



**USAID**  
FROM THE AMERICAN PEOPLE



**WINROCK**  
INTERNATIONAL

## **Cambodia Supporting Forests and Biodiversity Project**

**Cooperative Agreement Number: AID-442-A-13-00002**

**Year One Work Plan, FY 2013  
November 9, 2012 to September 30, 2013**

Submitted to

**United States Agency for International Development  
Cambodia Mission, Phnom Penh, Cambodia**

*Submitted by*

Winrock International in partnership with:



**December 2012**

## Table of Contents

### List of Acronyms ii

#### 1.0 Introduction and Program Overview 1

1.1 Program Rationale .....	1
1.2 Program Goals and Objectives.....	2
1.3 General Strategy and Approach .....	3
1.4 Geographic Focus.....	3
1.5 Anticipated Program Results and Outcomes .....	4
1.6 Program Implementation Strategies.....	6

#### 2.0 Year One Components and Activities 6

#### 3.0 Small Grants Program 38

#### 4.0 Cross-cutting Components 43

4.1 Incorporating Women and Other Under-represented Groups.....	39
4.2 Communications.....	39

#### 5.0 Project Management and Reporting 44

5.1 Project Mobilisation .....	45
5.2 Project Management.....	40
5.3 Sustainability.....	44
5.4 Project Monitoring .....	48

#### 6.0. Year 1 Anticipated Expenditures 44

### Tables and Figures

**Table 1.** Summary of Cambodia SFB Performance Indicators for Year One and Life of Project

**Figure 1.** Program Outcomes

**Figure 2.** SFB Target Landscapes

**Figure 3.** SFB Organizational Structure

**Figure 4.** SFB Team Roles

**Attachment I.** Draft Performance Monitoring & Evaluation Plan

**List of Acronyms**

<b>AFOLU</b>	Agriculture, Forestry, and Other Land Use
<b>AIG</b>	Alternative Income Generation
<b>AOR</b>	Agreement Officer's Representative
<b>BDS</b>	Business Development Service
<b>CBO</b>	Community-based Organization
<b>CBFM</b>	Community-based Forest Management
<b>CBPF</b>	Community-based Production Forestry
<b>CCF</b>	Community Conservation Forestry
<b>CDP</b>	Commune Development Planning
<b>CF</b>	Community Forestry
<b>CIP</b>	Commune Investment Planning
<b>CLUP</b>	Commune Land Use Planning
<b>COP</b>	Chief of Party
<b>CPA</b>	Community Protected Area
<b>CPN</b>	Community Peacebuilding Network
<b>CSO</b>	Civil Society Organization
<b>D&amp;D</b>	Decentralization and Deconcentration
<b>DCOP</b>	Deputy Chief of Party
<b>ELCs</b>	Economic Land Concessions
<b>EWMI</b>	East-West Management Institute, Inc.
<b>EPL</b>	Eastern Plains Landscape
<b>FA</b>	Forestry Administration (of the Royal Government of Cambodia)
<b>FCPF</b>	Forest Carbon Partnership Facility
<b>FLEGT</b>	Forest Law Enforcement, Governance and Trade
<b>FPIC</b>	Free, Prior and Informed Consent
<b>GHG</b>	Greenhouse Gas
<b>GIS</b>	Geographic Information Systems
<b>HARVEST</b>	Helping Address Rural Vulnerabilities and Ecosystem Stability
<b>ICT</b>	Indigenous Communal Titling Program / Indigenous Communal Land Titles
<b>InVEST</b>	Integrated Valuation of Ecosystem Services
<b>IR</b>	Intermediate Result
<b>IRAM</b>	Indigenous Representatives Active Members
<b>LEAF</b>	Lowering Emissions in Asia's Forests
<b>LOE</b>	Level of Effort
<b>LOP</b>	Life of Project
<b>MAFF</b>	Ministry of Agriculture, Forestry and Fisheries (of the Royal Government of Cambodia)
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MOE</b>	Ministry of Environment (of the Royal Government of Cambodia)
<b>MOU</b>	Memorandum of Understanding
<b>MPF</b>	Mondulkiri Protected Forest
<b>MRV</b>	Monitoring, Reporting and Verification
<b>NGO</b>	Non-governmental Organizations
<b>NRM</b>	Natural Resources Management
<b>NTFP</b>	Non-timber Forest Products
<b>ODC</b>	Open Development Cambodia
<b>PA</b>	Protected Area

<b>PCPU</b>	Provincial Conservation Planning Unit
<b>PES</b>	Payment for Environmental Services
<b>PF</b>	Protected Forest
<b>PMEP</b>	Performance Monitoring and Evaluation Plan
<b>PLCN</b>	Prey Lang Community Network
<b>PLL</b>	Prey Lang Landscape
<b>PLPF</b>	Prey Lang Protected Forest
<b>PPP</b>	Public-Private Partnership
<b>PPWS</b>	Phnom Prich Wildlife Sanctuary
<b>RECOFTC</b>	Regional Community Forestry Training Center for Asia and the Pacific-The Center for People and Forests
<b>REDD+</b>	Reduced Emissions for Deforestation and Forest Degradation and Enhancing Forest Carbon Stocks
<b>RGC</b>	Royal Government of Cambodia
<b>RUPP</b>	Royal University of Phnom Penh
<b>SFB</b>	Supporting Forests and Biodiversity
<b>SFM</b>	Sustainable Forest Management
<b>SNAs</b>	Sub-national Administrations (in Cambodia; part of the “D&D” policy reforms)
<b>SOP</b>	Standard Operating Procedure
<b>SPF</b>	Seima Protection Forest
<b>STTA</b>	Short-term Technical Assistance
<b>SuDeX</b>	Sustainable Development Extension
<b>TWG-F&amp;E</b>	Technical Working Group on Forestry and Environment
<b>UN</b>	United Nations
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>U.S.</b>	United States of America
<b>USAID</b>	U.S. Agency for International Development
<b>USG</b>	United States Government
<b>VMN</b>	Village Marketing Network
<b>WCS</b>	Wildlife Conservation Society
<b>WI</b>	Winrock International
<b>WWF</b>	World Wildlife Fund

## **1.0 Introduction and Program Overview**

On November 9, 2012, the United States Agency for International Development (USAID) Mission in Cambodia awarded Winrock International, in partnership with the East West Management Institute (EWMI), The Center for People and Forests (RECOFTC), the Wildlife Conservation Society (WCS), and the World Wildlife Fund (WWF), a four-year \$19.8 million cooperative agreement to implement the Cambodia Supporting Forests and Biodiversity program.

### **1.1 Program Rationale**

Cambodia's re-emergence from armed conflict and political insecurity in the 1990s coincided with growing international awareness of the global scale of environmental degradation and its implications for human well-being and economic stability. Income inequality, high unemployment, and conflicts over land and other natural resources all pose challenges to Cambodia's economic development. Approximately 80% of the population lives in rural areas, and an estimated 70% of these people rely almost entirely on farming, fisheries, and forestry for their livelihoods. During the 1990s, Cambodia included provisions to protect the environment in its new Constitution and ratified a number of international treaties that protect biodiversity, forests, fisheries and wildlife, and reduce climate change effects.

Direct threats to biodiversity in Cambodia include forest loss and degradation; opportunistic development (unsustainable logging, mining, and agro-industry practices); overexploitation of key species; overfishing and illegal fishing techniques; illegal harvesting of forest products; and the illegal wildlife trade. These direct threats to biodiversity are exacerbated by underlying conditions including: a lack of transparency in natural resource use and in the granting of Economic Land Concessions (ELCs); insecure land tenure rights; a lack of participation of stakeholders in NRM; conflicting jurisdictions for natural resources; poverty; and undervaluing ecological services such as water quantity and quality regulation and carbon sequestration. Healthy wildlife populations – including endangered species such as elephant, gaur, banteng, tiger and Asiatic black bears – are at risk due to habitat loss, hunting and wildlife trafficking.

With national forest cover estimated at 55% according to the 2010 Forest Resources Assessment from the United Nations Food and Agriculture Organization (FAO), Cambodia has one of the highest percentages of forest cover in the region. The Royal Government of Cambodia (RGC) has adopted a Millennium Development Goal (MDG) to maintain 60% forest cover, and has a target of placing two million hectares under Community Forest (CF) management. This would constitute approximately 20% of Cambodia's forested area. As of 2011, 400,000 hectares are under CF management through almost 450 community forests, only 100 of which have CF legal agreements in place giving them official legal status. The RGC's 2010 National Forest Program – providing a framework for the achievement of sustainable forest management – sets a target to grant legal status to 1,000 community forests by 2030.

Despite these ambitious goals, Cambodia's forests continue to be degraded by land use change and deforestation. Maplecroft's Deforestation Index of 2012 ranked Cambodia ninth among 180 countries for the highest rate of deforestation and forest loss in 2005-2010. The Index deemed Cambodia at "extreme risk" for future deforestation due to historic forest loss of over 1.4 million hectares in the last 10 years, including the loss of almost 60% of its primary (old-growth) forest cover. Forest loss, especially primary forest loss, results in habitat reduction for Cambodia's rich plant and animal species biodiversity. Deforestation and forest degradation also contribute to soil erosion and changes in watersheds critical to rice and other agricultural production and food security.

Pressures on land and natural resource use have further intensified in recent years as the Cambodian economy has continued to grow. The Index cited illegal logging and ELCs as the primary cause of deforestation in Cambodia over the past decade. Large scale agro-industrial development and weak forest and land use governance have been key contributors to deforestation and degradation. Since 2005, the pace of development in the agricultural and mining sectors has quickened and the demand for domestic timber has accelerated. As a result, the pace of allocation of forestlands to ELCs has also increased, and reportedly includes as much as 5% of Cambodia's protected areas. As forests are converted to other uses, demands on remaining forest areas and resources are escalating, creating an environment conducive to greater economic inequality and conflict over these forest areas. Consequently, current positive trends in economic growth are being achieved at the expense of forest conservation and are leading to increased GHG emissions from high rates of deforestation.

Cambodia has a unique geography with rich biodiversity – as well as a comparatively high rate of forest cover for the region – making certain forest landscapes ideal for sequestering high levels of forest carbon. Indeed, the World Conservation Monitoring Center in 2010 estimated that 2.96 gigatons of carbon are stored in Cambodia's forest ecosystems. In addition to this high carbon sequestration potential, Cambodia's diverse array of forest types include many areas of regional and global biological significance that are worthy of protection. While these are lofty goals, they can be achieved through sustained RGC, private sector and community- and individual-level commitments as well as with the support of the donor community and civil society organizations (CSOs).

## **1.2 Program Goals and Objectives**

The SFB Project's goal is to improve conservation and governance of the Eastern Plains and Prey Lang landscapes to mitigate climate change and conserve biodiversity. Participation of communities in forest management decisions will be improved under the project as one of the means of strengthening forest governance and providing meaningful incentives for increasing forest conservation. Capacity-building for community members and officials of sub-national authorities will cut across all project elements through three inter-linked objectives.

**Objective 1:** *Enhance effectiveness of government and key natural resource managers at national and subnational levels to sustainably manage forests and conserve biodiversity:*

- Promote legal designations and implementation and enforcement measures that support forest management using mechanisms with demonstrated government buy-in, from communal land titles and community forestry to Protected Forest/Protected Area management plans;
- Create a new Protected Forest in Prey Lang.

**Objective 2:** *Improve constructive dialogue on forest management and economic development at the national and sub-national levels:*

- Improve dialogue employing new, as well as tested, mechanisms to promote better decision-making and equity across various types of forest management;
- Strengthen constituencies of public opinion to influence decisions on allocating forests to other land uses.

**Objective 3:** *Increase equitable economic benefits from the sustainable management of forests:*

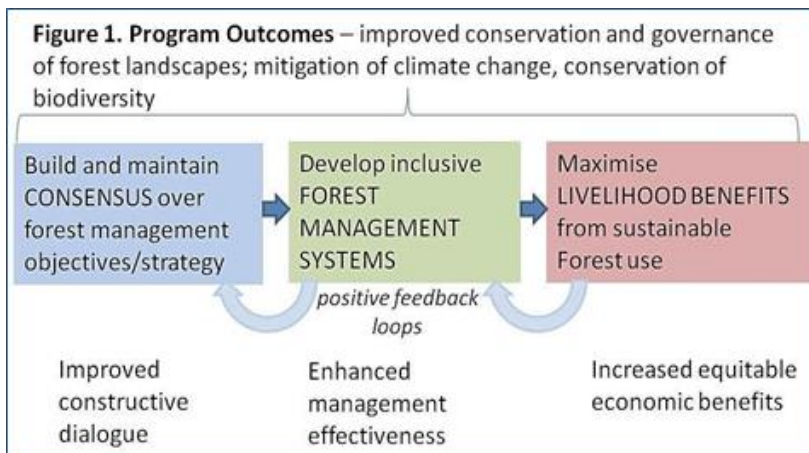
- Promote income generation activities on the basis of timber, non-timber forest products (NTFPs), tourism, and biodiversity-friendly farm product commercial enterprises, as well as through benefit-

sharing Payments for Environmental Services, or PES, mechanisms such as REDD+ or involving other environmental services.

- Develop equitable benefit-sharing revenues from REDD+ and other environmental services in the two landscapes.

### 1.3 General Strategy and Approach.

The following theory of change underscores our proposal: **Lasting change requires action across multiple geographical scales with the participation of the full range of stakeholders.** Forest



conservation is most likely to occur when the three linked requirements are in place:

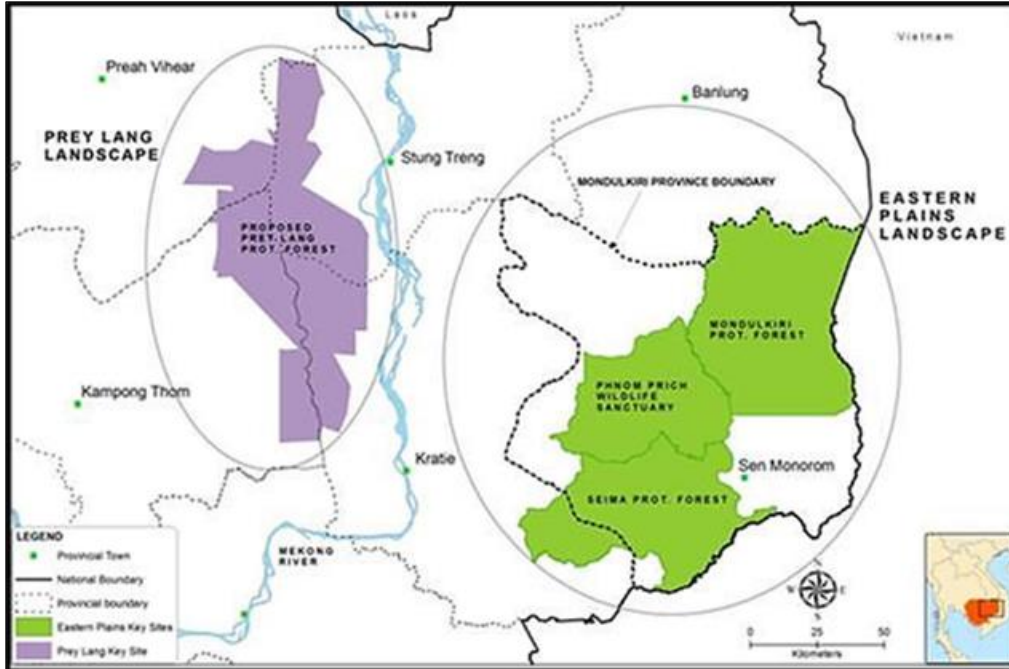
- Consensus among key stakeholders at the national, subnational levels, and local level regarding forest management objectives and strategies;
- Sufficient levels of human resource capacity and technical systems to support achievement of management objectives; and
- Mechanisms that allow economic benefits for local

livelihoods to be sustainably derived from forests and equitably distributed among stakeholders.

### 1.4 Geographic Focus

The two proposed landscapes (see **Figure 2**) present very different situations, requiring different strategies and approaches to improve conservation and strengthen governance. The large **Prey Lang landscape (PLL)** is ensconced in a critical watershed that cuts across four provinces. The unique ecological value of the core forest area extends over 80,000-100,000 hectares but approaches 300,000 hectares or more when buffer zones are included. Several forest concessionaires received approval to log some parts of the core area, but considerable overcutting led to suspension of work. Unlike the Eastern Plains landscape (EPL), no areas in the PLL have been granted protection status – no large-scale area management plans exist for sustainable forest management or conservation. However, some community forests have been, or are in the process of, designation in the periphery of the Prey Lang forest. The RGC has proposed a Protected Forest of approximately 400,000 hectares, including the “core” area.

Figure 2. SFB Target Landscapes.



In the **PLL**, our focus will be to:

- 1) Establish inter-provincial, multi-stakeholder mechanisms for applying common approaches across the landscape and building capacity for those approaches;
- 2) Develop integrated management plans for the proposed Protection Forest that directly involve and benefit indigenous and local communities;
- 3) Ensure that the management of areas outside of the proposed Protection Forest reflects a holistic approach to secure local land tenure and forest resource rights for sustainable forestry.

Conservation strategies for the EPL are more advanced than in the PLL, but the theory of change is equally relevant. Three large existing conservation areas (*Seima Protection Forest [SPF]*, *Mondulkiri Protected Forest [MPF]*, and *Phnom Prich Wildlife Sanctuary [PPWS]*), with additional actions across Mondulkiri province, have been declared Protected Areas or Protected Forests (collectively referred to as “conservation areas” in this project). This signals at least to some extent a degree of consensus in the RGC over management objectives and broad strategies consistent with the desires of most local communities. The reserves are also of proven livelihood importance to most communities. They protect watershed values and migratory fish stocks for a broader segment of Cambodian society. Natural wealth of the reserves also makes the landscape a recognizable national priority for tourism development.

### 1.5 Anticipated Program Results and Outcomes

The table below includes anticipated life of project and year one targets for preliminary Supporting Forests and Biodiversity indicators, to be revised and finalized in Year One, in collaboration with USAID. **Attachment 1** contains the full SFB Performance Monitoring and Evaluation Plan (PMEP).

**Table 1. Summary of Cambodia SFB Performance Indicators for Year One and Life of Project.**

Goal Level Indicators	Y1	LOP
G.1: Deforestation rate in priority landscape	-	15% below baseline
G.2: Number of hectares of biological significance and/or natural resources	50,000	800,000



## Cambodia Supporting Forests and Biodiversity - Year One Work Plan

under improved natural resource management as a result of USG assistance		
G.3: Quantity of greenhouse gas (GHG) emissions, measured in metric tons of CO <sub>2</sub> equivalent, reduced or sequestered as a result of USG assistance	0	1.5m metric tons
G.4: Number of stakeholders with increased capacity to adapt to the impacts of climate variability and change as a result of USG assistance	5,000	44,000
G.5: Number of people with increased economic benefits derived from sustainable natural resources management and/or biodiversity conservation	5,000	100,000
G.6: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	7	50
G.7: 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	10	50
G.8: Number of organizations with increased gender inclusion at leadership, professional, management and technical levels related to REDD+ activities	0	15
G.9: Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation.	1,000	10,000
<b>Objective 1. Enhance effectiveness of government and key natural resource managers at national and subnational levels to sustainably manage forests and conserve biodiversity</b>		
1.1.1: Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance to national-level actors	2,000	25,600
1.2.1: Number of Community Forest, Community Protected Area, or indigenous land titles granted as a result of USG assistance	0	30
1.2.2: Number of management plans drafted and implemented	0	20
1.3.1: Number of stakeholders actively engaged in improved forestry management practices	5,000	35,000
1.3.2: Number of stakeholders in targeted landscapes that exhibit understanding of major conservation, forestry and climate practices	5,000	35,000
<b>Objective 2: Improve constructive dialogue on forest management and economic development at the national and sub-national levels</b>		
2.1.1: Increase in forums on forest and land management that integrate community representatives.	10%	50%
2.2.1: Percentage of individuals from targeted populations showing increased knowledge on forest and resource management issues and REDD+.	10%	75%
2.2.2: Number of stakeholders using climate information in their decision making.	1,000	23,000
2.3.1 Number of person hours of training in mediation, conflict management, negotiation, and facilitation skills provided with USG assistance	4,000	26,500
2.3.2: Number of stakeholders reporting reduced extra-legal conflict due to land- and resource-related disagreements in priority landscapes.	5,000	30,000
<b>Objective 3: Increase equitable economic benefits from the sustainable management of forests:</b>		
3.1.1: Percent increase in income levels of target community due to economically viable alternative livelihood activities	-	50%
3.1.2: Number of NTFP value chain market linkages strengthened	0	4
3.2.1 Number of model actions, methodologies, protocols, tools and technologies developed and adopted by partners and stakeholders	5	20
3.3.1 Milestones achieved in REDD+ readiness	0	2
3.3.2 Number of people with improved livelihoods from alternative income generating activities	3,000	30,000

## 1.6 Program Implementation Strategies

The Winrock team's strategy to reach USAID's goal for Supporting Forests and Biodiversity (SFB) is to apply our proven methodologies and protocols for greenhouse gas (GHG) mitigation and our experience with emerging national REDD+ systems in the region to build on established government and local relationships to expand constructive dialogue by scaling up and replicating our partner's successful initiatives such as the Monduliri Provincial Conservation Planning Unit (PCPU), and collaborative work with the Prey Lang Community Network that focuses on the land and resource rights of poor and vulnerable communities.

## 2.0 Year One Components and Activities

This work plan describes both the overall implementation strategy for the Cambodia Supporting Forests and Biodiversity program and details the implementation approach and planned activities for the three project objectives and cross-cutting activities. Quarterly and annual performance reports will provide detailed description of Project activities and progress towards anticipated Project results by objective. The presentation of each objective includes:

- An overview of the implementation approach for each objective and sub objective;
- A brief description of the indicators, approach, and activities for achieving objective results;
- A table summarizing the milestones targeted for each objective through the end of FY 2013 for each performance indicator from the Cambodia Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan (PMEP).

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

#### **Approach**

Under Objective 1 to enhance effectiveness of government and key natural resource managers to sustainably manage forests and conserve biodiversity, the project plans to:

- Provide training and stakeholder participation in applications which promote legal designations and implementation and enforcement measures which support forest management using mechanisms with demonstrated government buy-in, from community forestry through communal land titles to Protected Area management plans.

The project's overall goal is to improve conservation and governance of the Eastern Plains Landscape (EPL) and the Prey Lang Landscape (PLL) to mitigate climate change and conserve biodiversity. These two landscapes are of critical importance for forest and biodiversity conservation and will provide a core focus for project activities. The SFB project will engage with line ministries across both landscapes to achieve these outcomes through supporting a suite of land tenure and land-use instruments that link to all aspects of project design. The project consortium's partners are well-placed to expand the use of these tools and have in-depth experience in assisting government agencies and local communities in their implementation.

The instruments which will be employed in achieving project objectives include the following:

- Protected Forests and Protected Areas. These have among the highest levels of legal protection. Developing formal management plans and supporting their implementation and enforcement is, therefore, an efficient way to improve forest protection over large areas under a clear legal mandate;
- Community Forestry (CF). Community Forestry provides registered groups with a 15-year renewable set of management and harvest rights, primarily for non-timber forest products (NTFPs), fuelwood and poles;
- Partnership Forestry (PF). This is a variant of community forestry which makes Commune Councils the starting point for the management of forests within a particular commune. Communes establish effective working relationships to manage forests in a mutually-beneficial manner with the national Forestry Administration. Partnership Forestry was originally intended to comprise a mix of different management modalities and offers considerable scope for utilizing decentralization and deconcentration (D&D) reforms to encourage sustainable forest co-management.
- Community-based Production Forestry (CBPF). This is another variant of Community Forestry that has been piloted by WCS and government partners since 2007. It incorporates the sustainable harvest and sale of high value timber under existing Community Forestry regulations and its results will draw considerable interest from stakeholders at all levels of management;
- Community Conservation Forestry (CCF). Community Conservation Forestry has been piloted by WWF and government partners since 2009. It applies the Community Forestry approach within Protected Forests and enables communities to improve their management and commercialization of NTFPs. RECOFTC has been supporting the revision of the national legal instrument to incorporate procedures for other alternative Community Forestry modalities (i.e., CCF, CBPF and PF), as well, into the current Community Forestry proclamation (Prakas).
- Community Protected Areas (CPAs). These are similar to Community Conservation Forests, but are applied in Ministry of Environment (MOE)-managed areas (e.g., wildlife sanctuaries). RECOFTC is currently supporting the revision of the Prakas that will define CPA procedures and there are provisional plans under the project to establish Community Protected Areas and Community Conservation Forests; and
- Indigenous Communal Land Titles (ICT). These extend to residential, agricultural and fallow swidden lands and complement other designations which are concentrated on forest land. These titles provide enhanced security for indigenous communities that must confront serious threats associated with land grabbing. WCS has been at the forefront of efforts to implement this approach since 2003, collaborating with line agencies to provide long-term support to one of three villages selected to pilot the approach. The project will extend these initiatives to other villages in the EPL, where this approach is of much greater relevance than to communities in the PPL since the majority of communities in the EPL are indigenous and identify themselves as such, unlike the prevailing community situation in the PLL.

In each of the four provinces of the PLL, the critical difference in approaches in the application of these instruments is that there will be a comparable emphasis on the buffer zones surrounding the proposed Protected Forest as much as on the Protected Forest itself. In that landscape, efforts will be made to extend one or another of the instruments, or even to develop another modality, to provide a structure that will be more explicitly based on principles of co-management between local communities and the government. In the EPL, the application of the instruments will be more concentrated inside conservation areas, especially in Forestry Administration sites in the Seima Protected Forest (SPF) and the Mondulkiri Protected Forest (MPF), as well as to some extent in community forestry and indigenous community land title areas adjacent to protected areas. The areas of community forests range from about 2,000 to 10,000 hectares, while the ICTs, which are much smaller, range in size from one to two thousand hectares.

The other major mechanism that will be employed through this project is Payments for Ecosystem Services (PES), with a particular emphasis on REDD+ activities, although other PES approaches will also be trialed, especially in succeeding years of the project after the lessons learned as the result of the Seima

Protected Forest REDD+ Core Area activities have been incorporated into the project's planned initiatives. The implementation of REDD+ activities at both the site level and at the sub-national, or provincial, level should strengthen forest protection and drive enhanced management and community safeguards with positive outcomes. Cambodian legal frameworks for REDD+ are currently under development and there are strong national policy signals indicative of government commitment. WCS will act as lead technical partner to the Forestry Administration, with additional support provided through Winrock International. The pilot site extends over a Core Area of 180,000 ha with 20 participating villages. The Project Design Document is expected to be submitted for validation under the leading voluntary market standards (Verified Carbon Standard [VCS] and Climate, Community and Biodiversity Standard) in the early months of the first year of the project. It has been adopted as a demonstration site under the National REDD+ readiness program and is expected to commence sales of carbon credits in 2014 or 2015.

The lessons learned from the Seima Protected Forest REDD+ pilot, as well as from other REDD+ activities in the country, including the recent experiences with the planned carbon credit program in Oddar Meanchey province, will also be applied to the development of REDD+ activities in the PLL. Initiatives there are at a much earlier stage of development, but the area is under consideration by the Forestry Administration as a REDD+ target site and the Japanese government is currently supporting a feasibility study there implemented through Conservation International Japan.

With regard to the sub-national REDD+ provincial level demonstration, the project's emphasis will be on Mondulkiri province, which was previously identified by the National REDD+ Roadmap as one of two candidate provinces - the other was Oddar Meanchey - for development of pilot sub-national REDD+ activities, in part because of the opportunity to expand the achievements of the Core Area REDD+ pilot activities in the Seima Protected Forest. The SFB project will specifically support: (a) line ministries to develop the sub-national REDD+ mechanism in Mondulkiri province; (b) site-level REDD+ projects, including the Seima Protected Forest Core Area REDD+ pilot in the EPL; and (c) development of REDD+ at the project site scale in Prey Lang.

The project will achieve this overall objective through three sub-objectives, which focus on strengthening technical capacities of relevant stakeholders at: first, the national level to support sub-national efforts for sustainable forest management, biodiversity conservation, and REDD+ ; second, the sub-national level to enable authorities to fulfill their evolving responsibilities in the forest management sector and to utilize D&D reforms for sustainable forest management; and, third, the local level to support the sustainable management of forestlands and the conservation of biodiversity through participatory processes, community-based natural resource and forest management, and the pursuit of land management designations, especially the various modalities of Community Forests.

**Sub-objective 1.1:** National level capacity to support sub-national efforts for sustainable management of forests, biodiversity conservation, REDD+, and low-emissions development strengthened.

**Indicator 1.1.1:** Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance to national-level actors (**Year 1 – 2,000; LOP – 25,600**).

### Approach

At the national level, the SFB project will support technical capacity building through the implementation of workshops, formal training and the mentoring of counterparts which address technical weaknesses and information gaps of forestry and environment national government staff. We will support line ministries to develop and implement REDD+ at the sub-national scale in Mondulkiri province, as well as in the Prey Lang landscape, on the basis of consultations with grassroots stakeholders. We will

collaborate with other donors in the development of MOUs with Cambodian universities in curriculum development and teacher training activities and we will increase technical abilities required for fact-based decision making and support the definition and implementation of applicable social and environmental safeguards for REDD+.

The project will also promote the participation of civil society leaders from the PLL, EPL and beyond those landscapes in national level policy processes, such as those which are described below, including determining the scope and content of training and awareness raising activities.

## **Activities**

**1.1.1** Design and implement training programs on Sustainable Forest Management, Biodiversity Conservation and REDD+ relevant to implementation requirements in the EPL and PLL (*NI: Support to national-level technical capacity building*).

*Tasks:* a) Identify training requirements of selected stakeholders at the national level in government agencies, universities, and associated with civil society networks on the basis of the capacity needs assessments previously completed by Winrock International and RECOFTC and the current status of activities under the UN-REDD National Programme and other initiatives supporting the REDD+ Roadmap, as well as on the basis of other similar assessments; and b) Initiate training programs linked to those assessments, building in the REDD+ instance on the technical expertise of Winrock International and experience and lessons learned from the Seima Protected Forest REDD+ demonstration site.

Illustrative topics that would also be informed through discussions with the regional LEAF project implemented through Winrock International, under which several of these topics are regional themes, might include the following: tropical forest ecology; forest measurements; forest stand dynamics; land use planning; ecosystem diversity; case studies in sustainable forest management and biodiversity conservation; integration of sub-national and project-level REDD activities into the national program; development of reference emission levels of greenhouse gases; forest degradation and monitoring, reporting and verification standards; resource valuation and cost-benefit analysis; the use of USAID's carbon calculator; and the various other community-based sustainable forest management instruments which were identified above.

**1.1.2** Collaborate with other donors in the development of working relationships and the establishment of Memoranda of Understanding (MOUs) with Cambodian universities, including the Royal University of Agriculture and Prek Leap National School of Agriculture, in curriculum development and other initiatives associated with teaching and learning about sustainable natural resources management, biodiversity, REDD+-related issues, payments for environmental services (PES), approaches to resource valuation and climate change adaptation and mitigation. (*NI: Support to national-level technical capacity building*).

*Tasks:* a) Map current donors and donor-supported projects collaborating with Cambodian universities in curriculum development and the development of teacher training modules; b) Identify suitable universities and explore possible curriculum development activities and support to forestry and environment programs, such as the means to incorporate carbon stock and biodiversity assessments into those programs; and c) Leverage other learning and teaching opportunities in collaboration with the regional LEAF project and the USAID/Cambodia HARVEST project, which are currently coordinating activities associated with the development of several curriculum modules for the Royal University of Cambodia and the Royal University of Agriculture.

**1.1.3** Technical feasibility analyses for planned interventions (*N2: Increase technical abilities for fact-based decision-making*).

*Tasks:* a) Collate existing data for both landscapes on forest cover assessments, forest carbon stock surveys and drivers of land-use change, identify current gaps, and conduct further analyses, including assessments such as those of hydrologic conditions, as might be required; b) Develop a technical plan for implementation of REDD+ at the sub-national scale in Monduliri province; c) Support the development of REDD+ in the Prey Lang Landscape, which covers portions of the provinces of Kompong Thom, Preah Vihear, Stung Treng, and Kratie, through the promotion of technical and financial assessments of its potential sustainability; and d) Establish links with the USAID regional ‘Adaptation and Resilience to Climate Change’ program and using their projections of expected climate change in Monduliri province, promote informed discussions of potential adaptation strategies among national and sub-national government, civil society organization, private sector and local community stakeholders.

**1.1.4** Support to implementation of REDD+ safeguards in the two SFB landscapes (*N3: Support the definition and implementation of applicable social and environmental safeguards systems*).

*Tasks:* a) Consult with the REDD+ Task Force, line agencies and other stakeholders on options for safeguards systems in the two landscapes, including the option to use the landscapes as pilot areas for application of the REDD+ Social and Environmental Standards (SES) initiative (see [www.redd-standards.org](http://www.redd-standards.org)); b) Identify links between existing Cambodian legislation and REDD+ social and environmental safeguards, including recognition of, and respect for, the customary rights of indigenous peoples, local communities, and women, and the inclusion of biodiversity; c) Explore lessons learned through assessments of safeguards and rights experiences in the pilot sites, recognizing both REDD+ and other NGO-supported protection areas and the manner in which those might be scaled up most effectively; d) Develop training courses for government officials and other key stakeholders on REDD+ social and environmental safeguards; and e) Conduct workshops and exchange visits of government officials to support the development of social and environmental safeguards at the national level, including coordination with the LEAF program Cambodia Country Director to facilitate stakeholder participation in LEAF- and United States Government-sponsored training programs, such as the one on ‘Forest Carbon Markets and Communities’ training on social and environmental soundness.

**1.1.5** Policy support to ensure that governing regulations are consistent with the Cambodian REDD+ Task Force’s policy objectives and/or strategic frameworks (*N1: Support to national-level technical capacity building*).

*Tasks:* a) Collaborate with LEAF and the UN-REDD program to evaluate current gaps in governing regulations for supporting REDD+ activities.

**Key Deliverables**

- Design of short courses/seminar series linked to implementation of project activities.
- Skill improvement through workshops and training sessions.
- Establishment of MoUs with the Royal University of Agriculture, Prek Leap National School of Agriculture, and other Cambodian universities.
- Collated and project-derived data on forest cover, forest carbon stocks, land uses, hydrology, and drivers of deforestation in the EPL and the PLL, updated as required.
- Feasibility assessment of REDD+ activities in the PLL.
- Technical design of implementation plan for REDD+ activities in Monduliri.

- Report on agreed social and environmental safeguards and implementation processes in the PLL and the EPL to inform the process of developing national safeguards.
- Organization of workshops and a training plan for government officials and other stakeholders on SES safeguards in the EPL.
- Integration of REDD+ into National Forestry planning.
- Inputs to the Ministry of Environment to support its efforts to prepare a national management plan for Protected Areas.

:

**Sub-Objective 1.2:** Sub-national Administration (SNA) and sub-national line ministry capacity to effectively meet evolving responsibilities in forest management sector increased.

**Indicator 1.2.1:** Number of Community Forest, Community Protected Area, or indigenous land titles granted as a result of USG assistance (**Year 1 – 0; LOP – 30**).

**Indicator 1.2.2:** Number of management plans drafted and implemented (**Year 1 – 0; LOP – 20**).

**Sub-Objective 1.3:** Local-level technical skills for forest management and biodiversity conservation to support community-based natural resources management (CBNRM) improved.

**Indicator 1.3.1:** Number of stakeholders actively engaged in improved forestry management practices (**Year 1 – 5,000; LOP – 35,000**).

**Indicator 1.3.2:** Number of stakeholders in targeted landscapes that exhibit understanding of major conservation, forestry and climate practices (**Year 1 – 5,000; LOP – 35,000**).

### Approach

These two sub-objectives are most effectively addressed collectively to ensure efficiency and enhance project emphasis on participation, co-management and the achievement of practical outcomes. The project's approach at the sub-national level will support the establishment and implementation of legal land tenure and forest management instruments. This will provide the opportunity to improve the management of natural resources and biodiversity through the participation of sub-national government officials and local communities in the implementation of those instruments. Complementing that process, the project will strengthen the technical and institutional capacity of SNAs and district and provincial-level officials, while developing community capacity to participate in and, where possible, lead, processes to sustainably manage forest resources in the two landscapes.

### Activities

**1.2.1** Support capacity building of SNA line ministries and participating communities in the design, establishment and sustainable management of forests within, as well as surrounding, conservation areas and the proposed Prey Lang Protected Forest (*SN3: Support legal land tenure and/or use instruments; SN6: Build the technical and institutional capacity of Sub-National Administrations (SNAs) and district and province-level officials*).

**Tasks:**a) Develop, in collaboration with the Forestry Administration, a revised draft management plan for the Mondulkiri Protected Forest, including an updated zonation plan; b) Develop an action plan in collaboration with the Ministry of Environment (MoE) for drafting the Phnom Prich Wildlife Sanctuary management plan and evaluate opportunities for extending support to the management of Community Protected Forests under the jurisdiction of the MoE; c) Provide management support to the Mondulkiri Protected Forest, the Phnom Prich Wildlife Sanctuary and the Seima Protected Forest; d) Continue support to the development of the Seima Protected Forest Core Area REDD+ pilot; e) Initiate the

demarcation of conservation areas; f) Develop training courses for conservation areas, especially for Protected Forests and protected areas' management staff, including the monitoring of forest management effectiveness; g) Coordinate with the LEAF Cambodia Country Director to facilitate the participation of government officials and various other stakeholders in LEAF- and United States Government-sponsored regional training programs, such as the one on the 'Forest Degradation Monitoring Options Regional Workshop' organized with the United States Forest Service, as well as initiate a Google training program in collaboration with the Forestry Administration for testing a regional Participatory Forest Monitoring manual's tools; h) Support the multi-stakeholder process to establish the Prey Lang Protected Forest through awareness raising, consultations, and technical and legal reviews; i) Establish coordination mechanisms with other similar projects (e.g., the ADB Biodiversity Conservation Corridors project in the EPL and the European Union Community Forestry project on the periphery of the PLL); and j) Collaborate with the LEAF program, which developed a regional framework for the evaluation of national and sub-national institutions, to strengthen institutional work planning processes and technical capabilities to measure, monitor, report, verify and reduce greenhouse gas emissions; promote carbon capture and sequestration measures; and assist the Royal Cambodian Government in its efforts to meet its responsibilities under the United Nations Framework Convention on Climate Change (UNFCCC).

**1.2.2** Support capacity building of line ministries and participating communities through the establishment and management of community-managed forest areas and land titles, such as Community Forests (CF), Partnership Forests (PF), Community-based Production Forestry (CBPF) areas, Community Conservation Forests (CCF), Community Protected Areas (CPAs) and Indigenous Communal Land Title (ICT) areas (*SN3: Support legal land tenure and/or use instruments, SN4: Enhance government/natural resource manager effectiveness to improve local governance of natural resources; and SN6: Build the technical and institutional capacity of Sub-National Administrations (SNAs) and district and province-level officials*).

*Tasks:* a) Collaborate with line agencies in both landscapes, particularly with the Forestry Administration, to develop and pilot new modalities for community management of forests; b) Support the design and establishment of Community Forests, Partnership Forests, Community-based Production Forestry areas, Community Conservation Forests and Community Protected Areas where appropriate in both project landscapes; c) Support the establishment of Indigenous Community Land Titles in the Seima Protected Forest and continue monitoring their implementation; d) Develop training courses for the Ministry of Agriculture, Forestry and Fisheries (MAFF), MoE and other line agency staff to implement those modalities; e) Strengthen the technical and management capabilities of Community Forestry organizations and other relevant groups; f) Demarcate Community Forests, Community-based Production Forestry areas, Community Conservation Forests, Community Protected Areas and Indigenous Community Land Title areas; g) Identify modalities for incorporating forest management into local governance processes, particularly the D&D process (e.g., commune development planning and Partnership Forestry); and h) assist SNAs to review their roles in the context of legal changes resulting from decentralization and the new Organic Law.

**1.2.3** Enhance the incorporation of information on biodiversity and assessments of forest carbon considerations into spatial planning and management planning (*SN5: Develop wildlife/biodiversity management plans*).

*Tasks:* a) Conduct biodiversity surveys and monitoring to inform management planning, including coordination and cooperation with ongoing biodiversity surveys by the University of Copenhagen in the PLL; b) Provide a basis for long-term sustainability through mentoring and training courses; c) Incorporate biodiversity and the consideration of carbon assessments information into boundary decisions and zonation in conservation areas and management plans for Community Forests, Partnership Forests, Community Protected Areas, Community Conservation Forests, and Community-based Production



Forestry areas; d) Identify a platform for biodiversity and forest carbon information storage and data management and public dissemination; and e) exchange protocols with other users and providers of biodiversity and forest carbon information to enhance data comparability.

**1.2.4** Development of sub-national (provincial) REDD+ demonstration activities (*SN3: Support legal land tenure and/or use instruments, SN4: Enhance government/natural resource manager effectiveness to improve local governance of natural resources; and SN6: Build the technical and institutional capacity of Sub-National Administrations (SNAs) and district and province-level officials*).

*Tasks:* a) Organize workshops or other awareness raising and discussion events with the National REDD+ Task Force, line agencies, provincial authorities and local stakeholders, including engagement with agriculture, mining and other sectors which impact economic development and forest resources management, to develop approaches to sub-national REDD+ in the EPL and PPL by linking and reinforcing site-based management plans developed by line agencies and local communities; b) Initiate analyses of forest cover and deforestation rates in the two landscapes; c) Develop plans for forest carbon assessments in collaboration with Winrock International using terrestrial carbon assessment tools provided through its regional LEAF program in association with Forest Carbon Asia and LEAF's 'REDD Desk' information dissemination platform; and d) Exchange information with Winrock International and the LEAF project on national REDD+ accounting frameworks, formerly referred to as 'nesting,' to accelerate the policy review process associated with REDD+ demonstration activities.

**Key deliverables**

- Updated draft of the Prey Lang Protected Forest decree and initial proposal for its co-management within the broader PLL.
- Revised draft management plan for the Mondulkiri Protected Forest, including updated zoning proposals.
- Action plan for developing the Phnom Prich Wildlife Sanctuary management plan.
- Validated Project Design Document by an accredited third party auditor to obtain carbon credits through the voluntary market for the Seima Protected Forest Core Area REDD+ pilot.
- Enhanced management indicators and staff capacities in the three EPL conservation areas.
- Measurable progress through the sequence of declaration, management planning and implementation in targeted Community Forests, Protected Forests, Community-based Production Forestry areas, Community Conservation Forests, Community Protected Forests and Indigenous Community Land Title areas.
- Strengthened institutional work planning processes and improved capacity of government officials and local communities to support those processes through line agencies and/or commune development planning.
- Availability of biodiversity data and carbon assessment updates to inform site management planning.
- Agreed implementation plan for sub-national REDD+ in each of the project's landscapes.

**Objective 1 Key Results – Year 1**

- Prey Lang Protected Forest decree and co-management proposal drafted.
- Project Design Document for the Seima Protected Forest Core Area REDD+ pilot validated.
- Plan for implementation of sub-national REDD+ in Mondulkiri province, based on a national accounting framework, completed.
- Social and environmental standards safeguards and implementation process in the PLL and EPL agreed.
- Training courses and programs for conservation areas, including Community Forests, Protected Forests, Community-based Production Forestry, Community Conservation Forests, Community Protected Areas and Indigenous Community Land Title areas, organized.
- Mondulkiri Protected Forest zoning and management plan drafted.
- Action plan for Phnom Prich Wildlife Sanctuary management planning agreed.
- Biodiversity data updates to inform site management planning available.

**Objective 1 Key Indicators – Year 1**

**G.2:** Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance: **50,000**

**G.7:** 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: **10**

**G.9:** Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation: **500**

**1.1.1:** Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance to national-level actors: **2,000**

**1.3.1:** Number of stakeholders actively engaged in improved forestry management practices: **5,000**

**1.3.2:** Number of stakeholders in targeted landscapes that exhibit understanding of major

**Cambodia Supporting Forests and Biodiversity - Year One Work Plan**

**Objective 1 Key Deliverables for Year One**

<i>Objective 1: Enhance effectiveness of government and key natural resource managers at national and sub-national levels to sustainably manage forests and conserve biodiversity.</i>						
<i>Sub Objective 1.1. National level capacity to support the sustainable management of forests, biodiversity conservation, REDD+, and low-emissions development strengthened.</i>						
Activities	Key Deliverables	Q1	Q2	Q3	Q4	Contributions to Indicators
<b>1.1.1</b> Training Program on REDD+ and Sustainable Forest Management	Design of short courses/seminar series linked to implementation of project activities					<ul style="list-style-type: none"> <li>• G9: Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation.</li> <li>• (1.1.1): Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance to national-level actors.</li> </ul>
	Skill improvement through workshops and training sessions					
<b>1.1.2</b> Collaborations with universities	Establishment of MoUs with the RUPP and the Royal University of Agriculture					<ul style="list-style-type: none"> <li>• G6: Number of institutions with improved capacity to address climate change issues as a result of USG assistance.</li> </ul>
<b>1.1.3</b> Technical feasibility analyses for planned interventions	Collation of existing and project-derived data sets on forest cover, forest carbon stocks, hydrology, and drivers of deforestation					<ul style="list-style-type: none"> <li>• G7: 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.</li> </ul>
	Feasibility assessment of REDD+ in the PLL					
	Technical design of implementation plan for REDD+ in Mondulkiri.					
<b>1.1.4</b> Support to implementation of REDD+ safeguards	Report on agreed social and environmental safeguards and implementation processes in the PLL and the EPL to inform the process of developing national safeguards.					<ul style="list-style-type: none"> <li>• G6: Number of institutions with improved capacity to address climate change issues as a result of USG assistance.</li> <li>• G9: Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation.</li> <li>• (1.1.1): Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance to national-level actors.</li> </ul>
	Organization of workshops and a training plan for government officials and key stakeholders on social and environmental safeguards in the EPL					
<i>Objective 1: Enhance effectiveness of government and key natural resource managers at national and sub-national levels to sustainably manage forests and conserve biodiversity.</i>						
<i>Sub-Objective 1.2: 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>						
Activities	Key Deliverables	Q1	Q2	Q3	Q4	Contribution to Indicators

**Cambodia Supporting Forests and Biodiversity - Year One Work Plan**

<p><b>1.2.1</b> Support and capacity building to line ministries and communities on design, establishment and sustainable forest management</p>	<ul style="list-style-type: none"> <li>▪ Updated draft of the Prey Lang Protected Forest decree and initial proposal for its co-management</li> <li>▪ Revised management plan for Mondulkiri Protected Forest, including updated zoning proposals</li> <li>▪ Action plan for developing the Phnom Prich Wildlife Sanctuary management plan</li> <li>▪ Validated Project Design Documents for the Seima Core Area REDD+ pilot</li> <li>▪ Enhanced management indicators and staff capacities in the three EPL conservation areas</li> </ul>				<ul style="list-style-type: none"> <li>• G2: Number of hectares of biological significance and/or natural resources under improved management as a result of USG assistance.</li> <li>• G6: Number of institutions with improved capacity to address climate change issues as a result of USG assistance.</li> <li>• G9: Number of people receiving USG-supported training in natural resources management and /or biodiversity conservation.</li> <li>• (1.1.1) Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance to national –level actors.</li> <li>• (1.3.1) Number of stakeholders actively engaged in improved forestry management practices.</li> <li>• (1.3.2) Number of stakeholders in targeted landscapes that exhibit understanding of major conservation, forestry and climate practices.</li> </ul>
<p><b>1.2.2</b> Support capacity building to line ministries and communities through the establishment and management of community-managed forest areas and land titles</p>	<ul style="list-style-type: none"> <li>▪ Measurable progress through the sequence of declaration, management planning and implementation in targeted CF, PF, CBPF, CCF, CPA and ICT areas</li> <li>▪ Improved capacity of government officials and local communities to support processes to establish community-managed forest areas and land titles through line agencies and/or commune development planning</li> </ul>				<ul style="list-style-type: none"> <li>• G6: Number of institutions with improved capacity to address climate change issues as a result of USG assistance.</li> <li>• G7: 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.</li> <li>• G9: Number of people receiving USG-supported training in natural resources management and /or biodiversity conservation.</li> <li>• (1.1.1) Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance to national –level actors.</li> <li>• (1.3.1) Number of stakeholders actively engaged in improved forestry management practices.</li> <li>• (1.3.2) Number of stakeholders in targeted landscapes that exhibit understanding of major conservation, forestry and climate practices.</li> </ul>

**Cambodia Supporting Forests and Biodiversity - Year One Work Plan**

	Provision of sub-grants to deliver climate change adaptation training				<ul style="list-style-type: none"> <li>• G4: Number of stakeholders with increased capacity to adapt to the impacts of climate variability and change as a result of USG assistance.</li> <li>• (2.2.2): Number of stakeholders using climate information in their decision making.</li> </ul>
<b>1.2.3</b> Enhance the incorporation of biodiversity information into spatial planning and management planning	Availability of biodiversity data updates to inform site management planning				<ul style="list-style-type: none"> <li>• G7: 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.</li> <li>• G9: Number of people receiving USG-supported training in natural resources management and /or biodiversity conservation.</li> <li>• (1.1.1) Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance to national –level actors.</li> </ul>
<b>1.2.4</b> Development of sub-national REDD+ demonstration activities	Implementation plan for sub-national REDD+ in each of the project’s landscapes.				<ul style="list-style-type: none"> <li>• G7: 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.</li> <li>• G9: Number of people receiving USG-supported training in natural resources management and /or biodiversity conservation.</li> <li>• (1.1.1) Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance to national –level actors.</li> </ul>

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

**Approach**

Under Objective 2 to improve constructive dialogue on forest management and economic development, the project plans to:

- Improve dialogue employing new, as well as tested, mechanisms to promote better decision-making and enhance equity across various types of forest management;
- Strengthen constituencies of public opinion to influence decisions on allocating forests to other land uses.

The achievement of the overall program outcomes requires a shared understanding of the objectives and strategies for forest management within the target landscapes that is consistent with, as well as informs, the national dialogue on forest governance. Establishing such understanding entails accurate information on the socio-economic and biological contexts of the areas concerned, safe spaces to discuss and develop sustainable approaches to management, stakeholders willing and able to understand and utilize information, and the reconciliation of contending development objectives and plans, with resulting negotiations to balance competing tradeoffs.

The project team will approach the process of diffusing information by supporting the development of effective dialogue on forest management and economic development at the sub-national level, focusing its efforts on building the capacity of stakeholders to collect and utilize information and engage government decision makers, the private sector and other stakeholders in the most effective manner. The information developed within forums and the lessons learned from their operation will be imparted into national level discussions as part of a coherent presentation of information from project sites.

Conservation management and community participation are at different stages of development in the two project landscapes and, hence, the tasks under this objective will differ to some extent in each of those landscapes. In the EPL, large conservation areas have previously been declared and there is an extensive history of management, with some existing consultation structures, including site-level systems. A Provincial Conservation Planning Unit (PCPU), on which to base prospective planning, which was supported by the Asia Development Bank during the implementation of the first phase of its Biodiversity Conservation Corridors project, will be reactivated in Mondulakiri. The PCPU was an effective mechanism to integrate environmental and social priorities into land-use planning decisions at the provincial level through the establishment of the unit in provincial offices at the request of the provincial authorities. Conditions in the PLL are at a much earlier stage of evolution, with active debate over the siting of conservation areas, other land-use designations - particularly economic land concessions and mining concessions - and the level of involvement of local communities in management decision-making processes. This has resulted in a smaller number of institutionalized consultation structures in the PLL. There are, nevertheless, active community networks with which the SFB plans to interact in seeking to increase the level of constructive engagement between local communities and government organizations. In both the EPL and the PLL, the project team will strive to extend the role that the national Commune Development Planning (CDP) process assumes in advancing community interests in forest management, particularly in view of potential legal changes that may occur with prospective review of the Forestry Law. The project will coordinate closely with line ministries, especially those of the Forestry Administration in the Ministry of Agriculture, Forestry and Fisheries, and the Ministry of Environment, to ensure that local-level priorities are linked to, and reconciled with, national level planning. The advancement of the process will continue to depend to some extent on the allocation of local government

budgets, but funds to support the process will be provided in the EPL through the ADB Biodiversity Conservation Corridors project with which project partners WCS and WWF remain engaged.

The SFB will achieve Objective 2 through three sub-objectives which collectively concentrate on building technical capacities of relevant actors and developing the structures required to enable multi-stakeholder decision-making in order to: i) enhance stakeholder participation in formal national and sub-national planning processes; ii) increase the level of understanding among stakeholders of forest management options through awareness raising and the generation of information; and iii) strengthen the communication skills of stakeholders, especially local community representatives, to implement effective and equitable government management processes.

**Sub-Objective 2.1:** Effective stakeholder participation in national and sub-national planning processes affecting forest land management and economic development increased.

**Indicator 2.1.1:** Increase in forums on forest and land management that integrate community representatives. (Year 1 – 10%; LOP – 50%).

### Approach

In each of the landscapes, support to participatory stakeholder dialogue will follow a similar format that will incorporate these steps:

- The mapping of stakeholders to support full participation;
- The facilitation of multi-stakeholder fora to allow for information to be shared and broader access to decision making; and
- Support for capacity building of these groups to strengthen engagement through representation, understanding and the use of information, feedback and consultation.

Activities will occur across the full range of sub-national venues and will inform and influence national debate through presentation of a coherent representation of forest management priorities in the selected landscapes. The balance of those activities will vary between sites due to differences in existing management structures and the strength of existing civil society and indigenous groups.

In the Eastern Plains Landscape, the large existing conservation areas, combined with a strong conservation focus of many local groups, provide an excellent basis on which to develop participatory stakeholder dialogue. Activities will emphasize the strengthening of existing and evolving structures at different levels and facilitating the flow of information.

In Prey Lang, an active process of stakeholder dialogue has previously been initiated, with a focus on efforts to establish a Protected Forest in the center of the landscape. EWMI has played a critical role in those activities, with support from USAID. Local communities have expressed support for increased protection for Prey Lang, but want greater participation in the demarcation and management process. No landscape-scale forum for dialogue yet exists, however, and much must be accomplished to improve communications and link existing networks and groups.

The most pressing task in Prey Lang is to strengthen the growing constituency that supports the enhanced protection of the landscape. This will have a pivotal effect on the direction that forest management takes in the Prey Lang Forest. The project will promote dialogue through a variety of formal and informal channels. In collaboration with the Prey Lang Community Network (PLCN), the project will support stakeholder groups to organize, develop and present information related to the area and facilitate progress toward its legal designation as a Protected Forest. Since the PLL extends over four provinces, this will

require both considerable coordination of different stakeholder groups and will have to occur at a number of levels to allow for those different groups to understand the broader discussion and gain effective representation at the provincial level. The project will target initial efforts in the organization of these various groups and the development of coherent objectives for Prey Lang within these constituencies.

## **Activities**

- 2.1.1** Mapping key local stakeholders to support comprehensive stakeholder participation incorporating gender representation (*SN1: Support participatory stakeholder dialogues*).

*Tasks:* a) Commence dialogue in the PLL by reviewing current land uses and mapping local stakeholders to support full participation through a scoping of civil society organizations (CSOs), introducing the project and investigating the means of leveraging synergies from ongoing activities while avoiding conflicts, as well as through the mapping of local government institutions and line agencies and the private sector, incorporating agricultural land concessionaires and mining companies into the mapping activities; (b) Organize an inception workshop in each landscape to engage stakeholders in a discussion of the most effective means to initiate meaningful dialogue; and c) Incorporate the concept of ‘safe spaces,’ or meeting places in which members of local communities are able to discuss issues of common concern without apprehension or expectations of recriminations, into the Prey Lang Landscape Inception Workshop to prepare those communities to participate more effectively in multi-stakeholder discussions.

- 2.1.2** Provide material and financial support to the Prey Lang Community Network to allow them to emerge as a more effective force for community-based natural resource management. (*SN1: Support participatory stakeholder dialogues; SN5: Develop NRM management plans*).

*Tasks:* a) Support the Prey Lang Community Network in efforts to develop evidence-based positions regarding the Prey Lang Protected Forest and the broader landscape surrounding it; and b) Provide the network, as well as other stakeholder and community groups and support organizations, with the means to broaden their opportunities to extend local-, community-level and district-level meetings in order 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 through the direct funding of activities, as well as by means of the use of the project’s Small Grants mechanism.

- 2.1.3** Strengthen existing mechanisms and procedures for enabling participation in management planning of conservation areas (*SN1: Support participatory stakeholder dialogues; SN3: Support legal land tenure and/or use instruments; SN4: Improve the governance of natural resources through local capacity building*).

*Tasks:* a) Enhance community participation in government planning and REDD+ development processes in the Seima Protected Forest consistent with the pilot approach developed in 2012; and b) Enhance community participation in the Mondulkiri Protected Forest management plan and zoning review process.

- 2.1.4** Support and extend the role of the Provincial Conservation Planning Unit (PCPU) (*SN1: Support participatory stakeholder dialogues*).

*Tasks:* a) Use the PCPU as a springboard to expand the scope for community and civil society engagement in planning processes, such as Provincial Development Plans, the development of Community Protected Areas, Community Forests, and Community Conservation Forests, and ad hoc debates of economic development projects; b) Organize workshops in the EPL to engage the private sector in government planning processes to provide a more comprehensive stakeholder perspective on pragmatic means for resolving issues associated with competing land uses; and c) Review and update the



PCPU structure in consultation with the government and the ADB Biodiversity Conservation Corridors project.

- 2.1.5** Promote increased community participation in annual planning processes, including Commune Development Planning, District Integration Workshops and provincial planning (*SN1: Support participatory stakeholder dialogues; SN4: Improve the governance of natural resources through local capacity building*).

*Tasks:* a) Encourage local government authorities in the PLL to share their meeting and planning schedules through commune-level workshops, advise community networks on means of integrating those processes into its activities, and promote grassroots planning for, and participation in, local government planning exercises; and b) Coordinate with the ADB Biodiversity Conservation Corridors project in the EPL and use the PCPU and individual commune councils to promote more open procedures, while, in parallel, developing the skills of local community representatives, including those associated with Community Forests, Community Protected Areas, and Indigenous Community Land Titles to engage in those processes and share information through community networks.

### Key deliverables

- Dialogue/coordination plan to engage stakeholders in each of the project's landscapes.
- Orientation of network leaders and activists to evidence and information to develop positions and use information effectively.
- Enhanced community engagement and consultation on management of the proposed Prey Lang Protected Forest.
- Increased community participation in annual planning for the Seima Protected Forest and implementation of the Core Area REDD+ pilot.
- Strengthened community involvement in the review and completion of the Mondulkiri Protected Forest zoning and management plan and in consultations on the sub-decree to establish the Prey Lang Protected Forest.
- Increased community participation in provincial-level development planning facilitated by the Provincial Conservation Planning Unit (PCPU) in the EPL.
- Strengthened PCPU capacity for coordination and facilitation.
- Development of measures for enhanced community engagement in commune development planning on forest management issues in each landscape.

**Sub-Objective 2.2:** Stakeholder understanding of forest land management, REDD+, biodiversity conservation, CBNRM, and relevant economic development planning issues strengthened.

**Indicator 2.2.1:** Percentage of individuals from targeted populations showing increased knowledge on forest and resource management issues and REDD+. (**Year 1 – 10%; LOP – 75%**).

**Indicator 2.2.2:** Number of stakeholders using climate information in their decision making. (**Year 1 – 1,000; LOP – 23,000**).

### Approach

Various tools have been used to promote improved fact-based decision-making in the Eastern Plains and a broad-based overview of ecosystem service values has been conducted in Prey Lang under the Micro, Small and Medium Enterprises (MSME) project previously supported by USAID. There is a demand for more and better use of tools such as these to highlight ecosystem services in the landscapes, estimate, or assess in a collective stakeholder process, the economic values which might be associated with those

services, and determine the manner in which those services might be affected by alternative development plans and policies. The project will expand application of various tools, such as Sustainable Development Extension (SuDeX) in both landscapes and introduce the INtegrating Valuation of Environmental Services and Tradeoffs (InVEST) decision making tools to those responsible for forest management at national and sub-national levels. Project activities in the first year of the project will emphasize baseline collection of information and the mapping and assessment of ecosystem resource services. One important component of the planned InVEST inception report will be to recognize what of data will have to be collected. InVEST models, which simulate production functions, define the manner in which ecosystem structures and functions affect the flows and values of ecosystem services, such as those provided through carbon sequestration, erosion control, crop pollination, aesthetic values, and other ecosystem services. The assessments of potential markets for those services in the two landscapes will be undertaken in the second year of the project.

The results of using these various decision-making tools in field applications in collaboration with the Forestry Administration and the Ministry of Environment will be mainstreamed into existing planning processes. This will include the landscape-wide debate over the management of Prey Lang, formal provincial development planning processes, management plan development for individual conservation areas, and the development of landscape/provincial REDD+ activities. The project will enhance the impacts of the mainstreaming of these activities with a communications strategy to assist in the development of a broad constituency for good environmental governance. The basis of effective forest management in Prey Lang will be to incorporate layers of protected forest and secure community land with dense forest forming a core surrounded by linked community-use forests with community and mixed-use land on the outer rim. The Prey Lang Community Network is seeking co-management of the forest at a landscape level in order to ensure consistent management across the forest and leverage community resources into its protection.

Our strategy will include the provision of assistance and safe spaces for community networks to conduct campaigns at the local and sub-national, as well as national, levels to garner public support for their participation in management processes. The project will contribute, as well, to the enhancement of the content of the Open Development Cambodia public access website and the creation of a Khmer language version of it, which will enable a much wider cross-section of Cambodian society to access and use the information which is posted on that site and shared with local communities and networks by means of direct outreach, as well as conveyance of the information through NGO conduits.

## **Activities**

### **2.2.1** Increase the technical abilities required for fact-based decision-making (*N2: Increase technical abilities needed for fact-based decision making*).

*Tasks* a) Initiate land use, biodiversity and ecosystem services mapping in the EPL by reviewing data collection and mapping methods and standardize protocols for InVEST by national and international consultants to provide a sound basis for the incorporation of more effective assessments of the potential impacts of development activities into forest resource management plans and the review of available management options and strategies; b) Conduct further studies and modeling in relation to the proposed Prey Lang Protected Forest by national and international consultants and disseminate the results to inform the national dialogue on improved land-use planning using local and regional institutions to strengthen capacities; c) Support the development of the ‘Cambodia Country Page’ and ‘Knowledge Management Platform’ for REDD+ on the LEAF project’s ‘REDD Desk’ to facilitate the exchange of information on REDD+ in collaboration with the Cambodian Forestry Administration and in-country stakeholders, as well as external development partners; and d)

Contribute to the creation of a Khmer language version of Open Development Cambodia (ODC) public information website and continue to post information on the web platform, including historical Landsat images from 1975, 1990, 2000, 2005 and 2010 which are available through USAID's Regional Development Mission for Asia, as well as monthly updates of Landsat images, covering the entire country to provide the means for independent assessments of land cover changes over time in the two landscapes. The presumption of active promotion, or advocacy, which might accompany the extension of information on the open access site through other media channels would preclude its expansion to those other outlets. Irrespective of that limitation, however, the ODC will encourage public participation in forest monitoring, particularly with the Khmer interface, and enable and inform analysis by other individuals and groups. ODC's approach will provide a prelude to Monitoring, Reporting and Verification (MRV) systems, as well as their complement in providing stakeholders with opportunities to scrutinize images for visible signs of deforestation that might trigger preventive action.

**2.2.2** Develop and conduct awareness activities among local stakeholders regarding peoples' rights, access to natural resources and biodiversity conservation (*SN4: Improve the governance of natural resources through local capacity building*).

*Tasks:* a) In the EPL and PLL, develop and conduct awareness and outreach activities among local stakeholders regarding peoples' rights and access to natural resources, as well as opportunities to participate in forest management processes through the training of trainers with a particular emphasis on youth and women, with a target of 30% women; and b) Share scientific and socio-economic information via social media, radio, and network meetings,

**Key deliverables**

- Inception report for the InVEST process.
- Hydrologic and modeling studies in the PLL completed and circulated.
- Establishment of the 'Cambodia Country Page' and 'Knowledge Management Platform' for REDD."
- Khmer language version of Open Development Cambodia public information website completed.
- Ongoing updates of Open Development Cambodia and enhanced content, including monthly updates on Landsat images of forest cover in the two landscapes.
- Prey Lang Community Network meetings and network-led awareness raising activities, including radio and social media. Project partners will advise the Prey Lang Community Network and associated civil society organizations to frame their discussion of forest issues and concerns in a constructive manner to contribute to productive public dialogue and to facilitate the development of an effective co-management partnership with the Forestry Administration.

**Sub-Objective 2.3:** Dialogue skills of relevant stakeholders, including local communities, government, and the private sector, improved to engage with one another on forest and resource management issues.

**Indicator 2.3.1:** Number of person hours of training in mediation, conflict management, negotiation, and facilitation skills provided with USG assistance. **(Year 1 – 4,000; LOP – 26,500).**

**Indicator 2.3.2:** Number of stakeholders reporting reduced extra-legal conflict due to land- and resource-related disagreements in priority landscapes. **(Year 1 – 5,000; LOP – 30,000).**

**Approach**

This activity supports the others by building awareness and dialogue skills. The project will strengthen capacities of community-based organizations, civil society and government groups from local to national

levels, and the private sector to engage in and implement effective and equitable governance processes. Initiatives will include the following:

- Organization of workshops, local stakeholder discussions and information campaigns that promote the skills required to effectively negotiate better implementation of legal rights, gain fair access to natural resources, participate in local planning processes and resolve conflicts;
- Identification and implementation of effective approaches to engage the private sector through means which include the provision of outreach capacity building initiatives to assist the private sector to understand local community interests and become more proficient in engaging local communities through conflict resolution with more developed grievance processes in succeeding years of the project;
- Conducting of activities targeting groups which are typically marginalized, especially women and the very poor and ethnic minority communities, to ensure that they are aware of existing opportunities and have access to the training that they might require;
- Conducting of specific awareness raising around the framework for REDD+ safeguards to provide support to implementation of REDD+ safeguards in the two landscapes and ecosystem services at the sub-national and local levels.

### **Activities**

#### **2.3.1** Build facilitation and discussion skills (*SN1: Support participatory stakeholder dialogues*).

*Tasks:* a) Develop and implement training to strengthen facilitation and discussion skills of stakeholders by adapting standard RECOFTC training materials on these subjects. Materials will be adapted to local conditions in consultation with project partners and local stakeholders (e.g., Prey Lang Community Network, partner community-based organizations); and b) Provide the Prey Lang Community Network and other local stakeholder groups the skills through training to utilize such information to encourage more rational discussion of resource management issues.

#### **2.3.2** Organize workshops and training programs on the current state of social and environmental safeguards for REDD+ at the sub-national and the national levels (*N3: Support the definition and implementation of applicable social and environmental safeguards for REDD+*).

*Tasks:* a) Assess current REDD+ training for civil society organizations and on the basis of that assessment, recommend means for enhancement through support of additional training events; and b) Provide introductory training to civil society partners in the two project landscapes regarding safeguard frameworks to prepare them for involvement in later consultations and small grants to trained organizations to extend training activities.

### **Key deliverables**

- Training and capacity building on conflict mediation and negotiation in the PLL and the EPL, as well as for sub-national and national leaders.
- REDD+ training workshop for civil society representatives, in collaboration with other projects in each landscape.

### Objective 2 Key Results – Year 1

- Orientation of network leaders and activists to evidence and information to develop positions and use information effectively.
- Increased community participation in annual planning for the Seima Protected Forest and implementation of the Core Area REDD+ pilot.
- Strengthened community involvement in the review and completion of the Mondulkiri Protected Forest zoning and management plan and in consultations on the sub-decree to establish the Prey Lang Protected Forest.
- Increased community participation in provincial-level development planning facilitated by the Provincial Conservation Planning Unit in the EPL.
- Hydrologic and modeling studies in the PLL completed and circulated.
- Khmer language version of Open Development Cambodia public information website completed.
- Ongoing updates of Open Development Cambodia and enhanced content, including monthly updates on Landsat images of forest cover in the two landscapes.
- Training and capacity building on conflict mediation and negotiation in the PLL and the EPL, as well as for sub-national and national leaders.

### Objective 2 Key Indicators – Year 1

**G.4:** Number of stakeholders with increased capacity to adapt to the impacts of climate variability and change as a result of USG assistance - **5000**

**2.1.1:** Increase in forums on forest and land management that integrate community representatives. – **10%**

**2.2.1:** Percentage of individuals from targeted populations showing increased knowledge on forest and resource management issues and REDD+- **10%**

**2.2.2:** Number of stakeholders using climate information in their decision making – **1000**

**2.3.1:** Number of person hours of training in mediation, conflict management, negotiation, and facilitation skills provided with USG assistance - **4000**

**2.3.2:** Number of stakeholders reporting reduced extra-legal conflict due to land- and resource- related disagreements in priority landscapes – **5000**

**Objective 2 Key Deliverables for Year One**

<i>Objective 2: Constructive dialogue on forest management and economic development at the national and sub-national levels improved.</i>						
<i>Sub-Objective 2.1: Effective stakeholder participation in national and sub-national planning processes affecting forest land management and economic development increased.</i>						
<b>Activities</b>	<b>Key Deliverables</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Contributions to Indicators</b>
<b>2.1.1</b> Mapping key local stakeholders to support comprehensive stakeholder participation incorporating gender representation	Dialogue/coordination plan in each of the project's landscapes					<ul style="list-style-type: none"> <li>• These are preparatory activities for achieving results under Sub-Objective 2.1.</li> </ul>
<b>2.1.2</b> Provide material and financial support to the Prey Lang Community Network (PLCN)	<ul style="list-style-type: none"> <li>▪ Network leaders and key activists are oriented to evidence and information to develop positions and use their understanding effectively</li> </ul>					<ul style="list-style-type: none"> <li>• G.6: Number of institutions with improved capacity to address climate change issues as a result of USG assistance.</li> <li>• (1.3.2): Number of stakeholders in targeted landscapes that exhibit understanding of major conservation, forestry and climate practices.</li> <li>• (2.1.1): Increase in forums on forest and land management that integrate community representatives.</li> <li>• (2.2.1): Percentage of individuals from targeted populations showing increased knowledge on forest and resource management issues and REDD+.</li> <li>• (2.3.2): Number of stakeholders reporting reduced extra-legal conflict due to land- and resource-related disagreements in priority landscapes.</li> </ul>

**Cambodia Supporting Forests and Biodiversity - Year One Work Plan**

<p><b>2.1.3</b> Strengthen existing mechanisms and procedures for enabling participation in management planning of conservation areas</p>	<ul style="list-style-type: none"> <li>▪ Enhanced community engagement and consultation on management of the Prey Lang Protected Forest</li> </ul>					<ul style="list-style-type: none"> <li>• G.9: Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation.</li> <li>• (1.3.2): Number of stakeholders in targeted landscapes that exhibit understanding of major conservation, forestry and climate practices.</li> <li>• (2.2.1): Percentage of individuals from targeted populations showing increased knowledge on forest and resource management issues and REDD+.</li> <li>• (2.3.1) Number of person hours of training in mediation, conflict management, negotiation, and facilitation skills provided with USG assistance.</li> <li>• (2.3.2): Number of stakeholders reporting reduced extra-legal conflict due to land- and resource-related disagreements in priority landscapes.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Enhanced community engagement in annual planning for the Seima Protected Forest and implementation of the REDD+ pilot</li> <li>▪ Strengthened community engagement in the review and finalization of the Mondulkiri Protected Forest zoning and management plan and in consultations on the Prey Lang Protected Forest sub-decree</li> </ul>					

**Cambodia Supporting Forests and Biodiversity - Year One Work Plan**

<p><b>2.1.4</b> Support and extend the role of the Provincial Conservation Planning Unit</p>	<ul style="list-style-type: none"> <li>▪ Increased community participation in provincial-level development planning facilitated by the PCPU in the EPL</li> <li>▪ PCPU capacity for coordination and facilitation strengthened</li> </ul>				<ul style="list-style-type: none"> <li>• G6: Number of institutions with improved capacity to address climate change issues as a result of USG assistance.</li> <li>• G9: Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation.</li> <li>• (1.3.2): Number of stakeholders in targeted landscapes that exhibit understanding of major conservation, forestry and climate practices.</li> <li>• (2.1.1): Increase in forums on forest and land management that integrate community representatives.</li> <li>• (2.2.1): Percentage of individuals from targeted populations showing increased knowledge on forest and resource management issues and REDD+.</li> <li>• (2.3.1): Number of person hours of training in mediation, conflict management, negotiation, and facilitation skills provided with USG assistance.</li> <li>• (2.3.2): Number of stakeholders reporting reduced extra-legal conflict due to land- and resource-related disagreements in priority landscapes.</li> </ul>
<p><b>2.1.5</b> Promote increased community participation in annual planning processes, including Commune Development Planning, District Integration Workshops and provincial planning</p>	<p>Specific measures identified for enhanced community engagement in commune development planning on forest management issues in both project landscapes</p>				<ul style="list-style-type: none"> <li>• G.6: Number of institutions with improved capacity to address climate change issues as a result of USG assistance.</li> <li>• G.9: Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation.</li> <li>• (1.3.2): Number of stakeholders in targeted landscapes that exhibit understanding of major conservation, forestry and climate practices.</li> <li>• (2.1.1): Increase in forums on forest and land management that integrate community representatives.</li> <li>• (2.2.1): Percentage of individuals from targeted populations showing increased knowledge on forest and resource management issues and REDD+.</li> <li>• (2.3.1): Number of person hours of training in mediation, conflict management, negotiation, and facilitation skills provided with USG assistance.</li> <li>• (2.3.2): Number of stakeholders reporting reduced extra-legal conflict due to land- and resource-related disagreements in priority landscapes.</li> </ul>



**Cambodia Supporting Forests and Biodiversity - Year One Work Plan**

<b>Objective 2: Constructive dialogue on forest management and economic development at the national and sub-national levels improved.</b>					
<b>Sub-Objective 2.2: Stakeholder understanding of forest land management, REDD+, biodiversity conservation, CBNRM, and relevant economic development planning issues strengthened</b>					
<b>2.2.1</b> Increase the technical abilities required for fact-based decision-making	Inception report for InVEST process.				<ul style="list-style-type: none"> <li>• (2.2.1): Percentage of individuals from targeted populations showing increased knowledge on forest and resource management issues and REDD+.</li> </ul>
	Hydrologic and modeling reports in the PLL.				
	Khmer language version of Open Development Cambodia public information website				
	Ongoing updates of Open Development Cambodia and enhanced content, including monthly updates on Landsat images of forest cover.				
<b>2.2.2</b> Develop and conduct awareness activities among local stakeholders regarding peoples' rights, access to natural resources, and biodiversity conservation	Prey Lang Community Network-led awareness raising events				<ul style="list-style-type: none"> <li>• (1.3.2): Number of stakeholders in targeted landscapes that exhibit understanding of major conservation, forestry and climate practices.</li> <li>• (2.2.1): Percentage of individuals from targeted populations showing increased knowledge on forest and resource management issues and REDD+.</li> </ul>
<b>Objective 2: Constructive dialogue on forest management and economic development at the national and sub-national levels improved.</b>					
<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>					
<b>2.3.1</b> Build facilitation and discussion skills of various stakeholders to engage with each other, as well as with other key stakeholders	Training and capacity building on conflict mediation and negotiation in the PLL and the EPL, as well as for sub-national and national leaders.				<ul style="list-style-type: none"> <li>• G.9: Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation.</li> <li>• (2.2.1): Percentage of individuals from targeted populations showing increased knowledge on forest and resource management issues and REDD+.</li> <li>• (2.3.1): Number of person hours of training in mediation, conflict management, negotiation, and facilitation skills provided with USG assistance.</li> <li>• (2.3.2): Number of stakeholders reporting reduced extra-legal conflict due to land- and resource-related disagreements in priority landscapes.</li> </ul>

**Cambodia Supporting Forests and Biodiversity - Year One Work Plan**

<p><b>2.3.2</b> Organize workshops and training programs on the current state of social and environmental safeguards for REDD+</p>	<p>REDD+ training workshop for civil society representatives, in collaboration with other projects in each landscape</p>					<ul style="list-style-type: none"> <li>• G.9: Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation.</li> <li>• (2.2.1): Percentage of individuals from targeted populations showing increased knowledge on forest and resource management issues and REDD+.</li> <li>• (2.3.1): Number of person hours of training in mediation, conflict management, negotiation, and facilitation skills provided with USG assistance.</li> <li>• (2.3.2): Number of stakeholders reporting reduced extra-legal conflict due to land- and resource-related disagreements in priority landscapes.</li> </ul>
--	--	--	--	--	--	---

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

#### **Approach**

Under Objective 3 to increase equitable economic benefits from the sustainable management of forests, the project plans to:

- Promote income generation activities on the basis of timber, non-timber forest products (NTFPs), tourism, and biodiversity-friendly farm product commercial enterprises, as well as through benefit-sharing Payments for Environmental Services, or PES, mechanisms such as REDD+ or involving other environmental services;
- Develop equitable benefit-sharing revenues from REDD+ and other environmental services in the two landscapes.

The clear legal rights, improved capacity and multi-stakeholder support developed under objectives 1 and 2 will provide a sound basis for the promotion of income generation activities in four value chain areas covering 1) timber, 2) non-timber forest products (NTFPs), 3) tourism, and 4) biodiversity-friendly farm products. The project will build the capacity of local stakeholders and promote the development of policy frameworks to enhance traditional and alternative income sources linked to improved forest management. This will reduce unsustainable extraction of forest resources, while increasing interest in the protection of forest areas under productive use. Two broad sets of economic opportunities will be supported to increase economic benefits from the sustainable management of forests: 1) direct sustainable use of forest resources and; 2) conservation payments under the REDD+ framework and involving other potential PES activities, as well.

Development of forest-based enterprises from timber, NTFPs, and ecotourism will improve economic returns to communities and serve as incentives for them to conserve forests and support the sustainable management of those resources from which they derive the products and services which are marketed by those enterprises.

The maximization of economic benefits will be achieved by providing technical expertise in management, processing, and marketing. This will leverage Cambodia-specific experiences of project partners in alternative income generation activities and PES and REDD+, the development of efficient processes to add product value, financial management and business support services, conservation agricultural models, and supporting and linking community-based enterprises with private sector partners. The project's small grants fund will provide funding to support the implementation of promising alternative income generating options for improving community livelihoods.

The project will increase revenues from those products which have the highest potential through a value chain improvement approach and will scale-up existing activities on ecotourism, NTFPs - including honey, resin and, potentially, bamboo - promote the extension of their implementation to new sites, strengthen networks and community-to-community exchanges of knowledge within and between landscapes, and promote technical innovations in existing models.

The strategy will also identify appropriate certification mechanisms applicable to the relevant value and supply chains and build capacities and opportunities to provide access to existing schemes. Certification opportunities will allow access to niche markets, such as eco- (or sustainable) products, organic products, and fair trade demand in the region, and will improve economic returns to local communities.

Negative impacts of commercializing forest products will be mitigated by strengthening resource management capacities of local communities, improving harvesting technologies, and introducing effective monitoring systems. In some cases, enforcement activities may have to be increased (e.g., to stop the illegal felling of resin trees for their timber value). Incomes from these four value chains will provide financing to support the sustainable management of Community Conservation Forests and Community Protected Areas by allocating portions for patrolling activities to prevent timber and wildlife poaching, forest clearing, and unsustainable extraction of forest resources. This model has been piloted in some NTFP and tourism enterprises in the EPL and may be replicated in other areas, as well.

Activities will be implemented in partnership with local communities, which will be involved from project inception and women and minority groups will play a significant role in that process. This will foster leadership and self-assurance among local community members in these four value chain areas. The project will assure the equitable sharing of increased economic benefits from the sustainable management of forests by strengthening, expanding and replicating community associations that have been developed in the EPL for the commercialization of sustainably-harvested NTFPs. Local livelihoods will also be improved by establishing, implementing, testing and evaluating equitable benefit-sharing systems for distributing voluntary and/or carbon market funds secured through carbon credits and other potential PES demonstration activities in the EPL. Those advances will assist in the development of an equitable benefit-sharing mechanism for REDD+ revenues accruing to the Seima Protected Forest REDD+ Core Area pilot, which is expected to make carbon credit sales available during the second year of the project. Other potential PES demonstrations pilots which might be supported, especially from the second year of the project, include the raising of revenue from ecotourism or through other value chains, such as those associated with agricultural companies, to pay for biodiversity conservation.

Most of the livelihood interventions in year one will occur in the EPL where project partners WWF and WCS have established a presence and strong working relationships with local communities and sub-national authorities. Efforts in the PLL, on the other hand, are at an early stage of development and will focus primarily on implementing baseline studies using available secondary data from previous RECOFTC and DAI projects, as well as on gathering primary information on resources and markets. Interventions in the PLL will initially describe the impacts that deforestation and forest conversion have had on community livelihoods to provide a retrospective entry point to the development of secured sustainable community livelihood options which will be developed on the basis of assessments of available forest resources and market opportunities. The results will be used to inform the development of a range of livelihood activities, which may include some components of the four value chains developed in the EPL, which will be undertaken from the second year of the project. In the interim, RECOFTC will continue to develop management plans for existing community forests at various stages of development and government approval located on the periphery of the PLL through an EU-supported project which contributes to SFB project objectives.

**Sub-Objective 3.1:** Incomes from livelihoods activities that support sustainable management of forests increased.

**Indicator 3.1.1:** Percent increase in income levels of target community due to economically viable alternative livelihood activities. (Year 1 – 0; LOP – 50%).

**Indicator 3.1.2:** Number of NTFP value chain market linkages strengthened. (Year 1 – 0; LOP – 4).

### Approach

Four value chains (timber, non-timber forest products, ecotourism, and biodiversity-friendly farm products), as well as benefit-sharing PES mechanisms such as REDD+ or involving other environmental

services, will be promoted as income generating activities. These are ongoing activities in the EPL and under the SFB project will be scaled-up and strengthened. The funding anticipated for each enterprise group will be \$3,000-\$5,000 for non-timber forest products, up to \$10,000 for ecotourism small tourism facilities, and \$3,000-\$5,000 for biodiversity-friendly farm products. Replication of one or two of the value chains will be explored and, if considered to be effective, undertaken in the PLL, as well, from year 2 on. Other potential value chains will also be evaluated as part of the assessment of USAID's Micro, Small and Medium Enterprises (MSME) project in order to effectively build on those previous results. REDD+ and other potential PES approaches are also expected to boost local incomes, particularly as the result of carbon credits accrued in the voluntary market through the SPF REDD+ Core Area pilot.

Employing the project's small grants fund, the project will establish mechanisms to support the development and implementation of income generating activities. Project partners will provide technical assistance on management of community-based enterprises by improving the sustainable use of natural resources and contributing to the adding of value, product development and market links.

Studies and consultations for certification options, specifically with regard to the production of honey, will be undertaken in year one. This will include the identification of market demand for certified honey products and appropriate certification options, considering factors such as interest and the costs of audits. Activities for improving capacities of honey enterprise groups to meet certification requirements will be undertaken in year two after the certification mechanism has been identified and agreed.

### Activities

**3.1.1** Establishment of the SFB Small Grants Program (*SN2: Promote specific economic opportunities for local communities and other stakeholders*).

**Tasks:** a) Develop small grants criteria, monitoring guidelines, and a Small Grants manual for USAID approval.

**3.1.2** Identify core sets of communities in the EPL and the PLL to engage in livelihood activities (*SN2: Promote specific economic opportunities for local communities and other stakeholders*).

**Tasks:** a) Conduct livelihood and market assessments in communities in the EPL and expand current activities to other communities in the landscape using the sustainable livelihood assessment framework and value chain and market analyses; and b) Identify and select suitable livelihood enhancement projects in the potential expansion villages based on the results of the livelihood assessments and other consultations. In PLL communities, the primary focus of the initial assessment will be on impacts of forest loss to provide an entry point to the development of a range of livelihood activities, which may include some components of the four value chains developed in the EPL, on the basis of assessments of available forest resources and market opportunities which will be undertaken from the second year of the project.

**3.1.3** Support enterprise development in selected target villages in the EPL (*SN2: Promote specific economic opportunities for local communities and other stakeholders*).

**Tasks:** a) Skills and technology mapping in communities; b) Identification of potential markets; c) Facilitation of business planning workshops and project proposal development for small grants funding; d) Assistance to local communities to establish community enterprise structures, the identification of those which would be involved in the management of community enterprises and the development of their roles and responsibilities; e) Support to communities through training, with the establishment of

internal control systems and financial management of enterprises; f) Strengthening of the capacities of communities in producing and marketing products through training, exposure trips and mentoring as an ongoing activity which will continue in the succeeding years of the project; and g) Identification of monitoring and performance indicators for each enterprise and the development of monitoring plans over the life of the project.

**3.1.4** Expand and strengthen ongoing timber, NTFP and ecotourism enterprises in the EPL (*SN2: Promote specific economic opportunities for local communities and other stakeholders*).

**Tasks:** a) Expand the provincial honey network membership to other villages; b) Improve processing centers and marketing at the provincial and national levels; c) Identify appropriate certification for honey through consultations with community partners and stakeholders and initiate certification processes; d) Strengthen the Mondulkiri Protected Forest and Seima Protected Forest ecotourism projects' engagement with the private sector and build community capacity to manage those processes, including community-managed guesthouses; e) Improve harvesting technologies and value chains for resin and honey and compliance with sustainable harvesting; and f) Assist the Community-based Production Forestry pilot to complete its forest harvest management plan, conduct trial harvests and establish detailed business, marketing and benefit-sharing plans. The benefit sharing plans for each of these enterprises will be developed such that an agreed proportion of the income will be reinvested into forest conservation activities, particularly in the Community Conservation Forests and Community Protected Areas.

**3.1.5** Review options for extending successful NTFP enterprise development models into the PLL (*SN2: Promote specific economic opportunities for local communities and other stakeholders*).

**Tasks:** a) Exchange learning between communities in the EPL and PLL; and b) Initiate consultations with partner NGOs in the PLL for assessing the feasibility of extending NTFP enterprises models.

### Key deliverables

- Identified core set of at least six communities in the EPL for livelihood activities in year one.
- Socio-economic baseline profile developed on income and livelihoods of engaged communities.
- Livelihood assessments of target villages with recommendations for enterprise development.
- Completion of at least two value chain analyses (timber and non-timber forest products).
- Financial systems and policies developed for target enterprises in the EPL through enterprise development activities and the use of the project's small grant funds.
- Training on small enterprise development and management (i.e., quality control, production, marketing, financial management).
- Enterprise groups in pilot sites formed.
- Enterprise monitoring plans developed for identified enterprises.
- Sustainable harvesting technology for resin identified.
- Certificate documentation for honey enterprises.
- Enhanced capacity and infrastructure for community-based ecotourism.
- Enhanced systems for enterprise development, benefit-sharing and forest management in the Community-based Production Forestry pilot site.
- Plans for extending enterprise development into the PLL.

**Sub-objective 3.2:** Payment for environmental service (PES) activities (e.g. REDD+) established in targeted landscapes with equitable benefit-sharing mechanisms.

**Indicator 3.2.1:** Number of model actions, methodologies, protocols, tools and technologies developed and adopted by partners and stakeholders. (Year 1 – 5; LOP – 20).

### Approach

WCS has trialed several models of Payments for Environmental Services, which have been extensively researched (see Clements *et al.*, 2010, *Ecological Economics*, 69, 1283-1291). It is also developing the Seima Core Area REDD+ pilot, with the aim of establishing a benefit-sharing mechanism in 2013 and initiating the sale of carbon credits in 2014. Completing the SPF REDD+ Core Area pilot and assessment of potential purchasers of the services, including agricultural enterprises and tourism companies, and establishing pilot PES models will be a strong initial focus of the project. This will pave the way for broader REDD structures and benefit-sharing systems to be established across the project's two landscapes in later years. Opportunities to leverage the value of other biodiversity and ecosystem services, such as watershed protection, to improve local livelihoods will be identified in Year 1 through a series of assessments of biodiversity and ecosystem services and values, as well as potential purchasers of those services.

### Activities

**3.2.1** Initiate landscape ecosystem services assessments as input in the production of maps and databases which will be used as decision making platforms (*SN2: Promote specific economic opportunities for local communities and other stakeholders*).

**Tasks:** Share the baseline data and ecosystem resource services mapping and valuation information associated with the planned use of InVEST with government decision makers at national and sub-national levels to (1) reinforce the multiple values of project landscapes and the case for landscape protection and (2) support land use planning and management planning processes through contributions to the mapping of draft zonation plans in conservation areas and protected areas to ensure that higher level protection will be provided to the most critical landscape areas, as defined, in part, by the ecosystem mapping. Specific tasks in year one will be to: a) Coordinate GIS and mapping capacity development activities in the EPL and PLL; b) Develop an InVEST implementation plan in the EPL which will include data collection and a gaps analysis, with an initial draft map of ecosystem services; and c) Identify hosting arrangements for the ecosystem service database which extend throughout the process from initial data collection through mapping.

**3.2.2** Development of the Seima Protected Forest Core Area REDD+ project benefit-sharing and fund management arrangements (*SN2: Promote specific economic opportunities for local communities and other stakeholders*).

**Tasks:** a) Develop a concept paper for possible local benefit-sharing arrangements in consultation with other programs, including those of LEAF and UN-REDD, to inform project activities with regard to best practices in the region; b) Undertake a review using legal assistance provided through the LEAF program of potential modalities for fund management, including development of a Seima Protected Forest trust fund, in collaboration with the Forestry Administration, the government organization responsible for the management of the Seima Protected Forest; c) and conduct national and local consultations on the proposed benefit-sharing and fund management arrangements.

**3.2.3** Establishment of a program of direct payments to local people for biodiversity protection, as a model of PES (*SN2: Promote specific economic opportunities for local communities and other stakeholders*)

**Tasks:** a) Development of a concept for a model PES program with local communities to reward protection of biodiversity and/or forests and forest resources in the EPL; and b) Review of long-term financing requirements for the program and development of a sustainable financing strategy premised on the assessment of potential purchasers of the services, such as agricultural enterprises or tourism companies.

### Key deliverables

- Ecosystem services assessment and valuation report.
- GIS and information database.
- Initial set of benefit-sharing recommendations for the Seima Protected Forest Core Area REDD+ pilot designed and consulted on with local communities and government.
- Initial set of fund management mechanisms for the Seima Protected Forest Core Area REDD+ pilot designed and consulted on with local communities and government.
- Design document and financial strategy of PES program for biodiversity conservation and forest protection.

**Sub-Objective 3.3:** Community participation in income-generating activities broadened, with a special focus on under-represented groups.<sup>1</sup>

**Indicator 3.3.1:** Milestones achieved in REDD+ readiness. (Year 1 – 0; LOP – 2)

**Indicator 3.3.2:** Number of people with improved livelihoods from alternative income generating activities. (Year 1 – 3,000; LOP – 30,000).

### Approach

The project will collaborate primarily with ethnic minority groups in the EPL and the PLL and will build capacities of those groups in the sustainable management of forest resources, decision-making, resource use and benefit sharing, as well as in managing income generating activities. Alternative livelihood strategies which encourage or promote women's participation will be developed. Existing benefit-sharing models in other countries, as well as in Cambodia (e.g., through the TransLinks PES Leader with Associates project that was supported by USAID in Preah Vihear province) will also be assessed in terms of equity and the inclusion of women and ethnic groups, and guidelines developed for improvement. The project will also collaborate with the USAID regional LEAF project in several initiatives to improve gender equity in partnership with LEAF's regional program with Women Organizing for Change in Agriculture and Natural Resource Management (WOCAN), UN-REDD and RECOFTC.

### Activities

- 3.3.1.** Mainstream improved participation of often-marginalized groups, notably women, the extreme poor and ethnic minorities, into livelihood activities (*SN2: Promote specific economic opportunities for local communities and other stakeholders*).

**Tasks:** a) Establish and implement a monitoring system for gender and ethnic minority participation in the EPL and mainstream into all project activities, including training, workshops, and meetings; b) Employ a systematic approach to assure the full and effective representation of these groups in decision-making and benefit-sharing and conduct sensitization exercises with government and decision makers;

<sup>1</sup> NB: activities in sub objective 3.1 will also contribute to targets in Sub objective 3.3.



and c) Provide awareness raising and training in techniques that community groups may use to improve community organization and increase equitable access to benefits for their members. This will include collaboration with the LEAF project and the provision of financial and technical support for twenty participants to attend a national training workshop in Cambodia organized through LEAF which would raise awareness of women's roles in climate change mitigation and livelihood improvement. It would also extend to the provision of a Farmer to Farmer volunteer and a Gender Expert, who would collaborate with the SFB project's Gender Advisor, in the development of a gender strategy to evaluate and break down gender barriers. The lessons learned as the result of those initiatives will highlight Cambodia's leadership role on this issue and will be promoted throughout the region.

**3.3.2.** Evaluate level of equity and inclusion in the forest management and community enterprise/benefit-sharing models supported under the project and develop guidelines for improvement (*SN2: Promote specific economic opportunities for local communities and other stakeholders*).

**Tasks:** a) Review current benefit-sharing models and identify areas for improvement; b) Develop guidelines and training and c) Implement improved benefit sharing models in selected communities.

### Key deliverables

- Strategies developed for incorporating women and under-represented groups.
- Awareness raising and training in techniques through a national training workshop.
- Development of guidelines and training and implementation of improved benefit-sharing models in selected communities.

### Objective 3 – Key Results for Year 1

- Series of capacity building activities on enterprise development and management completed.
- Completion of at least two value chain analyses (timber and non-timber forest products).
- Enterprises benefiting local communities implemented.
- Certificate documentation for honey enterprises.
- Ecosystem services assessment and valuation report.
- Seima Protected Forest Core Area REDD+ pilot benefit-sharing and fund management models developed.
- Design document and financial strategy for PES program.

### Objective 3 Key Indicators – Year 1

G.5: Number of people with increased economic benefits derived from sustainable natural resources management and/or biodiversity conservation – **5000**.

3.2.1 Number of model actions, methodologies, protocols, tools and technologies developed and adopted by partners and stakeholders – **5**.

3.3.2 Number of people with improved livelihoods from alternative income generating activities – **3000**.

## Supporting Forests and Biodiversity Year One Work Plan

### Objective 3 Key Deliverables for Year One

<i>Objective 3: Equitable economic benefits from the sustainable management of forests increased.</i>						
<i>Sub-Objective 3.1: Incomes from livelihoods activities that support sustainable management of forests increased.</i>						
Activities	Key Deliverables	Q1	Q2	Q3	Q4	Contributions to Indicators
3.1.1. Set-up of the SFB small Grants Program	Draft small grant criteria, monitoring guidelines/and a Small Grants manual for USAID approval					<p>The Small Grants Program will achieve results under these indicators during Year 1 of the project:</p> <ul style="list-style-type: none"> <li>• G5: Number of people with increased economic benefits derived from sustainable natural resources management and/or biodiversity conservation.</li> <li>• (3.3.2): Number of people with improved livelihoods from alternative income generating activities.</li> </ul>
3.1.2. Identify core set of communities in the EPL and PLL for livelihood activities	List of participating communities engaged in livelihood activities					<p>These are preparatory activities for achieving results under these indicators:</p> <ul style="list-style-type: none"> <li>• G5: Number of people with increased economic benefits derived from sustainable natural resources management and/or biodiversity conservation.</li> <li>• (3.3.2): Number of people with improved livelihoods from alternative income generating activities.</li> </ul>
	Socio – economic baseline profile focused on incomes and livelihoods of engaged communities					
	Livelihood assessments of target villages with recommendations for enterprise developments					
	Completion of at least two value chain analyses.					
3.1.3 Support enterprise development in selected target villages in the EPL	Financial system and policies developed for target enterprises.					<ul style="list-style-type: none"> <li>• G5: Number of people with increased economic benefits derived from sustainable natural resources management and/or biodiversity conservation.</li> <li>• (3.1.1): Percent increase in income levels of target community due to economically viable alternative livelihood activities.</li> <li>• (3.3.2): Number of people with improved livelihoods from alternative income generating activities.</li> </ul>
	Training on small enterprise development and management (i.e., quality control, production, marketing, financial management)					
	Enterprise groups in pilot sites formed					
	Enterprise monitoring plans developed for identified enterprises					
3.1.4. Expand and strengthen ongoing timber, NTFP and ecotourism	Sustainable harvesting technology for resin identified.					<ul style="list-style-type: none"> <li>• G9: Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation.</li> <li>• (3.3.2): Number of people with improved</li> </ul>
	Certified documentation for honey enterprises					

## Supporting Forests and Biodiversity Year One Work Plan

enterprises in the EPL	Enhanced capacity and infrastructure for community-based ecotourism					livelihoods from alternative income generating activities.
	Enhanced systems for enterprise development, benefit-sharing and forest management in the community-based production forestry pilot					
3.1.5. Review options for extending NTFP enterprise development models into the PLL	Plans for extending enterprise development into the PLL					<p>These are preparatory activities for achieving results in the PLL under these indicators:</p> <ul style="list-style-type: none"> <li>• G5: Number of people with increased economic benefits derived from sustainable natural resources management and/or biodiversity conservation.</li> <li>• (3.1.1): Percent increase in income levels of target community due to economically viable alternative livelihood activities.</li> <li>• (3.3.2): Number of people with improved livelihoods from alternative income generating activities.</li> </ul>
<b>Objective 3: Equitable economic benefits from the sustainable management of forests increased.</b>						
<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>						
Activities	Key Deliverables	Q1	Q2	Q3	Q4	Contribution to Indicators
3.2.1. Initiate a landscape ecosystem services assessment as input in the production of a map and database which will be used as a decision making platform	<ul style="list-style-type: none"> <li>▪ Ecosystem services assessment and valuation report</li> <li>▪ GIS and information database established</li> </ul>					<ul style="list-style-type: none"> <li>• G6: Number of institutions with improved capacity to address climate change issues as a result of USG assistance.</li> <li>• (1.1.1) Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance to national-level actors.</li> </ul>
3.2.2. Development of the Seima Protected Forest Core Area REDD+ project benefit-sharing and fund management arrangements	<ul style="list-style-type: none"> <li>▪ Initial set of benefit-sharing recommendations designed and consulted on with local communities and government</li> <li>▪ Initial set of fund management mechanisms designed and consulted on with local communities and government</li> </ul>					<ul style="list-style-type: none"> <li>• G5: Number of people with increased economic benefits derived from sustainable natural resources management and/or biodiversity conservation.</li> <li>• (3.1.1): Percent increase in income levels of target community due to economically viable alternative livelihood activities.</li> <li>• (3.3.2): Number of people with improved livelihoods from alternative income generating activities.</li> </ul>

## Supporting Forests and Biodiversity Year One Work Plan

3.2.3. Establishment of program of direct payments to local people for biodiversity protection, as a model of PES	<ul style="list-style-type: none"> <li>▪ Design document and financial strategy for PES program</li> </ul>					<ul style="list-style-type: none"> <li>• G5: Number of people with increased economic benefits derived from sustainable natural resources management and/or biodiversity conservation.</li> <li>• (3.1.1): Percent increase in income levels of target community due to economically viable alternative livelihood activities.</li> <li>• (3.3.2): Number of people with improved livelihoods from alternative income generating activities.</li> </ul>
<b>Objective 3: Equitable economic benefits from the sustainable management of forests increased.</b>						
<b>Sub-Objective 3.3: Community participation in income-generating activities broadened, with a special focus on under-represented groups.</b>						
Activities	Key Deliverables	Q1	Q2	Q3	Q4	Contribution to Indicators
3.3.1. Mainstream improved participation of often-marginalized groups, notably women, the extreme poor and ethnic minorities, into livelihood activities.	Develop strategies for incorporating under-represented groups					<ul style="list-style-type: none"> <li>• (3.3.2): Number of people with improved livelihoods from alternative income generating activities.</li> </ul>
	Provide awareness raising and training in techniques					<ul style="list-style-type: none"> <li>• (3.2.1): Number of model actions, methodologies, protocols, tools and technologies developed and adopted by partners and stakeholders.</li> </ul>
3.3.2. Evaluate level of equity and inclusion achieved under each of the forest management and community enterprise/benefit-sharing models supported by the project and develop guidelines for improvement.	Develop guidelines and training and implement improved benefit-sharing model in selected communities					<ul style="list-style-type: none"> <li>• G5: Number of people with increased economic benefits derived from sustainable natural resources management and/or biodiversity conservation.</li> <li>• (3.1.1): Percent increase in income levels of target community due to economically viable alternative livelihood activities.</li> <li>• (3.3.2): Number of people with improved livelihoods from alternative income generating activities.</li> </ul>

## Supporting Forests and Biodiversity Year One Work Plan

### Contributions by project objective to the achievement of indicators in Year 1.

Indicator	Contributions by Objective			Total Project Contribution
	Objective 1	Objective 2	Objective 3	
G.2: Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance	50,000	---	---	50,000
G.4: Number of stakeholders with increased capacity to adapt to the impacts of climate variability and change as a result of USG assistance	5,000	---	---	5,000
G.5: Number of people with increased economic benefits derived from sustainable natural resources management and/or biodiversity conservation	---	---	5,000	5,000
G.6: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	3	4	---	7
G.7: 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	10	---	---	10
G.9: Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation.	400	200	400	1,000
<b>Objective Level Indicators</b>				
1.1.1: Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance to national-level actors	2,000	---	---	2,000
1.3.1: Number of stakeholders actively engaged in improved forestry management practices	5,000	---	---	5,000
1.3.2: Number of stakeholders in targeted landscapes that exhibit understanding of major conservation, forestry and climate practices	3,000	2,000	---	5,000
2.1.1: Increase in forums on forest and land management that integrate community representatives.	---	10% +	---	10%
2.2.1: Percentage of individuals from targeted populations showing increased knowledge on forest and		10%		10%

## Supporting Forests and Biodiversity Year One Work Plan

Indicator	Contributions by Objective			Total Project Contribution
	Objective 1	Objective 2	Objective 3	
resource management issues and REDD+.	---		---	
2.2.2: Number of stakeholders using climate information in their decision making.	1,000	---	---	1,000
2.3.1 Number of person hours of training in mediation, conflict management, negotiation, and facilitation skills provided with USG assistance	---	4,000	---	4,000
2.3.2: Number of stakeholders reporting reduced extra-legal conflict due to land- and resource- related disagreements in priority landscapes.	---	5,000	---	5,000
3.2.1 Number of model actions, methodologies, protocols, tools and technologies developed and adopted by partners and stakeholders	---	---	5	5
3.3.2 Number of people with improved livelihoods from alternative income generating activities	---	---	3,000	3,000

**3.0 Small Grants Program.** The SFB will support, through its Small Grants Manager, the effective participation in the EPL and the PLL of local communities and organizations in sustainable land use planning and participatory management of forests across all levels and will assist in implementing all three objectives. Most sub-grants will be for one year, and successful alliances will have the opportunity to seek additional funding. Awardees will receive training on budgeting, record-keeping, and accounting and reporting requirements. All grants will include cost-share requirements of at least 25% from awardees in the form of in-kind and direct contributions. Types of grants may include:

- **Grants for quick-start pilot projects.** In year 1, the SFB team will identify sites for pilot projects and activities to demonstrate models that enable quick program results and focus on the sustainable management of forests and biodiversity conservation. Projects will be implemented by partner alliances that could include CBOs, such as natural resource management and Community Forest Management Committees associations;
- **Competitively awarded grants.** These grants will support organizations that support initiatives that meet program objectives. Requests for applications will emphasize innovative, sustainable approaches that include best practices; clear partner roles; problem-solving approaches; inclusion of non-traditional partners; capacity building methodologies; integration of indigenous knowledge and practices; and strategies that benefit women and men as well as vulnerable populations.

SFB's small grants component will be fully developed by the project team in collaboration with USAID during the first two quarters of the project. The senior Small Grants Specialist will work closely with other senior managers (including the DCOP) and field staff and will oversee the implementation of the program, ensuring full compliance with USAID procedures. A small grants manual detailing guidelines

will be submitted to USAID for approval. This component will entail a process that includes due diligence of grantees, training grantees and prospective grantees, developing results-oriented RFAs, establishing transparent proposal review and selection processes, which would plan to include local and sub-national government officials and stakeholders, developing efficient processes for donor approval, monitoring grantees, setting up databases to track finances and results, and monitoring and evaluating grant impacts.

Winrock has a pre-certification process to ensure the adequacy of its sub-grantees' financial and accounting systems in complying with U.S. Government regulations and proper accountability of funds. All potential subcontractors complete a "Sub-recipient Questionnaire" and submit associated documentation. Winrock performs a risk assessment based on these materials and adjusts its level of subcontractor monitoring based on the assigned level of risk. The review must be completed before a sub-agreement can be awarded.

We envision that grants will range from \$5,000 to \$20,000 or more, depending on the perceived capacities of recipient civil society organizations and local communities to be able to use those funds efficiently and effectively. The estimated number of grants awarded per year will range from 10-20. Lessons learned from the first set of grants in year one will allow us to revise future small grant opportunities.

#### 4.0 Cross-cutting Components

##### 4.1 Incorporating Women and Other Under-represented Groups.

The SFB project will integrate gender and social-inclusion analysis at all stages of program design, implementation, monitoring and evaluation. We will promote leadership of women, ethnic minorities and other disadvantaged groups to ensure that their needs and interests are addressed. Support for these initiatives will be coordinated with USAID's participation in discussions with the Ministry of Women's Affairs in the initial stages of the project.

*The following activities will promote gender equality and social inclusion within SFB:*

- a) **Program management.** At least one female candidate will be included as a finalist for each of the technical and management project positions; hiring of social, ethnic, and other minorities will be encouraged. All principal WI and partner staff will receive gender analysis and integration training to make technical solutions more effective & relevant for target populations;
- b) **Gender analysis and action plan.** Prior to program implementation, the SFB team will conduct a gender assessment to better understand gender roles, needs and opportunities in existing resource management and governance practices. That assessment will incorporate the review of 'Gender Assessment USAID/Cambodia' (2010), as well as USAID's report on 'Getting REDD+ Right for Women' (2011). The information will be used in the development of SFB gender action plan that will specify how women, men, and various groups are expected to participate and be affected by SFB activities;
- c) **Participation and capacity development.** SFB staff will strive to increase the participation of women and vulnerable populations, especially those most affected by climate change as determined in the EPL through the vulnerability assessment that was conducted in Mondulkiri by the International Organization for Migration in 2009, in decision-making on local, regional and national levels. Special focus will be given to these groups during capacity building activities that will be supplemented by leadership training; Used of existing vulnerability assessment carried out in Mondulkiri (IOM, 2009) and identified gaps that could be filled by additional studies

### 4.2 Communications

Communication will be a critical focus of the program's operations. A Phnom Penh-based Communications Specialist will be identified to support the team in developing communications that serve to inform people about the program and communications that support program objectives and encourage either behavior change or commitment. The Cambodia Supporting Forests and Biodiversity program will support an integrated outreach and communications strategy, formulated using social marketing techniques, to stimulate stakeholder awareness of and support for improved services and practices necessary to achieve overall Project goals and objectives. This will involve both public outreach and communications in each of the target landscapes.

A Communication Strategy will be developed during the first four months of the project. This document will identify the diverse communications activities, mediums, and resources. Communications about the program will use targeted press releases and public events such as World Environment Day or 350 Movements to highlight the objectives of the program and communicate success stories. Communications serving program objectives will include a creative array of public outreach tools including rural drama groups, cell phone messaging, and other visual and oral mediums. The communications team among the partners will use a variety of media, including print, television, and extremely popular internet news forums as appropriate and practical.

### 5.0 Project Management and Reporting

#### 5.1 Project Mobilization

The mobilization phase of SFB will occur during the first and second quarters of FY 2013. The Chief of Party and Deputy Chief of Party are currently in country and have been under contract with Winrock since November 26. Letters to incur expenses have been executed by Winrock's sub recipients – WWF, WCS, RECOFTC and EWMI, effective November 26. These letters are valid until the end of January when we expect to have all partners under formal sub agreements. First year work planning sessions are on-going and we will submit a first draft to USAID no later than December 24. The draft PMEP submitted with Winrock's proposal is attached as part of this first annual work plan.

Recruitment of project staff will begin in January for the Phnom Penh office as well as the field offices. A Prey Lang office housing RECOFTC, Winrock and EWMI staff will be set up during the second quarter.

A Winrock procurement specialist will be in Cambodia in January to begin procurement of vehicles and other materials and equipment.

Current status of Key Staff. As noted, both Dennis Cengel and Boreth Sun are currently in country and under contract. Amy Maling, the Economic Development Technical Advisor is also in country and is assisting with the work plan development. Matt Leggett, the Forestry/Climate Change Specialist will be arriving in Cambodia on April 1. The delay in his arrival is due to the recent birth of his child and his family is currently unable to travel. Tom Clements (WCS Country Director) and Tom Evans (WCS REDD Global Coordinator) will assume the leadership and coordination of objective one until Leggett's arrival. Lay Khim, Governance Advisor, unexpectedly withdrew from his letter of commitment for personal and professional reasons. Winrock will advertise immediately for his replacement which will require USAID approval. Given the importance of the field based results of SFB, both Matt Leggett and Amy Maling will spend approximately 50% of their time in the field – both in Modulkeri and Prey Lang.



### 5.2 Project Management

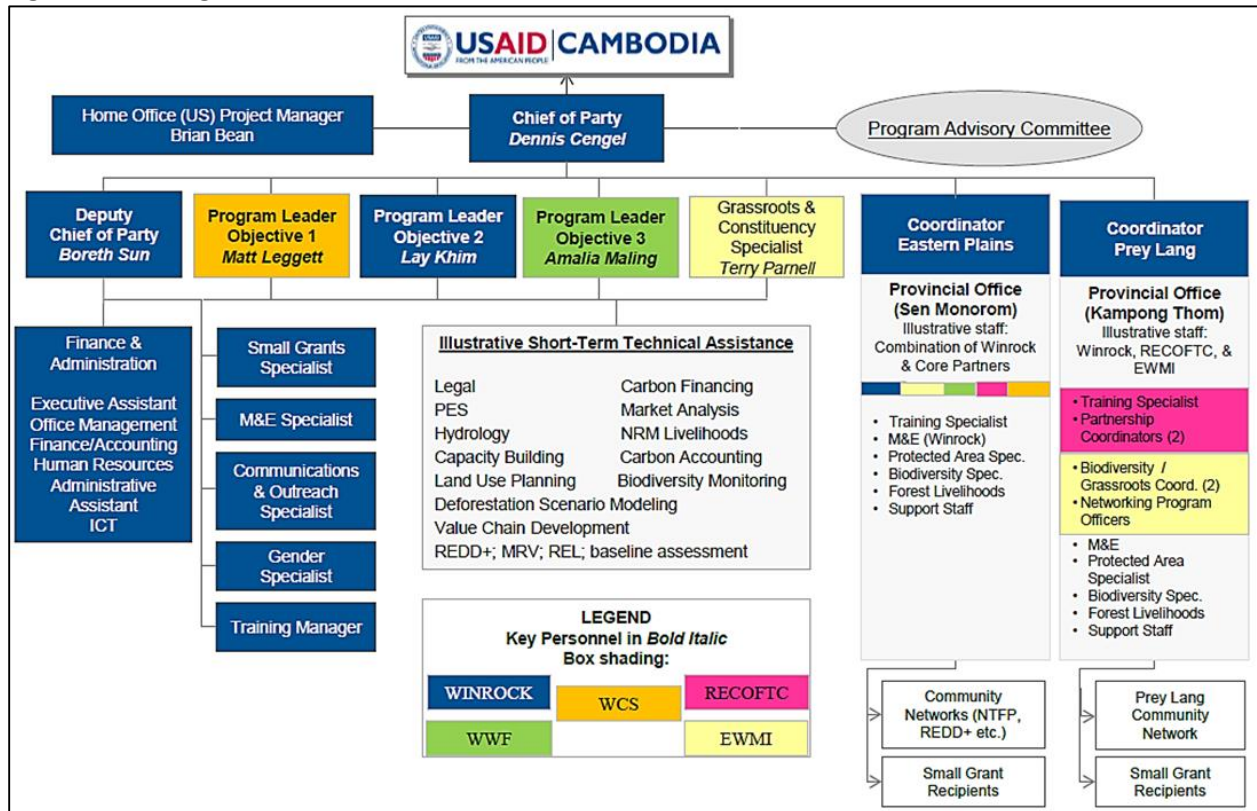
The main project office will be located in Phnom Penh with field offices expected in the two landscapes, likely to be located within offices of project partners or counterparts. The Project's core management team will be located in Phnom Penh, and will provide overall direction in planning, implementation, coordination and monitoring, reporting and logistics and staff support for the Project. The core team, consisting of Chief of Party (COP), Deputy Chief of Party (DCOP) and Team Leaders for each of the objectives will hold regular team meetings amongst advisors and partners to coordinate planning, implementation, monitoring and administrative/finance reporting requirements. The core team, in conjunction with USAID, Winrock Headquarters and other partners will facilitate General Project Management, Communications, and Reporting preparation and approval of annual work plans, tasking and prioritizing activities and ensuring smooth working relations with implementing partners and achieving the objectives.

#### Winrock's Partners

- The **East-West Management Institute** will play a key role in SFB specifically focusing on the Prey Lang landscape and will work closely with the Prey Lang Community Network as well as RECFOTC and other partners. They have been deeply engaged in Cambodia for more than a decade, with a particular emphasis on the protection of the land and resource rights of poor and vulnerable communities.
- **RECOFTC – The Center for People and Forests** engages in strategic networks and effective partnerships with governments, international and UN agencies, non-government organizations, research and educational institutes, civil society, the private sector and local people in the Asia-Pacific region and beyond. With over 20 years of international experience RECOFTC delivers innovative solutions for people and forests. In Cambodia, RECOFTC's experience in capacity building, community engagement, and action research has succeeded in supporting the effective implementation of community forestry on the ground;
- The **Wildlife Conservation Society (WCS)** has helped to establish more than 150 wildlife parks and reserves throughout the globe, and to strengthen their management for wildlife. WCS has operated in Cambodia since 1999 under a joint MOU with the Ministries, MAFF and MOE across three target landscapes – the Eastern Plains, Northern Plains and Tonle Sap Floodplain. WCS is the Cambodian government's technical partner on a project to create sustainable finance from REDD+ for the Seima Biodiversity Conservation Area as well as Cambodia's REDD+ Roadmap;
- The **World Wildlife Fund (WWF)** has worked in Cambodia since 1995 providing technical assistance to key government agencies on a range of NRM and biodiversity issues. WWF's conservation strategies focus on capacity building of government counterparts and local communities to address the key drivers of biodiversity loss and environmental degradation. WWF's key areas of expertise are in community-based NRM, NTFPs, value chain development, sustainable forest-based livelihoods, land-use planning, biodiversity monitoring, and protected area management.

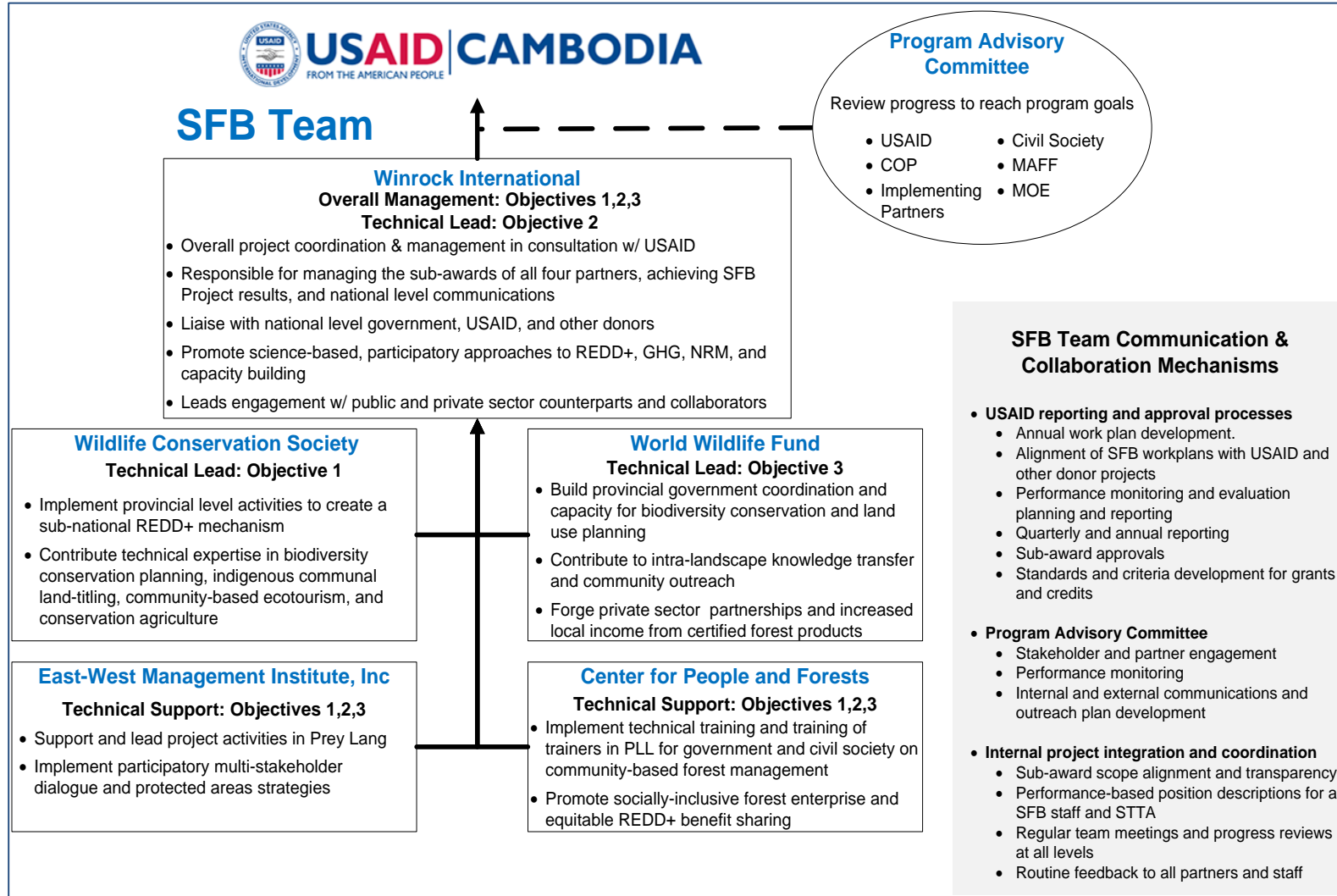
# Supporting Forests and Biodiversity Year One Work Plan

**Figure 3. SFB Organizational Structure.**



## Supporting Forests and Biodiversity Year One Work Plan

Figure 4. SFB Team Roles.



### 5.3 Sustainability

The Winrock team will incorporate strategies to ensure that outputs, institutions and relationships of stakeholders with a common interest in participating in those activities remain once the project closes. Essential to sustainability are participatory planning processes that cut across each of the project's objectives, inclusion of under-represented groups, open dialogue, negotiation and decision-making. The SFB sustainability mechanisms focus around three broad areas: economic, biological, and social:

- Enterprise models will be based on feasibility studies and business plans; enterprises will be developed only when self-sustainability is feasible. REDD+ systems will be developed to comply with requirements of specific markets/funds – at Seima this is the voluntary market, for other potential sites in Prey Lang, those markets will be identified during project development through the Japanese Bilateral Offset Credit Mechanism;
- Viability of the conservation areas will be based in part on improving their perceived economic value to society, as well as through the provision of voluntary market carbon credit contributions in the Seima Protected Forest and, possibly, in Prey Lang, and potential PES contributions in other conservation areas, as well;
- Enterprise models include explicit design elements to ensure ecological sustainability;
- Political aspects – all major interventions consistent with national policy and engagement with national policy bodies is planned especially REDD Task Force, Technical Working Group on Forestry and Environment (TWG F&E);
- Legal aspects – all interventions are founded on existing or planned legal instruments;
- Participation – multi-stakeholder support is built/maintained through the various fora;
- Ownership is assured through the implementation of project activities in collaboration with government and local stakeholders, often as direct beneficiaries of project activities such as those associated with REDD+ or PES;
- Safeguards – formal REDD safeguards minimize risks of harm or conflict;
- Capacity building – skills, information resources and learning opportunities through networks.

### 5.4 Project Monitoring

The Performance Monitoring and Evaluation Plan (PMEP) has been developed concurrently with the Work Plan. The PMEP provides the life of project (LOP) targets for required indicators at the outcome and impact levels, describing data sources and frequencies (this focuses on tapping existing projects and services that can provide data on, for example, GHG and land degradation) for establishing baseline (initial conditions) and end of project (net change). Indicator data will be collected regularly (per event, monthly, quarterly, or annually depending on indicator) and incorporated into quarterly and annual performance reports.

The Winrock team and principle partners will hold monthly technical meetings to review progress and plan next steps and formal semi-annual reviews that take a qualitative approach to assess how the program is evolving, what is being learned, and put into practice adaptive management strategies that may be needed to achieve the first year targets.

### 6.0 Year 1 Anticipated Expenditures

## Supporting Forests and Biodiversity Year One Work Plan

---

The following table illustrates the life-of-project budget approved for the 4-year project and expenditures anticipated for the first year of the project. This is followed by notes related to the anticipated costs for FY 2013.

Approved life of project budget and expenditures anticipated For Year 1 (FY 2013), November 9, 2012 to September 30<sup>th</sup> 2013.

Line Items	Approved LOP Budget	Estimated Expenditures FY 2013

**Obligation Received**

Total Estimated FY 2013 USAID Amount  
 Cost-Sharing Amount (Non-Federal)

**Budget Notes**

<i>Line Item</i>	<i>Comment</i>
<b>Salaries</b>	This will be consistent throughout the year with the exception of first quarter during project start up. We expect by the beginning of second quarter SFB will be fully operation and all staff positions will be filled
<b>Fringe Benefits</b>	Calculated as per award, based on hired staff.
<b>Consultants</b>	SFB will utilize both international and local consultants as needed to complement project staff and technical activities.
<b>Equipment</b>	Winrock will purchase equipment to fulfill the needs of all SFB staff (including subgrantees' staff) for the implementation of activities in all areas identified.
<b>Travel And Per Diem</b>	Travel costs will increase during the year as SFB reaches peak implementation in quarters three and four.
<b>Other Direct Costs</b>	The level of expenditures will increase starting in quarter two, and will remain consistent throughout the year.
<b>Sub-Agreements</b>	Expected to accelerate as the year progresses
<b>Indirect Costs</b>	Calculated as per award.

---

## Supporting Forests and Biodiversity Year One Work Plan

---

<b>Non-Federal Contributions</b>	Cost share will be closely linked to with the implementation of the small grant program, expected to accelerate later in FY13. Cost share from partners will increase over the course of FY13 as field implementation accelerates.
----------------------------------	--

Winrock has stringent internal procedures for monitoring expenditures against budget projections and verifying transactions. Winrock headquarters tracks expenses using Solomon accounting software and applies expenditures to budget line items. At the end of each month, headquarters provides expenditure reports to ensure budget compliance.



## **Attachment 1**

# **Cambodia Supporting Forests and Biodiversity Project**

**USAID Cooperative Agreement Number: AID-442-A-13-00002**

**Draft Performance Monitoring & Evaluation Plan**

**December 2012**



### Overview

The Winrock Team's monitoring and evaluation plan (PMEP) for SFB will provide USAID with an effective framework for evaluating and reporting on SFB's diverse outputs and impacts, including standard Foreign Assistance Framework output and outcome indicators where appropriate. The system is configured to provide SFB and USAID with reliable, cost-effective information quickly, enabling responsive and adaptive management, and draws heavily on Winrock's wealth of experience in global information systems (GIS) and technologies.

The PMEP will allow USAID to easily and effectively verify SFB's progress towards the goals and expected results (Figure D 1). The illustrative results framework (Figure D 2) demonstrates SFB's theory of change, with the discrete components leading to reduction in deforestation in Cambodia's priority landscapes explicitly identified and their conceptual relationships made clear. This system of indicators will provide USAID with a means to measure immediate outputs as well as intermediate and ultimate outcomes. Figure D 3 provides a summary of the performance indicators along with the annual targets and Life of Project (LOP) targets. Figure D 4 provided a more detailed description of each indicator, including the definition, method of acquisition, data sources, frequency of reporting and targets.

**Figure D 1: Project Expected Outcomes**

<b>Outcome</b>	<b>USAID Expected</b>	<b>SFB LOP Totals</b>
Policy, planning and institutional frameworks at the sub-national, inter-provincial, and/or local levels designed and/or implemented to support improved and equitable forest land management	Occurred	<b>30 Land Titles; 20 Management Plans; 25,600 person hours of training</b>
National and/or sub-national REDD+ frameworks informed by sub-national REDD+ demonstration activities	Occurred	<b>Seima Demonstration Site contributes to design of 20 methodologies and technologies</b>
Quantity of greenhouse gas (GHG) emissions, measured in metric tons of C02 equivalent, reduced or sequestered as a result of USG assistance	1.5 million metric tons	<b>1.5 million metric tons</b>
Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance	500,000 ha	<b>800,000 ha</b>
Increase in stakeholder participation rate, especially of under-represented groups, for effective participation in constructive stakeholder dialogues and forums on forest management issues	50%	<b>50% increase in forums; 35,000 stakeholders actively engaged</b>
Incomes derived from activities related to or compatible with sustainable and equitable forest management increased for target populations	50%	<b>50%</b>
Deforestation rate in priority landscape	Reduced	<b>15% below baseline</b>
Stakeholders with increased capacity to adapt to the impacts of climate variability and change	Increased	<b>44,000</b>
Number of organizations with increased gender inclusion at leadership, professional, management and technical levels related to REDD+ activities	Addressed	<b>15</b>

## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

**Figure D 2. Cambodia SFB Illustrative Results Framework.**

Goal: Decreased deforestation rate in identified priority landscapes		
Goal Level Indicators:		
<p>G.1: Deforestation rate in priority landscape</p> <p>G.2: Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance</p> <p>G.3: Quantity of greenhouse gas (GHG) emissions, measured in metric tons of CO2 equivalent, reduced or sequestered as a result of USG assistance</p>	<p>G.4: Number of stakeholders with increased capacity to adapt to the impacts of climate variability and change as a result of USG assistance</p> <p>G.5: Number of people with increased economic benefits derived from sustainable natural resources management and/or biodiversity conservation</p> <p>G.6: Number of institutions with improved capacity to address climate change issues as a result of USG assistance</p>	<p>G.7: Number of laws, policies, strategies, plans, agreements, or regulations addressing climate change and/or biodiversity conservation officially proposed, adopted, or implemented as a result of USG assistance</p> <p>G.8: Number of organizations with increased gender inclusion at leadership, professional, management and technical levels related to REDD+ activities</p> <p>G.9: Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation</p>
<p><b>Objective 1: Effectiveness of government and key natural resources managers at national and subnational levels to sustainably manage forests and conserve biodiversity enhanced.</b></p>	<p><b>Objective 2: Constructive dialog on forest management and economic development at the national and sub-national levels improved.</b></p>	<p><b>Objective 3: Equitable economic benefits from the sustainable management of forests increased.</b></p>
<p>Sub-objective 1.1: National level capacity to support the sustainable management of forests, biodiversity conservation, REDD+, and low-emissions development strengthened.</p> <p>1.1.1: Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance to national-level actors</p>	<p>Sub-Objective 2.1: Effective stakeholder participation in national and sub-national planning processes affecting forest land management and economic development increased.</p> <p>2.1.1: Increase in forums on forest and land management that integrate community representatives</p>	<p>Sub-Objective 3.1: Incomes from livelihoods activities that support sustainable management of forests increased</p> <p>3.1.1: Percent increase in income levels of target community due to economically viable alternative livelihood activities</p> <p>3.2.1: Number of NTFP value chain market linkages strengthened</p>
<p>Sub-Objective 1.2: Sub-national Administration (SNA) and sub-national line ministry capacity to effectively meet evolving responsibilities in forest management sector increased.</p> <p>1.2.1: Number of Community Forest, Community Protected Area, or indigenous land titles granted as a result of USG assistance</p> <p>1.2.2: Number of management plans drafted and implemented</p>	<p>Sub-Objective 2.2: Stakeholder understanding of forest land management, REDD+, biodiversity conservation, CBNRM, and relevant economic development planning issues strengthened.</p> <p>2.2.1: Percentage of individuals from targeted populations showing increased knowledge on forest and resource management issues and REDD+</p> <p>2.2.2: Number of stakeholders using climate information in their decision making</p>	<p>Sub-objective 3.2: Payment for environmental service (PES) activities (e.g. REDD+) established or supported in targeted landscapes with equitable benefit sharing mechanisms.</p> <p>3.2.2 Number of model actions, methodologies, protocols, tools and technologies developed and adopted by partners and stakeholders</p>
<p>Sub-Objective 1.3: Local-level technical skills for forest management and biodiversity conservation to support community-based natural resources management (CBNRM) improved.</p> <p>1.3.1: Number of stakeholders actively engaged in improved forestry management practices</p> <p>1.3.2: Number of stakeholders in targeted landscapes that exhibit understanding of major conservation, forestry and climate practices</p>	<p>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.</p> <p>2.3.1 Number of person hours of training in mediation, conflict management, negotiation, and facilitation skills provided with USG assistance</p> <p>2.3.2: Number of stakeholders reporting reduced extra-legal conflict due to land- and resource- related disagreements in priority landscapes</p>	<p>Sub-Objective 3.3: Community participation in income-generating activities broadened, with a special focus on under-represented groups.</p> <p>3.3.1 Milestones achieved in REDD+ readiness</p> <p>3.3.2 Number of people with improved livelihoods from alternative income generating activities</p>

**Figure D 3. Summary of Cambodia SFB Performance Indicators and Annual and LOP Targets.**

<b>Indicator:</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>LOP</b>
G.1: Deforestation rate in priority landscape	--	--	10% below baseline	15% below baseline	<b>15% below baseline</b>
G.2: Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance	50,000	150,000	250,000	250,000	<b>800,000</b>
G.3: Quantity of greenhouse gas (GHG) emissions, measured in metric tons of C02 equivalent, reduced or sequestered as a result of USG assistance		250,000	250,000	1m	<b>1.5m metric tons</b>
G.4: Number of stakeholders with increased capacity to adapt to the impacts of climate variability and change as a result of USG assistance	5,000	10,000	15,000	14,000	<b>44,000</b>
G.5: Number of people with increased economic benefits derived from sustainable natural resources management and/or biodiversity conservation	5,000	20,000	40,000	30,000	<b>100,000</b>
G.6: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	7	15	20	13	<b>50</b>
G.7: 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	10	15	15	10	<b>50</b>
G.8: Number of organizations with increased gender inclusion at leadership, professional, management and technical levels related to REDD+ activities		5	5	5	<b>15</b>

## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

Indicator:	Y1	Y2	Y3	Y4	LOP
G.9: Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation.	1,000	3,000	4,000	2,000	<b>10,000</b>
1.1.1: Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance to national-level actors	2,000	7,000	10,600	6,000	<b>25,600</b>
1.2.1: Number of Community Forest, Community Protected Area, or indigenous land titles granted as a result of USG assistance		5	15	10	<b>30</b>
1.2.2: Number of management plans drafted and implemented		6	7	7	<b>20</b>
1.3.1: Number of stakeholders actively engaged in improved forestry management practices	5,000	10,000	10,000	10,000	<b>35,000</b>
1.3.2: Number of stakeholders in targeted landscapes that exhibit understanding of major conservation, forestry and climate practices	5,000	10,000	10,000	10,000	<b>35,000</b>
2.1.1: Increase in forums on forest and land management that integrate community representatives	10%	15%	25%	50%	<b>50%</b>
2.2.1: Percentage of individuals from targeted populations showing increased knowledge on forest and resource management issues and REDD+	10%	30%	65%	75%	<b>75%</b>
2.2.2: Number of stakeholders using climate information in their decision making	1,000	2,000	10,000	10,000	<b>23,000</b>
2.3.1 Number of person hours of training in mediation, conflict management, negotiation, and facilitation skills provided with USG assistance	4,000	8,000	10,000	4,500	<b>26,500</b>

## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

Indicator:	Y1	Y2	Y3	Y4	LOP
2.3.2: Number of stakeholders reporting reduced extra-legal conflict due to land- and resource- related disagreements in priority landscapes	5,000	5,000	10,000	10,000	<b>30,000</b>
3.1.1: Percent increase in income levels of target community due to economically viable alternative livelihood activities			25%	50%	<b>50%</b>
3.1.2: Number of NTFP value chain market linkages strengthened		2	1	1	<b>4</b>
3.2.1 Number of model actions, methodologies, protocols, tools and technologies developed and adopted by partners and stakeholders	5	5	10	0	<b>20</b>
3.3.1 Milestones achieved in REDD+ readiness			1	1	<b>2</b>
3.3.2 Number of people with improved livelihoods from alternative income generating activities	3,000	12,000	10,000	5,000	<b>30,000</b>

### *Data Collection*

The SFB PMEP describes linkages between the project inputs, activities, intermediate results (IRs), methods for data collection; and specific indicators and targets for measuring program success. The PMEP includes custom and standard indicators that will provide a reliable measure of the achievement of outcomes, sub-IRs, IRs, and overall goal; and annual and end-of-program targets. The proposed indicators will:

- Capture project outputs and outcomes,
- Supply information concerning progress on project activities,
- Provide information for adaptive management, and
- Contribute to USAID's own informational needs.

Data to be collected include project activity reports, training reports and participant information worksheets, assessments, field research, and stakeholder surveys. Collection will employ proven methodologies and instruments that effectively address SFB and USAID reporting requirements.

Winrock will engage an M&E Specialist who will provide expertise in program monitoring and quarterly and annual performance assessment and reporting over the life of SFB. The M&E Specialist will also provide training to local partners on monitoring methods, and will lead the establishment of baselines, verify project staff monitoring reports, compile data on outcome indicators, identify lessons learned, and conduct a final performance assessment to determine and report on achievement of targets, overall program outcomes and results, and significant achievements and lessons learned. SFB will continue to build capacity for M&E for country teams and local partners, including regular reviews and field site verification to ensure that performance indicator data is collected, recorded, analyzed and stored correctly. Based on these reviews, the SFB team will provide follow-on training and mentoring to address any weaknesses in the program's M&E systems and methods, and to institutionalize capacity for M&E within partner organizations.

The M&E Specialist will design and lead an assessment to establish program baselines for each of the indicators included in the PMEP that will allow for future performance assessments. The M&E Specialist will also work with Winrock's technical experts to harmonize monitoring, reporting, and verification (MRV) methodologies, including calculation of carbon emissions baselines, with overall program monitoring methods to track indicators and targets. The M&E Specialist will work with the core management team and technical experts to develop methodologies and a toolkit for program tracking and monitoring to be carried out on an ongoing basis by field staff. The monitoring toolkit will include baseline data, interview and field inspection checklists, survey questionnaires, and reporting formats. Field staff will use the toolkits to carry out systematic data collection, compilation, and reporting.

The M&E Specialist will also lead the process of data analysis, which will also involve the SFB management team and key advisors. The M&E Specialist will also supervise data collection by field teams, manage data storage systems, and will carry out periodic reviews to verify the findings from ongoing field monitoring, and assess the program's progress in achieving the SFB results and overall goal.

Finally, this individual will also ascertain and advise whether the program activities are on track to meet sub-IRs and IRs and annual and LOP targets, whether any corrective actions in the program design are needed to achieve the anticipated outcomes, and priorities for management decision-making. He/she will lead a quarterly process to identify lessons learned from the findings of the monitoring and performance assessment process, and to work with the Program management team to develop adaptive management solutions throughout the life of the program. The lessons learned and best practices gleaned through this project will be shared with the SFB's regional, national and sub-national partners through cooperating platforms, networks, training institutions, and project-sponsored conferences, workshops and other events.

### ***Field Surveys***

A centerpiece of SFB's PMEP are two field surveys – the SFB Livelihoods Survey assessing the impact of SFB on stakeholder livelihoods, and the SFB Annual Survey assessing the dissemination of skills and knowledge among the greater Cambodian population. These surveys will be implemented to inform a number of indicators contained within Winrock's PMEP that seek to capture broader social and behavioral changes in the landscape as a result of SFB's efforts.

Surveys will be conducted with an eye towards providing high resolution and validity while minimizing costs. Sample sizes will be selected to ensure reasonable confidence intervals without adding excessive costs; for this reason a stratified methodology will be employed including both random sampling in the population and samples drawn from populations already associated with project activities. Data collection will be handled by enumerators drawn from Cambodian universities and provided training and documented experience in exchange for services rendered. Precise methodology, including confidence intervals and sample sizes, will be determined following award with USAID input.

### ***Data Management***

SFB's performance monitoring, reporting, and verification (MRV) has been designed to provide for the rapid, reliable, and accurate transmission of results from disparate field sites to the central office in Hanoi and on to USAID and other partners. Our objective is a dependable system that provides timely results in a cost-effective manner.

Project reports and data will be submitted directly to the M&E Specialist in Phnom Penh or to his or her designee. The M&E Specialist and subordinate staff will have sole responsibility for recording project data in narrative, tabular, and graphical formats, as well as vetting data for accuracy and reliability and conducting field audits as necessary. SFB will be managed in a manner that will keep M&E staff in closer contact with field staff than in decentralized projects, facilitating a very high degree of quality control and oversight.

As each individual project component comes online, the SFB's M&E specialist will coordinate with project management, field staff, and implementing partners to plan for a field reporting system that is most suitable for the type of activity being undertaken and the area of Cambodia where it is occurring. These measures are expected to include written reports in both conventional and digital formats as well as innovative new technical approaches, such as the use



of mobile phones and other handheld devices for reporting. Winrock prides itself on its considerable experience deploying handheld and cellular technologies to innovatively support project M&E in locations as diverse as Cambodia and Kenya, and will provide a high level of field expertise and headquarters support to innovatively address field reporting requirements using new approaches and technologies while making effective use of proven and traditional systems where appropriate. An approach tailored to each individual project component will allow SFB to maximize the timely and accurate delivery of results from all sectors of the Project while minimizing transmission errors, training requirements, and cost overruns.

Project data will be stored on a computer server in SFB's Phnom Penh office, where they will be protected by access controls including but not limited to the use of unique password-protected user accounts for SFB computer systems and limiting access to network drives containing M&E records to M&E staff and project managers. To further guarantee the security of SFB results data, multiple backups will be maintained, including backups stored abroad on servers such as those in Winrock's home office. These backups will be updated at regular intervals using both automatic and manual processes.

### ***Reporting Structure***

Data will be reported at regular intervals to USAID through the use of regular SFB project reports. These reports will include activity reports, quantitative data including process towards SFB indicator targets, and qualitative data as appropriate to promote additional understanding. Wherever possible, project data will be reported quarterly. Due to the methodological challenges posed by some indicators – such as validity concerns stemming from reporting on activities affected by seasonal cycles and other annual rotations and the cost implications of undertaking an extensive field survey quarterly – those indicators will be reported annually. When dealing with such indicators, SFB will continue to facilitate USAID reporting by providing all applicable data that are practical on a quarterly basis. As appropriate, project training data will also be submitted to USAID's TRAINET data management system.

### **Adaptive Management**

SFB will be managed using an adaptive, results-based model that makes extensive consideration and analysis of all project results, outputs, and outcomes. As a component of the M&E Specialist's scope of work, he or she will be changed with constant evaluation of project data coming in from the field. The M&E Specialist will evaluate the project using rubrics including but not limited to trends in the number of partners, activities, and beneficiaries; the amount of progress being made towards SFB's quarterly and annual targets; qualitative data indicative of project successes and impacts, financial information, and other details. Analysis of these data will permit incisive, informed, and timely conclusions about SFB's effectiveness.

As one of SFB's key personnel, the M&E Specialist will be a presence in weekly, monthly, and other regularly scheduled meetings of project leadership. It will be his or her responsibility at these meetings to present the information described above to the COP, the DCOP, and managers. Where problem areas, delays, and inefficiency are identified, project leadership will have the responsibility to craft responsive, evidence-based solutions, in consultation with USAID and partners where appropriate. He/she will lead a quarterly process to identify lessons learned from

the findings of the monitoring and performance assessment process, and to work with the Program Management team to develop adaptive management solutions throughout SFB's lifetime.

Adaptive management will be facilitated through a number of strategic decisions exemplified in SFB's PMEP. All applicable indicators are disaggregated by sex, membership in under-represented groups, and zone of intervention (e.g. Prey Lang versus the Eastern Plains). This will permit a high level of resolution not only on whether SFB is meeting agreed-upon targets overall, but also on whether or not service to specific regions and sub-groups is experiencing a specific challenge that requires rectification. The PMEP also calls for the collection of qualitative data on many performance indicators. These data will be used in some cases to inform or disaggregate quantitative results on appropriate indicator, but will also be available to the M&E specialist, and by extension to project leadership, for the purpose of providing a more nuanced and specific evaluation of project effectiveness and the perceptions of the project by stakeholders in the field. SFB's management plan will preserve and maintain qualitative data with specific respect for and awareness of this benefit.

### **Impact Assessment**

The SFB M&E process will be designed and implemented in a manner that supports USAID's ability to carry out impact assessments of REDD+ and NRM pilot projects and activities after nine months, at the project midpoint, the project endpoint, and at other points requested or desired by USAID. The M&E process will anticipate a number of lines of inquiry and will be designed to respond and facilitate response to questions such as:

**Illustrative PMEP**

The following figure (Figure D 4) summarizes and discusses each indicator being proposed by the Winrock Team to monitor and evaluate SFB. All indicators are illustrative in intent; the indicator list and associated definitions and methodologies will be finalized in consultation with USAID following award.

**Figure D 4. Illustrative Performance Indicator Reference Sheets**

CAMBODIA/SFB - PERFORMANCE MONITORING PLAN			
Reference #	G.1a	Objective	N/A
FAF Ref. #	Custom	Sub Objective	N/A
<b>Indicator:</b>			
<b>Deforestation rate in priority landscapes</b>			
<b>DESCRIPTION</b>			
<p>Definition: This indicator measures the overall rate of deforestation in the two priority landscapes (Prey Lang and the Eastern Plains) where Cambodia/SFB will intervene. This indicator will measure the overall on-the-ground impact of the project’s multiple activities and outputs in terms of SFB’s overall goal.</p> <p>The rate of deforestation measures the amount of annual reduction in forest coverage as a percentage of the total recorded forest coverage at project launch as discussed below. All forest cover, including both old growth and new growth forests and regardless of the classification of the forest ecosystem (i.e. evergreen, deciduous, bamboo) are intended for inclusion under this indicator. In an optimal scenario, a negative deforestation rate would serve to indicate that replanting exceeds deforestation.</p>			
Unit of Measure:	Percentage [%]	Disaggregation:	Region [Prey Lang, Eastern Plains]
Type:	Outcome	Baseline:	TBD
<b>ACQUISITION AND MEASUREMENT PROCESS</b>			
<p>Method of Acquisition: Baseline will be established by employing satellite imagery and other GIS technology as appropriate to map and record exiting forest coverage within the Prey Lang and the Eastern Plains regions. Baseline (T<sub>0</sub>) will be measured in hectares and will be established within sixty days of project implementation.</p> <p>Using the same technologies, annual deforestation will be measured as the difference in hectares of detected forest from the previous year (T<sub>1</sub>) to the current year (T<sub>2</sub>). Percentage will be calculated as the area of annual reduction (in hectares) of forest in SFB’s priority landscapes over the baseline value (in hectares), specifically:</p> $T_2 - T_1 / T_0.$ <p>The indicator will be disaggregated by each priority landscape. Therefore, Prey Lang will be calculated:</p> $T[PL]_2 - T[PL]_1 / T[PL]_0$ <p>and the total indicator will be:</p>			

## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

$(T[PL]_2 + T[EP]_2) - (T[PL]_1 + T[EP]_1) / (T[PL]_0 + T[EP]_0)$						
Sources:	Satellite Imagery and other GIS data; Data from RGC, Open Development Cambodia, and field partners		Frequency of Reporting:	Annually		
<b>TARGETS</b>						
	Y1	Y2	Y3	Y4	LOP	
Target	--	--	10% below baseline	15% below baseline	<b>15% below baseline</b>	

CAMBODIA/SFB - PERFORMANCE MONITORING PLAN			
Reference #	G.2	Objective	N/A
FAF Ref. #	4.8.1-26	Sub Objective	N/A
<b>Indicator:</b>			
<b>Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance</b>			
<b>DESCRIPTION</b>			
<p>Definition:</p> <p>Improved management includes activities that promote enhanced management of natural resources for one or more objectives, such as sustaining soil and/or water resources, mitigating climate change, conserving biodiversity, and/or promoting sustainable agriculture. Management should be guided by a stakeholder-endorsed process following principles of sustainable NRM, improved human and institutional capacity for sustainable NRM, access to better information for decision-making, adaptive management, and/or adoption of sustainable NRM practices.</p> <p>SFB will build capacity in national and sub-national government agencies and other organizations, including community-based organizations such as community forestry associations to develop/revise and adapt local level forest and land use policies and management plans to address drivers of deforestation and degradation and to include improved management practices aimed at reducing and avoiding carbon emissions, conserving biodiversity, and sustaining the forest ecosystem and the environmental services it provides. Conservation areas will be considered to be under improved management when the forest and land use policies and/or management plans have been revised, and approved by local and/or national authorities for implementation at the pilot project site.</p> <p>Monitoring will use the following milestones to track progress towards adoption of improved management practices: (1) Landscape level analysis conducted; (2) Stakeholders' input incorporated into forest management plan revisions; (3) Forest management plan reviewed and approved; (4) Local organizations trained in improved forest management practices; (5) Local organizations participate in monitoring of forest resource and land use, including status trends for key species.</p> <p>A <b>key species</b> is a species of plant or animal which is either of elevated conservation concern itself (typically one at risk of extinction nationally or globally) or forms a good indicator species for the status of others that are of elevated concern. <b>Status trends</b> are derived from a</p>			

## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

<p>monitoring system for collecting reliable, comparable information over time about the status of a species population at a site (abundance, threats and other causes of change). Such information may be quantitative or qualitative and represent absolute abundance or an indirect index of status.</p>					
Unit of Measure:	Hectares	Disaggregation:	Region [Prey Lang, Eastern Plains], Type [Biological Significance, Natural Resources]		
Type:	Outcome	Baseline:	0		
<b>ACQUISITION AND MEASUREMENT PROCESS</b>					
<p><b>Method of Acquisition:</b>                  Pilot project demonstrations of improved forest land management will be delineated on the ground, through remote sensing, maps, and using GIS software. The number of hectares within the demonstration area will be calculated using GIS applications and using GPS for on the ground geographic coordinates. The broader landscape in which the demonstration is located will also be delineated and the area will be calculated for each land use zone. Replication and/or demonstration in surrounding zones in the broader landscape will be tracked and measured to calculate expansion of the improved management practice over time. For areas protected by introduced regulations, policies, and/or standards, political or other delineated boundaries will be used to estimate area.</p> <p>Areas where improved management practices are applied or replicated will be calculated using GIS, remote sensing, GPS, and/or other standard land surveying methods. Partner organizations will be trained to monitor implementation of the improved practices and assess and verify the extent to which they are being applied. Methodologies for monitoring key species' status trends will be developed for each species to be monitored (methodologies will vary depending on whether the species is a plant or animal, population parameters, and site characteristics).</p>					
Sources:	SFB program and partner organizations' GIS databases, maps, forest management plans, and field data records.	Frequency of Reporting:	Quarterly		
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target	50,000	150,000	300,000	300,000	<b>800,000</b>

<b>CAMBODIA/SFB - PERFORMANCE MONITORING PLAN</b>					
Reference #	G.3		Objective	N/A	
FAF Ref. #	4.8.2-1		Sub Objective	N/A	
<b>Indicator:</b>					
<b>Quantity of greenhouse gas (GHG) emissions, measured in metric tons of CO<sub>2</sub> equivalent, reduced or sequestered as a result of USG assistance</b>					
<b>DESCRIPTION</b>					
Definition:					
The amount of emissions, in metric tons of carbon dioxide equivalent (CO <sub>2</sub> e), which is reduced or sequestered as a result of USG programs in natural resources management, agriculture and/or biodiversity sector. The unit ‘carbon dioxide equivalent (CO <sub>2</sub> e)’ is employed to convert diverse greenhouse gases (GHGs) into a common unit of measurement. Carbon sequestration refers to removing CO <sub>2</sub> from the atmosphere, either by enhancing natural sequestration or artificially capturing and storing carbon. This indicator includes increased carbon sequestration from SDB activities including enhanced natural resources management, forest governance, and alternative livelihood activities.					
Unit of Measure:	Metric Tons of CO <sub>2</sub> e		Disaggregation:	None	
Type:	Outcome		Baseline:	TBD	
<b>ACQUISITION AND MEASUREMENT PROCESS</b>					
Method of Acquisition:					
Baseline data will be established by Cambodia/SFB’s technical experts employing satellite imagery, GIS data, and data from field surveys. CO <sub>2</sub> e emissions reduction or sequestration will be estimated using <a href="#">USAID’s carbon calculator</a> , based on the influence area of each CMO and other necessary data collected from RGC records, field surveys, and global imaging data.					
Sources:	GIS data, field surveys, reports from the RGC and partners		Frequency of Reporting:	Quarterly	
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target		250,000	250,000	1m	1.5m

CAMBODIA/SFB - PERFORMANCE MONITORING PLAN			
Reference #	G.4	Objective	N/A
FAF Ref. #	4.8.2-2	Sub Objective	N/A
<b>Indicator:</b> <b>Number of stakeholders with increased capacity to adapt to the impacts of climate variability and change as a result of USG assistance.</b>			
DESCRIPTION			
<p>Definition:</p> <p>Adaptive capacity is the ability to adjust to climate change, to moderate potential damages, to take advantage of opportunities, or to cope with the consequences. USG support to increase adaptive capacity should aim beyond only the near term, to also have benefits in the middle and longer term.</p> <p>An increase in adaptive capacity can be shown with the use of surveys or assessments of capacities.</p> <p>Having the “ability to adjust” to climate change impacts will measure an objective of the project to deal with climate stresses (in the context of other stresses).</p> <p>Stakeholders with improved adaptive capacity may be better able to monitor or govern conservation areas and buffer zones, practicing more efficient cultivation, harvesting, and foraging techniques, capable of applying principles of forest and wetland conservation in their own lifestyles and transmitting this information to others, be trained in climate resilient alternative livelihoods or income sources, or other resilience and adaptation outcomes specified in the Technical Approach. The narrative section of SFB reports and qualitative information accompanying this indicator will describe types of adaptive capacity reinforced by SFB and the types of stakeholders who benefit.</p>			
Unit of Measure:	Individuals [Number]	Disaggregation:	Sex [Female, Male], Under Represented Groups [Ethnic and religious minorities as appropriate]
Type:	Outcome	Baseline:	TBD
ACQUISITION AND MEASUREMENT PROCESS			
<p>Method of Acquisition:</p> <p>Information on stakeholders with increased capacity to adapt to climate change will be accumulated from a variety of sources with intent towards capturing multiple types of adaptation, and the extent to which greater adaptive capacity is transmitted from direct SFB beneficiaries on to communities more generally.</p> <p>Data will be collected from the participant information sheets and training reports conducted by Winrock Consortium members and other partners under SFB’s auspices in cases where adaptive capacity is enhanced. This, coupled with <i>ex post</i> skills assessments, will capture increased adaptive capacity through direct skills transfer and capacity building. In these cases, ‘increased adaptive capacity’ shall be defined as individuals who <i>acquire new skills</i> (where individuals who do not possess a skill self-select into a training group to acquire it and can therefore be assumed to have a low or non-existent capacity at the outset) or who can be demonstrated to show improvement individually or in a group (as on the difference between an</p>			

*ex ante* and *ex post* assessment).

Data will also be collected by SFB during site visits and field research. Where SFB-led or stakeholder-led activities with SFB support can be shown to have a definable impact on a community outcome (reduced deforestation, improved flood control, better governance of resources), stakeholders in that community will have been shown to possess improved adaptive capacity.

Finally, questions on the SFB Annual Survey will be addressed to understanding which stakeholders have acquired skills or information directly or indirectly due to SFB's assistance or who are otherwise better enabled to adapt to climate change. The exact question(s) and methodology will be presented on the survey instrument designed and submitted to USAID along with the PMP within sixty days of the conferral of the reward. Consequently, the operational definition for stakeholders with improved adaptive capacity will also be codified at that time. The survey will be administered once as part of the baseline formation process and then annually during each project year.

Sources:	Participant information sheets, training reports, field and site visits, SFB Annual Survey			Frequency of Reporting:	Quarterly
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target	5,000	10,000	15,000	14,000	<b>44,000</b>



CAMBODIA/SFB - PERFORMANCE MONITORING PLAN			
Reference #	G.5	Objective	N/A
FAF Ref. #	4.8.1-27	Sub Objective	N/A
<b>Indicator:</b>			
<b>Number of people with increased economic benefits derived from sustainable natural resources management and/or biodiversity conservation</b>			
<b>DESCRIPTION</b>			
<p>Definition:</p> <p>Increased economic benefits include: increased household income, average increase in income per household, number of new enterprises developed (including but not limited to forestry/agroforestry, sustainable agriculture, sustainable tourism, microenterprise, etc.), economic benefits from ecosystem services, etc. Economic benefits may be based on actual cash transactions or other economic value of REDD+ resources.</p> <p>Household income is generally defined as the value added of labor and capital (including land). The income of a household is therefore the return to the labor and capital it owns, used in own production and income-generating activities (self-employment or business) or sold in a market (e.g. wage labor). Estimates of economic benefits will also take into consideration other sources of income such as remittances, pensions, and payment transfers through carbon finance mechanisms.</p> <p>The M&amp;E team will develop livelihoods surveys using instruments and questionnaires using or adapting tools that have already been tested in similar programs, primarily the toolkit developed by the Center for International Forestry (CIFOR), which includes <i>A guide to learning about livelihood impacts of REDD+ projects</i><sup>2</sup> and <i>Technical guidelines for research on REDD+ project sites</i>.<sup>3</sup> CIFOR has made these toolkits available to members of the scientific, donor, non-government and civil society organization, conservation organization and forest user communities. The materials include a variety of questionnaires designed to evaluate the process of establishing REDD+ and outcomes of introducing REDD+ incentives.</p>			
Unit of Measure:	Individuals [Number]	Disaggregation:	Sex [Female, Male], Under Represented Groups [Ethnic and religious minorities as appropriate]
Type:	Outcome	Baseline:	
<b>ACQUISITION AND MEASUREMENT PROCESS</b>			
<p>Method of Acquisition:</p> <p>To measure the extent to which the target population has experienced increased economic benefits derived from REDD+ related activities, the SFB team will adapt the CIFOR toolkit and develop additional survey questions as needed to establish baselines in the communities where economic benefits are expected to be accrued, and to collect follow-up data on income and</p>			

<sup>2</sup> Jagger P., Sills E.O., Lawlor, K. and Sunderlin, W.D. 2010 A guide to learning about livelihood impacts of REDD+ projects. Occasional paper 56. CIFOR, Bogor, Indonesia.

<sup>3</sup> Sunderlin, W.D., Larson, A.M., Duchelle, A., Sills, E.O., Luttrell, C., Jagger, P., Pattanayak, S. Cronkleton, P. and Ekaputri, A.D. 2010 Technical guidelines for research on REDD+ project sites. CIFOR, Bogor, Indonesia.

livelihoods on an annual basis. Data on increased economic benefits will be disaggregated by gender and by status as an under-represented group.

SFB will develop a livelihoods survey instrument using pre-existing methodologies and a statistical sampling design to evaluate livelihoods questions including this indicator and Indicators 3.1.1 and 3.2.2. Community level surveys will collect gender disaggregated population data, and basic information on village institutions; forest use regulations and rules; wages and prices; development projects/income to the village; and village land and resource tenure and use.

Sources:	Data will be collected from survey responses	Frequency of Reporting:	Annual		
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target	5,000	20,000	40,000	30,000	<b>100,000</b>

<b>CAMBODIA/SFB - PERFORMANCE MONITORING PLAN</b>			
Reference #	G.6	Objective	N/A
FAF Ref. #	4.8.2-14	Sub Objective	N/A
<b>Indicator:</b>			
<b>Number of institutions with improved capacity to address climate change issues as a result of USG assistance</b>			
<b>DESCRIPTION</b>			
Definition:			
<p>This indicator will measure increased organizational capacity rather than individual capacity. Although the capacity of institutions derives from the individuals who comprise its leadership, workforce or membership, organizational capacity is defined in terms of how well an organization functions, carries out its mandate, prepares and implements plans and strategies, retains expertise, provides services, achieves goals, and is able to sustain its operations over the long-term. The SFB program will strengthen selected institutions including national and sub-national REDD+ Task Forces and Working Groups, ministries and government agencies, universities and research centers, civil society and non-governmental organizations, and community-based organizations. Institutional strengthening will build capacity to provide training/technical assistance or carry out field activities on forest carbon accounting methodologies, development of MRV systems and national reference scenarios, monitoring changes in forest cover, land use and carbon stocks; and improved land use mapping and planning; implement new technologies and practices; and carry out economic and policy analyses, such as cost-benefit studies and valuation of benefits and services. Activities to increase institutional capacity may also include strengthening organizational governance, management practices; human resources; financial management systems; service delivery; external relations; and facilitation of stakeholder participation, if assessments point to critical weaknesses in these areas.</p>			
Unit of Measure:	Institutions [Number]	Disaggregation:	None
Type:	Outcome	Baseline:	
<b>ACQUISITION AND MEASUREMENT PROCESS</b>			
Method of Acquisition:			
<p>The SFB team will assist key organizations to carry out institutional self-assessments to establish a baseline for capacity, to identify areas in which institutional strengthening is needed, and prepare short-term plans for targeted activities that the SFB program will support. Based on the identified needs and planned activities, a set of specific criteria will be used to measure the extent that capacity has been built within each institution. These instruments will be developed by the Winrock Consortium in cooperation with SFB within sixty days of award.</p> <p>Agreements and MOUs with participating institutions will include TORs for institutional needs assessments which will outline capacity building measures to be achieved through SFB supported institution strengthening inputs. Based on the identified needs and planned activities, a set of specific criteria will be used as an index to measure capacity built within each institution. The team will use or adapt institutional assessment tools to establish initial capacity baselines and increased capacity as a result of SFB organizational strengthening inputs.</p>			

## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

---

Sources:	Agreements and MOUs with participating institutions, self-assessment reports on institutional capacity indices and measures by participating institutions, follow-up assessments, site visits and interviews	Frequency of Reporting:	Quarterly		
TARGETS					
	Y1	Y2	Y3	Y4	LOP
Target	7	15	20	13	<b>50</b>

<b>CAMBODIA/SFB - PERFORMANCE MONITORING PLAN</b>			
Reference #	G.7	Objective	N/A
FAF Ref. #	4.2.8-28	Sub Objective	N/A
<b>Indicator:</b>			
<b>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.</b>			
<b>DESCRIPTION</b>			
<p><b>Definition:</b>                      This indicator measures the number policies, laws, agreements, or regulations passed addressing climate change issues overall, including REDD+, conservation policies, regulation of the agricultural sector, and other factors. Policies decisions reported under this indicator shall be those that support the improved resource management and resource governance activities of SFB or those that contribute to climate resilience via alternative means such as by restricting development or deforestation in critical areas, support alternative livelihoods, or other means. This indicator is meant to capture RGC legislative or executive policies (laws, resolutions, decrees, orders) but also the policy decisions of RGC ministries (excluding land titles, which are counted under a separate indicator) and policy directives of local government. Only policies that are expected to have real on-the-ground impact if implemented should be reported. Identical policies being pursued in multiple jurisdictions (i.e. the same standard forestry law being applied in two provinces simultaneously) should be reported once per jurisdiction; a single high-level policy should only be counted as one law no matter how many sub-jurisdictions it affects, however. The narrative reports shall include information on the nature and objective of each law reported under this indicator.</p>			
Unit of Measure:	Policies, laws, policies, strategies, plans, agreements, or regulations [Number]	Disaggregation:	National/sub-national; mitigation or adaptation
Type:	Output	Baseline:	0
<b>ACQUISITION AND MEASUREMENT PROCESS</b>			
<p><b>Method of Acquisition:</b>                      Data will be collected by SFB’s M&amp;E staff directly and with the assistance of implementing partners and sub-grantees as necessary. Where practical, reporting will be assisted by stipulations included in MOUs and TORs as a condition of SFB technical assistance.</p> <p>Planned policy actions, laws, policies, strategies, plans, agreements, or regulations addressing climate change, as well as technical assistance and other USG support will be outlined in annual work plans with expected timeframes for completion. Data on the status of planned policy actions and their implementation will be collected from legislative proceedings, government agency policy memos, minutes of policy committee meetings, and official decrees, published laws and regulations, and signed agreements. Once the policy actions are passed, enacted into law, approved, signed or authorized, the team will obtain copies of the actual documents. Key decision-makers, members of legislative bodies, government agencies responsible for policy implementation, policy analysts, and advocacy group members will be interviewed to determine the status of implementation.</p>			

**Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan**

---

Sources:	Annual work plans, GOB legislative and agency proceedings, committee meeting minutes, official decrees, published laws and other official documentation.				
	Frequency of Reporting:				Quarterly
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target	10	15	15	10	<b>50</b>

<b>CAMBODIA/SFB - PERFORMANCE MONITORING PLAN</b>			
Reference #	G.8	Objective	N/A
FAF Ref. #	Custom	Sub Objective	N/A
<b>Indicator:</b>			
<b>Number of organizations with increased gender inclusion at leadership, professional, management and technical levels related to REDD+ activities as a result of USG assistance</b>			
<b>DESCRIPTION</b>			
<p>Definition:</p> <p>SFB will assist key organizations in carrying out institutional self-assessments to establish a baseline for capacity, to identify areas in which institutional strengthening is needed, and prepare short-term plans for targeted activities that the SFB program will support. The institutional self-assessments will address gender issues, including status of men and women in leadership, professional, and managerial positions related to REDD+ activities.</p> <p>Increased gender inclusion is defined as an increase in the number of women or men in leadership, technical, professional, technical or managerial positions related to REDD+ (e.g. correction of gender imbalance). Organizational plans to increase gender diversity could include identifying pathways for promotion to leadership and management positions, recruitment to fill vacancies, increased access to training opportunities that allow employees to qualify for positions that require certification, or training that empowers community members to participate in local-level REDD+ committees.</p> <p>Forestry and natural resource management have traditionally been male-dominated professions in Asia, despite evidence that rural women use and depend on forest resources as much as, and in different ways than, men. In institutions where few women hold REDD+ related positions, the assessments will identify factors that limit women’s representation, and capacity building plans will include specific actions to increase the number of women in positions that have responsibility for REDD+ related activities. The SFB program will develop agreements with partner organizations, cooperating institutions and sub-grantees to formalize plans for institutional capacity building, which will outline specific recommended professional development, leadership skill building, and gender analysis training activities. The SFB team will work with institutions that have committed to increasing gender diversity to identify training opportunities, including SFB sponsored training.</p>			
Unit of Measure:	Organizations [Number]	Disaggregation	None
Type:	Outcome	Baseline	TBD
<b>ACQUISITION AND MEASUREMENT PROCESS</b>			
<p>Method of Acquisition:</p> <p>Agreements with cooperating organizations will include specific targets for increasing gender representation and decision-making. The agreements will include baselines established during institutional assessments, and time-bound reporting requirements. Cooperating organizations will report on achievement of targets to increase gender diversity in REDD+ related positions and programs. An organization will be counted towards the SFB indicator target, when it has achieved the agreed upon level of increased representation and decision-making. Agreements</p>			

## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

with partners, cooperating organizations, and sub-grantees will include requirements to provide documentation including institutional assessments and capacity building plans; progress reports; and back-up documentation. Data will be collected from these organizations and will be verified by the SFB M&E Specialist and Gender Specialist.

Sources:	Agreements with partners, institutional assessments and capacity building plans, employment records; participant training forms	Frequency of Reporting:	Quarterly		
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target		5	5	5	<b>15</b>



## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

CAMBODIA/SFB - PERFORMANCE MONITORING PLAN					
Reference #	G.9	Objective	N/A		
FAF Ref. #	4.8.1-27	Sub Objective	N/A		
<b>Indicator:</b>					
<b>Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation</b>					
<b>DESCRIPTION</b>					
<p>Definition:</p> <p>This indicator measures the number of individuals trained by SFB in the management of natural resources or biodiversity conservation. Training could include training in natural resources issues, management of conservation areas; training in applicable laws and conventions and their enforcement; training in land tenure and property rights; and other trainings delivered under the auspices of SFB's primary program objectives.</p> <p>Only people who complete an entire training program will be counted under this indicator.</p>					
Unit of Measure:	Individuals [Number]	Disaggregation:	Sex [Female, Male], Under Represented Groups [Ethnic and religious minorities as appropriate]		
Type:	Outcome	Baseline:	####		
<b>ACQUISITION AND MEASUREMENT PROCESS</b>					
<p>Method of Acquisition:</p> <p>Members of the Winrock Consortium and implementing partners will issue and collect participant information sheets for each training participant at all training events. Participants will be counted and disaggregated by sex and by membership in under-represented groups of interest.</p>					
Sources:	Training reports by Winrock Consortium and Partners, Participant information sheets	Frequency of Reporting:	Quarterly		
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target	1,000	3,000	4,000	2,000	<b>10,000</b>

## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

CAMBODIA/SFB - PERFORMANCE MONITORING PLAN					
Reference #	1.1.1	Objective	1		
FAF Ref. #	4.8.1-29	Sub Objective	1		
<b>Indicator:</b>					
<b>Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance to national-level actors</b>					
<b>DESCRIPTION</b>					
<p><b>Definition:</b>                      This indicator assesses learning activities intended for teaching or imparting knowledge and information on natural resources management and biodiversity conservation with designated instructors or lead persons, learning objectives, and outcomes, conducted fulltime or intermittently. NRM and biodiversity conservation training can consist of transfer of knowledge, skills, or attitudes through structured learning and follow-up activities, or through less structured means, to solve problems or fill identified performance gaps. Training can consist of long-term academic degree programs, short- or long-term non-degree technical courses in academic or in other settings, seminars, workshops, mentorships, etc. Training may cover both local and US-based training. It shall under SFB be construed to include training to RGC personnel, other policymakers, managers of conservation areas, partner organizations, local stakeholders, and others as appropriate.</p>					
Unit of Measure:	Person hours	Disaggregation:	Sex [Female, Male], Under Represented Groups [Ethnic and religious minorities as appropriate]		
Type:	Output	Baseline:			
<b>ACQUISITION AND MEASUREMENT PROCESS</b>					
<p><b>Method of Acquisition:</b>                      The CREL team will use a Participant Training Report Form to collect data on all training participants in training activities related to natural resources management and/or biodiversity, such as workshops, field days, cross-visits, study tours and other project sponsored events. The Participant Training Report Form will include a section to record the number of hours the participant was in attendance in sessions covering topics related to natural resources management and/or biodiversity. CREL partners will also use the Participant Training Report Form to collect and report this data. All participant training data will be entered into the USAID TraiNet data management system.</p>					
Sources:	Participant training forms, training completion reports	Frequency of Reporting:	Quarterly		
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target	2,000	7,000	10,600	6,000	<b>25,600</b>

## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

CAMBODIA/SFB - PERFORMANCE MONITORING PLAN					
Reference #	1.2.1	Objective	1		
FAF Ref. #	Custom	Sub Objective	2		
<b>Indicator:</b>					
<b>Number of Community Forest, Community Protected Area, or indigenous land titles granted as a result of USG assistance</b>					
<b>DESCRIPTION</b>					
<p><b>Definition:</b>                      Under the expectation that transferring areas of natural resources and biodiversity to community-level governance will enable better protection of ecosystems and better management of shared assets, SFB will seek as one objective the increase in conservation areas titled by the RGC and under effective governance. This indicator will count the number of titles to conservation areas with various classifications – community forest, community protected area, indigenous land, etc. – granted to communities through the assistance and support of SFB. This indicator counts plans actually approved and implemented by the government at the point where they are approved/granted.</p>					
Unit of Measure:	Land Titles [Number]	Disaggregation:	Type [Community Forest, Community Protected, Indigenous]; Location [Prey Lang, Eastern Plains]		
Type:	Output	Baseline:	TBD		
<b>ACQUISITION AND MEASUREMENT PROCESS</b>					
<p><b>Method of Acquisition:</b>                      SFB will monitor communities where interventions are occurring during regular project activities and in carrying out the SFB annual survey. Reports that a land title has been granted will as appropriate be verified through reports from the conservation areas and from RGC information.</p>					
Sources:	SFB Activity reports; Conservation Area reports; RGC data	Frequency of Reporting:	Quarterly		
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target		5	15	10	<b>30</b>

## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

CAMBODIA/SFB - PERFORMANCE MONITORING PLAN					
Reference #	1.2.2	Objective	1		
FAF Ref. #	Custom	Sub Objective	2		
<b>Indicator:</b>					
<b>Number of management plans drafted and implemented</b>					
<b>DESCRIPTION</b>					
<p><b>Definition:</b>                      The drafting of conservation area management plans, participatory management plans, and comparable instruments will form a major component SFB's support to communities in the priority landscapes and serve as both a key milestone towards the drafting of new conservation area land titles (Indicator 1.2.1) and a key form of support to conservation areas already in existence.</p> <p>This indicator will measure the number of management plans being prepared to support the governance of conservation areas. To provide a higher resolution of understanding on SFB's activities, the number of plans will be disaggregated to report on plans that are under preparation, approved, and implemented.</p>					
Unit of Measure:	Management Plans [Number]	Disaggregation:	Phase [I, II, III]		
Type:	Output	Baseline:	TBD		
<b>ACQUISITION AND MEASUREMENT PROCESS</b>					
<p><b>Method of Acquisition:</b>                      SFB's implementing partners and field partners will provide activity reports. This information will be augmented by RGC data and information from the communities involved in the governance of the conservation areas themselves, whose reporting will be driven by obligations provided in MOUs and other binding documents.</p> <p>The indicator will be disaggregated by phase of implementation based on the following schedule:</p> <ul style="list-style-type: none"> <li>-Phase I: Drafted. A management plan for a given entity exists in draft format. Whether this draft is early or nearly finalized is not considered.</li> <li>-Phase II: Approved. A management plan has been approved, ratified, and/or adopted by the governance of the conservation area in question. Implementation has not yet begun.</li> <li>-Phase III: Implemented. Activities / re-organizations proposed under the new management plan have been undertaken and/or the period of effectiveness for the plan has begun.</li> </ul>					
Sources:	SFB Activity reports; Conservation Area reports; RGC data	Frequency of Reporting:	Quarterly		
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target		6	7	7	<b>20</b>

## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

CAMBODIA/SFB - PERFORMANCE MONITORING PLAN					
Reference #	1.3.1	Objective	1		
FAF Ref. #	Custom	Sub Objective	3		
<b>Indicator:</b>					
<b>Number of stakeholders actively engaged in improved forestry management practices</b>					
<b>DESCRIPTION</b>					
<p><b>Definition:</b> Increased stakeholder engagement in management and protection of conservation areas will lead to more effective governance and the normalization of practices and behaviors that protect and conserve natural resources and reduce deforestation. This indicator will measure those stakeholders actively engaged on-the-ground with efforts to reduce deforestation and better manage natural resources, such as participation in community resource governance bodies in either a leadership or a voting capacity, the adoption of alternate cultivation techniques or alternative livelihoods, or other measures as appropriate.</p> <p>This indicator will not measure simple understanding of principles – for an individual to be counted under this indicator they must exhibit a concrete behavioral change or active participation in NRM activities.</p>					
Unit of Measure:	Individuals [Number]	Disaggregation:	Sex [Female, Male], Under Represented Groups [Ethnic and religious minorities as appropriate]		
Type:	Outcome	Baseline:	TBD		
<b>ACQUISITION AND MEASUREMENT PROCESS</b>					
<p><b>Method of Acquisition:</b> As part of their cost-sharing component, community forestry associations will evaluate local stakeholders and participants in community resource management activities on behalf of the Winrock Consortium and SFB. Associations will interview local stakeholders using an instrument including questions on engagement – whether the respondent participates in local forums, conservation area management committees, and other activities; whether the respondent cooperates with resource management regulations; and other items designed to measure the employment by the respondent of improved management practices and techniques.</p>					
Sources:	Community Monitoring Reports	Frequency of Reporting:	Annual		
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target	5,000	10,000	10,000	10,000	<b>35,000</b>

<b>CAMBODIA/SFB - PERFORMANCE MONITORING PLAN</b>					
Reference #	1.3.2	Objective	1		
FAF Ref. #	Custom	Sub Objective	3		
<b>Indicator:</b>					
<b>Number of stakeholders in targeted landscapes that exhibit understanding of major conservation, forestry and climate practices</b>					
<b>DESCRIPTION</b>					
<p><b>Definition:</b>                      This indicator will measure the number of stakeholders who have been reached by messages promoting improved community-based NRM and better understanding of conservation issues and the consequences of global climate change and deforestation. The objective is to create a wider enabling environment for improved NRM and REDD+ activities by establishing basic understanding of these issues and normalizing improved practices in the general population. Consequently, the indicator will measure the number of individuals who demonstrate a minimum level of understanding of these issues when interviewed during the SFB Annual survey.</p>					
Unit of Measure:	Individuals [Number]	Disaggregation:	Sex [Female, Male], Under Represented Groups [Ethnic and religious minorities as appropriate]		
Type:	Outcome	Baseline:	TBD		
<b>ACQUISITION AND MEASUREMENT PROCESS</b>					
<p><b>Method of Acquisition:</b>                      A component of the SFB Annual Survey will concern stakeholder understanding of key practices that support conservation and improved natural resource management and climate change adaptation practices. Stakeholders will be asked one or several questions examining their perceptions that undesirable forms of conflict are lower today than in the past. The exact question(s) and methodology will be presented on the survey instrument designed and submitted to USAID along with the PMP within sixty days of the conferral of the reward. Consequently, the operational definition for stakeholders understanding major conservation, forestry and climate practices will also be codified at that time. The survey will be administered once as part of the baseline formation process and then annually during each project year.</p>					
Sources:	SFB Annual Survey consisting of input from SFB event participants and a random sample from the populations of the priority landscapes		Frequency of Reporting:	Annual	
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target	5,000	10,000	10,000	10,000	<b>35,000</b>

## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

CAMBODIA/SFB - PERFORMANCE MONITORING PLAN					
Reference #	2.1.1	Objective	2		
FAF Ref. #	Custom	Sub Objective	1		
<b>Indicator:</b>					
<b>Increase in forums on forest and land management that integrate community representatives</b>					
<b>DESCRIPTION</b>					
Definition:					
<p>This indicator measures the number of opportunities for policymakers working at the national and sub-national levels of Cambodian forest and natural resource administration to interface with local stakeholders such as local administrators, community leaders and representatives, and citizens. These opportunities could occur through one-off and recurring public forums on land use and management, ad-hoc debates on economic land concessions, formal consultations on land use policy between government and local communities, and other appropriate activities. In order to be counted under the indicator, the meeting must provide an opportunity for meaningful interaction and exchange of views between higher level policymakers such as RGC ministers and technical experts, industry leaders, regional governors, etc., and members of the local communities located within and affected by policies governing conservation areas.</p> <p>An opportunity for these two levels to interface requires more than simply having both parties in a room. In order to be counted under this indicator, representatives of both groups must have the opportunity to speak publically to express their views to the full assembly if they so desire. Ideally these forums will also allow direct response to queries or grievances, as in a debate, question-and-answer session, or town hall-style meeting.</p>					
Unit of Measure:	Meetings [Number]	Disaggregation:	Type [Forum, Roundtable, Consultation], Presence of Under Represented Groups [Ethnic and religious minorities as appropriate]		
Type:	Output	Baseline:	TBD		
<b>ACQUISITION AND MEASUREMENT PROCESS</b>					
Method of Acquisition:					
<p>Baselines will be collected from the records of the RGC, field partners, and local communities as part of the baseline assessment process occurring after award. The indicator will be measured quarterly by employing activity reports from members of the Winrock Consortium and its partners to measure formal forums and consultations where interface between national administration and local stakeholders could occur.</p>					
Sources:	RGC and partner reports and records; SFB activity reports	Frequency of Reporting:	Quarterly		
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP

## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

Target	10%	15%	25%	50%	<b>50%</b>
--------	-----	-----	-----	-----	------------

CAMBODIA/SFB - PERFORMANCE MONITORING PLAN					
Reference #	2.2.1		Objective		2
FAF Ref. #	Custom		Sub Objective		2
<b>Indicator:</b>					
<b>Percentage of individuals from targeted populations demonstrating knowledge on forest and resource management issues and REDD+</b>					
<b>DESCRIPTION</b>					
Definition:					
This indicator measures the number of individuals in the targeted populations that demonstrate an increased knowledge of topics of concern to SFB, such as forest and resource management and REDD+. It is understood that having an effective dialog requires not just opportunity and ability, but also the possession of information and data required for effective participation. This indicator will support Objective 2 by measuring availability of the required information.					
Unit of Measure:	Percentage		Disaggregation:		Sex [Female, Male], Under Represented Groups [Ethnic minorities as appropriate]
Type:	Outcome		Baseline:		TBD
<b>ACQUISITION AND MEASUREMENT PROCESS</b>					
Method of Acquisition:					
As part of their cost-sharing component, community forestry associations will evaluate local stakeholders and participants in community resource management activities on behalf of the Winrock Consortium and SFB. Associations will interview local stakeholders using an instrument including questions on forest and resource management knowledge, the benefits of participation in management processes, and other applicable topics. The indicator will reflect the difference between each year's results and the results of a baseline assessment performed by the partners at project start-up.					
Sources:	Community Monitoring Reports		Frequency of Reporting:		Quarterly
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target	10%	30%	65%	75%	<b>75%</b>



CAMBODIA/SFB - PERFORMANCE MONITORING PLAN			
Reference #	2.2.2	Objective	2
FAF Ref. #	4.8.2-26b	Sub Objective	2
<b>Indicator:</b>			
<b>Number of stakeholders using climate information in their decision-making</b>			
<b>DESCRIPTION</b>			
<p><b>Definition:</b>                      This indicator tracks decision-making among individual policy and decision-makers with whom SFB will work to improve climate change and REDD+ awareness. The indicator will track policymakers who employ information about emissions reduction, wetland and forest conservation, community management practices, and other information of concern to SFB in the process of identification, assessment, and management of climate risks to improve resilience. These data shall include biodiversity statistics and replenishment rates, emissions data, awareness of conservation strategies, and other information. <i>Decision making</i> in this context shall include activities such as the preparation of climate-resilient development plans, policies to improve an organization’s collaboration or partnership with the governance of conservation areas and other resource management organizations, the decision to conduct a climate risk assessment for a given activity or jurisdiction, and other activities as identified by SFB’s technical team and USAID to include other results and outputs expected under SFB’s auspices.</p>			
Unit of Measure:	Policy and Decision-makers [Number]	Disaggregation:	Sex [Female, Male], Under Represented Groups [Ethnic and religious minorities as appropriate]
Type:	Outcome	Baseline:	
<b>ACQUISITION AND MEASUREMENT PROCESS</b>			
<p><b>Method of Acquisition:</b>                      Implementing partners and local beneficiaries shall report on policies and administrative decisions that consider the climate trends or climate data described above in their design or implementation. As a condition of technical assistance and training provided by SFB, targeted stakeholders [policymakers and leaders themselves] will be requested to provide via voluntary self-assessment information to assist in the compilation of this indicator. Wherever possible, meeting minutes or copies of the agreement, policy, resolution, law, regulation, contract or decree will be furnished as supporting evidence and for research purposes.</p> <p>The stakeholder(s) recorded under this indicator shall be those who:</p> <ul style="list-style-type: none"> <li>- Made the decision to incorporate climate information into an applicable policy or decision that they drafted or issued.</li> <li>- Directed subordinates to include climate information into a policy or procedure drafted under that stakeholder’s instruction.</li> </ul> <p>If more than one individual from an organization is using climate information as a result of USG assistance, all such individuals should be counted from that organization. If the stakeholder(s) listed above are members of a committee or working group, it is permissible to count all members of that committee or working group.</p>			

## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

---

Sources:	Reports from implementing partners, conservation area governance bodies, and stakeholders; voluntarily self-assessments by policymakers and leaders	Frequency of Reporting:	Quarterly		
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target	1,000	2,000	10,000	10,000	<b>23,000</b>

<b>CAMBODIA/SFB - PERFORMANCE MONITORING PLAN</b>					
Reference #	2.3.1	Objective	2		
FAF Ref. #	4.8.1-29	Sub Objective	3		
<b>Indicator: Number of person hours of training in mediation, conflict management, negotiation and facilitation skills provided with USG assistance.</b>					
<b>DESCRIPTION</b>					
<p>Definition: The effectiveness of community governance depends in part on the willingness of local stakeholders to utilize them as resources to redress grievances and resolve disputes. Promoting adaptive conflict management and resolution skills will normalize the use of legal and community forums for mediation, increase community buy in and solidify community relationships, and reduce the incidence of maladaptive forms of resolution including violence. By legitimizing and promoting community governance systems as effective options for resolution of land- and resource-based conflict, training in negotiation and conflict-management will further SFB’s mission of improving NRM and biodiversity conservation and is consequently indicated as contributing to this greater objective.</p> <p>This indicator assesses learning activities intended for teaching or imparting knowledge and information on natural resources management and biodiversity conservation with designated instructors or lead persons, learning objectives, and outcomes, conducted fulltime or intermittently. NRM and biodiversity conservation training can consist of transfer of knowledge, skills, or attitudes through structured learning and follow-up activities, or through less structured means, to solve problems or fill identified performance gaps. Training can consist of long-term academic degree programs, short- or long-term non-degree technical courses in academic or in other settings, seminars, workshops, mentorships, etc. Training may cover both local and US-based training. Under this indicator, training beneficiaries will be expected to include the leadership and governance bodies of various conservation areas, local leaders, and other community-level stakeholders.</p>					
Unit of Measure:	Person Hours	Disaggregation:	Sex [Female, Male], Under Represented Groups [Ethnic and religious minorities as appropriate]		
Type:	Output	Baseline:	TBD		
<b>ACQUISITION AND MEASUREMENT PROCESS</b>					
<p>Method of Acquisition: The CREL team will use a Participant Training Report Form to collect data on all training participants in training activities related to natural resources management and/or biodiversity, such as workshops, field days, cross-visits, study tours and other project sponsored events. The Participant Training Report Form will include a section to record the number of hours the participant was in attendance in sessions covering topics related to natural resources management and/or biodiversity. CREL partners will also use the Participant Training Report Form to collect and report this data. All participant training data will be entered into the USAID TraiNet data management system.</p>					
Sources:	Participant information sheets, training reports, other activity reports as appropriate	Frequency of Reporting:	Quarterly		
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP

## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

Target	4,000	8,000	10,000	4,500	<b>26,500</b>
--------	-------	-------	--------	-------	---------------

CAMBODIA/SFB - PERFORMANCE MONITORING PLAN			
Reference #	2.3.2	Objective	2
FAF Ref. #	Custom	Sub Objective	3
<b>Indicator:</b>			
<b>Number of stakeholders reporting reduced extra-legal conflict due to land- and resource-related disagreements in priority landscapes</b>			
<b>DESCRIPTION</b>			
<p><b>Definition:</b></p> <p>This indicator measures the perception among local stakeholders that extra-legal conflict due to land- and natural resource-related disagreements is being influenced by SFB’s activities. These disagreements may include disputes over land tenure and ownership, improper exploitation of shared resources, rights to access for the purpose of mutually exclusive activities, etc. The expectation is that efforts by SFB to impart conflict management skills (as per sub-objective 3) and forums (as per sub-objective 1) will lead to actual reduction in socially or physically destructive forms of conflict resolution experienced in the landscape. The indicator measures the perception on the part of local stakeholders and beneficiaries that this predicted outcome is in fact occurring.</p> <p>As <i>conflict</i> is not inherently destructive or undesirable as such, the indicator measures ‘extra-legal’ conflict. ‘Extra-legal’ conflict means conflict occurring outside the boundaries of judicially and socially reserved settings for the resolution of land and resource disagreements. This may include the simple unlawful or unpermitted possession of land or an asset by one party at the expense of another with the aggrieved party perceiving no possible recourse, as well as active behaviors such as theft, destruction of crops and capital goods, interference with commerce or daily activities, and physical violence.</p>			
Unit of Measure:	Individuals [Number]	Disaggregation:	Sex [Female, Male], Under Represented Groups [Ethnic and religious minorities as appropriate]
Type:	Outcome	Baseline:	TBD
<b>ACQUISITION AND MEASUREMENT PROCESS</b>			
<p><b>Method of Acquisition:</b></p> <p>A component of the SFB Annual Survey will concern stakeholder perceptions on conflict, extra-legal conflict, and alternative methods of recourse. Stakeholders will be asked one or several questions examining their perceptions that undesirable forms of conflict are lower today than in the past. The exact question(s) and methodology will be presented on the survey instrument designed and submitted to USAID along with the PMP within sixty days of the conferral of the reward. Consequently, the operational definition for stakeholders reporting reduced extra-legal conflict will also be codified at that time. The survey will be administered once as part of the baseline formation process and then annually during each project year. An annual measurement is appropriate in order to maintain validity in the face of seasonal variations in agriculture-based activities that could lead to conflict, such as at the start of the</p>			

planting season where land tenure disputes often arise.

This indicator will record the number of stakeholders reporting their perception that destructive extra-legal conflict has diminished or been reduced.

Sources:	SFB Annual Survey consisting of input from SFB event participants and a random sample from the populations of the priority landscapes	Frequency of Reporting:	Annual
----------	---	-------------------------	--------

<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target	5,000	5,000	10,000	10,000	<b>30,000</b>

<b>CAMBODIA/SFB - PERFORMANCE MONITORING PLAN</b>			
Reference #	3.1.1	Objective	3
FAF Ref. #	Custom	Sub Objective	1
<b>Indicator:</b>			
<b>Percent increase in income levels in target community due to economically viable alternative livelihood activities</b>			
<b>DESCRIPTION</b>			
<p><b>Definition:</b>                      In order to ensure the long-term sustainability of improved natural resource management and REDD+ schemes, it is necessary for communities gaining their livelihoods from unsustainable natural resource harvesting and other environmentally destructive activities to experience no financial loss under a new resource management plan. Alternative activities will have to be economically viable, leaving community members as well off, or ideally better off, than they were before. Increased prosperity will have to be felt across communities for the project to be successful.</p> <p>This indicator will measure the percent change in community income levels from a baseline time period (T0) on an annual basis. The indicator measures changes in financial income and prosperity. As it is understood that financial income is not the only form of benefit that a community may experience, qualitative methods will also be employed to ascertain whether respondents feel that they are better off due to the project's impact; these perceptions will be captured under indicator 3.3.2.</p>			
Unit of Measure:	Percentage [%]	Disaggregation:	Region [Prey Lang, Eastern Plains]; Sex [Female, Male]; Under Represented Groups [Ethnic and religious minorities as appropriate]
Type:	Outcome	Baseline:	0%
<b>ACQUISITION AND MEASUREMENT PROCESS</b>			
<p><b>Method of Acquisition:</b>                      The M&amp;E team will develop livelihoods surveys using or adapting instruments and questionnaires tools that have already been tested in similar programs in Asia. These surveys will provide information on actual increased incomes (quantitative data to inform this indicator) and more general financial well-being (qualitative data for narrative report and to inform quantitative indicator 3.3.2). To facilitate rapid adoption and replication of AIG and improved livelihood practices, the team will work with community-based organizations (CBOs), community forestry associations, resource user groups, and small-to-medium enterprises. This will also facilitate establishment of baselines and data collection, and ongoing monitoring, as the participating CBOs, associations, groups and enterprises will keep records on revenues and profits from the AIG activities. The project team will cross-reference these records with livelihoods surveys. Data on increased economic benefits will be disaggregated by gender, therefore, the monitoring team will use a stratified sampling methodology to capture data from all disaggregated groups. The surveys will be designed to record whether increases in</p>			

economic benefits are attributable to SFB project interventions, which will contribute to reliable data quality.

In each case, the income score ascertained by the livelihoods survey will be compared against the baseline. Accordingly, in the first project year ( $T_1$ ), the percent change in income ( $\Delta I_1$ ) would be calculated using the formula  $\Delta I_1 = T_1/T_0$ ; Year 2 ( $T_2$ ) would be calculated  $\Delta I_2 = T_2/T_0$ ; and so on. Optimal project impact would be demonstrated by consistent year-to-year increases in the resultant percentage score.

Sources:	Local CBO, association, resource user groups and enterprise records, livelihoods surveys	Frequency of Reporting:	Quarterly		
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target	--	--	25%	50%	<b>50%</b>

<b>CAMBODIA/SFB - PERFORMANCE MONITORING PLAN</b>			
Reference #	3.1.2	IR	3
FAF Ref. #	Custom	Sub IR	1
<b>Indicator:</b>			
<b>Number of NTFP value chain market linkages strengthened</b>			
<b>DESCRIPTION</b>			
<p><b>Definition:</b>                      Non-Timber Forest Products (NTFPs) include a wide range of plant and animal based products that are gathered, captured or harvested from wild (uncultivated) resources. NTFPs include food products, essential oils, gums and resins, medicinal products, fodder, fuel, and fibers, such as grasses, palm, rattan and bamboo. NTFPs represent an important income and non-income benefit stream for rural, poor households in Cambodia. In terms of value chains, these products can range from global (e.g. bamboo flooring, dipterocarp oleoresins); national (e.g.: honey, spices) to local (e.g. medicinal plant products).</p> <p>A value chain is a network of individuals and enterprises that supply raw materials or services, transforms them, and distributes finished goods and services to a particular consumer market. NTFP value chain actors include harvesters/collectors, processors, transporters, graders, traders, wholesalers, retailers and consumers. The project team will provide training, technical assistance and linkages with the private sector to strengthen existing NTFP value chains that have the most potential to improve rural livelihoods, based on analysis of market demand and sustainable harvest levels. The analysis will identify specific linkages in the value chains that can be strengthened so that economic benefits will be captured at the local level by NTFP collectors, harvesters, and processors.</p> <p>Value chain linkages are strategic points in the value chain that can be strengthened. Project interventions will support value chain actors to add value, lower costs, facilitate transactions, increase market demand, and build internal capacity within the NTFP value chains. Strengthening of value chain linkages will include sustainable management of the NTFP resource base, product aggregation and storage, value-added processing, grading, adoption of quality control standards, improved market access and information, natural product certification, improved packaging and labeling, and improved value chain governance and capacity.</p>			
Unit of Measure:	Number of linkages strengthened	Disaggregation:	Type of NTFP value chain
Type:	Outcome	Baseline:	TBD
<b>ACQUISITION AND MEASUREMENT PROCESS</b>			
<p><b>Method of Acquisition:</b>                      The project team will conduct a review of existing NTFP market studies and value chain analyses and conduct additional analysis as needed to identify specific NTFP value chains and strategic points in the value chain that will be targeted through project interventions. These strategic points are the linkages to be strengthened and are the unit of measure. The project team along with participating enterprises, community forestry associations, and other private sector intermediaries and stakeholders, will identify constraints and weaknesses, develop site-specific plans and interventions to address them, and define a set of criteria that will be used as</p>			



## Supporting Forests and Biodiversity Performance Monitoring and Evaluation Plan

a scoring index to determine that the value chain linkage has been strengthened. These plans will be implemented and monitoring activities will track the extent to which the criteria are met and calculate the index score. The value change linkage will be counted as strengthened when a pre-determined score has been achieved.

Sources: Value chain analysis and market studies; Value chain strengthening plans, Value chain index scorecards		Frequency of Reporting: Quarterly			
TARGETS					
	Y1	Y2	Y3	Y4	LOP
Target	--	2	1	1	<b>4</b>

<b>CAMBODIA/SFB - PERFORMANCE MONITORING PLAN</b>			
Reference #	3.2.1	Objective	3
FAF Ref. #	Custom	Sub Objective	2
<b>Indicator:</b>			
<b>Number of model actions, methodologies, protocols, tools and technologies developed and adopted by partners and stakeholders.</b>			
<b>DESCRIPTION</b>			
<p>Definition:</p> <p>SFB will develop and/or adapt model actions, methodologies, protocols, tools and technologies; test them; and provide them to regional platforms along with training manuals, handbooks, instructional videos, and other materials so that they can be published on websites and distributed, and shared with platform network members and easily replicated by a wide audience of stakeholders. SFB plans to identify and refine methodologies improving the legal framework governing conservation areas, the procedures for establishing and titling them, and ‘best practices’ for conservation area governance. Research methodologies, including livelihoods assessment, collection of resource and climate data, and similar practices, may also be refined and adopted; this may include systems and technologies to support GIS mapping and satellite imaging applications by community partners. During project implementation, other methodologies, technologies, tools, etc. may also be identified for refinement and distribution by SFB to support its primary objectives; these resources will also be counted under this indicator as they are identified.</p> <p>The SFB program will document the development of models, methods and tools, and their delivery to regional platforms. The team will also adapt existing models, methods and tools for use within the local context, and for use in unique ecosystems (such as peat soils, mangrove forests, high elevation sites, etc.), and shared through regional platforms for adoption and replication.</p> <p>It is expected that the participating networks will make the SFB-generated models, methods and tools and their accompanying instructional materials available through websites, and will use the materials in workshops, training courses, practical field demonstrations, seminars, and other fora. The SFB team will report the number of model actions, methods, and tools delivered to regional platforms, which is what will be counted in terms of reporting on performance indicator targets. The performance indicator target will not count the number of times the models, methods and tools have been replicated by regional platform network members. Only models, methods and tools that have been developed, adapted and delivered to regional platforms, using SFB program resources, will be counted.</p>			
Unit of Measure:	Methodologies, etc. [Number]	Disaggregation:	Phase [I, II, III]
Type:	Output	Baseline:	TBD
<b>ACQUISITION AND MEASUREMENT PROCESS</b>			
<p>Method of Acquisition:</p> <p>Development and delivery of model actions, methods and tools will be tracked, monitored and verified by the program team. A model, method or tool will be counted as having been developed, adapted and delivered to regional platforms, when the relevant documents (training manuals, handbooks, instructional videos, and other materials) have been published through</p>			

regional platforms.

SFB will execute MOUs and grant agreements with platform coordination organizations and partners involved in national planning and policy development and implementation of pilot projects. The agreements and MOUs will spell out partners’ and grant recipients’ reporting requirements, including data collection from network participants and outreach to facilitate self-reporting by participants about their replication activities. The SFB team and partners will also use participant training forms and follow up communications with all participants in program funded training, workshops, field days, cross-visits, study tours and other events at which model actions are demonstrated.. Reporting of model replication will be facilitated and monitored through program supported networks, platforms and websites. The data on replication will be reported as qualitative data provided in addition to the quantitative reporting on indicator targets. These qualitative data will allow disaggregation by phases of development, permitting a more nuanced understanding of the indicator.

Sources:	Agreements; MOUs; online publication and hard copy dissemination of documentation and training support materials for models, methods, and tools; activity and partner reports	Frequency of Reporting:	Quarterly
----------	---	-------------------------	-----------

<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target	5	5	10	0	<b>20</b>

CAMBODIA/SFB - PERFORMANCE MONITORING PLAN			
Reference #	3.3.1	IR	3
FAF Ref. #	Custom	Sub IR	3
<b>Indicator:</b>			
<b>Milestones achieved in REDD+ readiness</b>			
<b>DESCRIPTION</b>			
<p>Definition:</p> <p>Reducing Emissions from Deforestation and Forest Degradation (REDD) is an initiative to cut GHG emissions associated with forest clearing or conversion, using carbon market mechanisms to provide compensation or payments for “avoided deforestation”. REDD+ initiatives give additional consideration beyond reducing deforestation, forest degradation, GHG emissions and take into account ecosystem services and benefits for biodiversity conservation, watershed protection, and rural economies. Under a REDD+ carbon financing system, developing countries participate in a forest carbon market mechanism through which they receive payment for producing verified GHG emissions reductions or enhancement of carbon stocks. REDD+ Readiness describes the stage of national REDD+ Programs in terms of the following criteria:</p> <ul style="list-style-type: none"> <li>• Legal and Institutional Frameworks                             <ul style="list-style-type: none"> <li>○ Enabling policies enacted and implemented</li> <li>○ Establishment of national and sub-national REDD+ task forces or working groups</li> <li>○ Development of national and sub-national stakeholder consultations, strategies, action plans, and road maps</li> </ul> </li> <li>• Technical Capacity                             <ul style="list-style-type: none"> <li>○ Technical capacity building and infrastructure development</li> <li>○ Establishment of the Reference Emissions Level (REL)</li> <li>○ Monitoring, Reporting, and Verification systems</li> </ul> </li> <li>• Financial architecture                             <ul style="list-style-type: none"> <li>○ Establishment of national carbon markets or linkage to international markets</li> <li>○ Development of equitable incentive payment or benefit sharing mechanisms</li> <li>○ Procedures to ensure transparency, financial monitoring and auditing</li> </ul> </li> </ul> <p>The project team will use REDD+ Readiness milestones to track the current state of technical expertise, institutional capacity and data availability in Cambodia for implementing REDD+ programs. Milestones will be established with respect to the REDD+ Readiness criteria outlined above.</p>			
Unit of Measure:	REDD+ Readiness Milestones	Disaggregation:	Level of Governance [National; Sub-national]
Type:	Outcome	Baseline:	TBD
<b>ACQUISITION AND MEASUREMENT PROCESS</b>			
<p>Method of Acquisition:</p> <p>In 2010 Winrock carried out an assessment of needs and options for REDD+ Support within</p>			

the Lower Mekong Sub-region including Cambodia, which was funded by USAID through the Asia Regional Biodiversity Conservation Program (ARBCP).<sup>4</sup> The study found that of the four countries assessed, Cambodia was closest to becoming eligible to receive payments at a sub-national scale through a voluntary carbon market. In 2011 Cambodia prepared a Readiness Preparation Proposal (R-PP) for submission the World Bank’s Forest Carbon Partnership Facility (FCPF) and to the United Nations’ Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD). The project team will review the current status of REDD+ Readiness at national and sub-national levels in Cambodia to establish the indicator baseline and to define readiness milestones. The team will track progress towards milestones that can be directly attributed to project interventions including training and technical assistance. Determination that a milestone has been reached will be based on a combination of quantitative and qualitative measures.

Sources: National & sub-national strategies, plans and roadmaps;		Frequency of Reporting:		Quarterly	
TARGETS					
	Y1	Y2	Y3	Y4	LOP
Target			1	1	2

---

<sup>4</sup> Strengthening National REDD+ Readiness through Regional Collaboration: Lower Mekong Subregions REDD+ Workshop Proceedings, funded by USAID-RDMA, organized by Winrock in Hanoi May 6-7, 2010.

<b>CAMBODIA/SFB - PERFORMANCE MONITORING PLAN</b>					
Reference #	3.3.2	IR	3		
FAF Ref. #	Custom	Sub IR	3		
<b>Indicator: Number of people with improved livelihoods from alternative income-generating activities</b>					
<b>DESCRIPTION</b>					
<p>Definition: Improved livelihoods include increased income, new or better employment, new or expanded enterprises, and economic benefits from ecosystem services. This indicator measures the number of direct and indirect beneficiaries gaining statistically significant and attributable increased livelihoods benefit from alternative income-generating (AIG) activities, from the baseline established at the outset of the activity. Beneficiaries are individuals directly involved in project activities, such as training, demonstrations, technology transfer, and enterprise or association strengthening. They include:</p> <ul style="list-style-type: none"> <li>• Beneficiaries with increased economic benefits from applying or adopting AIG livelihoods and enterprise development options, as a result of participation in project training, demonstrations and other project supported activities;</li> <li>• Beneficiaries with increased savings and/or profitability by applying project-provided technologies;</li> <li>• Beneficiaries who have increased access to financial services (credit, microfinance mobile banking) or increased access to markets;</li> <li>• Beneficiaries of project support with increased economic benefits as a result of co-benefit sharing and other mechanisms such as Payment for Environmental Services (PES) or REDD+ mechanisms.</li> </ul>					
Unit of Measure:	Individuals (number)	Disaggregation: gender (female, male); under-represented groups (ethnic minorities, youth)			
Type:	Outcome	Baseline:	TBD		
<b>ACQUISITION AND MEASUREMENT PROCESS</b>					
<p>Method of Acquisition: The M&amp;E team will develop livelihoods surveys using or adapting instruments and questionnaires tools that have already been tested in similar programs in Asia. To facilitate rapid adoption and replication of AIG and improved livelihood practices, the team will work with community-based organizations (CBOs), community forestry associations, resource user groups, and small-to-medium enterprises. This will also facilitate establishment of baselines and data collection, and ongoing monitoring, as the participating CBOs, associations, groups and enterprises will keep records on revenues and profits from the AIG activities. The project team will cross-reference these records with livelihoods surveys. Data on increased economic benefits will be disaggregated by gender, therefore, the monitoring team will use a stratified sampling methodology to capture data from all disaggregated groups. The surveys will be designed to record whether increases in economic benefits are attributable to SFB project interventions, which will contribute to reliable data quality.</p>					
Sources: Local CBO, association, resource user groups and enterprise records, livelihoods surveys		Frequency of Reporting:	Quarterly		
<b>TARGETS</b>					
	Y1	Y2	Y3	Y4	LOP
Target	3,000	12,000	10,000	5,000	<b>30,000</b>

