeholders at sub-national and national level on CF documents and regulations	3 commune Deikas are issued to endorse CFMC	1.4.1 & 2.4.1				X
	At least 5 of CFs with proper CFMC Bylaw, CF regulation, commune council's Deika recognized CFMC, and demarcated community forest boundary submitted to MAFF to get Prakas on CF potential areas				X	X
Strengthening technical capacity and collaborations with universities - SFB.WWF-RUPP partnership implemented through INVEST	Signed Agreements with RUPP on implementing INVEST capacity building	1.2.1, 1.4.1, 2.4.1	X	X	X	X
Collaborations with universities	Complete the collaboration and facilitate the final grant funding of students that were described in the Agreements signed in Year 2 with Royal University of Agriculture, Royal University of Phnom Penh, and Prek Leap National College of Agriculture.	1.2.1 and 1.3.1, 1.4.1 & 2.4.1	X	X		
	Curriculum materials for Spatial Planning Lab. developed by ODC	1.2.1	X	X		
	Spatial planning lab (for students) operationalized by ODC with collaborations		X	X		

	from RUA's Dept. of Land Management and Land Administration					
	At least three agreements with students or recent graduates to support technical work on student internships and studentships	1.2.1		X	X	
Technical feasibility analyses for planned interventions	Feasibility for JCM REDD methodology in Seima conducted	0.1.1		X	X	
Provide policy support to the Cambodian REDD+ Task Force's policy objectives and/or strategic frameworks	Lessons from Seima REDD project is integrated into the National REDD Strategy	1.4.1 and 2.4.1	X	X	X	
<b>Objective 2: Constructive dialogue on forest management and economic development at the national and sub-national levels improved.</b>						
<i>Sub-Objective 2.1: Effective stakeholder participation in national and sub-national planning processes affecting forest land management and economic development increased.</i>						
Activity	Deliverables	SFB's Indicators	Timeline			
			Q1	Q2	Q3	Q4
Support the development of community forest management plan	Support provided for participatory community forest zoning and verification of management block in 5 CF communities	G2: 2.1.1, 2.2.1, 2.3.1, 0.1.1	X			
	Support provided for participatory CF resource assessment including rapid forest resource assessment in 5 CFs		X			
	Participatory community forest inventory conducted in 5 CFs		X	X		
	Results of resource assessment and inventory shared with CF members and commune councilors via community meetings			X	X	
	At least 5 community forest management plans formulated and presented to CF members		X	X		X
	At least 5 CFMP submitted to FA for approval			X	X	
Conduct an awareness campaign on values inherent in Cambodia's natural resources ON targeting several influential and important populations	Production of PPWS Biodiversity case study for national wide awareness on importance of great biodiversity of PPWS in coordination with MOE by June 2015	1.2.1 and 1.3.1		X	X	X
Promote increased community participation, especially underrepresented groups such as women, youth, elderly and indigenous people, in annual government planning processes, including Commune Development Planning, District Integration Workshops and Provincial Planning	20 community Consultations on REDD project in Seima conducted	2.2.1	X			

<p><b>Conduct multi- stakeholder fora to allow for information/data collection and sharing, conflict resolution and to mobilize synergies of those stakeholders to strengthen their engagement through representation, understanding and the use of information, feedback and consultation in forest and biodiversity conservation management decisions</b></p>	<p>ODC map kit online launched and utilized by the public</p>	2.1 and 2.2	X			
	<p>Orientation/TOT on map kit to SFB related groups (1 event per quarter, as needed)</p>		X	X	X	
	<p>Facilitate meetings and dialogues with at least 800 persons from CF communities, tourism agencies, NGOs, universities, high schools, government officers, and other stakeholders in both landscapes to discuss how to strengthen CF management in a manner that will contribute to improve NRM and conservation.</p>	0.1.1: 0.2.1: 1.4.1 & 2.4.1:	X	X	X	X
	<p>Facilitate analysis and dialogues on 10 CF communities where land is overlapping with ELC, FLCs, SLC and private companies to so that the CF boundaries are agreed to by all stakeholders.</p>		X	X	X	X
	<p>Facilitate discussions and educational meetings that include 600 persons that will enhance community engagement on CF management by improving legal knowledge, systematic patrols, and networking in the proposed PLL Protection Forest and EPL.</p>		X		X	
	<p>Facilitate with donor partners and NGOs and support the FA at the national level to finalize the PLL Sub-decree for the 300,000 hectares of Protection Forest.</p>		X	X	X	X
	<p>Awareness, Action and Ownership Initiative rolled out</p>		X	X	X	X
<p><b>Provide community groups/networks and support organizations with technical support to broaden their opportunities and efforts to develop a larger and more informed constituency with the capabilities, as well as self-assurance, to clearly articulate issues and priorities of concern to its members, and effectively co-manage forests and biodiversity conservation through the direct funding of activities, as well as by means of the use of the project's Small Grants mechanism</b></p>	<p>Manage the contract with PACT that promotes the Human Rights and Equity initiative to strengthen capacity of CF, CPA, and other forest network members in a way that improves information sharing, conflict resolution, understanding of how to promote self-interest, and sharing of economic development best practices for at least 10 forest communities and 25 government officers.</p>	0.1.1: 1.2.1 and 1.3.1:	X	X	X	X
	<p>Facilitate 5 meetings and 4 cross-CF missions the PLL's with the CFN to strengthen CF management and share experience and knowledge to new CFMCs in a manner that improves the understanding of forest community roles and responsibilities.</p>		X	X	X	X
	<p>Manage the 10 current small grants holders and 10 new small grants holders to ensure their work strengthens community forest networks.</p>		X	X	X	

<p><b>Promote increased community participation, especially underrepresented groups such as women, youth, elderly and indigenous people, in annual government planning processes, including Commune Development Planning, District Integration Workshops and Provincial Planning</b></p>	<p>Facilitate and continue working on 42 commune plans - 34 in the PLL and 8 in the EPL – to ensure they are identifying and implementing activities that enhance natural resource management and/or biodiversity conservation.</p>	<p>0.1.1: 1.2.1 and 1.3.1: 2.1.1, 2.2.1 and 2.3.1:</p>			X	X
	<p>Facilitate discussions with at least 10 NGOs and donor-funded projects in the two landscapes to encourage them to strengthen CFMCs capacity on CF activities planning in cooperation and to get these activities integrated into Commune Investment Plans.</p>		X	X	X	
	<p>Ensure that the strengthening of CFMC capacity is integrated into the agreement of small grantees where possible.</p>		X	X	X	
	<p>Facilitate 10 dialogue meetings intended to specifically encourage CCs and district levels to work together with CFMCs and considering CF activity planning that integrates into the Commune Investment Plans.</p>			X	X	
<p><b>Support and extend the role of a Provincial Sub- committee on Forests, Biodiversity Conservation and Development formed in Mondulkiri province to facilitate dialogue among EPL stakeholders in addressing forest, biodiversity and development concerns and priorities</b></p>	<p>Meet with and engage with the Provincial Sub-committee on Forests, Biodiversity Conservation and Development and coordinate with them to address mitigation issues related to forest and biodiversity conservation in the EPL.</p>	<p>0.1.1 0.2.1:</p>	X	X	X	X
	<p>MOUs with at least 10 NGOs and/or development partners to support for information and training with Provincial Sub-Committee on Forests, Biodiversity Conservation and Development to disseminate Sub-Committee's roles and responsibilities to CFs, CPA, CCF, and local authorities and strengthening this mechanism at Commune and District Level to address forest and biodiversity conservation.</p>		X	X	X	X
<p><b>Meet with and define a way to support the inter- and intra-provincial coordination meetings within and among the four provinces in the PLL to address forest and biodiversity conservation issues in the landscape with the engagement of stakeholders in government planning processes to provide a more comprehensive stakeholder perspective on</b></p>	<p>10 dialogues among government and forest community stakeholders' on provincial-level development planning facilitated by the provincial coordination mechanisms to address forest and biodiversity conservation concerns and priorities in the PLL.</p>	<p>0.1.1: 0.2.1:</p>		X	X	X

pragmatic means for resolving issues/conflicts associated with competing land uses in PLL						
Promote awareness among all Cambodians of the values inherent in its natural resources through an awareness campaign targeting several influential and important populations	Dialogues, and materials that increase cooperation and a better understanding of 1,000 persons in EPL and PLL of the value of forest conservation, adaption to climate change, and enhanced biodiversity.	0.2.1:	X	X	X	X
<b>Sub-Objective 2.2: Stakeholder understanding of forest land management, REDD+, biodiversity conservation, CBNRM, and relevant economic development planning issues strengthened.</b>						
Activity	Deliverables	SFB's Indicators	Timeline			
			Q1	Q2	Q3	Q4
Build Capacity for concerned provincial sub-committees (Technical Facilitation Committee & line ministry officials) on sustainable NRM	Ecosystem services maps Invest modeling on NTFP and Habitat quality data Water yield, Nutrient retention and Sediment retention and Carbon produced by June 2015	1.2.1 and 1.3.1	X	X	X	X
	Map and data base developed base on landscape ecosystem services assessments by July 2015	1.2.1 and 1.3.1	X	X	X	
	Series of training on INVEST for provincial-sub committees and line ministries conducted by Sept 2015		X	X	X	X
	National workshop conducted by XX				X	
Capacity building for local communities-CFs and CPAs, about important of conservation biodiversity	Training materials developed into local language by February 2015	1.2.1 and 1.3.1	X	X	X	X
	Awareness campaigns among CFs, CPAs regularly conducted throughout year 3	3.3.1 and 3.3.2			X	X
Capacity building among CCFs and CPA, about monitoring of seasonal data of biodiversity	An improved Biodiversity Monitoring System created for CCF's/CPA's	3.4.1 and 3.4.2	X	X	X	X
	Training on seasonal data monitoring for CCFs and CPAs conducted by Mar. 2015			X	X	X
Facilitate improved public and private partnership to promote conservation/sustainable based investment	Informal provincial private sector debate platform - for promoting conservation and sustainable-based investment established starting January 2015 throughout year 3	0.1.1	X	X	X	X
	Stakeholder forum conducted by June 2015		X	X	X	X
Organize public dialogues on environmental issues	At least 10 events, , including BarCamps and youth forums to promote awareness on environmental issues	2.1 and 2.2	X	X	X	X
	ODC and its website utilized as a source of information to inform public dialogue on environmental issues through social media.		X	X	X	X
	ODC expanded to cover areas relevant to SFB: 1) biodiversity, 2) EIAs 3) agro-industrial and extractive industry activities		X	X	X	X

	4) water & hydrology issues 5) forests and forest cover 6) indigenous people and their legal rights.					
Conduct workshops and trainings for SFB main partners	Data/information contributions from all SFB main partners and contractors solicited and available on website.		X	X	X	X
	Workshop for SFB partners on standards and processes for submitting data and other information to the website conducted		X			
	TOTs for SFB partners on how to use ODC as a source of information to inform dialogue and fact-based decision-making conducted			X		
Develop and conduct awareness activities among local stakeholders regarding peoples' rights, access to natural resources, and biodiversity conservation	At least 250 community members educated on biodiversity conservation in Seima	0.1.1; 2.2.1	X	X	X	
	Manage the PACT agreement on Human Rights and Equity to disseminate information on forest people's rights and benefits from their forests, access to natural resource and biodiversity conservation in the PLL and other forest areas.	1.2.1 and 1.3.1:		X	X	
Increase the technical abilities required for fact-based decision-making – further development and update Open Development Cambodia	At least twice per month, provide ODC with important information, stories, and data that it can uploaded on their website and distributed to stakeholders.	2.1.1, 2.2.1, 2.3.1	X	X	X	X
Facilitate multi-stakeholder forum to allow information to be shared and influence decision making processes	Twice annually, facilitate a dialogue and round table discussions and define solutions and activities among 10 or more SFB small grants holders on topics of interest, including forest management and concerns at the sub-national and national levels.	0.2.1, 2.1.1, 2.2.1, 2.3.1		X		X
Assess the impact of land use and land use change on ecosystem services in Cambodia's Mekong River watershed, by using existing data and new spatial and econometric modeling to quantify the value of these services to help inform local and landscape resource management decisions	Step 1: Develop relationships with in-country cooperating organizations. Step 2: Compile and assess global, regional and local datasets relevant to this study. Step 3: Develop criteria and methods for the study. Step 4: Perform initial analysis Step 5: Present initial results and engage stakeholders in Cambodia to identify future. Step 6: Final Report and tool for evaluating ecosystem services in Cambodia. Step 7: Engage government officers and civil society in discussing the findings.	0.2.1, 2.1.1, 2.2.1, 2.3.1	X	X	X	X
<b>Sub-Objective 2.3: Dialogue skills of relevant stakeholders (community, government, and private sector) improved to engage with one another on forest and resources issues.</b>						
Activity	Deliverables	SFB's Indicators	Timeline			
			Q1	Q2	Q3	Q4
		0.1.1		X		

Build facilitation and discussion skills of various stakeholders to engage with each other on forest and biodiversity conservation- Exposure visit of FAC, MPF, PDoE, PPWS, and Governor Office to PLL	Exposure visit of FAC, MPF, PDoE, PPWS, and Governor Office to PLL conducted				X	X
Conduct provincial annual reflection workshop and further action plans for forest management and biodiversity conservation in EPL	Representatives of 14 sub-national ministries participated and mainstreamed the conservation approach into existing local government development plans by September 2015	2.1.1	X			
	Provincial annual reflection workshop and further action plans for forest management and biodiversity conservation in EPL conducted Dec 2014 with production proceedings that will be translated in Khmer Language			X	X	
Review and produce map current land titling situation in MPF.	Information on current land titling situation in MPF (legal and illegal) is available to support management decisions by February 2015	0.2.1	X	X		
Review and map the current situation of O-Té village (MPF) and strengthen physical demarcation if needed.	Information on land use about O-Té village is available to support management decisions by February 2015		X	X		
Analysis of land use conflicts in PPWS.	Information on land use is available to support future management plan process by March 2015		X	X	X	
Design and implement a sustainable strategy to promote environmental awareness and the importance of conserving biodiversity.	With government counterparts develop a sustainable strategy to promote environmental awareness is implemented in all CPA'S & CCF's focusing on conserving biodiversity & monitoring natural resource harvesting by September 2015	3.3.1; 3.3.2	X	X	X	
Build capacity of key stakeholders on conservation leadership	Key stakeholders improve their skills in conservation leadership by Sept 2015	1.2.1 and 1.3.1	X	X	X	X
Build facilitation and discussion skills of various stakeholders to engage with each other, as well as with other key stakeholders	Provide short, focused trainings with SFB small grants holders on how to improved facilitation and dialog that encourages CF members to effectively advocate for their own interests.	1.2.1. and 1.3.1: 2.1.1, 2.2.1, 2.3.1:	X	X	X	X
Organize workshops and training programs on the current state of social and environmental safeguards for REDD+	In Seima, encourage WCS to organize workshops that discuss the importance of REDD+ safeguards.		X	X	X	X
<b>Objective 3: Equitable economic benefits from the sustainable management of forests increased.</b>						
<i>Sub-Objective 3.1: Incomes from livelihoods activities that support sustainable management of forests increased.</i>						

Activity	Deliverables	SFB's Indicators	Timeline			
			Q1	Q2	Q3	Q4
Design and implement a project training materials that explicitly addresses both livelihoods and conservation as part of an integrated whole	Training/business development module developed for CFs in PLL, EPL (PLL: for 20 CFs; EPL: for 5 CFs, CPA)	0.3.1, 3.1.1, 3.3.	X	X	X	
	Four resource management tool on NTFPs contextualized to train forest communities in PLL, EPL (PLL: for 20 CFs; EPL: for 5 CFs, CPA)	0.1.1, 1.3.1	X	X	X	
Build market-led livelihoods approaches that address current and new market chains	Different sources of information on resin processing accessed by resin value chain actors in PLL and EPL	3.1.1., 3.2.1., 3.3.1. & 3.4.1.		X	X	X
	Training on quality and hygiene standards of honey value chain for communities in PLL (Preah Vihear), EPL and Phnom Penh conducted		X	X		
	Three Bamboo communities in EPL having access to bamboo processing market by Mar 2015		X	X		
	Resin Product Development Strategy by June 2015					
	Develop a marketing strategy for Honey by May 2015					
	Resin Product Development Strategy by June 2015		X	X	X	
	Agricultural and agro-forestry activities in terms of pig and chicken raising wild mushroom/flower, palm sugar, rice seed, vegetable production of CFs in PLL increased and improved		X	X	X	X
Conduct practical training in the CBET Marketing and Conservation Awareness Center (WWF, WCS, NOMAD, ELIE/DANIDA)	At least 3 CBET groups with increased knowledge about CBET in protected areas, in EPL by June 2015	3.1.1., 3.2.1., 3.3.1. & 3.4.1.	X	X	X	X
Support FA in the elaboration of a business plan for ecotourism in MPF, in coordination with the management plan	Business plan of ecotourism for MPF, including arrangements related to management and governance (e.g. rates, licenses, permissions) in EPL developed by June 2015	3.1.1., 3.2.1., 3.3.1. & 3.4.1.	X	X	X	X
Build capacity to use a conservation linked livelihoods approach	25 forest communities in PLL, trained on developed training/business modules	1.3.1., 0.3.1, 3.1.1, 3.3.1		X	X	X
	25 forest communities in PLL trained on developed resource management tool in NTFPs			X	X	X
	NTFPs (resin, bamboo, honey) resources in PLL assessed			X	X	X

	Capacity building on enterprise development and business management for Mondulkiri Forest Venture	3.1.1., 3.2.1., 3.3.1. & 3.4.1. 1.3.1., 0.3.1, 3.1.1, 3.3.1		X	X	X
Identify core set of communities in the PLL for livelihood activities	At least three key consultation meetings on tourism development in Seima and PVPF.	2.1.1	X	X	X	
	Facilitate 8 community based enterprises in PLL areas developed that use a business model approach.	0.3.1 3.1.1 3.3.1	X	X		
Expand and strengthen ongoing timber, NTFP and ecotourism enterprises in the EPL	At least six months of regular support to wildlife-watching tourism development in Seima and PVPF	0.3.1; 0.1.1; 3.2.1		X	X	X
Support enterprise development in selected target villages in EPL & PLL Areas	Facilitate 4 community-based enterprises in EPL to define business development plans and internal control systems (small Grants)	3.3.1		X	X	X
	Facilitate the pilot of honey enterprise projects established in at least 2 Community Forests in PLL area using a business model approach.		X	X		
	Facilitate the pilot home garden project established in at least 4 Community Forests in PLL using a business model approach and not direct technical assistance.			X	X	
	Facilitate communities or private persons in the forest community to develop resin enterprise projects established in four Community Conservation Forests in PLL.		X			
Established Eco-tourism enterprises and pilot in PLL	Facilitate the pilot of 2 Eco-tourist enterprise established in PLL benefiting about 450 people	3.1.1	X	X		
Review options for extending NTFP enterprise development models into the PLL	Through a business model approach, and not direct technical training facilitate value chain development for honey, pig and chicken, paddy and resin producers, traders, and processors in PLL in a manner that links them to markets.	0.3.1	X	X	X	
	Conduct 10 business forums in the PLL across the variety of products and services available.	3.1.1	X	X	X	
<b>Sub-objective 3.2: Payment for environmental service (PES) activities (e.g. REDD+) established or supported in targeted landscapes with equitable benefit sharing mechanisms</b>						
Activity	Deliverables	SFB's Indicators	Timeline			
			Q1	Q2	Q3	Q4
Development of the Seima Protected Forest Core Area REDD+ project benefit-sharing and fund management arrangements	At least three consultations with government and community representatives on benefit-sharing arrangements	3.2.1		X	X	
	REDD+ Fund management mechanisms designed and consulted with government		X	X		

Establishment of program of direct payments to local people for biodiversity protection, as a model of PES	Ibis Rice project implemented in target villages, and/or additional villages as appropriate	3.2.1;	X	X	X	X
	Eco-tourism in SPF and PVPF supported with technical and operational advice, with at least 12 people trained in high-level tourism operation.		X	X	X	X
	Bird Nest protection program active in at least 3 villages		X	X	X	X
	PES strategy with One PES agreement drafted by Sept 2015			X	X	X
Develop a standard PES agreement that commits forest communities to conserve forests in return for project assistance and get every community to sign it before assistance is provided by the project	Standard PES agreement between... reached.	3.2.1 & 3.4.1		X	X	X
	No. of FCs committed to conserve forests in return for project assistance.			X	X	X
Develop a mechanism that encourages the provision of value (funds) gained from improved livelihoods to be used to fund forest patrols.	Incentivized mechanism created for 3 CFMCs.	3.2.1		X	X	
	3 FCs use funds obtained from improved livelihoods for forest patrols.				X	X
<b>Sub-Objective 3.3: Community participation in income-generating activities broadened, with a special focus on under-represented groups.</b>						
Activity	Deliverables	SFB's Indicators	Timeline			
			Q1	Q2	Q3	Q4
Develop extension materials and provide training on forest management for marginalized groups, ethnic minorities in PLL	Extension materials on forest management developed	3.3.1.		X	X	
	10 trainings on forest management conducted for marginalized groups, ethnic minorities in PLL				X	X
Develop extension materials and provide training on agricultural farming system to marginalized groups, ethnic minorities in PLL	Extension materials on agriculture farming system developed	3.3.1.		X	X	
	10 trainings on agriculture farming system conducted for marginalized groups, ethnic minorities in PLL				X	X