



PHOTO CREDIT: WINROCK

# USAID GREENING PREY LANG YEAR ONE WORK PLAN

October 2018

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech.

**This publication was produced for review by the United States Agency for International Development by Tetra Tech, through USAID Contract No. 72044218C00001, USAID Greening Prey Lang.**

This report was prepared by:

Tetra Tech  
159 Bank Street, Suite 300  
Burlington, Vermont 05401 USA  
Telephone: (802) 495-0282  
Fax: (802) 658-4247  
[Email: international.development@tetrattech.com](mailto:international.development@tetrattech.com)

Tetra Tech Contacts:

Matthew Edwardsen, Chief of Party  
[Email: Matthew.Edwardsen@tetrattech.com](mailto:Matthew.Edwardsen@tetrattech.com)

Patricia Caffrey, Project Manager  
Telephone: (802) 495-0303  
[Email: Patricia.Caffrey@tetrattech.com](mailto:Patricia.Caffrey@tetrattech.com)

COVER PHOTO: A community patrol team in Prey Lang serves as the forest's eyes and ears.  
Credit: Winrock International.

# USAID GREENING PREY LANG

## YEAR ONE WORK PLAN

October 2018

### **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

# TABLE OF CONTENTS

<b>ACRONYMS AND ABBREVIATIONS.....</b>	<b>ii</b>
<b>1.0 INTRODUCTION .....</b>	<b>1</b>
<b>2.0 BACKGROUND .....</b>	<b>2</b>
2.1 ACTIVITY DESCRIPTION.....	2
2.2 OVERALL APPROACH.....	2
2.2.1 STRATEGIC CONSIDERATIONS.....	5
<b>3.0 ACTIVITY APPROACH.....</b>	<b>9</b>
3.1 STARTUP.....	9
3.2 THE PREY LANG EXTENDED LANDSCAPE APPROACH.....	9
3.3 OBJECTIVE 1: IMPROVED BIODIVERSITY CONSERVATION AND ECOSYSTEM HEALTH IN PREY LANG EXTENDED LANDSCAPE.....	13
3.4 OBJECTIVE 2: INCREASED SUSTAINABLE AND EQUITABLE ECONOMIC OPPORTUNITIES, COMMUNITY LIVELIHOODS, AND NATURAL CAPITAL REINVESTMENT .....	15
3.4.1 SUSTAINABLE LIVELIHOODS .....	15
3.4.2 PAYMENTS FOR ECOSYSTEM SERVICES .....	16
3.5 OBJECTIVE 3: STRENGTHENED INCLUSIVE AND EFFECTIVE LANDSCAPE GOVERNANCE.....	17
<b>4.0 WORK PLAN TIMELINE.....</b>	<b>18</b>
<b>5.0 SHORT-TERM TECHNICAL ASSISTANCE AND TRAINING PLAN.....</b>	<b>25</b>
<b>6.0 SUMMARY BUDGET .....</b>	<b>27</b>

## ACRONYMS AND ABBREVIATIONS

CBGA	Cambodia Bird Guide Association
CVWG	Cambodia Vulture Working Group
COP	Chief of Party
Chhep	Chhep Wildlife Sanctuary
CCVBA	Climate Change and Biodiversity Threats Vulnerability Assessment
COS	Communications and Outreach Strategy
CF	Community Forest
CPA	Community Protected Area
CFM	Conservation Finance Manager
CI	Conservation International
DSS	Decision Support System
DoE	Department of Environment
DoT	Department of Tourism
ELC	Economic Land Concession
FREL	Forest Reference Level
FOCAS	Functional Institutional Capacity Assessment
GESI	Gender and Social Inclusion
GIS	Geographic Information System
GHG	Greenhouse Gas
Kulen Promtep	Kulen Promtep Wildlife Sanctuary
MoE	Ministry of the Environment
MEL	Monitoring, Evaluation and Learning
NGO	Nongovernmental Organization
NTPP	Non-Timber Forest Products
PES	Payment for Environmental Services
Phnom Tbeng	Phnom Tbeng Natural Heritage Park
PLEL	Prey Lang Extended Landscape
Prey Lang	Prey Lang Wildlife Sanctuary
Preah Roka	Prey Preah Roka Wildlife Sanctuary

PA	Protected Area
REDD+	Reducing emissions from deforestation and forest degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries
RGC	Royal Government of Cambodia
SMP	Sansum Mlup Prey (local NGO)
SMART/LEM	Spatial Monitoring and Reporting Tool/Law Enforcement Planning, Monitoring, and Adaptive Management
SOP	Standard Operating Procedure
SRP	Sustainable Rice Platform
USAID	United States Agency for International Development
WCS	Wildlife Conservation Society

## I.0 INTRODUCTION

The five-year USAID Greening Prey Lang activity is funded by the United States Agency for International Development (USAID) and began on August 13, 2018. USAID Greening Prey Lang is led by Tetra Tech with support from two major partners, the Wildlife Conservation Society (WCS) and Conservation International (CI). The activity aims to promote resilient, low-emission development and inclusive, sustainable management of the Prey Lang extended landscape (PLEL).

This first annual work plan presents the implementation strategy for the PLEL, a detailed description of the proposed interventions and timeline, projected summary budget, and planned short-term technical assistance and training, in accordance with Sections C and F.9.2, as outlined in USAID Contract No. 72044218C00001. The Year One Work Plan submission is accompanied by the submission of the Monitoring, Evaluation, and Learning (MEL) Plan; Gender and Social Inclusion (GESI) Strategy and Plan; Communication and Outreach Strategy; and Environmental Mitigation and Monitoring Plan and Climate Risk Management Plan. The Year One Work Plan covers the 12-month period beginning October 1, 2018 and ending September 30, 2019.

## 2.0 BACKGROUND

### 2.1 ACTIVITY DESCRIPTION

The USAID Greening Prey Lang activity aims to improve and maintain the health of forest and freshwater ecosystems within and surrounding the Prey Lang Wildlife Sanctuary (PREY LANG) by engaging civil society and public entities to work together to consolidate the conservation and sustainable management of the PLEL. To accomplish this, the activity provides technical assistance for sustainable landscape management and biodiversity conservation to beneficiaries who depend on ecological services such as clean air and water, biodiversity and food; community-based organizations; the private sector; and the Royal Government of Cambodia (RGC). This activity also supports Cambodia's goals and international commitments for climate change mitigation and biodiversity conservation in the PLEL. The goal of this activity is to promote resilient, low-emissions development through inclusive sustainable management of the Prey Lang extended landscape.

USAID Greening Prey Lang builds on the successes of prior investments in the PLEL, including the USAID-funded Supporting Forests and Biodiversity Project, to improve forest and biodiversity management practices, promote environmentally friendly livelihood activities, and support development of policy instruments addressing climate change and/or biodiversity conservation. The team will implement the activity in collaboration with a wide range of relevant stakeholders at the national and landscape levels and across sectors including donors, civil society organizations, and the private sector. USAID Greening Prey Lang works in close partnership with the Ministry of Environment (MoE); Ministry of Agriculture, Forestry, and Fisheries; and Ministry of Interior. The activity will initially focus geographically on the Preah Vihear, Kampong Thom, Kratie, and Steung Treng Provinces.

### 2.2 OVERALL APPROACH

USAID Greening Prey Lang is organized to achieve three primary objectives conceived along the lines of the conservation paradigm; nature, wealth, and power. The three objectives, or activity-level outcomes, are:

1. **NATURE:** Improved biodiversity conservation and ecosystem health in the PLEL
2. **WEALTH:** Increased sustainable and equitable economic opportunities, community livelihoods, and natural capital reinvestment
3. **POWER:** Strengthened inclusive and effective landscape governance. The three objectives collectively contribute to achieving the desired Theory of Change:



## USAID GREENING PREY LANG THEORY OF CHANGE

IF

- Natural resource governance improves in the PLEL, including broader participation by stakeholders in evidence-based decision-making; AND
- Opportunities are increased for both men and women in these landscapes to benefit economically from sustainable use; AND
- Reinvestment in natural resources and ecosystem services *and* these landscapes are managed more effectively to protect those services;

THEN

- These key ecosystems will be more resilient, better protected, and better managed so that they:
  - Benefit the people of Cambodia sustainably and
  - Provide a model for broader, systemic change in how ecosystems are valued and managed across Cambodia.

The USAID Greening Prey Lang team will employ an extended ecosystem-based sustainable landscape approach, along the lines of this Theory of Change, by implementing a graduated strategy as illustrated in Figure 1 below. During the first six months of the activity, the team will implement an evidence-based engagement process to co-create an extended landscape vision that, when shared by key landscape-level stakeholders, will guide the overall direction and, ultimately, the sustained success of the activity. The definition and implementation of several crosscutting strategies will ensure effective stakeholder engagement via GESI and communications and outreach plans, aligned with the strategies, and enable sustained implementation across the PLEL via a shared, evidence-based understanding of the vulnerabilities and threats, investment planning, prioritization of policy efforts, and capacity building. At the same time, USAID Greening Prey Lang will continue to support improved forest and biodiversity management, environmentally friendly livelihood activities, and development and application of policy instruments addressing climate change and/or biodiversity conservation within the landscape, building on Wildlife Conservation Society's (WCS) and Conservation International's (CI) effective activities already in progress in the landscape.

**FIGURE 1. PLEL Vision**



Achieving the goal of sustained, improved natural resource management in the PLEL requires a shared understanding among all key stakeholders (public, private, and civil society) of the underlying political and economic drivers of forest and biodiversity degradation within the context of a changing climate throughout the PLEL. In addition, based on this understanding, the effort necessitates a commitment to mitigate these drivers collectively. Those whose livelihoods depend on the natural resources found within the PLEL have a strong stake in conserving them and utilizing them wisely. Strengthening decentralized governance of these resources among landscape-level government, private sector and civil society actors is essential to the success of the Greening Prey Lang activity. Good governance principles such as

establishing transparent planning, revenue generation and management processes and improving the ability of citizens to hold officials accountable within the landscape will be integrated throughout components. The activity will implement PLEL-wide analytical interventions rapidly within the first six months, including stakeholder mapping, and a climate change and biodiversity threats vulnerability assessment (CCBVA); develop a greenhouse gas (GHG) emission baseline; assess capacity of key institutions and PLEL investment opportunities; and conduct policy mapping. Information from the stakeholder mapping will assist in the implementation of strategy to engage key stakeholders constructively in every facet of the activity and in the development and implementation of the extended landscape vision using data from the CCBVA. The vision will guide definition of PLEL boundaries, determined by elements such as physical geography, ecosystem processes, level of degradation, intactness, institutional barriers and opportunities, potential impacts of climate change, and drivers of change or stability external to the PLEL. The analyses and PLEL vision will define and improve further technical approaches related to biodiversity conservation, low emissions development, and climate resilience, and will identify the universe of institutions that will be targeted for institutional capacity building.

Also during this six-month period, USAID Greening Prey Lang will develop and implement crosscutting strategies including communications and outreach, capacity building (individual and institutional), a PLEL investment plan to leverage and sustain a variety of investments, the GESI strategy, and policy strengthening. These will provide the road map for integration and ongoing work stemming from the strategies and plans.

While the development of the PLEL vision and the crosscutting strategies are in progress, the team will invest significant effort and resources to ensure momentum gained by WCS's and CI's ongoing interventions to consolidate management in the five protected areas (Prey Preah Roka Wildlife Sanctuary [*Preah Roka*]; Chhep Wildlife Sanctuary [*Chheap*]; Kulen Promtep Wildlife Sanctuary [*Kulen Promtep*]; Phnom Tbeng Natural Heritage Park [*Phnom Tbeng*] and; the Prey Lang Wildlife Sanctuary [*Prey Lang*]) and promote sustainable livelihoods continues. These interventions will contribute to achieving the targets within the PLEL from the very beginning of the activity. As the initial analytical activities (stakeholder mapping, climate change and biodiversity threats vulnerability assessment, greenhouse gas emission baseline, institutional capacity assessments, PLEL investment plan, and conduct policy mapping) are implemented to inform the Prey Lang Extended Landscape vision and approach a series of interventions will be implemented under each objective as outlined below and presented in detail in Section 3.0:

**Objective 1: Improved Biodiversity Conservation and Ecosystem Health in Prey Lang Extended Landscape:**

Consolidation of protected areas in collaboration with the MoE/DoE: co-development and implementation of PA annual work plans; support zoning process; development and capacity building of CPAs; support patrolling and ongoing biodiversity monitoring; and where zoning is complete (Kulen Promtep PA), begin development of management plans.

**Objective 2: Increased Sustainable and Equitable Economic Opportunities, Community Livelihoods, and Natural Capital Reinvestment:**

Develop inclusive, conservation-friendly, and climate-resilient livelihoods: continue to promote and improve production and marketing of Ibis rice; promote and build capacity in Sustainable Rice Production (SRP) rules; support the development of women's savings groups and financial and business literacy; and investigate other sustainable environmentally friendly livelihoods.

Develop payments for ecosystem services (PES) schemes: analyze ecotourism value chain with DoE and DoT; expand bird nest protection program; and assess feasibility of other potential PES schemes.

### Objective 3: Strengthened Inclusive and Effective Landscape Governance:

Protected area management and enforcement to reduce forest and wildlife crime: train law enforcement rangers; implement adaptive enforcement planning and management; support development of joint patrolling; and strengthen province-wide and transboundary illegal wildlife trade law enforcement. (establish province-wide combating wildlife trade task force).

Critical to the success of USAID Greening Prey Lang will be the establishment of the activity's presence in the PLEL. WCS and CI will continue to cultivate and build on their positive landscape-level stakeholder relationships to ensure the successful start-up of the regional activity teams and ongoing relationships.

#### 2.2.1 STRATEGIC CONSIDERATIONS

**Organizational Structure and Management.** The USAID Greening Prey Lang approach to the activity implementation is centered around a “one-team” approach. Across each of the three activity offices, a staff from Tetra Tech, WCS, and CI will implement interventions. The team will execute all interventions and communications through a clearly defined reporting and management structure that will ensure that the implementation of USAID Greening Prey Lang is conducted in a recognizable and accountable manner to all stakeholders and beneficiaries.

As illustrated below in Figure 2, management of the activity will be structured around four separate units. Each unit will report directly to the Chief of Party (COP). The Deputy Chief of Party (DCOP) will lead the Technical Support Unit. Within this unit there will be six Technical Managers and one SMART Data Specialist. Each Technical Manager will be responsible for supporting key aspects of the activity's three objectives, with each Technical Manager position corresponding to one of the six key USAID Greening Prey Lang results. Technical Managers will develop quarterly activity plans under the supervision of the DCOP. Quarterly activity plans developed by both Technical and Crosscutting Unit staff will correspond to the activities outlined in this work plan and will provide staff with a framework for their daily activities. The Finance and Administration Unit will support the activities of the Technical Support and Crosscutting Units as well as those conducted in the PLEL. Led by the Director of Finance and Administration, this unit will support all field work and interventions in the capital.

As demonstrated in Figures 3 and 4, both offices in the Landscape Implementation Unit will be robustly staffed by a cadre of governance, law enforcement, conservation, and livelihoods expertise. A Landscape Manager reporting to the COP will lead each landscape office. Mirroring the proven organizational structure of WCS, the team will establish both offices during the second quarter.

FIGURE 2. PHNOM PENH OFFICE ORGANIZATIONAL CHART

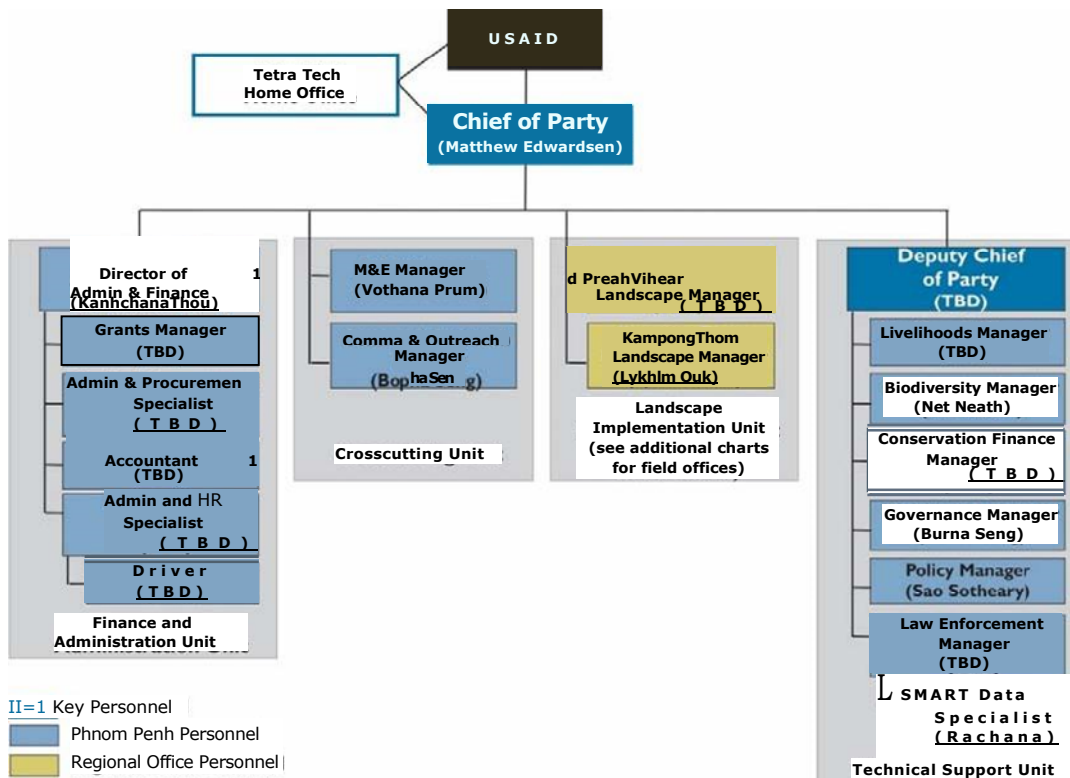
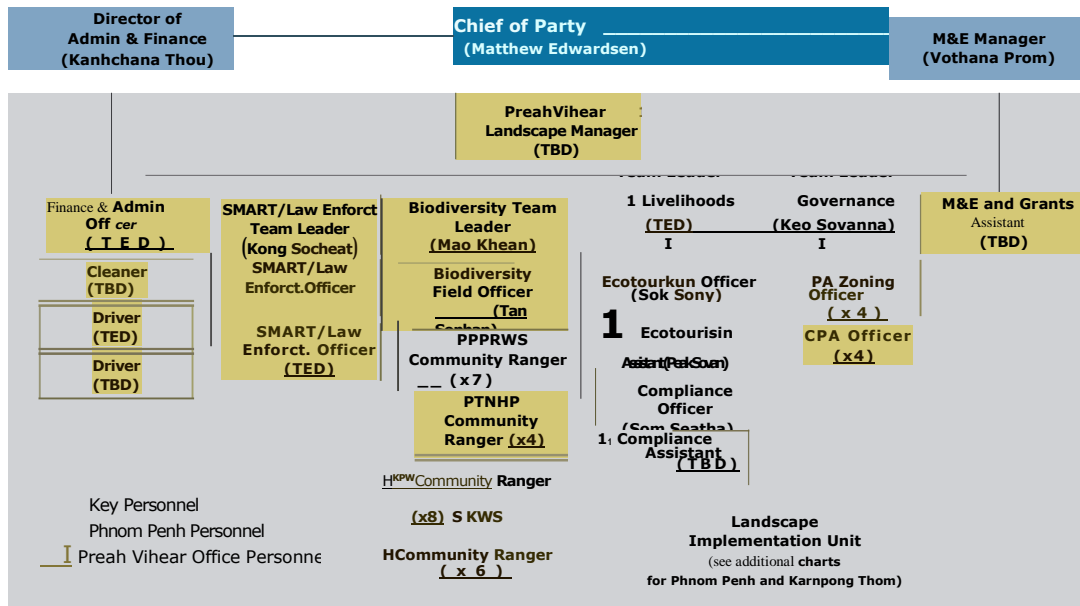
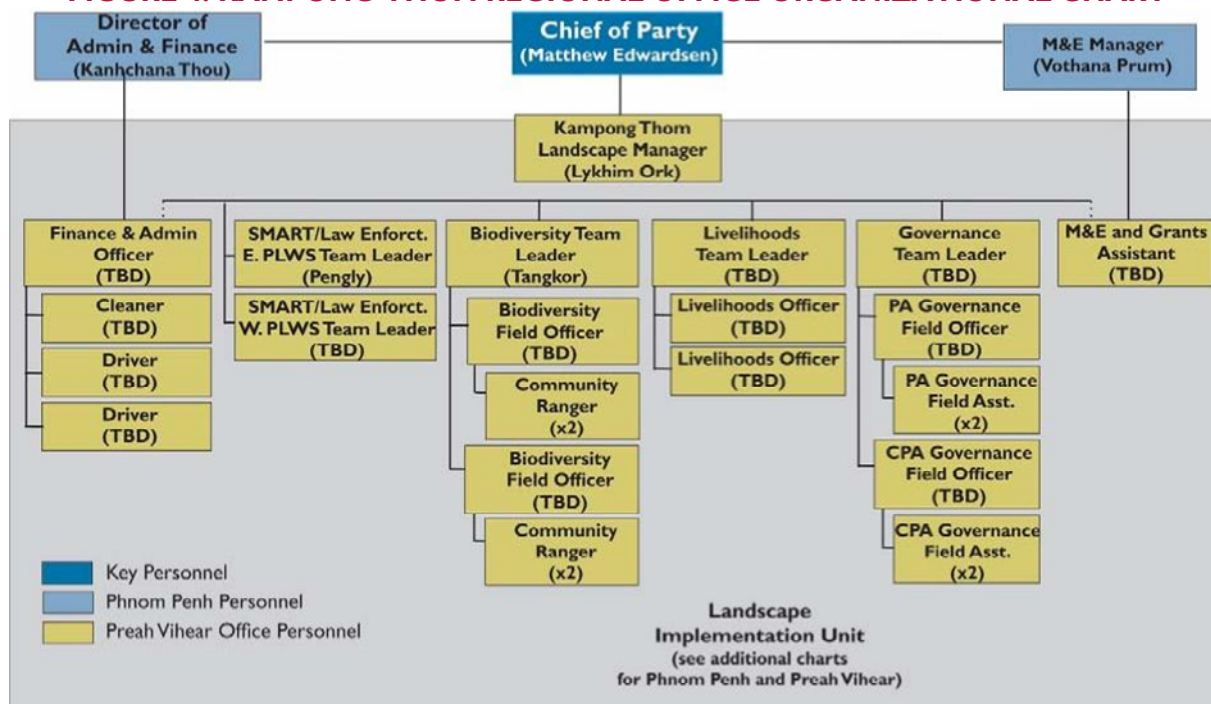


FIGURE 3. PREAH VIHEAR REGIONAL OFFICE ORGANIZATIONAL CHART



**FIGURE 4. KAMPONG THOM REGIONAL OFFICE ORGANIZATIONAL CHART**



**Assumptions and Managing Risks.** In the development of this work plan, the team assumes that the following conditions will prevail or mitigating actions taken to enable implementation as planned:

- Key stakeholders within the landscape including RGC ministries, local government, civil society, and the private sector are willing to engage with USAID Greening Prey Lang. The activity’s stakeholder engagement strategy will strive to foster constructive relationships and mitigate potential points of conflict. Greening Prey Lang will facilitate a process in which the PLEL vision and strategy is jointly defined and implemented among a diverse and representative set of stakeholders at the landscape level. Every effort will be made to engage all key stakeholders constructively and identify, mitigate and manage potentially destructive engagement as early as possible.
- No significant social conflict erupts in the landscape impeding multi-stakeholder engagement and activity interventions. While low levels of conflict may be normal and even desirable to achieve the desired change, USAID Greening Prey Lang will monitor social conflicts within the landscape and seek to avoid negative consequences to the activity. Opportunities to develop constructive relationships between social groups and among sectors, particularly between government officials and citizens, will be leveraged to improve rights-based and transparent decision-making. The capacity of landscape-level official organizations (PDoE staff and commune council members) will be developed to improve transparent decision-making, planning, resource allocation and management, and communications. At the same time, the activity will ensure citizens have access to credible and useful information with which to hold their local officials accountable.
- USAID funding continues to allow collaboration with the RGC. USAID has worked hard to pave the way for a constructive, collaborative relationship between the MoE and USAID Greening Prey Lang. The activity will seek to cultivate and maintain this constructive working relationship. Greening Prey Lang will do this by keeping USAID informed of progress made as well as potential warning signs that may lead to set-backs in this relationship. Tetra Tech will sign a MOU with the MoE that will

define respective roles and responsibilities that will serve to keep the relationship on track. If for some reason, problems or misunderstandings occur we will work closely USAID to correct the situation.

- No new economic land concessions (ELCs) are granted within the established protected area boundaries. It is likely that granting additional ELCs within the protected areas will exacerbate conflict between stakeholders within the PLEL. Although USAID Greening Prey Lang has no control over this possibility, the situation will be monitored, and potential negative impacts documented. The participatory, multi-sectoral, and decentralized nature of the creation, implementation and monitoring of the PLEL vision, strategy and plan should create a landscape-level “check and balance” against development decisions that compromise positive conservation and local livelihood outcomes.

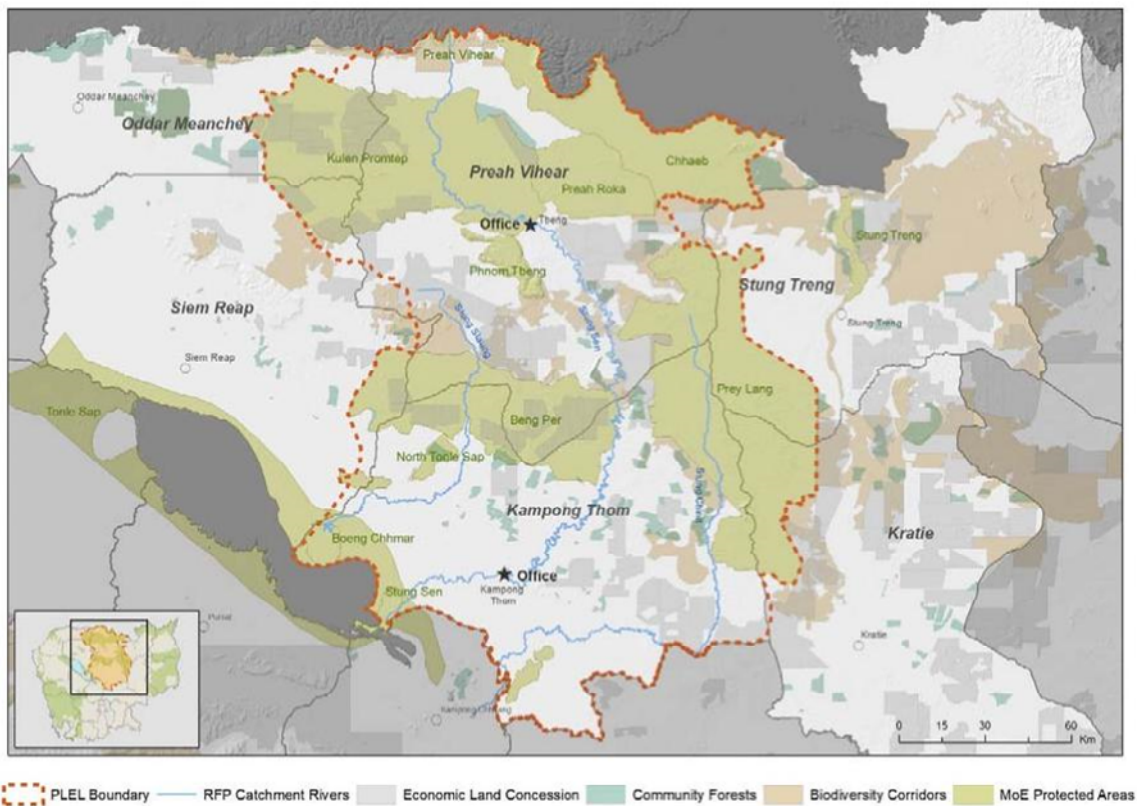
## 3.0 ACTIVITY APPROACH

### 3.1 STARTUP

Most of the USAID Greening Prey Lang startup interventions as proposed in the mobilization plan will be complete by the end of the first quarter of Fiscal Year (FY) 2019 (December 31, 2018). A few important interventions remain in order to complete the establishment of operational processes and systems that will enable efficient and compliant activity implementation. While most of the establishment and training in operational procedures will have been completed by the end of October, the team will continue to recruit, hire, and orient the remainder of the Phnom Penh-based technical and operations teams during the first half of the fiscal year. The team will equip and occupy the long-term office in the Phnom Penh Center by the end of November 2018. The activity will hire regional staff and establish offices in the PLEL (Preah Vihear and Kampong Thom) during the second quarter. In addition to the establishment and training of staff in Tetra Tech policies, systems, and procedures, the activity will establish and roll out the monitoring, evaluation, and learning (MEL) system and procedures. In the second quarter, Tetra Tech's home office Grant Specialist will provide short-term technical assistance to the activity Grants Manager to facilitate the development of the activity Grants Management Plan with the technical staff. This team will finalize and submit the Grants Management Manual to USAID for approval by month four.

### 3.2 THE PREY LANG EXTENDED LANDSCAPE APPROACH

FIGURE 5: PRELIMINARY BOUNDARY OF THE PREY LANG EXTENDED LANDSCAPE



The PLEL's diverse ecosystems are inter-dependent with the hydrology the Tonlé Sap freshwater ecosystem, which is vital to the socio-economic well-being of people living within the landscape. See Figure 5 above; the preliminary PLEL boundary which will be adjusted based on biodiversity, ecosystem services, socio-economic and governance criteria post-CCBVA. These diverse forest and freshwater ecosystems, up and down the watersheds, are vulnerable to degradation as well as the potential impacts of climate change. USAID Greening Prey Lang will facilitate a process, supported by the CCBVA information, in which the key stakeholders improve their understanding of direct and indirect links between connected ecosystem health, threats to biodiversity, climate change, economic opportunity, and institutional roles and capacity gaps and how to best address them. USAID Greening Prey Lang will use a PLEL situational model and geographic information system (GIS)-based data generated by the CCBVA and GHG baseline. In addition to serving as a baseline, the team will use this model and data to help capture and communicate the status and future scenarios of the PLEL to key stakeholders. This improved understanding, facilitated by USAID Greening Prey Lang, will lead to the participatory generation and implementation of biodiversity and natural resource conservation, sustainable livelihood and investment, and improved governance solutions by a range of key PLEL stakeholders. The simultaneous development and implementation of crosscutting strategies to guide communications and outreach, GESI, policy engagement, institutional capacity building, and resource mobilization are integral to the successful design and realization of the PLEL vision.

Strengthening good governance at the landscape-level is integral to the success of Greening Prey Lang. The activity will foster a partnership between relevant government institutions and citizens living within the PLEL to create and sustain a vision for conservation and development. The capacity of institutions at the provincial and commune levels will be strengthened to fulfill their public mandates to transparently make decisions, plan, generate and manage resources, and enforce the rule of law in service to their constituencies. Working in service and in partnership with their constituencies will gradually build the trust necessary to improve collaborative sustainable management and use of natural resources by people living in the PLEL. The project will improve the ability of citizens to fulfill their rights and hold their officials accountable by providing them with credible and relevant information and constructive opportunities to use it to exercise their civic responsibilities and rights. Activities to promote good governance are mainstreamed throughout the three components and fundamental to our communications and outreach, GESI, policy engagement, institutional capacity building, and resource mobilization strategies.

**Communications and Outreach.** The USAID Greening Prey Lang team has presented the Communication and Outreach Strategy as a supplementary document to this work plan. The strategy is three-pronged: 1) to maintain the interested public informed about USAID Greening Prey Lang; 2) to engage landscape-level stakeholders meaningfully in the development and realization of the PLEL vision; and 3) to share learning from PLEL implementation among the broader group of practitioners to improve policy and practice. During the first quarter, the activity will identify target audiences, and survey their interests and needs for information and communications regarding the USAID Greening Prey Lang activity. Then, the activity will prepare promotional materials and implement formal launch events at the national and landscape levels. At the same time, the activity will conduct a rapid landscape-level stakeholder mapping exercise and use the information to develop a stakeholder engagement strategy, in particular, establishing methods for stakeholders to communicate their concerns to the USAID Greening Prey Lang team. The stakeholder engagement strategy will include clear lines of communication between the USAID Greening Prey Lang team and key stakeholders, such as local and provincial authorities, communities, and other stakeholders in the PLEL. The team also presents the GESI Strategy and Plan as a supplementary document to the work plan and provides guidance to strengthen the GESI-responsiveness of the engagement strategy. The engagement strategy will strengthen the ability of key stakeholders to engage through tiered representation, throughout the life of the activity. USAID Greening Prey Lang will ensure that all social groups living in the PLEL, including



the most vulnerable (landless, indigenous, and women-headed households), are represented and engaged effectively. Soon after the stakeholder engagement strategy has been completed, the team will update and finalize the Communications and Outreach Strategy and Plan.

**Evidence-Based Extended Landscape.** During the first six months, the team will establish a baseline to measure progress toward achieving activity outcomes. Components of the baseline include a PLEL-wide GHG emission baseline and a CCBVA. Targets for indicators will be informed and/or revised by evidence generated in baseline activities and joint work planning with USAID. The CCBVA will inform location and type of future interventions but does not form a baseline for USAID Greening Prey Lang indicators. The GHG emission baseline will inform both the baseline of forest cover and future calculations related to changes in deforestation and associated carbon emissions.

The overall goal of the CCBVA will be to assess the impact of climate change and variability on social and ecological systems in the PLEL. The team will finalize a research framework that defines objectives, primary research questions, analytical components, and methods in December and recruit a CCBVA team to conduct the assessment in the second quarter. The team will refine the objectives, presented below, further based on the framework:

- Understand the historical trends and future projections for climate;
- Assess how these climate projections and other threats to biodiversity will affect livelihoods and ecosystems; and
- Identify existing and potential solutions that will conserve biodiversity and strengthen the resilience of livelihoods and ecosystems in the PLEL.

The information from the CCBVA will serve to improve understanding among key stakeholders of the environmental and social conditions, opportunities, and future scenarios within the PLEL. The CCBVA team will present the findings to the PLEL key stakeholder group (members defined by the stakeholder engagement strategy) in a workshop setting and facilitate a process to generate solutions for biodiversity and natural resource conservation, resilient livelihoods, sustainable investment, and improved governance. These solutions will form the road map for achieving a PLEL vision, aligned with the activity goal, that will guide implementation and gain the meaningful support and participation of key stakeholders. The tangible outcome will be a PLEL strategy, completed by Month 6. As soon as the vision and strategy have been completed, the activity team will meet to adjust and align interventions.

During the 180-day activity baseline period, USAID Greening Prey Lang plans to refine the baseline and targets using RGC national forest reference level data (FREL) applied to the activity value landscape. Deforestation trends to predict the business-as-usual trends will use RGC forest cover data from 2006, 2010, and 2014. The RGC is working on 2018 forest cover data currently, but they may be not available until mid- to late 2019. In this case, USAID Greening Prey Lang will use 2016 RGC forest cover data as the baseline. In future years, the team is considering working with provincial counterparts to generate the reports as a means of provincial-level capacity building to improve PA management, support decentralization goals, and target results-based GHG offset revenue streams. Collaboration and data sharing with the MOE would be required.

**Institutional Capacity Building.** USAID Greening Prey Lang's approach to institutional capacity building is two-fold. The activity will build capacity by delivering specific trainings to institutional stakeholders to improve their technical capacity. An example of this kind of training is improving the capacity of the Department of Environment (DoE) to support rangers' use of the SMART tool. The other institutional capacity building strategy will strengthen the functional capacity of institutions based on their institutional mandate and the potential to contribute to activity results. To do this, Tetra Tech will apply the FOCAS methodology to establish a logical sequence of events in the functional capacity

development of an organization's internal management processes and/or service delivery roles, beginning with putting the right people in place through optimizing operating systems. The precise categories or functional areas (e.g., revenue mobilization and management, human resource development, planning for results, and budgeting) that the organization needs to improve will be defined by the stakeholders in conjunction with the activity team. This will help attain buy-in from the target institution and will result in the choice of appropriate and applicable functions, tailored to the needs and context specific to the organization that also contribute to achieving activity results.

The CCVBA results, stakeholder engagement strategy, and PLEL investment strategy will guide the selection of target groups for the capacity assessment. The activity team will identify target groups and start assessments in the last quarter of Year One. Effective application of FOCAS can require up to six months. The process begins with an internal workshop to define a competency matrix that identifies a continuum of capacity-building development in five to eight functional areas. The team then uses the matrix to guide an institutional participatory assessment in a workshop setting with all relevant institutional staff. The USAID Greening Prey Lang team will facilitate a process in which the participants analyze and rank their place along the continuum. The team will then generate recommendations for capacity building, formal trainings, or targeted technical assistance at the end of the workshop based on the analysis, resulting in a capacity building plan tailored to the specific needs of the institution (i.e., Provincial Departments of Environment) or group of institutions (i.e., commune governance bodies). If a group of similar institutions has gone through the assessment, the activity will roll up individual plans into one comprehensive plan to guide the activity's institutional capacity-building activities

**PLEL Investment Plan.** USAID Greening Prey Lang will hire a full-time Conservation Finance Manager (CFM) to be integrated into the team during the first quarter. The CFM's first task will be to research and develop a PLEL investment plan that will guide the development of strategic partnerships and the leverage of sustainable, tangible investments in the PLEL during the life of the activity and, potentially, after the activity has ended. The PLEL investment plan will tap into streams from government, commercial entities, climate change financing mechanisms, payment for ecosystem services (PES), private entities, and conservation trust funds. The team will develop and establish a variety of partnerships between government and the private sector, the activity and the private sector, and citizens and government to leverage and sustain these investments. The PLEL investment plan is a dynamic document that will be updated periodically to reflect new investments and used to monitor progress toward achieving economic investment targets throughout the life of the activity.

**Policy Strategy.** On the eve of the introduction of a new and progressive Environmental Code Greening Prey Lang will be implemented within a dynamic policy environment. For this reason, it is important to establish a monitoring, learning and adaptive management process that will enable the reforms to succeed in practice. To do this, the activity will work in partnership with key stakeholders to track policy changes, impacts and obstacles in implementation. The Policy Manager will conduct a policy mapping exercise during the first quarter. The map will identify current and pending policy and guidelines relevant to USAID Greening Prey Lang implementation. This baseline at the beginning of the activity, will be used to monitor the status of policy and guideline development or implementation, and identify strategic points of potential activity engagement. The team will use this information to define an activity policy framework that will be used for prioritizing, guiding and leveraging opportunities to improve policies/guidelines based on practice within the PLEL.

For example, the activity may draft law enforcement standard operating procedures (SOPs) to support national-level ranger training efforts. A concrete example of this is WCS's collaboration with the MOE at the provincial level to develop and roll-out, via training of rangers, a patrolling SOP. USAID Greening Prey Lang may also support the establishment of a national-level Spatial Monitoring and Reporting Tool (SMART) law enforcement planning, monitoring, and adaptive management (LEM) system as part of

improved ranger patrol SOPs and develop protected area ecotourism guidelines and standards according to best practices.

### **3.3 OBJECTIVE 1: IMPROVED BIODIVERSITY CONSERVATION AND ECOSYSTEM HEALTH IN PREY LANG EXTENDED LANDSCAPE**

Most Objective 1 interventions for the first half of the year are related to consolidation of the major protected areas within the PLEL and understanding the effectiveness of interventions via biodiversity monitoring. A major outcome of the participatory CCVBA is to broaden the biodiversity and ecosystem conservation interventions not only to continue to strengthen protection of the wildlife sanctuaries but also to maintain the health and function of ecosystems outside of the protected areas. For this reason, at the mid-year point, when the CCVBA process has been completed, the team will supplement the current work plan interventions with interventions that will strengthen biodiversity conservation and ecosystem health, along with investments, incentives, and environmental governance in support of the broader PLEL approach.

This work plan presents interventions for this objective in two groups based on where WCS and CI have experience establishing and strengthening protected area management within the PLEL. The first group is within the Northern Plains part of the PLEL where WCS has been operating for many years. This area includes four protected areas: Prey Preah Roka Wildlife Sanctuary (Preah Roka); Chhiep Wildlife Sanctuary (Chhiep); Kulen Promtep Wildlife Sanctuary (Kulen Promtep); and Phonm Tbeng Natural Heritage Park (Phonm Tbeng). The second area encompasses the Prey Lang Wildlife Sanctuary (Prey Lang), more recently established as a protected area with CI's support. Both WCS and CI work closely with the provincial Departments of the Environment (DoEs) and formal provincial governments (governors and their deputies), and they both have memoranda of understanding with the General Department of Administration for Nature Conservation and Protection under the MoE. They will continue to strengthen protected area management in full partnership with these entities. Although all three activity objectives (biodiversity and ecosystem conservation, increased economic benefits and investments, and strengthened governance) are linked, this objective includes interventions that support the consolidation of the major protected areas in the PLEL along with biodiversity monitoring that guides and ensures the biodiversity is being conserved.

Consolidation of the protected areas will follow a similar process. Based on experience to date, the initial processes related to legalization and zoning are better known and will be implemented in the following steps: 1) participatory zoning plans are defined with provincial counterparts; 2) zoning working groups are established; 3) zoning consultations are conducted; 4) preliminary rapid assessments are conducted (i.e., land use and biodiversity); 5) zones and community land use areas are defined (i.e., CPAs); and 6) zoning is approved. To date, the only PA of the five that has implemented up through the fifth step and is pending zoning approval is the Kulen Promtep Wildlife Sanctuary. Protected area consolidation for the four PAs that have not been zoned will be related to these zoning steps as described below. Only the Kulen Promtep will begin to move into the next phase of management planning which will entail the participatory definition of an adaptive management plan and the provision of strategic support to improve the plan for approval and to strengthen management until the management plans are officially adopted and approved.

**Northern Plains.** In the Northern Plains, WCS will continue to support the DoEs and MoE to develop adaptive annual work plans for the Phonm Tbeng, Kulen Promtep, Chhiep, and Preah Roka protected areas. Each protected area is in a different stage of development that requires different interventions. For the Chhiep and Preah Roka, the activity will establish a zoning working group and hold periodic meetings to consolidate implementation of the zoning plan. Specifically, the zoning working group members will be trained in zoning procedures. In the Chhiep and Kulen Promtep, WCS will continue to support communities to develop the potential Community Protected Areas (CPAs) that have been

identified. They will do this by building the capacity of CPA committee members and stakeholders (commune council/village chief, commune police, rangers) to manage the CPAs effectively. Throughout this period, USAID Greening Prey Lang will support CPA management meetings and help to strengthen the ability of CPA members to establish and enforce boundaries and support patrolling and monitoring.

Also, during this period, WCS will develop the evidence base for assessing and monitoring the status of conservation in a participatory way to promote adaptive management. In the Chhep/Preah Roka, the team will define ecological and socio-economic data needs for a systematic conservation assessment and a methodology for systematically implementing an ongoing assessment. It is anticipated that the assessment will align with the DSS design and the intervention will begin at the beginning of Year 2. Census surveys and SMART data (which WCS is already collecting) will provide much of the ongoing data needs for the assessment. In the Kulen Promtep, Phonm Tbeng, and Chhep/Preah Roka, the activity will identify and train gender-balanced biodiversity/community research ranger teams to conduct biodiversity monitoring patrols and collect SMART data. Specifically, they will receive training in SMART refresher Cyber-tracker use. WCS will continue to support a suite of surveys that collect important census data to monitor the health of threatened and/or key species used to monitor biodiversity within and around the protected areas and strengthen conservation efforts. Vulture census surveys will continue with participation from community ecotourism committees. The team will conduct globally threatened species bird presence and/or census surveys monthly and a baseline survey for pileated gibbon monitoring in the Phonm Tbeng and the Preah Roka. In the Preah Roka and Chhep, the team will conduct a camera trapping baseline of globally threatened mammals.

**Prey Lang Wildlife Sanctuary.** The consolidation of protected areas in the Northern Plains is generally more advanced than in the Prey Lang where consolidation has just begun. The interventions planned for this year will establish a sturdy base upon which to consolidate management efforts within the new wildlife sanctuary for years to come. The USAID Greening Prey Lang team will develop a situational model for the Prey Lang that will improve stakeholder understanding of the relationship between drivers and threats that impede or enable the achievement of desired conservation outcomes. The team will use this information, along with the information from the CCVBA, to facilitate a process among stakeholders to define a conservation strategy for the Prey Lang.

Based on existing relationships within Stung Treng, CI will lead the process, in partnership with DoE, provincial governors and other key local stakeholders, to define a three-year adaptive plan for the part of the Prey Lang that falls within the province. Based on this experience, they will then co-lead, with provincial counterparts, the development of the three-year adaptive plan for the entire Prey Lang. This may not happen until the end of Year 1 or beginning of Year 2. Simultaneously, CI will facilitate a process in which provincial counterparts, define and initiate the zoning process, beginning with a review of the zoning guidelines with key stakeholders. During the first quarter, CI will lead the rapid implementation of surveys that are necessary for the zoning process (biodiversity and resource use) in Stung Treng. Continuing to build the capacity of provincial counterparts CI will facilitate a learning process in which lessons-learned will be applied to complete the zoning surveys in the other three provinces. It is planned that these surveys will be completed by the end of the year to initiate Prey Lang zoning in Year 2. A thorough zoning consultation process Prey Lang-wide will take place after the surveys have been completed and prior to zoning. One of the outcomes of the survey process will be the identification of potential CPAs at first in Stung Treng and later throughout the Prey Lang. Given the need to establish a well-defined zoning plan based on evidence, to implement a thorough consultation process, and build the capacity of provincial counterparts it is likely the interventions to support the final selection and development of the CPAs in the Prey Lang will not begin until Year 2. However, CPA members within Stung Treng may be ready for CPA development training similar to what has been defined within the other protected areas (boundary demarcation, patrolling, and monitoring of members and stakeholders) before the end of the year.

### 3.4 OBJECTIVE 2: INCREASED SUSTAINABLE AND EQUITABLE ECONOMIC OPPORTUNITIES, COMMUNITY LIVELIHOODS, AND NATURAL CAPITAL REINVESTMENT

Again, because of the distinct stages of development between the Northern Plains and Prey Lang, this section presents sustainable livelihoods development interventions by area. The plan for implementing interventions to increase natural capital investment in the PLEL is contingent on the research and development of the PLEL investment plan that will take place during the first six months of the activity. In the meantime, WCS will continue current PES activities in the Northern Plains. The CCBVA will generate other sustainable livelihood options within the PLEL that, in addition to being conservation-friendly, will improve the resilience of vulnerable groups to climate change. Individuals and families with low income and little to no assets (property, land, and natural resources) are less able to bounce back from shocks related to climate change (i.e., floods and droughts) than neighbors that may be better off. For this reason, USAID Greening Prey Lang will use grants to support nongovernmental organizations (NGOs) within the PLEL to develop community-based savings groups, including women's savings groups, and financial and business literacy trainings to be able to engage in and benefit from activity-supported livelihood interventions. Greening Prey Lang will develop value-chains for environmentally sustainable livelihood enterprises which will include commodities (e.g., rice) and services (e.g., ecotourism) to strengthen the resilience of people living within the PLEL. Up to five value chains will be assessed during the CCBVA process and supported by the activity. Financial and business skills will be targeted to households and individuals to improve their ability to generate income along the value chains (e.g., access to improved inputs for production, value added processing, marketing, etc.).

#### 3.4.1 SUSTAINABLE LIVELIHOODS

Greening Prey Lang will take a value-chain approach to developing and strengthening sustainable livelihoods in the PLEL. Up to five value chains of commodities and services that have taken root in the PLEL with potential to be economically viable, ecosystem friendly, and climate resilient will be identified during the CCBVA desk review. An in-depth analysis of the value chains along with an analysis of existing livelihood strategies will provide information with which to further develop the commodities and services and ensure that livelihood activities strengthen resilience. Detailed descriptions of the value chains from production, harvesting/storage, value-added processing, transport, and marketing will provide the information needed to ensure economic, social and environmental benefits are maximized along points in the chain. The livelihoods analysis will identify and improve understanding of livelihood profiles and opportunities within the PLEL, which will vary depending on the resource context (natural, political, social and economic). Given the importance of the rice value chain in the PLEL and as a livelihood strategy, Greening Prey Lang will continue supporting WCS's rice activities until the boundaries of the PLEL have been finalized and the rice value chain analysis has been completed. Post CCBVA, the activity's approach to sustainable rice value chain development will be improved based on the analysis.

**Northern Plains.** WCS will continue to promote sustainable wildlife friendly and organic Ibis rice production and marketing in the Kulen Promtep and the Chhep. Ibis Rice is an organically and wildlife friendly certified rice variety currently grown within protected areas in the Northern Plains. Farmers engaged in the production of Ibis Rice are certified annually that no deforestation or poaching has occurred in the production of this organic jasmine rice variety and that European Union and United States Department of Agriculture organic standards have been met. Due to these cultivation practices farmers receive a farm gate price premium that is 50 percent higher than non-certified jasmine rice. There is significant demand for Ibis Rice both within Cambodia and in the European and North American export market. The current supply does not meet the market demand. Given the clear private sector demand for increased Ibis Rice production GPL will expand production across the PLEL in zones

which meet both the stringent cultivation and conservation criteria and where local producers have indicated a willingness to engage in production.

USAID Greening Prey Lang will issue a grant to a local NGO Sansum Mlup Prey (SMP) to promote and train farmers in soil conservation and the use of cover crops in the village where Ibis rice is already being produced. This grant will also support the modest expansion of Ibis rice activities into new villages. In these villages, SMP will form new farmers' groups, facilitate exchanges with successful Ibis rice growing villages, improve access to inputs (e.g., improved seeds), and provide training in production, harvesting, and transportation methods to optimize yields and comply with organic standards. In the lower watersheds of the PLEL (breeding grounds for the threatened Bengal Florican bird), WCS will continue their promotion of the Sustainable Rice Platform (SRP) that promotes a global sustainability standard, based on 50 criteria, for rice production. SRP activities will only take place on farms with high peat soils to ensure low emission impact. Again, via a grant, SMP will train "key farmers" (one for every ten farmers) who will in turn train another ten farmers in SRP rules, how to collect data, and how to monitor compliance. The rice interventions will not be implemented until the USAID Greening Prey Lang Grants Management Plan and Manual have been approved by USAID and due diligence has been conducted on the grantee. For this reason, the interventions are planned to be initiated mid-year.

The damaging practice of slashing and burning related to cassava production has been identified as a fire threat to the forest and increases emissions. The activity is planning to award a grant to a research organization (i.e., CIRAD) to conduct a situational analysis of this widespread practice and, based on the analysis, define ways to mitigate the practice. This activity is planned to take place at the end of the year.

**Prey Lang Wildlife Sanctuary.** More needs to be understood about viable conservation friendly livelihood opportunities within the Prey Lang. It is believed that there is potential for developing value chains related to non-timber forest products (NTFPs) such as mushrooms and resin. CI will use the socio-economic data from a household survey currently being conducting in the Stung Treng and potentially similar data that will be generated, Prey Lang-wide, with Mitsui support to define a four-year livelihood development plan for the Prey Lang. Data from the CCVBA will also contribute to the development of the plan.

### 3.4.2 PAYMENTS FOR ECOSYSTEM SERVICES

As mentioned above in the description of the overall PLEL approach, USAID Greening Prey Lang will develop a PLEL investment plan during the first six months of the activity that will tap into streams from government, commercial entities, climate change financing mechanisms, PES, private entities, and conservation trust funds. While the team researches and defines the PLEL investment plan, the activity will continue to develop PES interventions that partners WCS and CI have already begun to implement in the PLEL.

Activities within the Northern Plains include holding quarterly meetings with the DoE and Department of Tourism (DoT) to plan, develop, and monitor ecotourism interventions further; in the Phonm Tbeng and Preah Roka, expand the bird nest protection program to include the biological corridors; and for existing ecotourism activities, monitor and ensure compliance amongst PES participants with wildlife and conservation laws. CI, as part of the socio-economic survey and zoning assessment, will analyze the feasibility of PES in Prey Lang. More broadly as part of the research related to the development of the PLEL investment plan, USAID Greening Prey Lang will assess current ecotourism infrastructure/activities and potential future opportunities and identify wildlife tour companies (i.e., Sam Veasna Center for Wildlife Conservation/Cambodia Bird Guide Association) to develop a partnership and strategy for ecotourism marketing.

### **3.5 OBJECTIVE 3: STRENGTHENED INCLUSIVE AND EFFECTIVE LANDSCAPE GOVERNANCE**

To achieve and sustain conservation of biodiversity and natural resources in the PLEL while realizing development gains for the people living there requires landscape-level collaboration among government, civil society and the private sector to jointly work toward this end. As described in our overall and extended landscape approach sections, Greening Prey Lang's cross-cutting strategies have been designed to strengthen governance. The co-creation of a shared, evidence-based PLEL-wide vision, strategy, and plan among key stakeholders will enable collaborative ownership and action. The evidence-based PLEL, communication and outreach, GESI, and institutional capacity building strategies ensure that information is relevant to the diversity of social groups and used to bring about the desired change. Capacity is built not only by co-generating, accessing and using relevant information but by strategically strengthening processes and skills to comply with official institutional mandates. Greening Prey Lang will also strengthen the ability of citizens to influence outcomes through improved participation and knowing when and how to hold officials accountable.

Key PLEL stakeholders are motivated to contribute to the realization of the collaborative vision, strategy and plan for distinct reasons. For example, communities and industries downstream depend on water sources that are maintained by healthy forest and freshwater ecosystems upstream, and communities upstream are motivated by access to sustainable natural resources (healthy forests, freshwater marshes, and ponds) for their livelihoods. By the end of Year 1, the USAID Greening Prey Lang stakeholder engagement strategy will engage all key stakeholder groups (government, private sector, and civil society) in the development, implementation, and monitoring of the PLEL vision. The Communication and Outreach Strategy will enable all key stakeholder groups to access reliable and relevant information with which to collaborate and, if necessary, advocate for rights and accountability. The PLEL investment plan will leverage partnerships and commitments to realize and sustain the desired change. The policy strategy will enable the activity to influence policy based on the effective application of practice (i.e., improved SOPs) in the PLEL. Collectively, these elements of USAID Greening Prey Lang's overall approach will strengthen governance throughout the landscape.

While the PLEL approach is being rolled out, WCS will continue law enforcement activities with the Northern Plains protected areas that have proven to be successful. WCS works in partnership with provincial and community-level counterparts to co-generate solutions and strengthen their capacity to implement them which is consistent with Greening Prey Lang's good governance approach. As presented under Objective's 1; WCS works with the PDoE to co-develop and implement a Standard Operations Procedure for patrolling. They will coordinate closely with similar protocol development and training efforts being led by the MoE (i.e., the training curriculum and TOR being developed at the national level). The team will adapt law enforcement plans monthly for Kulen Promtep and Chhep/Preah Roka and adjust interventions to improve effectiveness. The activity will implement patrols based on law enforcement priorities set during these monthly meetings (for the core wildlife areas) and continue to collect, analyze, and use SMART/LEM data to adapt plans. The team will train law enforcement rangers to apply the SOPs effectively, handle cases, and conduct safe patrols. In the Prey Lang, CI, in partnership with the DoE, will conduct an assessment of existing patrolling procedures as well as the feasibility of supporting joint patrols (based on WCS's experiences and in collaboration with other joint patrolling models such as those of the PLCN and PLFCN). Upon completion of the assessment joint patrols, USAID Greening Prey Lang will pilot the application of SMART in Stung Treng. If the pilot is deemed successful, it will be rolled out beginning in Year 2 to other provinces. To strengthen PLEL-wide and transboundary illegal wildlife trade law enforcement, USAID Greening Prey Lang will support the establishment of a PLEL-wide combating wildlife trade task force.

## 4.0 WORK PLAN TIMELINE

Intervention Intervention Lead	Deliverable Output	Indicator	MONTH											
			1	2	3	4	5	6	7	8	9	10	11	12
<b>STARTUP</b>														
Recruit and on-board remaining activity staff	COP													
Complete initial equipment procurement	Director of Admin/Finance													
Establish and refurbish permanent office in Phnom Penh	Director of Admin/Finance													
Roll out training on policies, systems, and procedures	COP													
Establish MEL reporting system	M&E Manager	MEL Plan and tools												
Develop Grants Management Plan and finalize Grants Management Manual	Tetra Tech Headquarters	Grants Management Plan and Manual												
Establish and equip regional offices and orient staff	COP													
<b>EXTENDED LANDSCAPE APPROACH</b>														
Develop PLEL situational model and strategy	COP	Situational model and strategy document	1.0											
Present and validate PLEL investment strategy with stakeholders at national and landscape levels	COP	CCVBA report: findings and recommendations	1.0; 3.3											
Adjust Year One Work Plan to align with the PLEL investment strategy	COP	Revised Work Plan												
<b>Communications and Outreach</b>														
Develop activity promotional materials	Communications and Outreach Manager	Brochure, banners, Facebook site	4.1											
Implement national activity launch	COP	Launch report	4.1											
Implement landscape activity launch	COP	Launch report	4.1											



Intervention Intervention Lead	Deliverable Output	Indicator	MONTH													
			1	2	3	4	5	6	7	8	9	10	11	12		
Conduct stakeholder mapping	Policy Manager	Mapping report														
Develop stakeholder engagement strategy	Policy Manager	Engagement strategy document														
Develop Communication and Outreach Strategy	Communications and Outreach Manager	COS Plan														
Implement Communication and Outreach Strategy	Communications and Outreach Manager	4.1														
<b>Evidence-based Extended Landscape</b>																
Design and implement CCBVA, which will inform the PLEL investment strategy	Project Manager	CCVBA report	3.3													
Conduct stakeholder review of findings and generation of recommendations at the national and landscape levels	Project Manager	CCVBA report														
Establish GHG emission baseline for the PLEL	COP	Baseline report	1.2													
Define DSS needs and opportunities	WCS	DSS development plan														
<b>Institutional Capacity Building</b>																
Based on stakeholder mapping and CCBVA results, define target institutions and functional capacity building areas	Governance Manager	FOCAS matrix														
Adapt and implement Functional Organizational Capacity Assessment (FOCAS) methodology for target institutions	Project Manager	FOCAS methodology and manual														
Based on results of FOCAS application, define capacity building plans	Governance Manager	Capacity building plans	3.2													
<b>PLEL Investment Plan</b>																
Develop PLEL investment plan	Conservation Finance Manager	PLEL investment plan														
Implement the investment plan and update as necessary	Conservation Finance Manager	2.2														

Intervention Intervention Lead	Deliverable Output	Indicator	MONTH												
			1	2	3	4	5	6	7	8	9	10	11	12	
<b>Policy Strategy</b>															
Implement policy mapping exercise	Policy Manager	Mapping report													
Based on information, develop activity policy framework for leveraging opportunities to improve policies/guidelines	Policy Manager	Policy strategy and framework	3.5												
<b>OBJECTIVE 1: IMPROVED BIODIVERSITY CONSERVATION AND ECOSYSTEM HEALTH IN PREY LANG EXTENDED LANDSCAPE</b>															
<b>Prey Preah Roka Wildlife Sanctuary (Preah Roka); Chhep Wildlife Sanctuary (Chhep); Kulen Promtep Wildlife Sanctuary (Kulen Promtep); Phnom Tbeng Natural Heritage Park (Phnom Tbeng)</b>															
Support MoE/DoE to develop integrated/adaptive annual work plans for each protected area (Phnom Tbeng, Kulen Promtep, Chhep/Preah Roka)	Governance Manager	Adaptive work plans	1.0; 3.2												
Establish zoning working group for Chhep/Preah Roka and hold initial meetings	Landscape Manager	Working group notes	1.0; 1.1; 3.1												
Hold zoning working group training events on zoning procedures	Governance Manager	Training reports	1.0; 1.1; 3.1												
Support communities to develop new CPAs in Chhep	Governance Manager	Meeting minutes	1.0; 2.1												
Build capacity of Kulen Promtep and Chhep CPA committee members and key stakeholders (commune council/village chief, commune police, rangers)	Governance Manager	Capacity building plans and reports	2.1; 3.1; 3.3												
Support Kulen Promtep and Chhep CPA management meetings	Governance Manager	Meeting notes	1.0; 1.1; 2.1												
Strengthen boundary management, monitoring, and patrols of Kulen Promtep and Chhep CPAs	Governance Manager	Monitoring reports	3.1; 3.3												
Review ecological and socio-economic data needs for a systematic conservation assessment of Chhep/Preah Roka	Biodiversity Manager	Conservation assessment	1.1												
Conduct systematic ongoing conservation assessment (Chhep/Preah Roka)	Biodiversity Manager	Periodic assessment reports	1.1												
Establish (gender-balanced) biodiversity/para ranger teams to conduct biodiversity	Biodiversity Manager	SMART data reports	3.1; 3.3												

Intervention Intervention Lead	Deliverable Output	Indicator	MONTH													
			1	2	3	4	5	6	7	8	9	10	11	12		
monitoring patrols (Kulen Promtep, Phonm Tbeng, Chhep/Preah Roka) and collect SMART data																
Train biodiversity team/community research rangers in SMART refresher Cybertracker use	Biodiversity Manager	Training reports	3.1; 3.3													
Hold vulture census surveys with participation from community ecotourism committees and submit data to CVWG	Biodiversity Manager	Periodic census reports	1.1													
Conduct monthly globally threatened species bird presence and/or census surveys	Biodiversity Manager	Monthly survey reports	1.1													
Conduct pileated gibbon monitoring/surveys (establish baseline in Phonm Tbeng/Preah Roka)	Biodiversity Manager	Gibbon monitoring reports	1.1													
Conduct globally threatened mammal camera trapping inventory baseline in Preah Roka/Chhep (incl. 60x camera trap)	Biodiversity Manager	Inventory baseline for threatened species	1.1													
<b>Prey Lang Wildlife Sanctuary (Prey Lang)</b>																
Develop situational model to guide Prey Lang conservation strategy	Landscape Manager	Situational model, targets for expanding management	1.0													
Develop 3-year adaptive management plan for Prey Lang Stung Treng	Landscape Manager	Stung Treng adaptive management plan	1.0													
Develop 3-year adaptive management plan for the entire Prey Lang	Landscape Manager	Prey Lang adaptive management plan	1.0													
Define the zoning process for the Prey Lang	Governance Manager	Zoning map	1.0; 1.1													
Review the zoning guidelines with key stakeholders in Prey Lang	Governance Manager	Zoning guidelines	1.0; 1.1; 3.1													
Conduct biodiversity and resource use surveys used to establish the zones for Stung Treng part of Prey Lang	Biodiversity Manager	Biodiversity surveys for Stung Treng	1.0; 1.1													
Conduct biodiversity and resource use surveys used to establish the zones for entire Prey Lang	Biodiversity Manager	Biodiversity surveys for Prey Lang	1.0; 1.1													

Intervention Intervention Lead	Deliverable Output	Indicator	MONTH													
			1	2	3	4	5	6	7	8	9	10	11	12		
Conduct zoning consultation with stakeholders in Prey Lang	Governance Manager	Meeting notes	3.3													
Identify potential areas for new CPA establishment for Stung Treng	Governance Manager	CPA maps														
Identify community forests that can be converted to CPAs, and select ones that will be converted to CPAs	Governance Manager	Criteria for CPA selection														
Provide support to CPA development (conversion of CFs to CPAs, training of community members, boundary demarcation)	Governance Manager	CPA maps, rules, and membership	1.0; 2.1													
<b>OBJECTIVE 2: INCREASED SUSTAINABLE AND EQUITABLE ECONOMIC OPPORTUNITIES, COMMUNITY LIVELIHOODS, AND NATURAL CAPITAL REINVESTMENT</b>																
<b>Inclusive, conservation-friendly, and climate-resilient livelihoods</b>																
Kulen Promtep and Chhep: Train new farmers within existing Ibis rice villages in soil conservation including use of cover crops (SMP grant)	Livelihoods Manager	Training reports	2.1; 2.3													
Kulen Promtep and Chhep: Promote Ibis rice in new villages: exchange visits, form farmer groups, deliver seed and train on cultivation, harvest, and transport methods to optimize yields (SMP grant)	Livelihoods Manager	Training and exchange reports	2.1; 2.3													
SRP: Train key farmers (1:10 farmers) in new villages with high peat soils on SRP rules, collection of data (diaries & tablets) monitoring (SMP grant)	Livelihoods Manager	Training reports	2.1; 2.2; 2.3													
SRP: Support training of farmers (1,000:3,000 ha land) by key farmers (SMP grant)	Livelihoods Manager	Training reports	2.1; 2.2; 2.3													
Support NGOs that develop women's savings groups and training in financial and business literacy (grants)	Livelihoods Manager	Training reports	2.1													
Conduct situational analysis of cassava/slash-and-burn and initial intervention design to mitigate (CIRAD grant)	Livelihoods Manager	Cassava situational analysis report														
Prey Lang: Develop 4-year livelihood development plan	Landscape Manager	Livelihood plan														

Intervention Intervention Lead	Deliverable Output	Indicator	MONTH														
			1	2	3	4	5	6	7	8	9	10	11	12			
<b>Payments for ecosystem services (PES) schemes</b>																	
Hold quarterly meetings with DoE, DoT, and other partners to plan ecotourism development/implementation activities in PAs	Governance Manager	Meeting notes	1.0; 2.1														
Expand bird nest protection program to Phonm Tbeng and Preah Roka, and biological corridor areas (outside PAs)	Biodiversity Manager	Bird nests monitoring reports	1.1; 2.1														
For existing ecotourism activities, monitor and ensure compliance among PES participants with wildlife and conservation laws	Livelihoods Manager	PES monitoring reports	2.1;2.2														
Prey Lang: Assess feasibility of PES in Prey Lang	Landscape Manager	PES feasibility report for Prey Lang															
<b>OBJECTIVE 3: STRENGTHENED INCLUSIVE AND EFFECTIVE LANDSCAPE GOVERNANCE</b>																	
<b>Protected area management and enforcement to reduce forest and wildlife crime</b>																	
Plan protected area law enforcement interventions adaptively on monthly basis for Kulen Promtep and Chhep/Preah Roka	Governance Manager	Monthly PA law enforcement plans	1.0; 3.1														
Implement patrols based on law enforcement priorities set during monthly meetings (core wildlife areas) and collect SMART/LEM data	Governance Manager	SMART patrol reports	1.0; 3.1; 3.3														
Train law enforcement rangers to use SOPs, handle cases, and conduct safe, effective patrols	Governance Manager	Training reports	3.1; 3.3; 3.4														
Prey Lang: Conduct assessment of existing patrolling procedures and feasibility of joint patrols (community and rangers) with DOE	Governance Manager	Prey Lang assessment on patrolling procedures															
Prey Lang: Support joint patrols in Stung Treng (SMART, patrolling procedures training, and equipment)	Governance Manager	SMART patrol reports and equipment procured	1.0; 3.1; 3.3														
Prey Lang: Support joint patrols in other provinces in Prey Lang (SMART, patrolling procedures training, and equipment)	Governance Manager	SMART patrol reports	1.0; 3.1; 3.3														

Intervention	Intervention Lead	Deliverable - Output	Indicator	MONTH											
				1	2	3	4	5	6	7	8	9	10	11	12
<b>Province-wide and transboundary illegal wildlife trade (IWT) law enforcement</b>															
Establish province-wide combating wildlife trade task force	Landscape Manager	Meeting notes.	1.0; 3.3												

## 5.0 SHORT-TERM TECHNICAL ASSISTANCE AND TRAINING PLAN

SHORT-TERM TECHNICAL ASSISTANCE PLAN			
Activity	Nature of STTA	Name	LOE
Climate Change Vulnerability and Biodiversity Threats Assessment (CCVBA)	Team Leader	Patricia Caffrey	24 days
Grant Management Plan and Manual	Tetra Tech Home Office Grants Specialist	Maureen Scanlin	12 days
Policy Framework	Assistance to Policy Manager to develop the framework	Vaneska Litz	12 days
FOCAS Assessment	Development of FOCAS matrix and training of staff in the methodology	Patricia Caffrey	12 days
Northern Plains: PA law Enforcement and Management Planning	Regional Law Enforcement Expert	Tony Lynam	26 days
Northern Plains: Administrative and Operations Support	Regional Business Manager	Nuttanee Sathityatiwat	14 days
CCVBA/Ecosystems Assessment	Ecosystem Valuation Expert	Rachel Neugarten	20 days
GHG Analysis	Sustainable Finance Specialist	Aya Uraguchi	25 days
GHG Analysis (Remote Sensing)	Remote Sensing Specialist	Anurag Ramachandra	17 days
CCVBA/Ecosystems Assessment	Technical Advisor	Tracy Farrell	8 days

TRAINING PLAN		
Training	Subject Matter	Number of Trainings
Ranger law enforcement training	Patrol tactics, bushcraft, security management, first aid	2 trainings (70 rangers trained)
Biodiversity team/community research ranger training	SMART Cybertracker use	1 training (19 rangers trained)
Capacity building to CPA committee members	PA law, patrol technique, and cybertracker/SMART	3 trainings
Zoning working group training	Zoning procedures and guidelines	1 (2 days) training
Zoning stakeholder training	Zoning procedures and guidelines	1 training

<b>TRAINING PLAN</b>		
<b>Training</b>	<b>Subject Matter</b>	<b>Number of Trainings</b>
Ibis rice training in new villages	Ibis rice cultivation, harvest, transport and soil conservation	Exchange visits
SRP key farmer training	SRP rules, collection of data (diaries and tablets), monitoring	1 training (training of trainers)
SRP farmer training	SRP rules, collection of data (diaries and tablets), monitoring	Multiple trainings on-site, farmer to farmer
FOCAS training	Application of the participatory process for institutional assessment	1 training (15–20 staff)



**U.S. Agency for International Development**

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

LEARNING PREY LANG ACTIVIT

Fax: (202) 216-3524

[www.usaid.gov](http://www.usaid.gov)