

SIGNATURE PAGE

Country: Cambodia

UNDAF Outcome(s): Increased and equitable access to and utilization of land, natural resources, markets, and basic services to enhance livelihoods; The rural poor and vulnerable using their enhanced skills, abilities and rights to increase productivity.

Expected Outcome(s)/: Improved capacity of national/sectoral authorities to plan and implement integrated approaches to environmental management and energy development that respond to the needs of the poor;

Communities' networks developed

Expected Output(s)/: Sustainable land management practices introduced in 3 of the most vulnerable provinces; livelihood opportunities of local communities enhanced through the increased participation of communities in sustainable management and use of natural resources.

Implementing partner: Ministry of Agriculture, Forestry and Fisheries

Other Partners: MOE/DNCP, MWVA, MLMUPC, MoP, MIME, MRD

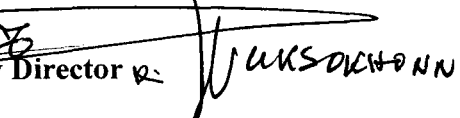
Programme Period:	<u>10 January 2007 - 09 January 2011</u>
Programme Component:	<u>MYFF Goal 3</u>
Project Title:	<u>Building Capacity and Mainstreaming Sustainable Land Management in Cambodia</u>
Award / Project ID:	<u>00039334/00044071</u>
Project Duration:	<u>3 years</u>
Management Arrangement:	<u>NEX</u>

Total Budget:	<u>1,180,000.00 USD</u>
Allocated resources:	
• GEF	: <u>575,000 USD</u>
Co-financing:	
• UNDP	: <u>200,000 USD</u>
In kind contributions	
○ Government	: <u>62,450 USD</u>
○ UNDP (Parallel)	: <u>342,550 USD</u>

Agreed by (Government): H.E. Keat Chhon, Senior Minister, Vice Chairman of CDC, Ministry of Economy and Finance

 04/04/08

Agreed by (Implementing Partner): H.E. Chan Sarun, Minister, MAFF 17032008

on behalf of the Minister  
Agreed by (UNDP): Mr Jo Scheuer, Country Director  09/04/08



**Royal Government of Cambodia**

United Nations Development Programme  
and  
The Global Environment Facility

Building Capacity and Mainstreaming Sustainable Land  
Management in Cambodia

Project Summary

Land degradation in Cambodia is a serious threat to the country's food security, considering that the majority of the population are poor and are dependent on natural resources for their livelihood. Soil erosion and loss of soil fertility are the main forms of land degradation brought about by both human and natural causes. The objective of the project is to strengthen the enabling environment for sustainable land management while ensuring broad-based political and participatory support for the process.\* The project has three outcomes, namely, (1) Completion of a National Action Programme (NAP) to combat desertification; (2) Enhancing human resources and institutional capacities on SLM; and (3) Mainstreaming SLM into national and sectoral policies and regional planning. The project will be implemented over a period of three years beginning February 2008. It will be executed by the Ministry of Agriculture, Forestry and Fisheries (MAFF). The project will receive guidance and oversight from a Project Advisory Committee (PAC). The total budget of the project is US\$ 1,203,000 of which US\$ 598,000 would be the GEF increment and \$200,000 funded by UNDP.

\* The project focuses on developing capacities for SLM and mainstreaming SLM concepts and approaches. The project does not address the administration of land.



**GEF**

**Expedited Medium Size Project proposal  
under the  
LDC-SIDS Portfolio Project for Sustainable Land Management  
REQUEST FOR GEF FUNDING**

**AGENCY'S PROJECT ID:** 3394  
**GEFSEC PROJECT ID:**  
**COUNTRY:** Cambodia  
**PROJECT TITLE:** Building Capacity and  
Mainstreaming Sustainable Land Management in  
Cambodia  
**GEF AGENCY:** UNDP  
**OTHER EXECUTING AGENCY(IES):** MAFF  
**DURATION:** 3 years  
**GEF FOCAL AREA:** Land Degradation  
**GEF OPERATIONAL PROGRAM:** OP 15  
**GEF STRATEGIC PRIORITY:** SP 1&2  
**ESTIMATED STARTING DATE:** September 2007

<b>FINANCING PLAN (US\$)</b>	
<b>GEF PROJECT/COMPONENT</b>	
Project	575,000
PDF A	23,000
<i>Sub-Total GEF</i>	598,000
<b>Co-financing</b>	
GEF Agency (UNDP)	542,550
Government	62,450
Bilateral	
NGOs	
Others (Districts)	
<i>Sub-Total Co-financing:</i>	605,000
<i>Total Project Financing:</i>	1,203,000
<b>FINANCING FOR ASSOCIATED ACTIVITY IF ANY:</b>	

**Country Eligibility:** Cambodia ratified the United Nations Convention to Combat Desertification on August 18, 1997 and is eligible for funding under paragraph 9(b) of the GEF Instrument.

**CONTRIBUTION TO KEY INDICATORS OF THE BUSINESS PLAN:** The project will build capacities for sustainable land management in Cambodia, with environmental benefits accruing to agricultural and forest lands estimated at 2.0 million ha.

**RECORD OF ENDORSEMENT ON BEHALF OF THE GOVERNMENT:**

Date: *(Month, day, year)*

.....  
UNCCD National Focal Point  
Ministry of Agriculture, Forestry and Fisheries

This proposal has been prepared in accordance with GEF policies and procedures and meets the standards of the GEF Project Review Criteria for a Medium-sized Project under the LDC-SIDS Targeted Portfolio Project for Sustainable Land Management.

Maryam Niamir-Fuller  
Officer-in-Charge  
UNDP/GEF  
Date: 3 August 2007

Project Contact Person  
Anna Tengberg, Regional Technical Advisor  
Email and Tel: [anna.tengberg@undp.org](mailto:anna.tengberg@undp.org) / tel  
66-81-926-4570

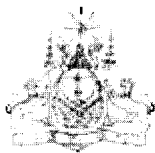
## Table of Contents

Project Summary .....	1
Table of Contents.....	3
SECTION I: ELABORATION OF THE NARRATIVE .....	17
PART I: SITUATION ANALYSIS .....	17
BACKGROUND AND CONTEXT.....	17
Environmental Context.....	17
Socio-economic context .....	18
Policy, institutional and legal context.....	20
Causes of land degradation.....	21
PART II: PROJECT STRATEGY .....	24
PROJECT DESCRIPTION .....	24
Baseline course of action .....	24
Capacity and mainstreaming needs for SLM .....	26
Strategy of the MSP.....	28
Project rationale and objective .....	32
Expected project outcomes, and outputs .....	33
Linkages to IA activities and programs .....	34
Stakeholder Involvement Plan.....	35
FINANCIAL PLAN .....	37
Streamlined Incremental Costs Assessment.....	37
Project Budget .....	39
PART III: MANAGEMENT ARRANGEMENTS .....	42
PROJECT IMPLEMENTATION PROCESS .....	42
Institutional framework and project implementation arrangements.....	42
Legal Context .....	45
PART IV: MONITORING AND EVALUATION .....	46
Monitoring and Evaluation Plan.....	46
RESPONSE TO GEF SECRETARIAT REVIEW.....	52
SECTION II: STRATEGIC RESULTS FRAMEWORK .....	53
SECTION III: ADDITIONAL INFORMATION .....	76
PART I: LETTER OF ENDORSEMENT .....	76
PART II: CO-FINANCING LETTER .....	77
PART III: DETAILED INFORMATION .....	82
SIGNATURE PAGE .....	98

### **List of Tables**

<u>Project Summary</u> .....	1
<u>Table of Contents</u> .....	3
SECTION I: ELABORATION OF THE NARRATIVE .....	17
PART I: SITUATION ANALYSIS .....	17
BACKGROUND AND CONTEXT.....	17
<u>Environmental Context</u> .....	17
<u>Socio-economic context</u> .....	18
<u>Policy, institutional and legal context</u> .....	20

<u>Causes of land degradation</u> .....	21
PART II: PROJECT STRATEGY .....	24
PROJECT DESCRIPTION .....	24
<u>Baseline course of action</u> .....	24
<u>Capacity and mainstreaming needs for SLM</u> .....	26
<u>Strategy of the MSP</u> .....	28
<u>Project rationale and objective</u> .....	32
<u>Expected project outcomes, and outputs</u> .....	33
<u>Linkages to IA activities and programs</u> .....	34
<u>Stakeholder Involvement Plan</u> .....	35
FINANCIAL PLAN .....	37
<u>Streamlined Incremental Costs Assessment</u> .....	37
<u>Project Budget</u> .....	39
<u>Table 1: Budget summary</u> .....	40
<u>Table 2: Detailed description of estimated co-financing sources</u> .....	40
PART III: MANAGEMENT ARRANGEMENTS .....	42
PROJECT IMPLEMENTATION PROCESS .....	42
<u>Institutional framework and project implementation arrangements</u> .....	42
<u>Legal Context</u> .....	45
PART IV: MONITORING AND EVALUATION .....	46
<u>Monitoring and Evaluation Plan</u> .....	46
<u>Table 3: Indicative M&amp;E Plan</u> .....	49
RESPONSE TO GEF SECRETARIAT REVIEW.....	52
SECTION II: STRATEGIC RESULTS FRAMEWORK .....	53
<u>Table 4: Project Logical Framework</u> .....	53
<u>Table 5: Work Plan</u> .....	58
<u>Table 6: Detailed Work Plan and Activity Budget</u> .....	63
<u>Table 8: Consolidated Budget</u> .....	74
<u>Table 9: Distribution of UNDP Co-financing funds to Outcomes and Outputs</u> .....	75
SECTION III: ADDITIONAL INFORMATION .....	76
PART I: LETTER OF ENDORSEMENT .....	76



KINGDOM OF CAMBODIA  
NATION-RELIGION-KING

COUNCIL OF MINISTERS  
Ministry of Environment

Phnom Penh, July 18<sup>th</sup>, 2007.....

No: 359 .....MoE

To: Mr Douglas Gardner  
Resident Representative  
UNDP Cambodia  
#53, Pasteur Street, Phnom Penh, Cambodia

Dear Mr. Gardner,

Re: **GEF Operational Focal Point Endorsement for the proposed GEF-funded project "Building Capacity and Mainstreaming Sustainable Land Management in Cambodia"**

In my capacity as the GEF Operational Focal Point for Cambodia, I hereby endorse the project entitled "Building Capacity and Mainstreaming Sustainable Land Management in Cambodia". In doing so, I express my concurrence with the content of the project proposal sent by UNDP to the Ministry of Environment on 13 June 2007.

We look forward to cooperating with you in this very important undertaking.

Sincerely Yours,

GEF Operational Focal Point for Cambodia  
Director-General of the Ministry of Environment

H.E. Dr. Louh Hea

Seen and Approved  
Secretary of State

H.E. Prach Sun



Cambodia

11 July 2007

Dear Mr. *Yannick* Glemarec,

**UNDP commitment to finance UNDP/GEF Medium-Sized Project (MSP), "Building Capacity and Mainstreaming Sustainable Land Management in Cambodia."**

This letter is to confirm UNDP's commitment to provide financing to the UNDP/GEF Medium-Sized Project (MSP), "Building Capacity and Mainstreaming Sustainable Land Management in Cambodia."

The total budget for the MSP is US\$1,180,000. UNDP will make a total contribution to the MSP of \$542,550 over a three-year period. Of this amount, \$200,000 will be provided from new UNDP TRAC funds, and \$342,550 in the form of already committed parallel funding from a number of aligned projects. The balance of the financing is to be provided by GEF (\$575,000) and the Royal Government of Cambodia (\$62,450 in kind).

The MSP will play a catalytic role in promoting Sustainable Land Management (SLM) in the country. Land degradation is currently a major issue in Cambodia, with approximately 30% of total land area considered degraded. Land degradation is a major cause of low rural productivity and therefore rural poverty. SLM offers an internationally recognized approach to combating land degradation and desertification. By providing Cambodia with the tools to implement SLM, the MSP will enable the reduction of land degradation and the improvement of rural livelihoods. The long term goals of the MSP are to contribute to sustainable, productive systems of agricultural, forest and other land that maintain ecosystem functions while elevating the environmental, economic and social well-being of Cambodians.

The funds provided by UNDP will be used toward the following objectives:

- completion and nationwide dissemination of the National Action Program (NAP) to combat desertification (which presently exists only in draft form);
- enhancement of human and institutional capacity to plan and to implement SLM;
- integration of SLM into national, sub-national and sectoral policies and planning; and
- strengthening of the linkage between SLM and existing UNDP parallel projects to ensure efficient completion of all goals.

To: Mr Yannick Glemarec  
UNDP-GEF Executive Coordinator



Cambodia

UNDP projects qualifying as sources of MSP parallel financing will total US \$342,550 over a three-year period. Annex A provides a breakdown of UNDP's co-financing commitment, and includes a brief description of each contributing project and the amount contributed along with the distribution of UNDP TRAC funds.

Yours sincerely,

  
Anne-Isabelle Degryse-Blateau  
UNDP Programme Director





**Annex A – Breakdown of co-financing commitment**

<b>Project</b>	<b>Summary of project</b>	<b>Co-financing Amount</b>
Project to Support Democratic Development through Decentralization and Decentralization	This project aims to reduce poverty through strengthening decentralization and local democratization as part of the RGC's Strategic Framework for Decentralization.	\$180,000
Insights for Action	This program seeks to share creative solutions to the policy formulation process, including policy aimed at improving family farm incomes and combating persistent rural poverty.	\$30,000
Rural Livelihoods Improvement Project	RLIP improves the livelihoods of rural poor through helping farmers improve natural resource management systems, improving services to the poor and increasing the capacity for pro-poor policy creation.	\$87,550
Partnership for Gender Equity	This group endeavors to strengthen the roles of women in political leadership, civil service and skilled employment.	\$20,000
Preparatory Activities for Rural Energy Development Program	The program establishes national baseline data on energy sources and demand, and will work with RGC to develop sustainable access to rural energy services.	\$25,000
<b>UNDP Parallel Subtotal</b>		<b>\$342,550</b>
New UNDP TRAC Contributions	NAP Completion	\$20,000
	Institutional Capacity Building	\$107,000
	Mainstreaming SLM in Planning & Policy	\$13,000
	Project Management	\$60,000
	<b>UNDP New TRAC Subtotal</b>	<b>\$200,000</b>
	<b>UNDP TOTAL CONTRIBUTION</b>	<b>\$542,550</b>

7

## PART II: CO-FINANCING LETTER

United Nations Development Programme



Cambodia

11 July 2007

Dear Mr. *Yannick* Glemarec,

**UNDP commitment to finance UNDP/GEF Medium-Sized Project (MSP), "Building Capacity and Mainstreaming Sustainable Land Management in Cambodia."**

This letter is to confirm UNDP's commitment to provide financing to the UNDP/GEF Medium-Sized Project (MSP), "Building Capacity and Mainstreaming Sustainable Land Management in Cambodia."

The total budget for the MSP is US\$1,180,000. UNDP will make a total contribution to the MSP of \$542,550 over a three-year period. Of this amount, \$200,000 will be provided from new UNDP TRAC funds, and \$342,550 in the form of already committed parallel funding from a number of aligned projects. The balance of the financing is to be provided by GEF (\$575,000) and the Royal Government of Cambodia (\$62,450 in kind).

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The funds provided by UNDP will be used toward the following objectives:

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- enhancement of human and institutional capacity to plan and to implement SLM;
- integration of SLM into national, sub-national and sectoral policies and planning; and
- strengthening of the linkage between SLM and existing UNDP parallel projects to ensure efficient completion of all goals.

To: Mr Yannick Glemarec  
UNDP-GEF Executive Coordinator

UNDP, No 53, Rue Pasteur, Boeung Keng Kang, Phnom Penh, Cambodia. TEL: (855-23) 216167/210478/216217/211240  
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Cambodia

UNDP projects qualifying as sources of MSP parallel financing will total US \$342,550 over a three-year period. Annex A provides a breakdown of UNDP's co-financing commitment, and includes a brief description of each contributing project and the amount contributed along with the distribution of UNDP TRAC funds.

Yours sincerely,

  
Anne-Isabelle Degryse-Blateau  
UNDP Programme Director

AC

**Annex A – Breakdown of co-financing commitment**

Project	Summary of project	Co-financing Amount
Project to Support Democratic Development through Decentralization and Deconcentration	This project aims to reduce poverty through strengthening decentralization and local democratization as part of the RGC's Strategic Framework for Decentralization.	\$180,000
Insights for Action	This program seeks to share creative solutions to the policy formulation process, including policy aimed at improving family farm incomes and combating persistent rural poverty.	\$30,000
Rural Livelihoods Improvement Project	RLIP improves the livelihoods of rural poor through helping farmers improve natural resource management systems, improving services to the poor and increasing the capacity for pro-poor policy creation.	\$87,550
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<b>UNDP Parallel Subtotal</b>		<b>\$342,550</b>
New UNDP TRAC Contributions	NAP Completion	\$20,000
	Institutional Capacity Building	\$107,000
	Mainstreaming SLM in Planning & Policy	\$13,000
	Project Management	\$60,000
<b>UNDP New TRAC Subtotal</b>		<b>\$200,000</b>
<b>UNDP TOTAL CONTRIBUTION</b>		<b>\$542,550</b>

5.

.....	77
<b>PART III: DETAILED INFORMATION</b> .....	<b>82</b>
Annex 1: Institutional framework for project implementation.....	82
Annex 2: Terms of Reference of the Project Advisory Committee .....	83
Annex 3: Terms of Reference of Project Management Board (PMB) .....	84
Annex 4: Terms of Reference of Project Technical Team (PTT) .....	86
Annex 5: Terms of Reference for National Project Manager.....	87
Annex 6: Responsibility by Output .....	89
Annex 7: Estimates of Land Use in Cambodia (JICA, 2002) .....	90
Annex 8: Institutions Involved in Land Management .....	91
Annex 9: Natural Resource Management and Livelihoods Program .....	92
Annex 10: Risk Log & Risk Management Strategy .....	93
Map 1: Soil fertility and productivity situation in the countryMap 2: Situation concerning forest disturbance.....	95
Map 1: Soil fertility and productivity situation in the countryMap 2: Situation concerning forest disturbance.....	95
Map 2: Situation concerning forest disturbance .....	96
Map 3: Location of the pilot sites.....	97
<b>SIGNATURE PAGE</b> .....	<b>98</b>

## Abbreviations and Acronyms

ACIAR	Australian Centre for International Agricultural Research
ADB	Asian Development Bank
APR	Annual Progress Report
AQIP	Agriculture Quality Improvement Project
ASD	Agricultural Sector Development
AusAID	Australian Agency for International Development
AWP	Annual Work Plan
C&M Plan	Communication and Monitoring Plan
CALM	Conservation Areas through Landscape Management
CARDI	Cambodian Agricultural Research and Development Institute
CBO	Community Based Organization
CDR	Combined Delivery Report
CIDA	Canadian International Development Agency
CLN	Community Learning Network
CMDG	Cambodian Millennium Development Goals
CO	UNDP Cambodia Country Office
CPA	Community Protected Area
DAALI	Department of Agronomy and Agricultural Land Improvement
DAE	Department of Agricultural Extension
DANIDA	Danish International Development Assistance
DFID	Department for International Development
DNCP	Department of Nature Conservation and Protection
DPS	Department of Planning and Statistics
DSSC	Development Support Services Center
ESIA	Environmental and Social Impact Assessment
EU	European Union
FA	Forestry Administration
FAO	Food and Agriculture Organization

FFI	Flora and Fauna International
FLR	Forest Landscape Restoration
GAPs	Government Action Programmes
GEF	Global Environmental facility
GDP	Gross Domestic Product
GIS	Geographic Information System
IFAD	International Fund for Agricultural Development
ICU	Institute de Technologie du Cambodge
IUCN	International Union for the Conservation of Nature
JFPR	Japanese Fund for Poverty Reduction
JICA	Japan International Cooperation Agency
LD	Land Degradation
LDC	Least Developed Countries
M & E	Monitoring and Evaluation
MAFF	Ministry of Agriculture Forestry and Fisheries
MARPOL	International Convention on the Prevention of Marine Pollution from Ships
MEAs	Multilateral Environmental Agreements
MEF	Ministry of Economy and Finance
MLMUPC	Ministry of Land Management, Urban Planning and Construction
MoE	Ministry of Environment
MoI	Ministry of Interior
MoP	Ministry of Planning
MoWRAM	Ministry of Water Resource and Meteorology
MRD	Ministry of Rural Development
MSP	Medium-Sized Project
MTR	Mid-Term Review
MWVA	Ministry of Women and Veterans Affairs
MDLF	Multi-Donor Livelihood Facility
NAP	National Action Programme

NCSA	National Capacity Needs Self-Assessment
NGO	Non-government Organization
NPM	National Project Manager
NPRS	National Poverty Reduction Strategy
NRM	Natural Resource Management
MRMLP	Natural Resources Management and Livelihoods Programme
NSDP	National Strategic Development Plan
OP 15	Operational Programme 15
PAC	Project Advisory Committee
PDOA	Provincial Department of Agriculture, Forestry and Fisheries
PDOE	Provincial Department of Environment
PDWVA	Provincial Department of Women and Veteran Affairs
PES	Payment for Environmental Services
PLUP	Participatory Land Use Planning
PMU	Project Management Unit
PTF	Promoting Tropical Forests
QWP	Quarterly Work Plan
RAMSAR	Convention on Wetlands of International Importance
RGC	Royal Government of Cambodia
RLIP	Rural Livelihood Improvement Project
RUA	Royal University of Agriculture
SBAA	Standard Basic Assistance Agreement
SEDP	Socio Economic Development Plan
SFMP	Sustainable Forest Management Plans
SIDS	Small Island Developing States
SLM	Sustainable Land Management
SPFS	Special Program of Food Security
ToR	Terms of Reference
TPR	Tripartite Review
TRAC	Target for Resources Assignment from the Core
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification



UNDP- CO United Nations Development Program Country Office  
UNDP United Nations Development Program  
UNDPNEX United Nations Development Program National Execution  
UNFCCC United Nations Framework Convention on Climate Change  
WCS Wildlife Conservation Society  
WFP World Food Program

## **SECTION I: ELABORATION OF THE NARRATIVE**

### **PART I: SITUATION ANALYSIS**

#### **BACKGROUND AND CONTEXT**

##### **Environmental Context**

1. Cambodia is a tropical country located in the peninsula of mainland Southeast Asia with a land area of about 181,035sq km. It is adjacent to the gulf of Thailand and has a coastline of approximately 435 km. Its land border of 2,438 km. runs along Thailand to the west, Vietnam to the east and Laos PDR to the north.
2. Cambodia is a unitary state administratively divided into Provinces and Municipalities, Districts and Khans, and Communes and Sangkats. There are currently 20 provinces (khet) and 4 municipalities (krong). There are 171 districts (sroks) and 14 khans, 1,510 communes and 111 sangkats.
3. Environmentally, economically, and even culturally, Cambodia is dominated by the Tonle Sap, the largest freshwater lake in Southeast Asia, and associated Mekong lowlands. In the rainy season the Mekong River backs up and flows into the Tonle Sap, causing the lake to swell to 4 times its size.
4. The country is dominated by three mountainous regions in the southwest, north and northeast, which are less populated and rich in forest resources. Forest types range from tropical moist forest in the southwest Cardamom Mountains to dry mixed deciduous forest in the north and east, as well as remnant of flooded forest around the Tonle Sap.
5. Cambodia's climate is governed by monsoons and is characterized by two distinct seasons: from mid-May to early October strong prevailing winds from the southwest bring heavy rains and high humidity and from early November to mid-March winds and humidity are low. Between these seasons is a transitional period. The rainfall pattern changes with elevation. The average annual rainfall is 1,400 mm in the central lowland regions and may reach 5,000 mm in certain coastal zones or in highland areas.
6. Eighty-five percent of Cambodia's population relies on a fragile balance of agriculture, fisheries and forest products, mostly for subsistence. Cambodia's total land of 181,035 sq km is comprised of 54.1 % forests, 23.4 % agriculture, 6.8 % wetlands, 15.6 % wood and grasslands and 0.1 % settlements. Annex 6 provides detailed information on land use. Cambodian agriculture is predominantly organized on the basis of small farmer communities. Rice production dominates the sector, occupying 90% of cultivated area. While Cambodian soils generally exhibit low to medium soil fertility, the vast flood plains of the Mekong and Tonle Sap provide suitable conditions for extensive areas of rain-fed lowland rice.
7. About ninety percent of the soils in Cambodia are chemically degraded, generally acidic, sandy and have poor soil fertility. Map 1 shows the soil fertility and productivity situation in

the country. These soils - classified as Latosols, Acrisols, and Ferrasols - are associated with thin surfaces and low organic matter as they are depleted in calcium and magnesium.

8. Land degradation in Cambodia is a serious threat to the country's food security considering that a majority of the population are poor and have limited financial capacity to augment their food supply. Land degradation is brought about by both human and natural causes. Soil erosion and loss of soil fertility is one form of land degradation. Researchers have indicated that in areas with active rill erosion, crop yield is reduced by 20-25 percent in the second year of cultivation and by 40 to 50 percent in the fourth year.
9. Map 2 presents the situation concerning forest disturbance. Between 1993 and 1999, the rate of extraction of forest resources exceeded sustainable yield by a factor of seven. This unsustainable extraction rate threatens to extinguish the remaining commercial stands within the next ten years. Valuable non-wood forest resources are also being lost at a rapid rate.
10. Land degradation caused by deforestation and improper agricultural practices has very serious negative effects on agricultural productivity and livelihood of vulnerable and poor communities, regeneration of natural forest species, water retention capacity of soil; and natural habitat regeneration for biodiversity.

#### Socio-economic context

11. Cambodia is moving beyond post-conflict into a period of steady economic development. For thirty years since the 1970s, the country was isolated from the international community by war and internal strife that resulted in massive loss of life as well as devastation of economic and social infrastructure. For the first time in almost three decades, with the return of peace and the restoration of macroeconomic stability after the 1993 elections, Cambodia has the opportunity to achieve far-reaching reforms in all facets of economic and social life, and in particular raise living standards from one of the lowest per capita incomes levels in the world. The country has embraced principles of democracy and free enterprise and seeks to become fully integrated into the regional and world economy. It is in the early stages of a long road paved with high expectations coupled with severely limited resources.
12. Cambodia's population of 13 million (2005) is growing at a relatively high rate of about 2.5 percent per year and is expected to reach 26 million in 2025. Nearly 85 percent of the population lives in rural areas, and high growth rates severely strain the natural resource base.
13. Despite modest economic gains, women in Cambodia remain poor and face greater pressures with country entry into WTO, depletion of natural resources and environmental quality.
14. Cambodia's economy slowed dramatically in 1997 and 1998 due to the regional economic crisis and war. In 1999, the first full year of peace in 30 years, economic reforms were put in place and growth averaged about 5 over the following five years. The rate of economic growth over the last two years (2005 and 2006) has been approximately 10% per annum.

15. Despite this progress, poverty has not declined significantly. Thirty-nine percent of the country's GDP is derived from agriculture and fisheries. But the growth of these sectors has barely kept pace with population growth. Agriculture continues to be hampered by low productivity and constraints on access to land and market development.
16. Women have felt the brunt of stagnant rural productivity. Fifty percent of the labor force are women and responsible for 80% of food production. However, they are more likely to be landless and on average own smaller pieces of land than the general population. Twenty-one percent of the population lives in a household headed by a woman, and those with young children and/or many dependents are amongst the poorest households in the villages. Women have less access to agricultural services like extension and credit than men and face difficulties keeping their land rights in the event of divorce or death of a spouse. Land rights are vested only in the name of the male head of household.
17. Land use patterns in Cambodia indicate that the share of private cultivated areas is only 15 percent, while areas under state-controlled forest are quite sizeable at almost 60 percent. About 18 percent of state-controlled forest area is classified as protected area (i.e. area that is not meant to be exploited for economic purposes).
18. Despite many years of donor-provided technical assistance, rice, which occupies as much as 90 percent of cultivated land in Cambodia, the yields have increased slowly. Average rice yields are less than 3 tons per hectare. MAFF estimates that 6.4 million hectares of land is suitable for agriculture. Rice covered some 2.24 million ha in 2001, which was smaller than the 2.5 million ha planted prior to the war. Other food crops account for 438,000 ha. There are no statistics on the use of land for livestock and fisheries.
19. Farmers in the Tonle Sap wetlands have long used rice-based farming systems that follow the natural bio-hydrological rhythm (i.e., the rainfall and floods coincide with different phases of vegetative and reproductive growth of paddy rice). Farmers have adopted a wetland system of planting a mix of modern and traditional floating varieties which vary in maturity (early, medium, late, floating, and upland). Despite the natural adaptation to the Tonle Sap Ecosystem, rice yields remain low, with most areas producing less than two tons per ha.
20. Cambodia's forests play two major roles. They provide important ecological functions such as ecosystem preservation, biodiversity conservation and the protection of soil and water resources. They also play a significant role in contributing to the socio-economic development of the country. Over 84% of Cambodians live in rural areas with a large portion of this population dependant on forest resources for both consumption and income generation.
21. Cambodia's forests face many pressures including small and large scale logging, the encroachment of agriculture and a growing population, all of which have contributed to varying degrees of forest degradation.

## Policy, institutional and legal context

22. The RGC has undertaken a program of policy harmonization and alignment as one of 14 pilot countries implementing the Rome Declaration on Harmonization and Alignment (2003). One of the early results was the integration of the country's Socio Economic Development Plan (SEDP) with the National Poverty Reduction Strategy (NPRS). This resulted in an integrated National Strategic Development Plan (NSDP, covering the period 2006-2010).
23. For the agricultural sector, the RGC's development is to "achieve and ensure food security and conserve natural resources". This is supported by a set of policies for agricultural development and food security which emphasize sustained growth in farm production, processing and marketing, expansion of crops, livestock, fisheries, and forestry production and a focus on the poor.
24. Since most of the population lives in rural areas and two-thirds of the land is designated forests, the success of the NSDP is closely linked with forest dependent livelihoods. Yet, as mentioned, the rate of extraction of forest resources dramatically exceeds sustainable yield. Non-wood forest resources are also being lost at a rapid rate.
25. The Law on Environmental Protection and Natural Resources Management (1996) is the principal legislation addressing natural resource, including forest, management. Broad guidelines for environmental management were also established in the First Five Year SEDP. The plan identified the need for greater management coherency, including a focus on local area management plans by MoE in conjunction with MPWT and the National Committee for Land Management, Urbanization, and Construction (now the MLMUPC). After the third RGC Meeting in Tokyo in early 1999, additional policy reforms were formulated to address the growing concerns over forest loss.
26. The MoE has overall responsibility for natural resource management, including the following:
  - Protection of the environment against adverse effects of economic development;
  - Conservation through the creation of protected areas;
  - Development of laws and sub decrees with respect to environmental management, conservation and protection;
  - Strengthening of existing laws and sub decrees with respect to environmental management, conservation, and protection;
  - Preparation and implementation of national and regional environmental action plans through co-ordination functions; and, ensuring sustainable development.

27. A number of institutions are involved in land management. Annex 8 summarizes their roles and responsibilities. A Land Administration Policy aims to clarify and record ownership and other rights and the location of all properties (public and private) in order to strengthen land tenure security, improve the efficiency and reliability of land markets, and prevent and mitigate disputes. A State Land Management Policy allows the government to protect areas of public interest and maximize the benefits to the state from granting sales, leases, concessions or possession rights on land in the state's domain.

28. RGC is a signatory to the following international conventions:

- The MARPOL Convention, in 1994;
- The UNCBD, in 1995;
- The UNFCCC, in 1995;
- The UNCCD in 1997; and
- The RAMSAR Convention, in 1999.

#### Causes of land degradation

29. In discussing land degradation as a general phenomenon, Cambodia's draft NAP identifies the impacts of land degradation comprehensively, which includes loss of land productivity, loss of ground cover, loss of biodiversity, loss of livelihoods, and poverty. The root causes of degradation are an incomplete legal framework for natural resource and land management and failure to implement the existing framework, lack of information, and weak human and institutional capacity.

30. Looking more specifically at soil degradation, the draft NAP distinguishes between natural degradation, caused by leaching, resulting in increased acidification and a reduction in productivity, and human-induced soil degradation. The latter results in soil erosion, rapid depletion of organic matter, loss of effective soil depth for root development; and deterioration of plant vigor. It occurs due to factors such as shorter fallow periods, over-irrigation, inappropriate use of herbicides and other chemicals, and burning of agricultural residues. The underlying causes are related to continued uncertainty over access to land and land tenure, compounded by rapid population growth, resulting in migration of agriculturalists into marginal lands and into environments for which their knowledge and agricultural techniques are not well-adapted.

31. Forest degradation causes loss of valuable trees, changes in hydrological patterns, and reduced biodiversity. The processes leading to such degradation are forest clearing (land grabbing), illegal logging, and agricultural expansion. Fuel wood collection and uncontrolled fires (and in some locations, over-grazing) are also contributory factors. The root causes stem from poor enforcement of existing laws, partly due to poorly defined mandates of the many institutions involved in forest management. For example, members of community

forest organizations are not allowed to apprehend law breakers – they are required to report the offence, and by the time law enforcement officials arrive, the offender has usually escaped. Even when apprehended, the probability of a conviction is low because courts rarely take such offences seriously, and opportunities to divert the legal process through bribery are rife.

32. The implementation of the land concession system also needs to be improved. Following the recent cancellation of non-performing forest concessions, almost 5 million ha of forest areas have now reverted to “forest reserve.
33. A DANIDA-supported analysis identified the following causes of land degradation related to land policy, land administration and land management:

#### Land Policy

- Uncoordinated land policy framework.

#### Land Administration

- Most private land owners do not have titles and title issuance is slow.
- Land registration system is not well developed.
- No cadastral index maps and systematic land registration has been only piloted.
- Relevant laws and procedures are not sufficient.
- Dissemination of information and education on land matters is limited and knowledge on land rights among Cambodians is very poor.
- Human resources budget and equipment are not sufficient.
- Administrative boundaries are not clear.
- Delineation and demarcation of state land is not clear.
- Land evaluation system is not in place.
- Disputes are frequent and often remain unresolved.
- Land taxation system is weak.

#### Land Management

- Land use planning and natural resource management have been piloted through a Danida-supported Participatory Land Use Planning process at local level which has not yet been institutionalized in the MLMUPC.
  - State land is identified through the process of state land identification, mapping and classification according the sub decree on State Land Management. Forest Land is demarcated by FA according to sub decree 53.
  - Land use planning is hindered where areas still suffer from land mines.
33. The critical barriers to realizing SLM in Cambodia include (a) limited capacity at the individual, institutional and systemic levels for SLM. (b) sectorally based agricultural and rural development restricting the ability to identify innovative and inter-sectoral strategies, (c) fragmented institutions, (d) lack of awareness of the importance of SLM among land users, technicians, planners and politicians, (e) ad-hoc land use due to inadequate land use information and lack of appropriate land use planning tools and methodologies, and (e) land

degradation issues not being mainstreamed into national development decisions resulting in non-recognition on the part of politicians and decision makers that LD is a significant barrier to sustained economic development. Cambodia lacks an investment plan for SLM and consequently has not yet instilled confidence in potential donors to participate in SLM process. This is very much linked to the absence of NAP, which typically provides an investment plan, with the ultimate aim of achieving the desired outcomes of sustainable land management and poverty alleviation for both global and national benefits.



## PART II: PROJECT STRATEGY

### PROJECT DESCRIPTION

#### Baseline course of action

34. Cambodia's five year National Strategic Development Plan (2006 – 2010) outlines the RGC's policies, priorities, national budget allocation and requirements for donor assistance. The NSDP integrates the statement of goals and strategies with indicators for the Cambodian Millennium Development Goals (CMDG). Three of the CMDG overall targets have particular relevance to sustainable development and natural resources management, namely (1) halve, between 1993-2015, the proportion of people whose income is less than the national poverty line; (2) integrate the principles of sustainable development into country policies and programs and reverse the loss of environmental resources; and (3) increase the proportion of the population with access to land security by 2015.
35. Following many years of conflict, Cambodia has been the recipient of a large amount of donor funding and technical assistance. In the agricultural sector alone, there are a large number of donor-assisted initiatives which this proposed project would aim to have some influence. These include the following:
- ACIAR: Increasing Returns and Reducing Risk of Diversified Crop Sequences in Cambodia and Australia
  - AusAID: Agriculture Quality Improvement Project (AQIP)
  - ADB: Agriculture Sector Development Program (ASDP)
  - ADB: Grant Assistance for Improving the Livelihood of Poor Farmers in Southern Cambodia - Financed by the Japan Fund for Poverty Reduction (JFPR)
  - AFD/ADB: North West Irrigation Sector Project
  - CIDA/RGC: Food Security Initiatives Fund (FSIF)
  - IFAD/Italy: Community Based Rural Development in Kampong Thom and Kampot
  - FAO/Italy: Integrated Irrigation Development Project in Battambang Province in Support of SPFS in Cambodia
  - WFP: Food Aid for Recovery and Rehabilitation Program-Assisting People in Crisis-Disaster Management and Community Asset Creation Component through Food-for-Work, the water development activity
  - AFD: Protected Geographical Indications (PGI)/ Protected Designation of Origin (PDO)
  - AFD: Prey Nup Polders Rehabilitation Project Phase III
  - AFD/ADB: Stung Chinit Irrigation Scheme Rehabilitation Project
  - JICA: Battambang Agricultural Productivity Enhancement Project (BAPEP)
  - JICA: Technical Service Center for Irrigation Systems
36. Of particular significance to this project is the recently approved Natural Resource Management and Livelihoods Program (NRMLP) funded jointly by DANIDA and DFID

through a single “Multi-donor Livelihoods Facility (MDLF). The immediate objective of the program is to: “reduce the vulnerability of poor rural people whose livelihoods are dependent on natural resources.” Program components include the following:

- NRM in decentralization: Improving local government processes for equitable and sustainable natural resource management.
  - Civil society and pro-poor markets: Improving local presence and capacity of civil society organizations and business support for pro-poor community development.
  - Sector and policy development. Improving access to rights and services, within an effective and coherent policy environment, including:
    - Lands - access and user rights.
    - Fisheries - access to aquatic rights and services.
    - Forestry & Environment - pro-poor forest management options.
37. The focus of the NRMLP is on the commune council, and communities within it, to enable them to play an active role in natural resource governance. This will hopefully result in: a) secured rights, titles and access of poor people to natural resources, land and water; b) funds for NRM investment through current efforts to promote decentralization and “de-concentration,” c) greater engagement and opportunity for communities in the sustainable management, processing and marketing of natural resources; d) improved capacity for ensuring rights and delivery of services by line agencies, within e) a more coherent policy framework.
38. Another important part of baseline is the IFAD/UNDP Rural Livelihoods Improvement Project (RLIP). The project aims to improve the livelihoods of the rural poor in targeted communes of three provinces (Kratie, Preah Vihear and Ratanakiri). Expected outcomes include the following: (1) farmers and communities adopt improved farming and natural resource management systems; (2) improved services delivered to the poor in a participatory and demand-driven manner; (3) increased capacity for policy analysis and pro-poor policy formulation; and (4) mainstreaming gender within the sector.
39. The World Bank-financed Land Management and Administration Project aims to improve land tenure security and promote the development of efficient land markets. These objectives will be achieved through: (a) development of national policies, the regulatory framework, and institutions for land administration; (b) issuance and registration of titles in urban and rural areas; and (c) establishment of an efficient and transparent land administration system. The project is the first phase of the government's Land Administration, Management, and Distribution Program (LAMDP), which is expected to be implemented over 15 years. The objectives of the LAMDP program are to: (a) strengthen land tenure security and land markets, and prevent or resolve land disputes; (b) manage land and natural resources in an equitable, sustainable and efficient manner; and (c) promote land distribution with equity.
40. The Small Grants Program (SGP) to Promote Tropical Forests (PTF) is funded by the European Commission. It supports community-led sustainable forest management initiatives in Cambodia, and aims at empowering communities with alternative income activities using renewable forest resources. It also aims to help eradicate poverty, promote gender equality and empower women. The program provides micro-grants for the implementation of forest-

related projects by non-government and community organizations. These include innovative technology for charcoal production using non-wood raw material, energy efficiency in sugar palm processing through improved cooking stoves, sustainable processing and marketing of non-timber forest products, community eco-tourism, agro-forestry, organic farming, soil conservation, rice intensification, pest management, home gardens, aquaculture, livestock and community-based water management. The program targets 157 villages involving 27,621 households in 38 communes across 14 provinces. Grants range in size from €20,000 to €60,000.

41. An AusAID funded project called AQIP is jointly implemented by MAFF, PDWVA, and MRD in the provinces of Kandal, Takeo, Prey Veng, and Svey Rieng to provide high quality services in rice production, rice post harvest technology and fruit and vegetable marketing.
42. The ADB funded ASD Program is implemented by MAFF with a total budget of US\$ 25 million. The program supports the country's agriculture commercialization and diversification and promotes the participation of the poor and women in production, marketing, and postproduction systems. The project started in 2004 and will terminate in 2008.
43. The "Integrated Pest Management Farmer Training Project Phase II" funded by DANIDA and implemented by MAFF aims to improve the livelihood of rural communities by empowering farmers to apply sustainable agricultural production techniques.
44. ACIAR has assisted the MAFF in various projects, including the following:
  - A regional program called "Increased Productivity of Rice-based Cropping Systems in SE Asia and Australia" with country funding of US\$ 621,762 covering the period 2002 to 2005.
  - A project on "Increasing Returns and Reducing Risk of Diversified Crop Sequences in Cambodia and Australia" where the MAFF technicians were trained on identifying constraints to the adoption of non-rice upland crops in selected provinces in Cambodia (Kompong Cham and Batambang). The project began in 2003 and will terminate in 2006.
  - A project on "Assessing Land Suitability for Crop Diversification in Cambodia and Australia" with a total budget of A\$ 442,855 with an overall aim of increasing agricultural productivity by identifying areas of land suitable for crop diversification.

#### Capacity and mainstreaming needs for SLM

45. Many of the projects described above are designed to generate capacity at the systemic, organizational and individual levels. A common criticism of project-based approaches is that they tend to be sector specific and fail to identify or create synergies across sectors. This has characterized much of the donor-driven capacity development projects in Cambodia, and is one reason why the GEF-funded NCSA process was so important.
46. RGC's past and current efforts on land management are mostly directed towards improvement of agricultural productivity. Land degradation was not given serious attention

in these projects. As a result, sustainable land management policies, principles and practices have never been mainstreamed into the country's policies, plans and regulations.

47. Inadequate human and institutional capacity for SLM is a serious problem. The MAFF is not equipped with trained staff in areas such as land use planning, application of GIS/Remote Sensing Techniques in land use mapping, resource economics, etc and therefore cannot provide support for the formulation of appropriate SLM measures. There is an urgent need for training in these areas. More critical is the inadequate human resources capacity in SLM at regional (provincial and district) and local (commune and village) levels.
48. Among farmers, forest dwellers, villagers and communes, there is a general lack of communication and information exchange. Communities do not have ready access to information on agriculture, land management and forestry best practices. Many projects have generated a wealth of baseline knowledge, valuable lessons, and best practices which are yet to be demonstrated to land users. Community based networking and demonstrations of best practices would, to a great extent, remove this critical bottleneck.
49. Land use planning is ad-hoc and not based on scientific principles. Landscape based land use planning will provide a better approach to conservation based farming and forestry management. Technology transfer is usually trickle down with no feedback mechanism to and from sources of technology. Technologies are also largely developed without the participation of the farmers and are provided by the technicians of the national and local government institutions and in some cases by NGOs.
50. Considering the importance of the forest ecosystems in Cambodia, there is an urgent need for better understanding of ecosystem functions, goods and services and the capacity to manage ecosystems. Forests provide a range of essential goods and services, namely, from most basic needs - shelter, food, clean water, oxygen and medicines - to cultural, spiritual and recreational joys. Vital environmental services include preventing severe water run-off and regulating climate. Such environmental goods and services are largely perceived to be free of charge. As a result, forest goods and services are often not responsibly managed, with devastating economic effects and negative consequences for biodiversity.
51. The concept of *payments for environmental services* (PES) also needs better understanding in Cambodia. The subject has received substantial interest in recent years as a way of creating incentive measures for managing natural resources, addressing livelihood issues for the rural poor, and providing sustainable financing for protecting vulnerable ecosystems. The basic idea is that those who "provide" environmental services by conserving natural ecosystems should be compensated by beneficiaries of the service. Charging for the benefits provided by forests and other natural ecosystems is a way to recognize their value and ensure that these benefits go well beyond present generations. This involves managing resources in a manner that ensures they continue to generate environmental services.

52. Other notable gaps include the following:

1. Linkage of central planning to provincial and local planning and operations. Decentralization of authority is a relatively recent development in Cambodia, and for this reason many projects focused largely or exclusively on capacity building at the central level. However, with increasing decentralization and 'de-concentration,' it is critical to link processes at the central level with those at provincial and local levels. This applies, for example, to the NAP, which is a national plan, but which requires mainstreaming and operationalization at the level of provinces and lower levels of government.
2. Clarification of mandates at different levels. Related to the decentralization process, there is a lack of clarity concerning administrative processes. This is demonstrated by the case of one of the major drivers of land degradation in Cambodia, land grabbing, which leads to forest clearance. Legal recognition of land ownership is based on the land titling process, which falls under the mandate of the Ministry of Land Management Urban Planning and Construction. But in some cases, documents issued by provincial agencies have been recognized by courts as evidence of land ownership.
3. Effective use of data and information. As noted above, the fragmented nature of data and incomplete analysis and dissemination are a major concern. Figures concerning deforestation rates or soil erosion rates are frequently contested, and for this reason policy formulation is constrained.

### Strategy of the MSP

53. The MSP aims to play a catalytic role in promoting SLM in the country. The project is designed to create synergy with on-going and planned projects in natural resources management by demonstrating, through limited pilot activities, innovative ideas in capacity building and mainstreaming SLM. In this context the MSP will be implemented in close collaboration with four on-going projects, namely:
- a. The Natural Resource Management and Livelihoods Program (NRMLP) funded jointly by DANIDA and DFID. The Land Management Sub-component of NRMLP (Annex 9) deals with a critical aspect of SLM, namely, land titles and access rights to land and land resources secured for vulnerable communities, reduced land conflicts and cost effective participatory land use planning integrated in Commune development Plans. NRMLP will be implemented in 14 provinces comprising 707 communes divided into two clusters, a Southern cluster around the mountain ranges of the Cardamom and a Northern cluster covering the dry dipterocarp open-forest. The MSP community-based learning networks and demonstrations of best SLM practices will be carried out in three provinces, including one province in the Southern cluster (Kampong Speu) and one province in the Northern cluster (Preah Vihear). These pilot activities will complement the activities of the NRMLP.

- b. In a similar way, the MSP will complement the IFAD/UNDP Rural Livelihoods Improvement Project (RLIP). RLIP aims to improve the livelihoods of the rural poor in targeted communes in three provinces. The MSP demonstrations of best SLM practices in Preah Vihear province will be carried out jointly with RLIP.
  - c. UNDP-GEF project titled “Establishing Conservation Areas through Landscape Management (CALM) in the Northern Plains of Cambodia”. The CALM project aims to integrate biodiversity, conservation and local livelihood values into the wider Northern Plains landscape. The CALM project intends to develop landscape maps to demarcate zones of wildlife sanctuary, protected forests and settlements. The MSP will make use of the landscape maps produced by CALM project to identify appropriate land uses and SLM best practices that can support the livelihoods of settlers. SLM best practices will be demonstrated in collaboration with the CALM project.
  - d. UNDP/UNF/GEF and EU funded, and MAFF/MoE/FFI/CI/FA executed, project called the Cardamom Mountains Protected Forest and Wildlife Sanctuaries Management Project – Cambodia (Cardamom Project). The objective of the project, which concluded its main operations in April 2007, was to create a sustainable management framework for the conservation of the Cardamom Mountain protected areas. The “protected areas” consist of Protected Forest (administered by FA) and Protected Areas (administered by MoE) across three provinces: Kampong Chhnang, Kampong Speu and Pursat. In this context, the MSP will build on the Participatory Land-use Planning (PLUP), CPA development and land use zoning processes undertaken by the Cardamom Project in relation to the protected areas within the Cardamom landscape. The MSP will integrate the Cardamom Project’s zoning and land use plans into a regional, landscape-based land use framework (covering both protected areas and non-protected areas) for Kampong Speu, Kampong Chhnang and Pursat provinces. The land use framework component has been included in this MSP in response to some of the key recommendations made by a final independent evaluation of the Cardamom Project, completed in April 2007, which urged the Royal Government of Cambodia, donors and non-government partners to develop a coordinated, strategic and long-term approach to conservation and development within and around the Cardamom landscape. It is anticipated that a land use framework will be endorsed by a wide range of actors with interests in the Cardamom landscape and will therefore offer a credible and constructive guide for future land use planning (covering conservation, resource exploitation, agriculture, and other productive land use) for the region. The MSP will also demonstrate SLM best practices in Kampong Speu.
54. Considering the limited financial resources that are available to the project, the MSP will carry out limited pilot activities in three provinces, namely, (a) Kampong Speu, situated in the country’s southwest and at the eastern end of the Cardamom Mountains; (b) Takeo, situated in the south and bordering Viet Nam and (b) Preah Vihear province in the central

north and bordering both Lao PDR and Thailand. Map 3 shows the location of the three pilot sites.

### Landscape Approach to Land Use Planning

55. By emphasizing ecosystem functionality and a multi-disciplinary approach to analysis and planning, the landscape approach attempts to draw attention to the interrelated nature of problems posed by nature and human use of land. The approach in Cambodia will be consistent with the Forest Landscape Restoration (FLR) approach which is a key element of IUCN's forest conservation work. *Simply put, forest landscape restoration brings people together to identify, negotiate and put in place practices that restore an optimal balance of environmental, social and economic benefits from forests and trees within a broader pattern of land uses.* There are several examples worldwide, ranging from small sites to large areas, where degraded forests have been restored. Some have been the result of conscious intervention to achieve a certain restoration outcome; others have occurred "naturally" as a result of abandonment of land uses which had previously resulted in forest loss; still others are the unintended consequences of planned interventions aimed at a different outcome.
56. A **landscape** comprises the visible features of an area of land, including physical elements such as landforms, living elements of flora and fauna, abstract elements such as lighting and weather conditions, and human elements, for instance human activity or the built environment.
57. In a traditional sense, land-use planning is the systematic assessment of land and water potential, alternatives for land use and economic and social conditions in order to select and adopt the best land-use options. Its purpose is to select and put into practice those land uses that will best meet the needs of people while safeguarding resources for the future. The driving force in planning is the need for change, the need for improved management or the need for a quite different pattern of land use dictated by changing circumstances.<sup>1</sup>
58. Land use is determined by land users and not by governments. The socio-economic conditions of the land user will largely determine his or her type of land use. Government may provide guidance through the creation of incentives (such as marketing facilities, subsidies, tax incentives, etc.).
59. Land-use planning can be applied at three broad levels: national, regional and local. These are not necessarily sequential but correspond to the levels of government at which decisions about land use are taken. Different kinds of decision are taken at each level, where the methods of planning and kinds of plan also differ. However, at each level there is need for a

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1. A mistake in early attempts at land-use planning was to focus too narrowly on land resources without enough thought given to how they might be used. Good agricultural land is usually also suitable for other competing uses. Land-use decisions are not made solely on the basis of land suitability but also according to the demand for products and the extent to which the use of a particular area is critical for a particular purpose. Planning has to integrate information about the suitability of the land, the demands for alternative products or uses and the opportunities for satisfying those demands on the available land, now and in the future and socio-economic considerations.

land-use strategy, policies that indicate planning priorities, projects that tackle these priorities and operational planning to get the work done. The greater the interaction between the three levels of planning, the better. The flow of information should be in both directions. At each successive level of planning, the degree of detail needed increases, and so too should the direct participation of local people.

60. Diversification of productive landscapes, combined with multiple management objectives is seen as one means of simultaneously retaining production, conservation, social and amenity values. The need for integrated management of diverse landscapes is increasingly being acknowledged in forest ecosystems. To successfully combine non-productive land uses, such as the conservation of biodiversity, with other land uses, four essential tasks should be accomplished. The first of these is to set clear objectives for the region to be managed. Secondly, it is necessary to specify what is required in a landscape to meet those objectives. This requires definition of the composition, the amount and the configuration of essential landscape elements. The third task is to identify how (or if) the landscape elements required for meeting different land-use objectives can be combined in a landscape. Finally, it is necessary to assess the economic implications of the different scenarios that may be adopted in order to meet the identified objectives.<sup>2</sup>
61. This MSP will develop a regional landscape-based land use framework (including strategies, planning priorities and maps) for the Cardamom Mountains and their buffer areas (including Kampong Speu, Pursat and Kampong Chhnang provinces), essentially covering the whole of the Cardamom Mountain landscape(s). The objective of the planning exercise is to identify clear land use objectives for the Cardamoms landscape(s), and develop a comprehensive land use framework, based on scientific principles and broad-based consensus, for meeting those objectives.

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<sup>2</sup> A successful case study in the application of landscape based land use planning exercise is the "Landscape planning for biodiversity conservation in the Wheat-belt of Western Australia" The project was initiated on the recognition that that many agricultural enterprises in Australia are not sustainable in their current form. Dry-land agriculture, based primarily on wheat and sheep, represents a prime example. While this industry has generated significant wealth for Australia, it has also created major problems in the form of land degradation and loss of biological diversity.

The objective of the Australian case study was to develop a procedure for retaining the biota that occurs in the study area. The study focused on the requirements for retaining biological diversity in an agricultural landscape. The approach employed was a multi-objective planning process and integration of nature conservation, land-conservation and production.

A software package (LUPIS - Land Use Planning and Information System) was used in this exercise to develop a range of alternative strategies that placed different levels of emphasis on nature conservation, land conservation and production actions. By doing this it was possible to quantify the amount of land required to meet the specified objectives and to determine the impact on all objectives of changing the relative emphasis on particular objectives. The procedure did not generate a single plan, but rather, presented a range of alternatives. Convergence towards a mutually acceptable plan was achieved through a series of iterations that better reflect the social preferences attached by the participants to different objectives.



## Project rationale and objective

62. The project will contribute towards the achievement of the following long-term goal: *The agricultural, forest and other terrestrial land uses of Cambodia are sustainable, productive systems that maintain ecosystem productivity and ecological functions while contributing directly to the environmental, economic and social well-being of the country.*

63. The project will build capacity for sustainable land management in the Cambodia.

**The objective of the project is to strengthen the enabling environment for sustainable land management while ensuring broad-based political and participatory support for the process.**

64. The principal national benefits of the project are enhanced capacities for economic and financial sustainability of the agricultural, pasture and forest use systems of the country. Indirect national benefits include the following:

- Enhanced crop production through improved soil fertility maintenance;
- Identification of new commercial uses of forest products;
- Greater empowerment and self-sufficiency of resource users and stakeholders to participate directly in the conception, monitoring and adaptive management of lands and resources; and
- Reduced risks of natural disasters.

65. The project will contribute to Cambodia's efforts to deliver the Millennium Development Goals (MDGs). The project has relevance for several MDGs, but most directly to MDG 7 - Ensure environmental sustainability; and more specifically, the project will enable Cambodia to achieve the following MDG targets, namely (a) maintaining forest coverage at the 2000 level of 60 % of total land area through 2015; and (b) increasing the percentage of land parcels having titles in both urban and rural areas from 15% in 2000 to 65% in 2015

66. The principal direct global benefit is the enhanced capacity for ecologically sustainable land management in Cambodia. Indirect global benefits include:

- Creation of a pool of knowledge on SLM best practices that is accessible to farmers employing a community-based learning strategy which could serve as a model to countries with similar ecological and socio-economic conditions.
- Maintenance of the structure and functions of ecological systems.
- Improvement of soil productivity through the introduction of simple, cheap, innovative and critical management tools that will enable farmers to make timely decisions to improve crop yields.
- Enhanced biodiversity conservation as a result of sustainable agricultural technologies and practices, primarily the reduction of chemical fertilizer inputs into the lake systems and the restoration of degraded habitats.
- Reduction of CO<sub>2</sub> emissions enhanced carbon sequestration through soil conservation and improvement of plant cover for soil protection as well as enhancement of carbon sinks from impoundments of rainwater for small-scale irrigation systems.

- Improvement of forest management.

67. This project is part of, and will liaise closely and share lessons with, the UNDP/GEF LDC and SIDS Targeted Portfolio Approach for Capacity Development and Mainstreaming of Sustainable Land Management. The project addresses all three outcomes under OP-15 of the umbrella project, namely:

- Cost-effective and timely delivery of GEF resources to target countries;
- Individual and institutional SLM capacity enhancement; and
- Systemic capacity building and mainstreaming of SLM principles.

### Expected project outcomes, and outputs

The project will have three outcomes and 11 outputs as described below

68. **Outcome 1:** National Action Program (NAP) is completed.

*Total cost: US\$ 59,000; GEF request: US\$ 0; Co-financing: US\$ 59,000.*

**Output 1.1:** NAP validated through local, provincial and national workshops.

**Output 1.2:** NAP finalized adopted by the RGC.

**Output 1.3:** Nation-wide dissemination of the contents of NAP, among all levels of Cambodia's society.

69. **Outcome 2:** Institutional and human resources capacity to plan and implement SLM is enhanced.

*Total cost US\$ 795,550; GEF request: US\$ 445,000; Co-financing: US\$ 350,550.*

**Output 2.1:** Capacity development and enhancement of human resources and institutional capacity for SLM at local, provincial and national levels, including but not limited to training on landscape-based land use planning, GIS, resource economics, Payment for Environmental Services and data collection and analysis.

**Output 2.2:** Decentralized Community Learning Networks (CLN) for SLM and NRM.

**Output 2.3:** Regional landscape-based land use framework developed for the Cardamom Mountains and its buffer areas (covering protected and non-protected areas within Kampong Speu, Kampong Chhnang and Pursat provinces).

**Output 2.4:** Demonstrations of SLM best practices and ecosystem-based and diversified rural livelihoods in Kampong Speu, Takeo and Preah Vihear provinces.

**Output 2.5:** Study and policy analysis to provide insights to relevant institutions to enhance gender participation in SLM.

70. **Outcome 3:** SLM is integrated into national and sectoral policies and regional planning.

*Total cost: US\$ 124,000; GEF request: US\$ 55,000; Co-financing: US\$69,000.*

**Output 3.1:** SLM is incorporated into the National Strategic Development Plan (NSDP) and national sectoral policies and regional planning. This will include policy analysis to provide insights to MAFF to promote and coordinate sustainable forestry and agricultural land management for rural livelihood improvement.

**Output 3.2:** Sustainable land management integrated into provincial development planning.

**Output 3.3:** Resource mobilization for SLM through the development of project concepts and a medium term investment plan.

**Table 4** provides the Project Logical Framework.

71. Key assumptions underpinning the design of this project include:

- Full and continued political and decision-maker support to finalize and adopt the NAP.
- Full and continued political and decision-maker support at various levels and sectors to integrate SLM and NRM concerns into national and local development plans.
- Funds and other inputs are provided on time.
- Active participation and collaboration among national and local institutions including academic, private sector, NGO and local government units.
- National and local staff and farmers are willing to participate and complete the training programs.
- Local authorities are willing to cooperate in the establishment of a Commune Learning Network.

72. The outcomes and outputs are likely to be sustained beyond the project for three reasons:

(a) by design, the MSP is to be implemented in close collaboration with the longer-term projects, such as the DANIDA/DFID Natural Resource Management and Livelihoods Programme (NRMLP) and IFAD/UNDP Rural Livelihoods Improvement Project (RLIP). Some of the outputs are likely to be adopted by these two long-term projects;

(b) SLM is integrated into the UNDP country programme. UNDP has committed TRAC funds to the MSP and will continued supporting its objectives when the project closes; and

(c) the government and key institutions at regional and local levels are committed to SLM. Sustainability of outputs such as community based learning networks and community/village level demonstrations are very likely to be continued beyond the project period due to direct involvement of beneficiaries and the tangible benefits they produce for them.

#### Linkages to IA activities and programs

73. Many IA-related activities have been described under Baseline above. Below are UNDP-related activities.

74. The Country Program Action Plan for Cambodia (2006-2010) is consistent with the Country Program for Cambodia (CPD) approved by the UNDP Executive Board on 26 January 2006, and with the United Nations Development Assistance Framework (UNDAF). The country program supports the Government in achieving the Cambodia Millennium Development Goals (CMDGs) through a set of projected development results reflected in the UNDAF. The UNDP Country Program focuses on cooperation in four mutually reinforcing themes, of which "The Biodiversity Conservation, Sustainable Land Management and Energy for Improved Rural Livelihoods program" is relevant to the MSP. This program includes support for integrated biodiversity conservation with livelihoods development in key critical geographical areas, promotion of sustainable agriculture and forest land management for rural livelihood improvement in selected poorest provinces, pro-poor policies dialogue and

response, community land use planning and management, community learning, institutional capacity building, improved integrated agricultural techniques and inputs for rural livelihoods improvement, and promotion of sustainable and affordable rural energy.

75. The following UNDP programs and projects address sustainable land management issues:

- Sustainable use of forest land resources through integrated conservation of forest biological resources and livelihoods. Relevant projects within this program include:
  - Cardamom Mountains Protected Forest and Wildlife Sanctuaries Management Project.
  - Establishment of Conservation Areas through Landscape Management Project in the Northern Plains of Cambodia.
  - EC funded Promotion of Tropical Forest Small Grants Program - 16 grants have been provided to NGOs to promote various forms of community based natural resources management.
- Sustainable use of wetland and fishery resources through integrated fisheries conservation, wetland management and livelihoods. Relevant projects within this program include:
  - Capacity building for Sustainable Development in Tonle Sap project.
  - Regional Mekong Biodiversity Conservation and Wetland Policy project.
  - Tonle Sap Biodiversity Conservation Project
  - UNDP/GEF Small Grants Program on community based fishery conservation
- Sustainable land use and agriculture development for livelihood improvement. Relevant projects within this program include:
  - UNDP/IFAD Project on Agriculture for Livelihood Improvement
  - GEF/SGP on System for Rice Intensification.
- Rural energy and adaptation to climate change: UNDP Cambodia is initiating a program to address rural energy and adaptation to climate change through the following initiatives:
  - Preparatory Activities for a Rural Energy Development Programme
  - Building Capacities to Integrate Water Resources Planning in Agricultural Development in Cambodia

76. Cambodia recently completed a UNDP-GEF funded NCSA Project which identified priority capacity needs to enable the country to meet its obligations to the three MEAs. Specifically, it identified several action programs that will improve the delivery of services of various ministries involved in land degradation and sustainable land management.

#### Stakeholder Involvement Plan

77. Wide stakeholder consultations were carried out during the preparation of the MSP. Consultations were carried out at the provincial, district, commune and local levels particularly in the context of project activities to be carried out at the Aural District of Kampong Speu province.

78. Strong stakeholder involvement will be also be sought in planning and implementation of project activities. This is an experience learned from other GEF projects implemented in the country. The experience will also be shared with the DANIDA/DFID project which will be implemented in parallel with the MSP. The importance of stakeholder participation was emphasized and discussed during the UNDP/GEF supported National Capacity Self Assessment (NCSA) process.
79. There will be active participation of stakeholders at five levels, namely, relevant institutions and individuals at the central, provincial, district, commune and village levels. The stakeholder participation arrangements for the project will be based on existing government structures and but would be strengthened by means of a cross-sectoral Project Advisory Committee (PAC), Project technical team (comprising mid level technical staff from the agencies which will be responsible for implementing the project) and local level cross-sectoral teams. Particular attention will be given to groups which are vulnerable to land degradation. Vulnerable communities will participate in field level SLM demonstrations and identification of best practice.
80. At the national level MAFF is the principal stakeholder. Land improvement and stabilization of agricultural land use and restoration of deforested degraded lands are central to the mandate of MAFF. Under the umbrella of MAFF, the Department of Agronomy and Agricultural Improvement (DAALI), the Department of Agricultural Extension and the Forest Administration (FA) will play key roles in implementing the MSP. Various departments under the MAFF will collaborate with DAALI, FA and DAE under a framework of an integrated multi-disciplinary team approach for the MSP.
81. The mainstreaming of key MSP outputs will be facilitated by the Department of Planning and Statistics (DPS) (a Department of MAFF). DPS will guide the formulation of macro-economic policy framework, national investment plans, and policy support and the inclusion of SLM into the national budget. It will also assist the project to negotiate funding support with international donors and funding institutions to implement the priority SLM projects.
82. MoE will also play a critical role at both the output level and at the project objective/national policy level. MoE has responsibility for natural resource management and land use planning in protected areas and national parks. Its Department of Nature Conservation and Protection (DNCP) will collaborate with the various MAFF departments to deliver some of the project's technical outputs, including the validation of NAP, the establishment and operation of Community Learning Networks, SLM best practices demonstrations and the training of provincial and local authorities in SLM principles, particularly as those activities apply to protected areas. At the national policy level, MoE will be represented on the MSP Project Advisory Committee, guiding the NAP validation process and providing a focal point for the mainstreaming of SLM principles within MoE's overall mandate.
83. The preparation of this project was mindful of the need to enhance local participation and involvement of NGOs and the government's focus on centers of excellence. The Phnom Penh Geo-informatics Education Center and the MLMUPC are identified as centers of excellence for GIS/remote sensing and will be tapped to provide specialized services on GIS, remote

sensing techniques and mapping. These centers of excellence have on file, for immediate use, a multi-year compilation of country-wide coverage of satellite images and aerial photographs. Other local institutions that may be tapped as centers of excellence are the Pharmacies Laboratory Enterprise and the Institute de Technology du Cambodia (ICU) for training in advanced techniques for laboratory analysis of soils and plant tissues.

84. The MSP will also promote champion farmers as the centerpiece of efforts to promote farmer-to-farmer transfer of technologies, sharing of skills and lessons learned, and serve as grass roots advocates for the nation-wide dissemination of SLM. The project will enhance and broaden the knowledge base of farmers through the collective exchange of experiences where groups of farmers in the project and farmers from other successful community-based learning projects are given opportunities to exchange visits and share their knowledge and success stories in different settings.

## FINANCIAL PLAN

### Streamlined Incremental Costs Assessment

85. **Global Environmental Objectives:** The global environmental objective of the project is to strengthen the enabling environment for sustainable land management while ensuring broad-based political and participatory support for the process. The project will secure GEF incremental funding to complement other financing sourced from RGC and multi- and bi-lateral donors to undertake a program for (a) building institutional and human resources capacity to implement SLM and (b) integrating SLM into national and sectoral policies and regional planning. The project will ensure that co-financing is secured to complete the NAP on land degradation and a mechanism is put in place to monitor its implementation.
86. **Systems Boundary:** The project will develop a comprehensive range of interventions designed to build capacity for developing sustainable land management systems that address the root causes of land degradation and that overcome barriers to SLM. The project will address identified problems of unsustainable agriculture and land degradation caused by inappropriate farming systems. It will also address deforestation caused by agricultural expansion, fuelwood collection and the lack of clarity over institutional mandates. It will not deal with land degradation associated with urban development, nor focus on law enforcement as a means of controlling deforestation as a result of land-grabbing and illegal logging.
87. **Baseline activities:** Baseline activities for this MSP cover on-going activities in the broader areas of land management including NRM, forest protection, watershed management and conservation of agricultural land. The relevant baseline activities include policy and strategy formulation, capacity building and knowledge management programs and projects. The following are **baseline activities** hosted over the period 2006-2009.
  - **Capacity building:** DANIDA/DFID NRM Project (2006 – 2010) Land Management Sub-Component: (a) Institutional capacity of the general Department of Land Management and Urban Planning – US\$ 1.65 million; (b) Implementation of Land Use Planning – sporadic land titling and NRM guidelines – US\$ 1.5

million; (c) Public access to information on land use and management – US\$ 550,000; and (d) Program based land management approach - US\$ 1.5 million.

- **Mainstreaming activities:** DANIDA/DFID NRM Project Land Management Sub-Component: (a) Sector and cross sector policy coherence on land management – US\$ 600,000; and (b) Legal and regulatory framework for land titling and land use planning – US\$ 850,000.
- **RCG activities:** Baseline cost between the periods of 1997-2005:
  - RGC with the assistance (grants and loans) of international organizations and agencies invested about US\$ 32,507,571 in strengthening land use information development and sharing.
  - Programs and activities in relation to strengthening community initiatives in RGC were carried out with financial support of US\$ 97,240,689.
  - Investment cost amounting to US\$ 8,103,043 to strengthen capacities of national and local staff for integrated mapping and assessment of agricultural land use
  - Financial assistance amounting to US\$ 44,806,772 was provided to carry out activities related to synthesis and mainstreaming of SLM lessons learned.
- **On-going projects that qualify as co-financing:** The following projects qualify as sources of co-financing of the MSP on SLM.<sup>3</sup> Table 8 presents the distribution of UNDP co-financing funds to the various MSP outputs.
  - The PSSD- The overall objective of the project is to contribute to poverty reduction by strengthening democratic and decentralized local governance institutions, systems, mechanisms and processes. The project objective directly supports and flows from the RGC's Strategic Framework for Decentralization. Strengthening local democratization process and development is to be achieved through co-operation between commune councils and other stakeholders for more effective and responsive policies, greater local ownership, participation, civic engagement, and implementation of pro-poor inter-commune projects. This project will contribute US\$ 180,000 over a three year period to the MSP.
  - Insights for Action. One of the immediate objectives of the project is the “further development of the policy formulation process through the sharing of innovative ideas, creative approaches, valuable information and practical knowledge”. This project will co-finance the MSP to the value of US\$ 30,000 over a three year period.

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<sup>3</sup> While these projects and other related on-going projects have components that deal with land degradation, they do not address the key issues of land degradation and sustainable land management in a systematic and concerted manner. Consequently, they will not by themselves lead to effective and sustainable mainstreaming of and capacity building for, SLM.

- Rural Livelihoods Improvement project: The project aims to improve the livelihoods of the rural poor in the targeted communes of three provinces. The expected outputs are: (1) Farmers and communities adopt improved farming and natural resource management systems; (2) Improved services delivered to the poor in a participatory and demand-driven manner; and (3) Increased capacity for policy analysis and pro-poor policy formulation for the agricultural sector and for mainstreaming gender within the sector. This project will support MSP activities in Preah Vihear province. The co-financing contribution of this project is US\$ 87,550 over a three year period.
- Partnership for Gender Equity The immediate objectives of the project are to: (a) engender sectoral plans and budgets of selected ministries; (b) strengthen leadership by women in civil service and an increase of women in elective bodies; (c) conduct long term gender advocacy strategy in place and information and communication campaign; and (d) design and deliver market-driven job skills training program and a package of business development services specially to women. The project will contribute US\$ 20,000 to the MSP over a three year period.
- Preparatory Activities for Rural Energy Development Program The immediate objectives are to (a) establish the basis for the formulation of a comprehensive national baseline data and indicators of rural energy covering primary sources of energy, energy consumption and demand and projection of energy demand; (b) work with RGC in order to develop a full-scale program covering areas of sustainable access to rural energy services for rural development; and (c) involve relevant bilateral donors and development agencies for co-financing in a full-scale program. This project will contribute US\$ 25,000 to the MSP over a three year period.

88. UNDP will make a total co-financing contribution to the MSP of US\$ 542,550 over a three-year period. Of this amount, US\$200,000 will be provided from new UNDP TRAC funds, and US\$342,550 in the form of already committed parallel funding from a number of aligned projects, as outlined in the preceding paragraph.

89. The requested amount for GEF funding (including the PDF-A funds) is US\$ 598,000.

#### Project Budget

90. A budget summary by outcome and by source of financing is given in **Table 1** below. **Table 2** provides a summary of the co-financing sources the project will use by source.



**Table 1: Budget summary**

Outcome	GEF	Co-finance			TOTAL
		RGC	UNDP TRAC	UNDP Parallel	
1. NAP Completion	0	9,000	20,000	30,000	59,000
2. Capacity Building	445,000	9,000	107,000	234,550	795,550
3. Mainstreaming	55,000	6,000	13,000	50,000	124,000
4. M&E	21,000	11,450	0	0	32,450
5. Project Management	54,000	27,000	60,000	28,000	169,000
MSP Total	575,000	62,450	200,000	342,550	1,180,000
PDF-A	23,000	0	0	0	23,000
Project Total	598,000 <sup>4</sup>	62,450	200,000	342,550	1,203,000

**Table 2: Detailed description of estimated co-financing sources**

Co-financing Sources				
Name of Co-financier (source)	Classification	Type	Amount (US\$)	Status
RGC	Government	In-Kind	62,450	Committed
UNDP TRAC	Multilateral	Cash	200,000	Committed
UNDP Parallel	Multilateral	Parallel funding	342,550	Committed
<b>Sub-Total Co-financing</b>			<b>605,000</b>	

<sup>4</sup> Explanation for exceeding the US\$ 500,000 GEF contribution: A major component of the project is demonstration of improved and innovative ideas of SLM including the development of a landscape based land use framework, involving local, national and regional stakeholders, for the Cardamom landscape. The cost of these activities is relatively high, but it is justified by the direct contribution that these demonstrations make to promoting SLM in Cambodia and by the likely impact of these demonstrations on other donors who are involved in land management in the country, e.g. adding value to on-going donor activities in land management and “scaling-up” SLM activities in the country. Further, the development of an overarching land use framework for the Cardamom Mountains region has been recognised by donors, NGOs and government as a critical need, given the recent intensification of pressures on this landscape.

As per new requirements in GEF-4, the total administrative budget and costs for consultants working for technical assistance are summarized below:

**Project administration budget**

Component	Estimated consultant weeks	GEF(\$)	Other sources (\$)	Project total (\$)
Local consultants/project staff	312	54,000	21,000	75,000
Office facilities, equipment, vehicles and communications		0	29,000	29,000
Travel		0	2,000	2,000
Miscellaneous		0	8,000	8,000
<b>Total</b>		<b>54,000</b>	<b>60,000</b>	<b>114,000</b>

**Consultants working for technical assistance components:**

Component	Estimated consultant weeks	GEF(\$)	Other sources (\$)	Project total (\$)
Local consultants	390	113,500	36,000	149,500
International consultants	50	179,000	11,000	190,000
<b>Total</b>	<b>440</b>	<b>292,500</b>	<b>47,000</b>	<b>339,500</b>

## PART III: MANAGEMENT ARRANGEMENTS

### PROJECT IMPLEMENTATION PROCESS

#### Institutional framework and project implementation arrangements

91. **General Framework:** The project will be implemented over a period of three years beginning in around September 2007. The implementation agency for the project will be the UNDP RGC Country Office. The project will be executed under UNDP NEX procedures. The lead executing agency for the project will be MAFF which will be directly responsible for the timely delivery of inputs and outputs and for coordination with all other executing agencies. Annex 1 provides the institutional framework for project implementation. Detailed roles and responsibilities are described in Annex 6.
92. The project will be overseen by a Project Advisory Committee (PAC), to be established by MAFF. It is responsible for overseeing the project performance at the outcome level and will ensure that the project develops in accordance with national development priorities. It will play a critical advocacy and coordination role, collaborating with other Ministries, higher levels of government and donor-government mechanisms (especially the Technical Working Group on Forestry and Environment) to:
- address high level project risks (i.e. risks which threaten achievement of project outcomes);
  - integrate the project with other government/donor activities; and
  - take measures to promote sustainability of project results.

The PAC will be chaired by a senior government representative from MAFF (at Under-Secretary of State level or higher), with the Project Manager to act as secretary. It will meet at least twice a year. Annex 2 contains detailed terms of reference for the PAC.

93. A Project Management Board will be established to oversee the project performance at the output level. It will carry the ultimate responsibility for approving work plans and budgets, monitoring project progress and addressing output-level project risks. Its members will be the National Project Director, the National Project Manager, senior representatives from MAFF and MoE (preferably at the Director-General level), and UNDP (Programme Director). Meetings will be held at least twice yearly (more often if required, in the opinion of the Project Manager) and will be chaired by the National Project Director. Annex 3 contains a detailed terms of reference for the Project Management Board.
94. A Project Management Unit (PMU) will play the key role in project execution, supervising the production of project outputs in accordance with the project document. It will be attached to MAFF and headed by a National Project Manager (NPM). He/she will be a national professional designated for the three-year duration of the project. The NPM will work under the direction of the National Project Director, and with the assistance of an international consultant who will work closely with the PMU during the project's inception

phase. The NPM will have a small support staff (secretary/administrative assistant, and driver) that will be provided by MAFF. The PMU will have overall responsibility for:

- project management, administrative, technical and financial reporting;
- the application of all UNDP administrative and financial procedures; and
- the use of UNDP/GEF funds.

The PMU will manage the selection process for all local contracts and recruitment of local consultants. This will include preparation of TOR, call for bids and organization of the selection process. This will all be done in close coordination with UNDP but the contracts will be awarded by the PMU. The PMU will manage and coordinate the execution of all local contracts. A TOR for the NPM is presented in Annex 4.

95. An international consultant will be engaged to work full time with the PMU for the first 6-12 months of the project, and will be responsible for developing an implementation strategy, establishing management procedures, and providing technical input on the design and implementation of key activities (e.g. designing a Capacity Training Needs Assessment, conducting training for central staff, and outlining a process for the preparation of the regional, landscape-based land use framework). The intention is that the level of involvement by the international consultant will reduce as the project progresses.
96. The PMU will assemble a Project Technical Team from the government agencies which are responsible for implementing the various project components. Each team member will be selected on the basis of their competence in their respective field and will ideally be working at around the Deputy Director-General level within their department/agency. The Project Technical Team will, under the Project Manager's close supervision, be responsible for implementing project activities and delivering project outputs. They will also be the primary beneficiaries of SLM training activities at the national level. Each team member will be engaged using an output-based remuneration model. It is expected that the project will engage national consultants from time to time to coach and provide technical assistance to the Project Technical Team.
97. The Project Technical Team members will serve as coordinators and focal points for each of the agencies implementing the project at the output/activity level. Annex 6 sets out roles and responsibilities for each of the implementing agencies.
98. It is envisaged that NGOs will be sub-contracted by the PMU to carry out some of the project activities, for example the demonstration of SLM best practices activities.
99. To facilitate the implementation of the project, UNDP Cambodia Country office will, at the request of the executing agency, provide support services to the project in accordance with UNDP procedures. These services include the facilitation of sub-contracting arrangements and the procurement of goods and services as described in the Letter of Agreement between UNDP and the Royal Government of Cambodia for the provision of support services. UNDP will be responsible for project oversight and monitoring, the disbursement of GEF funds and reporting to GEF on project progress. Monitoring activities will include the project reviews

(carried out by Project Management Board (the equivalent of Tripartite (TPR) meetings)), and the final evaluation. UNDP will also be responsible for ensuring the delivery of project outcomes.

100. There will be close coordination between the MSP and the DANIDA/DFID Natural Resources Management and Livelihoods Program (NRMLP). There will be good collaboration between the Project Management Unit of the MSP and the management body and technical working groups of NRMLP. During project implementation, coordination will be further strengthened through informal and formal consultation and sharing of technical reports, results and lessons between the two projects. The Project Director of NRMLP and the NPM of MSP will consult with each other as frequently as needed.
101. **Responsibilities by Outcome and Outputs.** *Outcome 1* – The National Action Program (NAP) on land degradation: Outputs 1, 2 and 3 will be led by FA, MAFF and DAE, respectively, and implemented in cooperation with DNCP/MoE, MRD, DAALI and the Project Advisory Committee. *Outcome 2* – Capacity building in SLM: Output 2.1 will be led by DAALI, Output 2.2 will be led jointly by PDOE and PDOA, under the supervision of their respective central agencies, and mainly implemented by NGOs, Output 2.3 will be led by MAFF, in cooperation with MoE, PAC, Provincial Governors and the two provincial line agencies PDOE and PDOA, Output 2.4 will be led jointly by PDOE and PDOA, with technical cooperation from sub-contracted NGOs and local centers of excellence, and Output 2.5 will be led by MWVA. With regard to *Outcome 3* – Mainstreaming of SLM, Output 3.1 will be led by DPS, Output 3.2 will be led by DAE, in cooperation with MoI and relevant provincial agencies. Output 3.3 will be led by MAFF and conducted out of the PMU, in consultation with NGOs and under the guidance of the PAC. Annex 6 provides further details on responsibilities by outcome and outputs.
102. **Responsibilities for managing funds.** GEF funds will be administered by UNDP. The PMU will manage all contracts with local service providers. The National Project Manager will manage the RGC funds for the functioning of the PMU. UNDP will advance funds for a three-month period. At the end of the three-month period, the PMU will liquidate its expenses and the funds spent will be replenished by UNDP.
103. Criteria and procedures will be developed for performance-based contracts with service providers. Under performance-based contracts, the service provider will be paid only for work completed. Work partially completed will be paid on a pro rata basis.
104. The project will comply with UNDP's monitoring, evaluation, and reporting requirements as spelled out in the UNDP M&E Manual. The PMU NPM will have lead responsibility for reporting requirements to UNDP. (see PM TOR in Annex 5)
105. PMU will prepare an inception report for the inception meeting, following which the report will be finalized incorporating any changes and recommendations made by the inception meeting.

## Legal Context

106. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Cambodia and the United Nations Development Program as signed by the parties on 19 December 1994. The host country-implementing agency shall, for the purpose of the SBAA, refer to the government cooperating agency described in that Agreement
107. UNDP acts in this project as Implementing Agency of the GEF, and all rights and privileges pertaining to the UNDP as per the terms of the SBAA shall be executed '*mutatis mutandis*' to GEF.
108. The UNDP Resident Representative in Cambodia is authorized to effect in writing the following types of revisions to this project document, provided s/he has verified the agreement thereto by the UNDP GEF unit and is assured that the other signatories of the project document have no objections to the proposed changes:
- Revisions of, or addition to, any of the annexes to the Project Document;
  - Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by the cost increases due to inflation;
  - Mandatory annual revisions which re-phase the delivery of agreed project inputs, or reflect increased expert or other costs due to inflation, or take into account agency expenditure flexibility, and;
  - Inclusion of additional annexes and attachments relevant to the Project Document
109. **Intellectual property rights on data, study results, reports, etc.** All data, study results, information, reports, etc, generated with UNDP/GEF project funds will be the property of RGC and UNDP.
110. In order to accord proper acknowledgement to GEF for providing funding, a GEF logo should appear alongside the UNDP logo on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgment to GEF.

## PART IV: MONITORING AND EVALUATION

### Monitoring and Evaluation Plan

111. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures for MSPs under the SLM Portfolio Project and will be provided by the project team and the UNDP Country Office (UNDP CO) with support from UNDP/GEF Global Support Unit (GSU) and includes the following elements.
112. The Logical Framework Matrix (Table 4) provides *performance* and *impact* indicators for project implementation along with their corresponding means of verification. These indicators have been derived from the *Resource Kit for Monitoring, Evaluation, and Reporting on GEF/UNDP supported Sustainable Land Management Medium-Sized Projects in LDC and SIDS countries*. The baseline situation presented in this document also utilizes these indicators.
113. Additional baseline information will be documented by the PMU/MAFF and submitted to the UNDP CO and Project Advisory Committee using the *National MSP Annual Project Review Form* in which all ‘compulsory’ and ‘optional’ questions and indicators will be completed shortly after inception and updated by 1 July each subsequent year. The Form provides a basis for the annual review of project progress, achievements and weaknesses, for planning future activities, and to obtain lessons learned to inform adaptive management processes. It also supports UNDP CO-wide reporting and planning. For the *optional* indicators, PMU/MAFF will select the most appropriate indicators for the project and include these in the form. Those indicators included in the Logical Framework Matrix are compulsory and will not be modified. Once completed, the Review form will be forwarded to the UNDP CO which will then forward to the GSU latest by 16 July.
114. The PMU/MAFF will work with the GSU and the UNDP CO to complete two annual surveys that each respond to two of the compulsory indicators, which are (a) a compulsory indicator at the Objective level of public awareness regarding sustainable land management; and (b) a compulsory indicator for Portfolio Outcome 1 that requires a survey of a group of land users to determine the percentage that is satisfied with available technical support.
115. These surveys will be implemented with funding included in this MSP project budget.

### *Monitoring Responsibilities, Events and Communication*

116. A detailed schedule of project review meetings will be developed by the PMU in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. The schedule will include (i) tentative time frames for Project Management Board/Tripartite Reviews, Project Advisory Committee Meetings, (or relevant advisory and/or coordination mechanisms) and (ii) project related Monitoring and Evaluation activities (Indicative Monitoring and Evaluation Plan, Table 3).

117. *Day to Day Monitoring of Implementation Process* will be the responsibility of the PMU based on the project's Quarterly and Annual Work Plans and the associated indicators. MAFF will inform the UNDP CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely fashion.
118. *Quarterly and Annual Work Plans* detail the activities and progress indicators that guide implementation for the relevant quarter or year, respectively. Work Plans should include the dates of specific field visits, support missions from the UNDP CO, or the Regional Coordinating Unit (RCU) or consultants, as well as time frames for meetings of the Project Advisory Committee and Project Management Board. QWPs and AWP are the responsibility of the National Project Manager (although the first Annual Work Plan together with Quarterly Work Plans for Year 1 will be prepared as part of the Inception Report with the assistance of an international consultant). QWPs are to be prepared and submitted no later than 1 week after the end of each quarter. UNDP is responsible for approving QWPs, while the Project Management Board is required to approve AWP by 15 January of each year.
119. *Periodic Monitoring of Implementation Process* will be undertaken by the UNDP CO through quarterly meetings with the project proponent, or more frequently as deemed necessary. This will allow parties to take stock and troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. The National Project Manager in conjunction with the UNDP-GEF extended team will be responsible for the preparation and submission of the following reports that form part of the monitoring process.
120. *An Inception Report (IR)* will be prepared immediately following the Inception Workshop and submitted for review by the Project Management Board within 4 months from the start of project implementation. It will include a detailed First Year/Annual Work Plan divided in quarterly time frames.. The report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the AWP, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12-month time frame. The Inception Report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions, and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation. When finalized (by the Project Management Board), the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond to comments or queries. Prior to this circulation of the IR, the UNDP CO and the UNDP-GEF's Regional Coordinating Unit will review the document. The PAC will also be given an opportunity to provide input.
121. *Quarterly Progress Reports*: Short reports outlining main updates in the project progress will be provided quarterly to the local UNDP CO and the UNDP-GEF regional office by the project team. QPRs record progress and results of activities, with special emphasis on the analysis of progress towards achieving the project outputs. They should take into account the



results and recommendations of any quality assessments undertaken. QPRs are expected to be submitted no later than one week after the quarter ends.

122. *Annual Progress Reports (APRs)*: An APR is very similar to the QPR but with an annual timeframe. It focuses on the progress towards achievement of project outputs and records any lessons learnt. It is expected that the MSP will produce two APRs each year: one to meet GEF's reporting requirements and the other to meet UNDP's. The GEF APR covers the period from July to June and is to be submitted every year by June of that year. The UNDP APR covers the calendar year, from January to December. The first draft of the UNDP APR is required to be submitted to the CO by mid-November every year.

123. *Technical Reports* will be scheduled as part of the Inception Report. The project team will prepare a draft Reports List, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the Project, and tentative due dates. Where necessary/applicable, this Reports List will be revised and updated, and included in subsequent APRs. Where necessary, Technical Reports will be prepared by external consultants and will be comprehensive with specialized analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels. Information from reports will be shared with the Project Technical Team and Project Advisory Committee. 3 months before project operational closure, the PMU/MAFF shall prepare a draft terminal report for the review of UNDP and key project stakeholders. The terminal report will be submitted to GEF no later than 3 months after the project operational end date.

#### *Final Evaluation*

124. The project will be subject to one independent external evaluation. The Final Evaluation will take place at the beginning of the project's third year, and will focus on determining progress being made towards the achievement of outcomes and will identify effectiveness, efficiency and timeliness of project implementation; highlight issues requiring decisions and actions; and present initial lessons learned about project design, implementation and management. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals.

#### *Audits and financial reporting*

125. The project will be audited on a yearly basis for financial year January to December as per NEX procedures and Global Environment Facility requirements, based on certified financial statements provided by MAFF. Annual audits are required for all UNDP NEX projects whose annual expenditure exceeds US \$100,000. The audits will be conducted by an independent commercial auditor engaged by UNDP.

126. UNDP is responsible for preparing quarterly and annual Combined Delivery Reports (CDRs), based on financial statements prepared by the Project Accountant. CDRs reflect the expenditures of the ending period. Quarterly CDRs can be certified by the NPM, while Annual CDRs must be certified by the NPD on behalf of MAFF.

### *Adaptive Management*

127. Lessons learnt will be continuously extracted from the MSP Project. Lessons will be disseminated through PMU/MAFF. Among the mechanisms to be used will be inter-Agency MoUs, incorporation into Annual Work Plans and through capacity development and training initiatives. As well, there will be the sharing of information between projects, stakeholders and policy representatives as an effective measure of mainstreaming. There is an opportunity during the implementation of the MSP for review of the implementation of the NAP and to take into consideration the lessons learnt from the MSP.

128. The lessons learnt from the MSP through evaluations will be incorporated into implementation of the MSP. In addition to the monitoring, evaluation and feedback mechanisms already identified, the Project Management Board will review progress on a quarterly basis, identifying lessons learnt and discuss project progress with the involvement of wider stakeholder audience as necessary. The ideas and lessons learnt will be incorporated into the management of the project and further implementation process by the Project Management Board with adjustments to the Work Plan as required.

**Table 3: Indicative M&E Plan**

Type of M&E activity	Responsible parties (lead responsibility in bold)	Approval Authority	Timeframe/frequency
Inception Report	MAFF and <b>PMU</b>	Project Management Board	4 months after the beginning of project implementation, but not later than 6 months after the project signature
Communication and Monitoring Plan (C&M Plan)	MAFF and <b>PMU</b>	Project Management Board	As per Inception Report.
QWP	MAFF and <b>PMU</b>	UNDP	To be submitted no later than one week after each quarter ends, together with the quarterly progress report. To be approved by UNDP 2 weeks after quarter ends.
QPR	MAFF and <b>PMU</b>	UNDP	To be submitted no later than one week after each quarter ends, together with the quarterly work plan. To be approved by UNDP 2 weeks after quarter ends.

Type of M&E activity	Responsible parties (lead responsibility in bold)	Approval Authority	Timeframe/frequency
Funding Authorization and Certification of Expenditures (FACE) – This provides a quarterly financial report of expenditures and sets out the project's funding requirements for the following quarter	MAFF and <b>PMU</b>	UNDP (Reviews) UNDP DRR-P (Approves)	To be submitted no later than one week after each quarter ends, with the quarterly work plan and quarterly progress report.  Bank statements, reconciliations and other financial documents as specified in the financial policies and procedures of this manual should be submitted also.  To be approved by UNDP 2 weeks after quarter ends.
Quarterly CDR	<b>UNDP</b>	National Project Manager/UNDP	Quarterly
AWP	MAFF and <b>PMU</b>	Project Management Board	To be submitted to the CO by mid-November every year, together with APR (UNDP) before the annual project review. To be approved by Project Management Board by mid-January in following year.
APR (UNDP)	UNDP Country Office, MAFF and <b>PMU</b>	Project Management Board	First draft of the UNDP APR to be submitted to the CO by mid-November every year. Approved by Project Management Board by mid-January in following year.
APR/PIR (GEF)	UNDP Country Office, MAFF and <b>PMU</b>	UNDP	Every year, at latest by June of that year
Annual CDR	<b>UNDP</b>	National Project Director/MAFF	At the end of each calendar year
Lessons learnt log	<b>PMU</b>	Project Management Board	At the end of each calendar year
Project Management Board Meeting (TPR meeting)	MAFF, <b>UNDP Country Office</b> , <b>PMU</b>	N/A	At least twice yearly (more regularly if required in the reasonable opinion of the NPM). There is to be one meeting in mid January every year upon receipt of APR (UNDP)
Final External Evaluation	UNDP/GEF headquarters, UNDP/GEF Task Manager, <b>UNDP Country Office</b> , MAFF and <b>PMU</b>	Project Management Board	Early in Year 3 of the project implementation

Type of M&E activity	Responsible parties (lead responsibility in bold)	Approval Authority	Timeframe/frequency
Terminal Report	UNDP Country Office, MAFF and <b>PMU</b>		Draft report available for UNDP review at least three months before the end of the project and submitted to GEF no later than three months after the end of project
Audit (with preceding spot check by UNDP)	<b>UNDP Country Office</b> , MAFF and <b>PMU</b>	N/A	Yearly, commencing in February or March of each year
Implementation of audit recommendations	MAFF and <b>PMU</b>	UNDP	Yearly, by June of each year (spot checks by UNDP to verify)
Visits to field sites	<b>MAFF</b> and <b>PMU</b>	N/A	Twice a year

In addition to the discrete monitoring, evaluation and planning products in the table above, the PMU is expected to monitor the project continuously, using the following tools:

- **Issues Log:** where project issues are recorded as they arise. Clear explanations and analysis should be provided as well as possible coping strategies and resolution.
- **Risk Log:** See Annex 10 and should be updated whenever new risks are identified. It also details the status of previously identified risks, and the status of any counter measures put in place.
- **Quality Log:** where assessments of the quality of the project deliverables is recorded. It is prepared according to the schedule defined in the C&M Plan. It documents the extent to which deliverables meet the expected quality, from a users/beneficiaries' perspective as well as details on timeliness and financial resources usage.

Each log is required to be submitted to UNDP quarterly, together with QWPs and QPRs. UNDP must then update the equivalent logs in the ATLAS system. Key aspects of the logs are to be communicated to the Project Management Board at meetings.

**RESPONSE TO GEF SECRETARIAT REVIEW**

<b>GEFSEC Comment</b>	<b>Response</b>	<b>Location where document was revised</b>

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SECTION II: STRATEGIC RESULTS FRAMEWORK

Table 4: Project Logical Framework

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and assumptions
	Indicator	Baseline	Target		
<p><b>Objective of the Project:</b> To strengthen the enabling environment for sustainable land management (SLM) while ensuring broad-based political and participatory support for the process.</p>	SLM mainstreamed and integrated into NSDP	SLM is not adequately mainstreamed into NSDP and provincial, district and commune level planning.	SLM is integrated into NSDP and Sector policies and development plans (including at provincial, district and commune levels) by Y2.	Annual planning documents, published NAP documents	Continued political support for integrating SLM into national policy and provincial and local level development plans.
	Best practices and guidelines for SLM	Best practice guidelines on SLM do not exist and land use planning tools are not available in the agriculture and forestry sectors.	Regional landscape based land use framework completed for Cardamoms by Y3. Best practice demonstrations and associated guidelines completed by Y3.	SC and Project Technical Team minutes, MTR, project progress reports and, central, provincial and district level documents	
	Strengthened stakeholder awareness and capacity.	SLM awareness among stakeholders is poor and stakeholder participation is particularly weak.	At least 1 awareness and capacity building workshop completed at national level by year 1, and 1 workshop at the provincial level in each year of the project.	Workshop reports, stakeholder awareness and satisfaction surveys.	
	NAP completion, awareness and use	NAP is in draft form only and is not used as a tool for decision-making on SLM	NAP completed and adopted by Y1. NAP translated into local languages and widely disseminated by Y2	NAP document, NAP translation, MTE	

SECTION II: STRATEGIC RESULTS FRAMEWORK

Table 4: Project Logical Framework

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and assumptions
	Indicator	Baseline	Target		
	Strengthened government budget allocation and donor commitment to SLM	Funding for SLM is not specified in national budget and funds are inadequate for SLM projects.	Funding for SLM is specified in the national budget by Y3. Concept notes on 10 SLM projects prepared and discussed with potential donors by Y3.	National budget documents, annual project reports, terminal evaluation	
Outcome 1: National Action Program (NAP) is completed	NAP completion, adoption and dissemination	Only a draft NAP exists.	Draft NAP validated through stakeholder consultations and finalized during the 1 <sup>st</sup> 6 months. NAP adopted by Y1. NAP widely disseminated by Y2	Published NAP documents, pamphlets & related promotional material for dissemination, and RGC notification of NAP's adoption.	Continued political support for SLM.
	M&E system for NAP implementation	No M&E system for NAP in place	NAP implementation M&E system operational by Y3	PSC reports	
Outcome 2: Capacity for Sustainable Land Management is enhanced	Establishment and sustainability of an inter-sectoral mechanism to implement SLM	Inter-sectoral mechanism on SLM does not exist.	Project Steering Committee transformed into a sustainable mechanism on SLM, with a commitment from government to support it beyond the project time frame, by Y3	PSC minutes, project progress reports and, national, provincial and district level documents.	Project duration may be too short to reach all stakeholders. Stakeholders at national, provincial, district, and commune levels are

SECTION II: STRATEGIC RESULTS FRAMEWORK

Table 4: Project Logical Framework

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and assumptions
	Indicator	Baseline	Target		
	Designation of an agency to coordinate SLM and land degradation control activities.	There is no national agency focused on SLM.	MAFF designated as the focal point for coordination of SLM at the beginning of the project.	PMU, PSC and government reports	motivated and see the advantage of SLM in sustainable development.
	Enhancement of capacity in SLM of stakeholders in national agencies and at local levels, including district, commune and village level in the Kampong Speu, Preah Vihear and Takeo provinces.	Human resources capacity inadequate in SLM at the central, provincial, district and village levels.	By year 3, specialized training in SLM for: 10 officers at central level, 50 provincial and district level officers, and 250 commune and village level stakeholders.	PSC and government reports	
	Better informed and communicative stakeholder groups in the Kampong Speu Province	Community based information exchange and learning mechanisms do not exist.	Community based learning networks established in Kampong Speu by end of Y2	PSC reports, community surveys	



SECTION II: STRATEGIC RESULTS FRAMEWORK

Table 4: Project Logical Framework

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and assumptions
	Indicator	Baseline	Target		
	Land use planning and SLM practices are participatory and used to formulate regional landscape-based land use framework for the Cardamom landscape.	No regional landscape- based land use framework exists.	Landscape based participatory land use planning methodology/ model established by early Y2. Regional land use framework for the Cardamom landscape produced by mid-Y2 Regional land use framework for Cardamom adopted by end Y3.	PSC, government and provincial reports, commune level surveys, Land-use planning framework, best practice documents	
	SLM best practices adopted by stakeholders in Kampong Speu, Takeo and Preah Vihear provinces.	Demonstrations on best SLM practices do not exist and most stakeholders are unaware of SLM best practices.	A total of 8 commune level demonstrations established in 3 provinces (likely 4 in Kampong Speu and 2 in each of Preah Vihear and Takeo) Lessons learned from demonstrations at both provinces documented and disseminated by Y3.		
	Greater awareness within national and provincial land management agencies of how to improve gender equity in land rights, ownership and land management.	Gender equity is not adequately mainstreamed into existing national or provincial land management policies	Consultations, surveys and workshops held by Y1. Study and policy analysis on gender equity produced by the end of Y2.		

SECTION II: STRATEGIC RESULTS FRAMEWORK

Table 4: Project Logical Framework

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and assumptions
	Indicator	Baseline	Target		
<p><b>Outcome 3: SLM is integrated into national and sectoral policies and regional planning.</b></p>	<p>Key ministries such as the MEF and MOP are aware of the importance of SLM in economic development and funding needs for implementation</p> <p>SLM is an explicit and important policy element of the National Strategic Development Plan and agriculture and forestry sector policies.</p>	<p>SLM is not mainstreamed into national and sector policies.</p>	<p>Policy analysis to provide insights on SLM to key ministries completed by Y2.</p> <p>Recommendations to include SLM in the National Strategic Development Plan and in sector policies completed by Y2</p> <p>SLM reflected in national and sector plans by Y3</p>	<p>PSC and PMU reports, policy analysis, recommendations, national development plans, sectoral plans and policies.</p>	<p>Poor participation from ministries and directorates involved in national planning, policies and legislation.</p>
	<p>SLM is integrated into provincial, district and commune level development planning.</p> <p>Increased funding for SLM programs and projects</p>	<p>SLM is not integrated into provincial and local level development planning.</p> <p>Funds for SLM are difficult to mobilize.</p>	<p>Recommendations to incorporate SLM into provincial, district and commune level planning completed by Y2 and SLM reflected in such planning by Y3.</p> <p>Concept papers prepared on 10 SLM projects from NAP and informal discussions with donors held by Y3.</p>	<p>PSC and PMU reports, SLM project concept papers.</p>	

Work Plan

**Table 5: Work Plan**

Output	Activities	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
1.1 NAP validated through local, provincial and national workshops	1.1.1. Stakeholder consultations of NAP regional levels.												
	1.1.2. NAP workshop at the national level, including line ministries.												
	1.1.3. Preparation of the final version of NAP.												
1.2 NAP finalized adopted by the RGC.	1.2.1. Final version of the NAP reviewed by the Project Advisory Committee.												
	1.2.2. Adoption of NAP by RGC.												
1.3 Nation-wide dissemination of NAP at all levels of Cambodia's society.	1.3.1. A plan for nation-wide dissemination of NAP developed.												
	1.3.2. Appropriate documents on NAP contents developed for dissemination.												
	1.3.3. Documents distributed, seminars held and informal discussions organized.												
2.1 Capacity development and enhancement of human resources for SLM at central, provincial and local levels	2.1.1. Assessment of human resources capacity in SLM at central, provincial, district, commune and village levels (using NCSA, surveys, etc)												
	2.1.2. Train 10 technical experts at central level in specialized topics of SLM												
	2.1.3. Train 50 Provincial and												

Output	Activities	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	
2.2 Decentralized Community Learning Networks (CLN) for SLM and NRM.	District level officers in SLM (across Kampong Speu, Takeo and Preah Vihear)													
	2.1.4. Train 250 persons at commune and village level on practical aspects of SLM (across Kampong Speu, Takeo and Preah Vihear)													
	2.2.1. Assess formal and informal learning needs in SLM at commune levels.													
	2.2.2. Develop community learning network mechanisms.													
	2.2.3. Implement the CLNs (Kampong Speu)													
	2.2.4. Launch awareness creation campaigns and learning programs using CLNs													
	2.2.5. Monitor and evaluate the CLN through a participatory process													
	2.3. Landscape-based land use potential map to implement SLM in the Kampong Speu and Preah Vihear provinces. Guidelines for utilizing such maps at Kampong Speu and Preah Vihear provinces.	2.3.1. Review existing land use information and land use maps in Cambodia and in the Cardamom mountain area												
		2.3.2. Develop a program to produce a regional landscape based land use framework for the Cardamom landscape (covering Kampong Speu, Kampong Chhnang and Pursat provinces).												
		2.3.3. Carry out the program												

Output	Activities	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
2.4. Demonstrations of SLM best practices and ecosystem-based diversified rural livelihoods in Kampong Speu Province, Takeo and Preah Vihear provinces	and produce the framework												
	2.3.4 Cardamom land use framework validated through local, provincial and national workshops												
	2.3.5 Final version of the Cardamom land use framework reviewed by the inter-ministerial coordinating body.												
	2.3.6. Adoption of Cardamom land use framework by RGC.												
	2.4.1. Select 8 sites for demonstrations at Kampong Speu, Takeo and Preah Vihear provinces.												
	2.4.2. Develop the demonstration facilities at all 8 sites.												
2.5 Study and policy analysis to enhance gender participation in SLM in Kampong Speu province	2.4.3. Conduct demonstrations at all 8 sites.												
	2.4.4. Prepare lessons learned from demonstrations.												
	2.4.5. Monitor and evaluate demonstration sites												
	2.5.1. Conduct consultations, surveys, and workshops on gender issues related to SLM												
	2.5.2 Prepare a study and policy analysis for improving gender equity in SLM.												
	2.5.3. Validate and disseminate the SLM gender participation study and policy analysis, and produce												

Output	Activities	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
3.1. SLM is incorporated into the National Strategic Development Plan (NSDP) and national sectoral policies and regional planning.	recommendations on gender equity in SLM												
	3.1.1 Conduct workshops and consultations to mainstream SLM into NSDP.												
	3.1.2. Produce texts and recommendations on SLM suitable for incorporation into NSDP.												
	3.1.3. Review existing sector policies, (agriculture, forestry, etc.) and identify the needs to mainstream SLM.												
3.2. Sustainable land management integrated into provincial, district and communal development planning in Kampong Speu province.	3.1.4. Produce texts and recommendations on SLM suitable for incorporation into sector policies.												
	3.2.1. Review existing development planning processes at provincial, district and communal levels.												
	3.2.2. Conduct formal and informal consultations to facilitate incorporation of SLM in regional planning.												
	3.2.3. Produce recommendations for incorporation of SLM into provincial, district and communal development plans.												
3.3. Resource mobilization for SLM by developing project concepts and medium term investment	3.3.1. Review SLM projects identified in the NAP document.												
	3.3.2. Select 10 most												

Output	Activities	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
plan.	important SLM projects from the NAP												
	3.3.3. Develop project concept notes on the selected 10 projects.												
	3.3.4. Hold informal and formal consultations with relevant line ministries and donors.												
4. Monitoring and Evaluation	4.1 Final Evaluation												
	Recruitment of National Project Manager												
	Inception meeting to review inception report												
	1 <sup>st</sup> Meeting of PAC												
	Inception Report												
	Project is under operation												
	Terminal Report												

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Detailed Work Plan and Activity Budget

Table 6: Detailed Work Plan and Activity Budget

Outcome/Outputs/Activities		Year			Donor	Budget Description	GEF US\$	Co-Finance US\$	Total
		1	2	3					
<b>Outcome 1. National Action Program (NAP) is completed</b>									
<b>Output 1.1 Validated NAP</b>									
1.1.1. Regional stakeholder consultations	X				RGC and UNDP	DSA & salaries of regional staff, costs of workshops, salaries of project technical team, national NAP adviser	0	22,000	22,000
1.1.2. National stakeholder consultations	X				RGC and UNDP	DSA, salaries of national staff, salaries of project technical team, operating cost of workshops,	0	11,000	11,000
1.1.3. Preparation of a final draft version of NAP	X				UNDP	International NAP adviser and national consultant to prepare final draft NAP	0	7,000	7,000
<b>Output 1.1 Sub-Total</b>							<b>0</b>	<b>40,000</b>	<b>40,000</b>
<b>Output: 1.2. Adoption of NAP</b>									
1.2.1. Inter-ministerial consultation on NAP	X				RGC and UNDP	DSA and meeting costs	0	4,000	4,000
1.2.2. Preparation of final version of NAP	X				UNDP	Salaries of project technical team, international adviser to prepare final version	0	4,000	4,000
1.2.3. Adoption of NAP by RGC	X						0	0	0
<b>Output 1.2 Sub-Total</b>								<b>8,000</b>	<b>8,000</b>
<b>Output: 1.3. Dissemination of NAP</b>									
1.3.1. Full NAP document translated into Khmer and printed. Special documents and pamphlets on NAP prepared and printed.	X				RGC and UNDP	Translation and printing services	0	6,000	6,000
1.3.2. A plan for nation-wide dissemination of NAP developed.	X				RGC	Contribution from RGC	0	2,000	2,000
1.3.3. Documents distribution, seminars and informal discussions.	X				RGC and UNDP	National consultants	0	3,000	3,000
<b>Output 1.3 Sub-Total</b>								<b>11,000</b>	<b>11,000</b>
<b>Outcome 2 Human resources and institutional capacities are enhanced.</b>									
<b>Output 2.1: Human resources capacity in SLM enhanced.</b>									



## Cambodia Sustainable Land Management Project Budget

Outcome/Outputs/Activities	Year			Donor	Budget Description	GEF US\$	Co-Finance US\$	Total
	1	2	3					
2.1.1 Assessment of existing human resources capacity and design of training program in SLM at central level and relevant institutions at province, district, commune and village levels. The results of the NCSA will be used, among others, for this purpose.	X			GEF and UNDP	International and national consultants, DSA for participating regional staff and community stakeholders, salaries of project technical team (2 months)	16,000	6,000	22,000
2.1.2. Training 10 officers (members of Project Technical Team) by short courses in country by international SLM trainers (and where appropriate by short courses in the South East Asian region)	X	X	X	GEF and UNDP	International and local trainers, local travel, tuition fees for short courses and DSA, salaries of project technical team (1 month)	50,000	5,000	55,000
2.1.3. Training 50 provincial and district level officers on SLM technologies, extension methods, social and institutional aspects.	X	X		GEF and UNDP	National consultants, salaries of project technical team (3 months), production of training materials, travel and DSA, operational expenses, evaluation costs	25,000	10,000	35,000
2.1.4. Training 250 village and commune level stakeholders on practical aspects of SLM covering production and conservation, specially designed for stakeholders within and outside the protected areas.		X	X	GEF and UNDP	National consultants, salaries of project technical team (2 months), production of training materials, travel and DSA for provincial trainers, operational expenses, evaluation costs	27,000	20,000	47,000
<b>Output 2.1. Sub Total</b>						<b>118,000</b>	<b>41,000</b>	<b>159,000</b>
<b>Output 2.2: Community based learning network (CLN)</b>								
2.2.1. Assessing community learning requirements in Kampong Speu	X			RG, GEF and UNDP	NGO subcontracts, DSA for stakeholders and travel/operational costs	6,000	7,000	13,000
2.2.2. Developing CLN plan and guidelines for Kampong Speu	X	X		RG, GEF and UNDP	NGO subcontracts, DSA for stakeholders and travel/operational costs	6,000	10,000	16,000
2.2.3 Implementing CLN and informal and formal learning processes and awareness campaigns.		X	X	RG, GEF and UNDP	NGO subcontracts, DSA for stakeholders and travel/operational costs	8,000	38,550	46,550
2.2.4 Participatory monitoring and evaluation of CLNs			X	GEF and UNDP	National consultant to conduct evaluation, DSA for stakeholders and travel, operational costs	4,000	5,000	9,000
<b>Output 2.2. Sub Total</b>						<b>24,000</b>	<b>60,550</b>	<b>84,550</b>
<b>Output 2.3: Regional landscape based land use framework for Cardamom</b>								
2.3.1 Reviewing existing land use information in Cardamom with special reference to the Cardamom Mountain area.	X			GEF and UNDP	International and national land use planning advisers, and operational costs; salaries of	30,000	2,000	32,000

## Cambodia Sustainable Land Management Project Budget

Outcome/Outputs/Activities	Year			Donor	Budget Description	GEF US\$	Co-Finance US\$	Total
	1	2	3					
2.3.2 Planning and preparations to produce regional landscape based land use framework for Cardamom		X		GEF and UNDP	International and national consultants and operational costs; salaries of project technical team	15,000	3,000	18,000
2.3.3 Producing land use framework for Cardamom		X	X	RGCC, GEF and UNDP	International and national consultants, workshops and operational costs; salaries of project technical team; local communications adviser	87,000	12,000	103,000
2.3.4 Validation of Cardamom land use framework			X	RGCC, GEF and UNDP	National consultants, workshops, and operational costs; DSA and travel, salaries of project technical team, local communications adviser	38,000	1,000	39,000
2.3.5 Adoption and dissemination of Cardamom land use framework			X	RGCC, GEF and UNDP	Translation, publication and dissemination, national communications adviser	13,000	2,000	15,000
<b>Output 2.3. Sub-Total</b>						<b>183,000</b>	<b>20,000</b>	<b>203,000</b>
<b>Output 2.4 Demonstrations of best practices of SLM in Kampong Speu, Takeo and Preah Vihear</b>								
2.4.1 Selecting 4 demonstration sites in Kampong Speu (2 within the protected area and 2 outside the protected area)		X		RGCC, GEF and UNDP	National consultants, DSA for regional officers and stakeholders, operational costs	2,000	8,000	10,000
2.4.2 Designing 4 demonstration facilities in Kampong Speu		X		GEF and UNDP	NGO sub-contracts	6,000	6,000	12,000
2.4.3 Constructing 4 demonstration facilities in Kampong Speu		X		GEF and UNDP	NGO sub-contracts	28,000	38,000	66,000
2.4.4 Operating 4 demonstration facilities Kampong Speu		X	X	GEF and UNDP	NGO sub-contracts	8,000	33,000	41,000
2.4.5 Preparation of lessons learned from demonstrations in Kampong Speu			X	GEF and UNDP	NGO sub-contracts	2,000	5,000	7,000
2.4.6 Selecting 2 demonstration sites in Preah Vihear		X		RGCC, GEF and UNDP	National consultants, DSA for regional officers and stakeholders, operational costs	1,500	10,000	11,500
2.4.7 Designing 2 demonstration facilities in Preah Vihear		X		GEF and UNDP	NGO sub-contracts	3,000	3,000	6,000
2.4.8 Constructing 2 demonstration facilities in Preah Vihear		X		GEF and UNDP	NGO sub-contracts	14,000	16,000	30,000
2.4.9 Operating 2 demonstration facilities in Preah Vihear		X	X	GEF and UNDP	NGO sub-contracts	4,000	18,000	22,000
2.4.10 Preparation of lessons learned from demonstrations in			X	GEF and UNDP	NGO sub-contracts	2,000	3,000	5,000

## Cambodia Sustainable Land Management Project Budget

Outcome/Outputs/Activities	Year			Donor	Budget Description	GEF US\$	Co-Finance US\$	Total
	1	2	3					
Preah Vihear				UNDP				
2.4.11 Selecting 2 demonstration sites in Takeo	X			GEF and UNDP	National consultants, DSA for regional officers and stakeholders, operational costs	1,500	8,000	9,500
2.4.12 Designing 2 demonstration facilities in Takeo	X			GEF and UNDP	NGO sub-contracts	3,000	3,000	6,000
2.4.13 Constructing 2 demonstration facilities in Takeo		X		GEF and UNDP	NGO sub-contracts	14,000	16,000	30,000
2.4.14 Operating 2 demonstration facilities in Takeo		X		GEF and UNDP	NGO sub-contracts	4,000	18,000	22,000
2.4.15 Preparation of lessons learned from demonstrations in Preah Vihear			X	GEF and UNDP	NGO sub-contracts	2,000	2,000	4,000
<b>Output 2.4 Sub-Total</b>						<b>95,000</b>	<b>187,000</b>	<b>282,000</b>
<b>Output 2.5 Study and policy analysis on promoting gender equity in land resources governance and SLM</b>								
2.5.1 Informal and formal consultations (surveys) in Kampong Speu	X			RGCC, GEF and UNDP	International consultant, national consultants, DSA to regional participants, operational costs; salaries of project technical team	6,000	23,500	29,500
2.5.2 Draft study and policy analysis on gender equity in SLM in Kampong Speu		X		GEF and UNDP	International consultant, national consultants, salaries of project technical team	10,000	4,000	14,000
2.5.3 Validation of study and policy analysis in Kampong Speu		X		RGCC, GEF and UNDP	International consultant, national consultants, DSA to regional participants, operational costs; salaries of project technical team	6,000	10,500	16,500
2.5.4 Documents for dissemination			X	GEF and UNDP	National consultant, translation and publication services, salaries of project technical team	3,000	4,000	7,000
<b>Output 2.5 Sub-Total</b>						<b>25,000</b>	<b>42,000</b>	<b>67,000</b>
<b>Outcome 3: SLM Mainstreamed</b>								
<b>Output 3.1 SLM mainstreamed into national and sectoral policy</b>								
3.1.1 Conference on integrating SLM into NSDP and sector (Agriculture and Forestry) policies held by MAFF	X			RGCC, GEF and UNDP	International and national consultants, workshop costs, DSA and travel of participants, salaries of project technical team	12,000	8,000	20,000
3.1.2 Draft SLM policy statements prepared by MAFF	X			RGCC, GEF and UNDP	International and national consultants, salaries of project technical team	9,000	3,000	12,000
3.1.3 SLM policy statements validated by high-level consultations		X		RGCC,	International and national	4,000	5,000	9,000

## Cambodia Sustainable Land Management Project Budget

Outcome/Outputs/Activities	Year			Donor	Budget Description	GEF US\$	Co-Finance US\$	Total
	1	2	3					
3.1.4 SLM integrated into national and sector policies <b>Output 3.1. Sub-Total</b>		X		GEF and UNDP	Costs of integrating SLM into national and sector policies	3,000	0.00	3,000
<b>Output 3.2 SLM integrated into regional planning</b>								
3.2.1 Review of the current regional planning process	X			RGC and UNDP	National consultant, DSA and travel of provincial and district staff, salaries of project technical team	3,000	6,000	9,000
3.2.2 Formal and informal consultations with regional planning institutions and SLM stakeholders	X			RGC and UNDP	National consultant, DSA and travel of provincial and district staff, workshop costs, salaries of project technical team	4,000	21,000	25,000
3.2.3 Recommending mechanisms to integrate SLM into regional planning		X		GEF and UNDP	National consultant, DSA and travel of Province and District staff, salaries of project technical team	6,000	15,000	21,000
3.2.4 Proposing elements of SLM for integration into 2008-2010 regional planning		X		RGC, UNDP and GEF	National consultant, DSA and travel of Province and District staff, salaries of project technical team	4,000	6,000	10,000
<b>Output 3.2. Sub-Total</b>						<b>17,000</b>	<b>48,000</b>	<b>65,000</b>
<b>Output 3.3 Resource mobilized for 10 SLM projects</b>								
3.3.1 Reviewing SLM related projects in the NAP and identifying 10 priority projects		X		UNDP	National consultant	0	2,000	2,000
3.3.2 Preparing concept notes of 10 SLM projects		X		GEF	International consultant	8,000	0	8,000
3.3.3 Discussing the priority projects with relevant national institutions and stakeholders		X		GEF and UNDP	Cost of consultations	2,000	2,000	4,000
3.3.4 Taking actions to formally submit the project concepts to potential donors		X		UNDP	Cost of informal donor consultation	0	1,000	1,000
<b>Output 3.3 Sub-Total</b>						<b>10,000</b>	<b>5,000</b>	<b>15,000</b>
<b>4. Monitoring and Evaluation</b>								
4.1 Final Evaluation			X	RGC and GEF	International consultant, national consultant, workshop, DSA and travel expenses	21,000	11,450	32,450

## Cambodia Sustainable Land Management Project Budget

Outcome/Outputs/Activities	Year			Donor	Budget Description	GEF US\$	Co-Finance US\$	Total
	1	2	3					
<b>M&amp;E Sub-Total</b>						21,000	11,450	32,450
<b>5. Project Management</b>								
5.1. Project Coordinator	X	X	X	RGC			17,000	17,000
5.2. Project Manager/Assistant	X	X	X	GEF and UNDP		54,000	24,000	78,000
5.3. Vehicle	X			UNDP			20,000	20,000
5.4. Office Equipment	X			UNDP			4,000	4,000
5.6. Operating expenses	X	X	X	RGC and UNDP			46,000	46,000
5.6. Training in report-writing			X	RGC and UNDP	National consultant for training of PMU staff in report-writing		4,000	4,000
<b>Project Management Sub-Total</b>						54,000	115,000	169,000
PDF-A						23,000		23,000
<b>Total Cost</b>						598,000	605,000	1,203,000

**Table 7: Total Budget and ATLAS Work Plan**  
 GEF and UNDP TRAC funds only

Award ID: 00039334		Award Title: PIMS 3394 Cambodia Building Capacity and Mainstreaming Sustainable Land Management in Cambodia		Business Unit: KHM10		Project Title: PIMS 3394 Cambodia Building Capacity and Mainstreaming Sustainable Land Management in Cambodia			
GEF Outcome / Atlas Activity	Responsible Party / Implementing Agent	Fund ID	Donor name	ATLAS budgetary account code	ATLAS Budget Description	Amount Year 1	Amount Year 2	Amount Year 3	Total (USD)
Outcome 1 NAP Completion, Validation and Dissemination	MAFF	4000	UNDP	71200	International advisor/consultant <sup>1</sup>	4,000	-	-	4,000
				71300	National advisor/consultant <sup>2</sup>	5,000	-	-	5,000
				71600	Travel <sup>3</sup>	8,000	-	-	8,000
				74500	Miscellaneous <sup>4</sup>	3,000	-	-	3,000
					Donor subtotal	20,000	-	-	20,000
					<b>SUBTOTAL OUTCOME 1</b>	<b>20,000</b>	-	-	<b>20,000</b>
					International advisers/consultants <sup>5</sup>	34,000	112,000	-	146,000
Outcome 2 - Capacity for Sustainable Land Management is enhanced	MAFF	62000	GEF	71300	National advisers/consultants <sup>6</sup>	1,000	25,500	4,000	30,500
				71400	Contractual services-individual <sup>7</sup>	71,000	2,000	-	73,000
				71600	Travel <sup>8</sup>	12,000	64,000	-	76,000
				72100	Contractual services-companies <sup>9</sup>	30,000	47,000	23,000	100,000
				74200	Audio visual and print production cost <sup>10</sup>	-	1,000	18,500	19,500



Monitoring and evaluation	UNDP	62000	GEF	71200	International advisor/consultant <sup>25</sup>	-	-	-	15,000	15,000
				71300	National advisor/consultant <sup>26</sup>	-	-	-	5,000	5,000
				74500	Miscellaneous expenses <sup>27</sup>	-	-	-	1,000	1,000
			Donor subtotal	-	-	-	21,000	21,000		
			SUB-TOTAL M&E	-	-	-	21,000	21,000		
		62000	GEF	71300	National Project Manager <sup>28</sup>	18,000	18,000	18,000	18,000	54,000
					Donor subtotal	18,000	18,000	18,000	18,000	54,000
				71300	National Project Manager <sup>29</sup>	7,000	7,000	7,000	7,000	21,000
					Project Audit and Reports <sup>30</sup>	1,500	1,500	1,500	4,000	7,000
		Project Management	MAFF	4000	UNDP	72200	Office equipment <sup>31</sup>	22,000	-	-
74500	Operating expenses <sup>32</sup>					6,000	2,000	2,000	2,000	10,000
	Donor subtotal					36,500	10,500	10,500	13,000	60,000
					SUBTOTAL PROJECT MGT	54,500	28,500	31,000	114,000	
					GRAND TOTALS	278,500	362,000	134,500	775,000	
Summary of Funds:					Contributor	Type	Year 1	Year 2	Year 3	TOTAL
					GEF	In-cash	185,000	297,500	92,500	575,000
					UNDP	In-cash	93,500	64,500	42,000	200,000
					UNDP	Parallel (not shown)	114,183	114,183	114,184	342,550
					Government	In-kind (not shown)	20,817	20,817	20,816	62,450
						GRAND TOTAL	413,500	497,000	269,500	1,180,000



## Budget Endnotes for Table 7:

### Outcome 1:

- 1 International advisor to support the review, finalization and editing of the NAP.
- 2 See the TOR of the technical team. National consultant is responsible for providing technical inputs from national perspective and to coordinate and facilitate the consultation process and inputs from the national technical team.
- 3 Cost will cover travel, logistics and administration of national and provincial workshops and consultations to review NAP. Consultations will allow steering committee to review and endorse the NAP before submitting for government approval.
- 4 To support the publication and dissemination of the NAP following RGC approval.

### Outcome 2:

- 5 To cover international technical advisor (2 months) to design, test the training materials and deliver training. To support an international advisor on regional land use planning framework. TOR will be developed. Support international consultant to develop guidelines on how to mainstream gender into sustainable land management
- 6 Support the participatory evaluation of the testing and training of the SLM manual. To conduct a participatory evaluation of the approach to community learning implemented by the NGO(s). To support a national advisor to work with international consultant to develop regional land use framework. TOR will be developed. Monitoring and evaluation of demonstration for lessons learned. Support national consultant to work with the international consultant to promote gender mainstreaming.
- 7 To support technical team to be involved in using the training manual to train provincial staff and district and communal staff. Technical team is the same team as #2.
- 8 To support the travel cost of the training of trainers; provide travel support to 50 trainees at the provincial level; support travel cost of training at district and commune levels. To support the consultation at regional and provincial levels for the regional land use framework. Support the travel for consultation on gender mainstreaming into SLM.
- 9 Subcontract NGO to promote community learning and networking related to SLM. To subcontract NGO to conduct demonstration of or scale up best practices in Kompong Speu. TOR will be developed.
- 10 Support the publication and dissemination of the regional land use framework. Publication and dissemination for knowledge sharing of best practices & lessons learned. Support publication and dissemination of gender mainstreaming guidelines.
- 11 Cost sharing with GEF (see #5) to support international advisor.
- 12 National advisor will be recruited to work with the international advisor to design the training manual (2 months). National communications advisor will be engaged to develop articles website etc. to raise profile of the project and to promote knowledge sharing. A national advisor will document best practices for lessons learned and knowledge sharing. The national consultant and project team are as for #2.
- 13 Support the study tour in a regional country which demonstrates best practice sustainable land management at landscape level.
- 14 To sub-contract NGO to conduct demonstration or scale up best practices in Preah Vihear and Takeo Provinces.
- 15 Support the printing and dissemination of the training manual.

**Outcome 3:**

- 16 A short-term international advisor to develop guidelines and strategy for mainstreaming SLM into national and provincial planning. International advisor to develop 10 project concepts based on completed NAP. The international consultant will be the same one as #1.
- 17 A short-term national advisor to work with the international advisor to develop guidelines and strategy for mainstreaming SLM into national and provincial planning.
- 18 Project technical team will be the same as #2
- 19 In support of national forum/workshop on SLM mainstreaming.
- 20 To cover logistical and administrative expenses for consultation during the mainstreaming.
- 21 The same mainstreaming advisor indicated in #17.
- 22 The same team as mentioned in #2.
- 23 To support publication and printing of any mainstreamed papers/plans/policies.
- 24 To cover local travel, logistic and administrative arrangement of the mainstreaming workshops.

**Monitoring and Evaluation:**

- 25 Short term international consultant will be recruited. TOR for the final evaluation will be developed.
- 26 Short term national consultant will be recruited to work with the international consultant (#25) to conduct the final evaluation.
- 27 To cover local travel, logistic and administrative arrangement of consultations for the final evaluation.

**Project Management:**

- 28 Project manager and project assistant. TOR already developed.
- 29 Project manager and project assistant. TOR already developed.
- 30 Audit fees for project audit and consultant for training PMU staff on report-writing.
- 31 Support office equipment such as desks, computers, photocopy machine, printers. Vehicle needed to facilitate project monitoring.
- 32 Operational expenses such as electricity cost, mailings, emails and publication of key documents related to project outputs. Support the functions of the steering committee to oversee the outcomes of the project. TOR of the steering committee developed.

## Consolidated Budget

**Table 8: Consolidated Budget**

Outcome and Outputs	GEF	Co-finance			Total
		Government	UNDP TRAC	UNDP Parallel	
<b>Outcome 1: Completion of NAP</b>					
Output 1.1: Validation of NAP	0	6,000.00	9,000.00	25,000.00	40,000.00
Output 1.2: Adoption of NAP	0	2,000.00	6,000.00	0	8,000.00
Output 1.3: Dissemination of NAP	0	1,000.00	5,000.00	5,000.00	11,000.00
<b>Outcome 1 Total</b>	<b>0</b>	<b>9,000.00</b>	<b>20,000.00</b>	<b>30,000.00</b>	<b>59,000.00</b>
<b>Outcome 2: Capacity development</b>					
Output 2.1: Human capacity development	118,000.00	1,000.00	9,000.00	31,000.00	159,000.00
Output 2.2: Community learning network	24,000.00	3,000.00	0	57,550.00	84,550.00
Output 2.3: Cardamom region land use framework	183,000.00	0	20,000.00	0	203,000.00
Output 2.4: Demonstrations	95,000.00	3,000.00	78,000.00	106,000.00	282,000.00
Output 2.5: Gender framework	25,000.00	2,000.00	0	40,000.00	67,000.00
<b>Outcome 2 Total</b>	<b>445,000.00</b>	<b>9,000.00</b>	<b>107,000.00</b>	<b>234,550.00</b>	<b>795,550.00</b>
<b>Outcome 3: Mainstreaming</b>					
Output 3.1: National and sectoral policies	28,000.00	3,000.00	8,000.00	5,000.00	44,000.00
Output 3.2: Regional planning	17,000.00	3,000.00	0	45,000.00	65,000.00
Output 3.3: Resource mobilization	10,000.00	0	5,000.00	0	15,000.00
<b>Outcome 3 Total</b>	<b>55,000.00</b>	<b>6,000.00</b>	<b>13,000.00</b>	<b>50,000.00</b>	<b>124,000.00</b>
<b>4. Monitoring and Evaluation</b>					
4.1: Final Evaluation	21,000.00	11,450.00	0	0	32,450.00
<b>Total M&amp;E</b>	<b>21,000.00</b>	<b>11,450.00</b>	<b>0</b>	<b>0</b>	<b>32,450.00</b>
<b>5. Project Management</b>					
5.1 Project Management costs	54,000.00	27,000.00	60,000.00	28,000.00	169,000.00
<b>Total Project Management Costs</b>	<b>54,000.00</b>	<b>27,000.00</b>	<b>60,000.00</b>	<b>28,000.00</b>	<b>169,000.00</b>
PDF-A	23,000.00				23,000.00
<b>Total Project Cost</b>	<b>598,000.00</b>	<b>62,450.00</b>	<b>200,000.00</b>	<b>342,550.00</b>	<b>1,203,000.00</b>

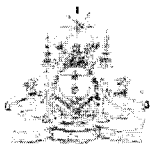
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**Table 9: Distribution of UNDP Co-financing funds to Outcomes and Outputs**

Outcome, and Outputs	UNDP TRAC	UNDP Parallel Funding					Total
		PSSD	Gender Equity	Rural Energy	IFAD Project	Insight	
<b>Outcome 1: NAP Completed</b>							
Output 1.1 NAP Validation	9,000	20,000				5,000	34,000
Output 1.2 NAP Adoption	6,000						6,000
Output 1.3 NAP Dissemination	5,000	3,000				2,000	10,000
<b>Outcome 1 Sub-total</b>	<b>20,000</b>	<b>23,000</b>				<b>7,000</b>	<b>50,000</b>
<b>Outcome 2: SLM Capacity Enhanced</b>							
Output 2.1 Human Capacity Development	9,000	26,000		5,000			40,000
Output 2.2 Community Learning Network	0	20,000			37,550		57,550
Output 2.3 Regional land use framework	20,000						20,000
Output 2.4 SLM Demonstrations	78,000	36,000		20,000	50,000		184,000
Output 2.5 Gender Equity Framework		20,000	20,000				40,000
<b>Outcome 2 Sub-total</b>	<b>107,000</b>	<b>102,000</b>	<b>20,000</b>	<b>25,000</b>	<b>87,550</b>		<b>341,550</b>
<b>Outcome 3 SLM Mainstreamed</b>							
Output 3.1 SLM mainstreamed into NSDP	8,000					5,000	13,000
Output 3.2 SLM integrated into R. Planning	0	45,000					45,000
Output 3.3 Funds for SLM projects	5,000						5,000
<b>Outcome 3 Sub-total</b>	<b>13,000</b>	<b>45,000</b>				<b>5,000</b>	<b>63,000</b>
<b>4. Monitoring and Evaluation</b>							
4.1 Final Evaluation	0						0
<b>M&amp;E Sub-Total</b>	<b>0</b>						<b>0</b>
<b>5. Project Management</b>							
5.1 Project Management Cost	60,000	10,000				18,000	88,000
<b>Project Management Sub Total</b>	<b>60,000</b>	<b>10,000</b>				<b>18,000</b>	<b>88,000</b>
<b>Total contribution from UNDP</b>	<b>200,000</b>	<b>180,000</b>	<b>20,000</b>	<b>25,000</b>	<b>87,550</b>	<b>30,000</b>	<b>542,550</b>

**SECTION III: ADDITIONAL INFORMATION**

**PART I: LETTER OF ENDORSEMENT**



**KINGDOM OF CAMBODIA**  
NATION-RELIGION-KING

**COUNCIL OF MINISTERS**  
Ministry of Environment

Phnom Penh, July 13<sup>th</sup>, 2007

No. 333/MoE

To: **Mr Douglas Gardner**  
Resident Representative  
UNDP Cambodia  
#53, Pasteur Street, Phnom Penh, Cambodia

Dear Mr. Gardner,

Re: **GEF Operational Focal Point Endorsement for the proposed GEF-funded project "Building Capacity and Mainstreaming Sustainable Land Management in Cambodia"**

In my capacity as the GEF Operational Focal Point for Cambodia, I hereby endorse the project entitled "Building Capacity and Mainstreaming Sustainable Land Management in Cambodia". In doing so, I express my concurrence with the content of the project proposal sent by UNDP to the Ministry of Environment on 13 June 2007.

We look forward to cooperating with you in this very important undertaking.

Sincerely Yours,

GEF Operational Focal Point for Cambodia  
Director-General of the Ministry of Environment

  
H.E. Dr. Louk Hea

Seen and Approved  
Secretary of State

  
H.E. Prach Sun

## PART II: CO-FINANCING LETTER

United Nations Development Programme



Cambodia

11 July 2007

  
Dear Mr. Glemarec,

**UNDP commitment to finance UNDP/GEF Medium-Sized Project (MSP), "Building Capacity and Mainstreaming Sustainable Land Management in Cambodia."**

This letter is to confirm UNDP's commitment to provide financing to the UNDP/GEF Medium-Sized Project (MSP), "Building Capacity and Mainstreaming Sustainable Land Management in Cambodia."

The total budget for the MSP is US\$1,180,000. UNDP will make a total contribution to the MSP of \$542,550 over a three-year period. Of this amount, \$200,000 will be provided from new UNDP TRAC funds, and \$342,550 in the form of already committed parallel funding from a number of aligned projects. The balance of the financing is to be provided by GEF (\$575,000) and the Royal Government of Cambodia (\$62,450 in kind).

The MSP will play a catalytic role in promoting Sustainable Land Management (SLM) in the country. Land degradation is currently a major issue in Cambodia, with approximately 30% of total land area considered degraded. Land degradation is a major cause of low rural productivity and therefore rural poverty. SLM offers an internationally recognized approach to combating land degradation and desertification. By providing Cambodia with the tools to implement SLM, the MSP will enable the reduction of land degradation and the improvement of rural livelihoods. The long term goals of the MSP are to contribute to sustainable, productive systems of agricultural, forest and other land that maintain ecosystem functions while elevating the environmental, economic and social well-being of Cambodians.

The funds provided by UNDP will be used toward the following objectives:

- completion and nationwide dissemination of the National Action Program (NAP) to combat desertification (which presently exists only in draft form);
- enhancement of human and institutional capacity to plan and to implement SLM;
- integration of SLM into national, sub-national and sectoral policies and planning; and
- strengthening of the linkage between SLM and existing UNDP parallel projects to ensure efficient completion of all goals.

To: Mr Yannick Glemarec  
UNDP-GEF Executive Coordinator

UNDP, No 53, Rue Pasteur, Boeung Keng Kang, Phnom Penh, Cambodia. TEL: (855-23) 216167/210478/216217/211240  
FAX: (855-23) 216257/721042. E-mail: [registry.kh@undp.org](mailto:registry.kh@undp.org) Website: [www.un.org/kh/undp/](http://www.un.org/kh/undp/)

United Nations Development Programme



Cambodia

UNDP projects qualifying as sources of MSP parallel financing will total US \$342,550 over a three-year period. Annex A provides a breakdown of UNDP's co-financing commitment, and includes a brief description of each contributing project and the amount contributed along with the distribution of UNDP TRAC funds.

Yours sincerely,

~~Anne-Isabelle Degryse-Blateau~~  
UNDP Programme Director

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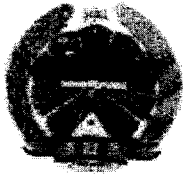


Cambodia

## Annex A – Breakdown of co-financing commitment

Project	Summary of project	Co-financing Amount
Project to Support Democratic Development through Decentralization and Deconcentration	This project aims to reduce poverty through strengthening decentralization and local democratization as part of the RGC's Strategic Framework for Decentralization.	\$180,000
Insights for Action	This program seeks to share creative solutions to the policy formulation process, including policy aimed at improving family farm incomes and combating persistent rural poverty.	\$30,000
Rural Livelihoods Improvement Project	RLIP improves the livelihoods of rural poor through helping farmers improve natural resource management systems, improving services to the poor and increasing the capacity for pro-poor policy creation.	\$87,550
Partnership for Gender Equity	This group endeavors to strengthen the roles of women in political leadership, civil service and skilled employment.	\$20,000
Preparatory Activities for Rural Energy Development Program	The program establishes national baseline data on energy sources and demand, and will work with RGC to develop sustainable access to rural energy services.	\$25,000
<b>UNDP Parallel Subtotal</b>		<b>\$342,550</b>
New UNDP TRAC Contributions	NAP Completion	\$20,000
	Institutional Capacity Building	\$107,000
	Mainstreaming SLM in Planning & Policy	\$13,000
	Project Management	\$60,000
	<b>UNDP New TRAC Subtotal</b>	<b>\$200,000</b>
	<b>UNDP TOTAL CONTRIBUTION</b>	<b>\$542,550</b>





**ព្រះរាជាណាចក្រកម្ពុជា**  
**ជាតិ សាសនា ព្រះមហាក្សត្រ**

**ក្រសួងកសិកម្ម រុក្ខាប្រមាញ់ និង នេសាទ**

**MINISTRY OF AGRICULTURE  
 FORESTRY AND FISHERIES  
 N° 3609 MAFF**

Phnom Penh, 4.7, 2007

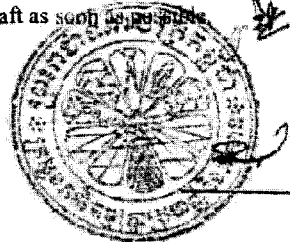
Mr. Douglas Gardner,  
 Resident Representative  
 UNDP  
 Phnom Penh, Cambodia

**Subject: In-kind Contribution to the Project Building Capacity and Mainstreaming Sustainable Land Management (SLM) in Cambodia.**

Dear Mr. Douglas,

Thank you for your draft on the *Building Capacity and Mainstreaming Sustainable Land Management (SLM) in Cambodia*. Concerning this, we would like to confirm you that, the Royal Government of Cambodia has committed contribution at a minimum level of US\$62,450.00 (Sixty two thousand four hundred and fifty US dollars only) for over a period of three years project implementation (See attachment for detail).

We are looking forward to receiving a final draft as soon as possible.



**Dr. CHAN SARUN**  
 Minister,  
 Ministry of Agriculture, Forestry  
 and Fisheries

05 JUL 2007

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CC: H.E Lonh Heal, GEF Operational Focal Point of Cambodia,  
 Director General of the Ministry of Environment

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**ប្រះរាជាណាចក្រកម្ពុជា**  
**ជាតិ សាសនា ព្រះមហាក្សត្រ**

**ក្រសួងសេដ្ឋកិច្ច និង ហិរញ្ញវត្ថុ**  
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**តារាងទ្រទ្រង់**

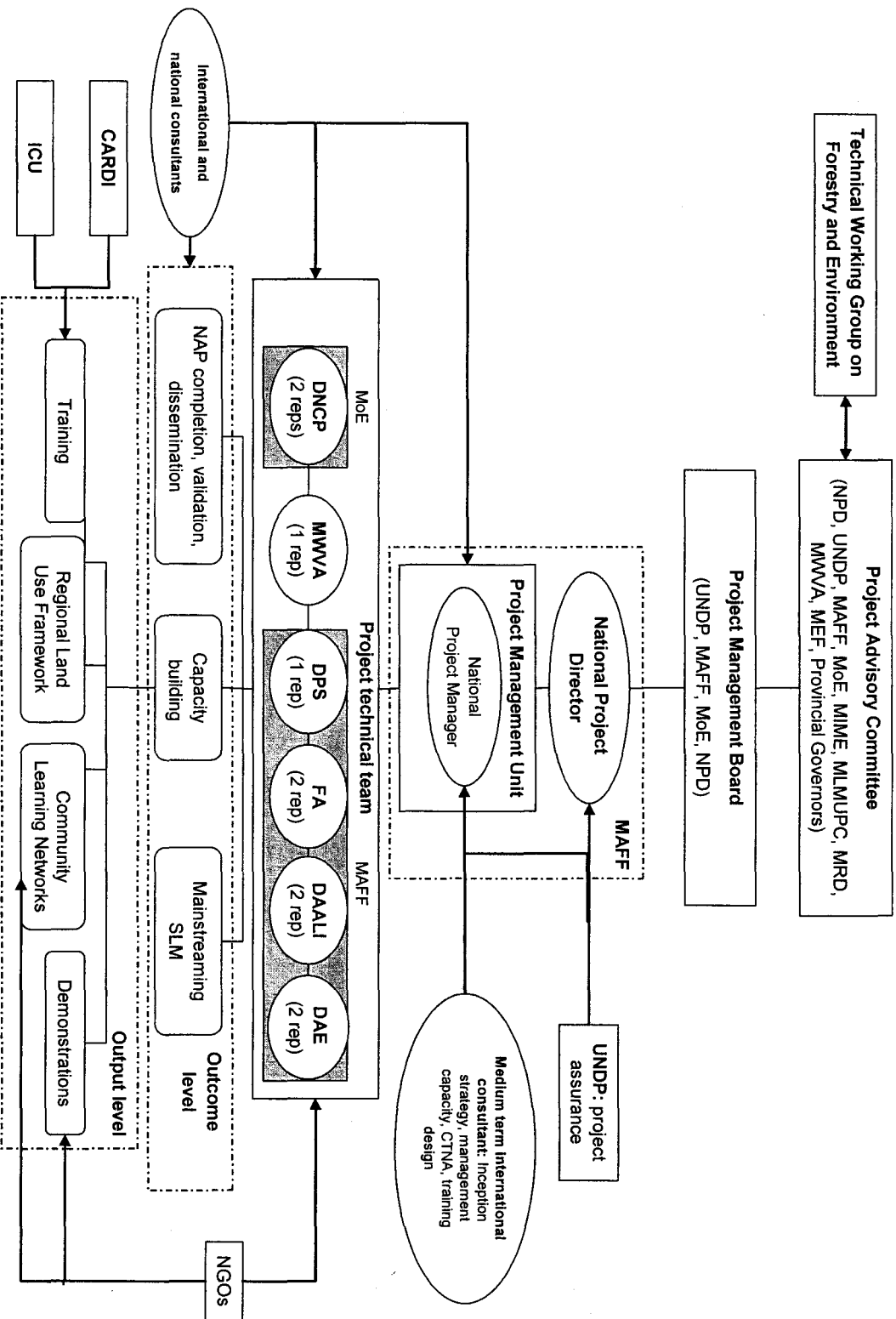
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**Government Contribution to Building Capacity and Mainstreaming Sustainable Land Management (SLM) in Cambodia**

No	Item	Units Per months	Unit Cost US\$	Total US\$
<b>National Project Office</b>				
1	National Project Director	9	250.00	2,250.00
2	NPD Support Staff (3 Counterpart)	18	250.00	4,500.00
	Office space and building	36	500.00	18,000.00
	Utilities/building maintenance etc	36	100.00	3,600.00
	<b>Total</b>			<b>28,350.00</b>
<b>Provincial Project Office</b>				
3	Provincial Director (3 persons)	36	250.00	9,000.00
4	Provincial support staff ( 2 persons)	36	100.00	3,600.00
5	Land database/information	LS		5,990.00
	<b>Total</b>			<b>18,590.00</b>
<b>Attendance of personnel at meetings</b>		<b>Person/days</b>		
6	National Steering Committee Meetings	225	15.00	3,375.00
7	Technical Working Group up Meeting	150	15.00	2,250.00
	<b>Total</b>			<b>5,625.00</b>
<b>Contribution from other government staff</b>				
8	Attended at meeting/workshops	375	15.00	5,625.00
9	Contribution to domestic etc	135	15.00	2,025.00
10	Government decision making process leading to approving key project output	149	15.00	2,235.00
	<b>Total</b>			<b>9,885.00</b>
	<b>Sub-total</b>			<b>62,450.00</b>

PART III: DETAILED INFORMATION

Annex 1: Institutional framework for project implementation



## **Annex 2: Terms of Reference of the Project Advisory Committee**

The Project Advisory Committee (PAC) is composed of the following members:

- National Project Director (also representing MAFF), Chair
- UNDP Representative
- Representative of MOE
- Representative of MLUMPC
- Representative of MIME
- Representative of MRD
- Representative of MWVA
- Representative of MEF
- Provincial Governor – Kampong Speu
- Provincial Governor – Preah Vihear
- Provincial Governor – Takeo
- Representative of CDC
- Project Manager, MSP (as member secretary)

The principal responsibilities of the PAC are the following:

- Provide high level orientation and guidance for the project.
- Ensure that the project develops in accordance with national development objectives, goals and policies.
- Ensure collaboration between ministries and institutions and free access on the part of project actors to key documents, land information systems, remote sensing imagery, etc.
- Pay special attention to the post-project sustainability of activities developed by the project.
- Ensure the integration and coordination of project activities with other related government and donor-funded initiatives.
- Review and endorse NAP and key project outputs
- Monitor and recommend measures to address risks at project objective level and ensure that project objectives are achieved.

### **Annex 3: Terms of Reference of Project Management Board (PMB)**

#### **Composition:**

- UNDP (Deputy Resident Representative)
- MAFF (represented by the National Project Director)
- MOE/DNCP
- NGOs/key subcontractors
- National Project Manager

The responsibilities of the PMB can be divided into the following categories: review and guide project strategy; management oversight and support; communication and advocacy; and coordination. The specific responsibilities within each category are:

#### **Strategy**

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints.
- Pay special attention to the risks at outputs level and project outcomes, and seek measures to minimize these threats.
- Review the project's strategy for capacity-building.
- Monitor projects impacts and guide management to maximize impact.
- Promote project sustainability and provide guidance on project follow-up actions.
- Promote the mainstreaming of gender in relevant outcome of the project.

#### **Management oversight and support**

- Review and approve project inception report.
- Review project reports including Annual Progress Reports and Final Evaluation report.
- Review and endorse Annual Workplans.
- Review the quality of project outputs.
- Agree on National Project Manager's tolerances in the achievement of Outputs and Activities.
- Review and approve end project report, make recommendations for follow-on actions.
- Provide ad-hoc direction and advice for exceptional situations when the project manager's tolerances are exceeded.
- Assess and decide on project changes.
- Ensure that all planned deliverables are delivered satisfactorily.

#### **Communication and advocacy**

- Advocate and communicate project results to wider stakeholders.
- Share project lessons learned and best practices and take measures to replicate them with other relevant projects.
- Review project effectiveness, efficiency and impacts.

#### **Coordination**

- Manage and resolve any project conflicts (e.g. between project stakeholders)

- Ensure smooth communication between UNDP, executing agencies and implementing agencies.

The PMB will also have a critical role to play in the project closing process, and will:

- Assure that all products deliverables are delivered satisfactorily.
- Review independent project evaluation and approve the end project report.
- Make recommendations for follow-on actions and post project review plan.
- Notify project closure to the Outcome Board.

#### **Annex 4: Terms of Reference of Project Technical Team (PTT)**

The Project Technical Team will comprise representatives from all participating ministries, departments. The PTT members will have primary responsibility, under the National Project Manager's direction, for ensuring the coordination and delivery of project activities relevant to their respective departments and ministries. Members of the team will also provide technical advice to the PMU. The precise terms of engagement of the individual PTT members will vary on a case by case basis, but it is generally expected that each team member will be engaged on a series of short term (3-6 months) performance-based contracts over the duration of the project. The nature and size of the outputs expected of each team member will vary from member to member, depending on their department or Ministry's role in the project.

##### ***Selection criteria:***

- Government staff with demonstrated competence in their respective fields
- Team members will preferably hold positions as chief or vice chief of technical offices of the relevant government agencies.
- Qualified women are especially encouraged to apply - the project is targeting equal representation from men and women on the Project Technical Team.

## **Annex 5: Terms of Reference for National Project Manager**

**Background:** The National Project Manager (NPM) will be responsible for the implementation of the project, including the mobilization of all project inputs, supervision of project staff, consultants and sub-contractors. The NPM will be fully accountable to the National Project Coordinator and to the Project Advisory Committee (PAC) for satisfactory execution of the entire project in accordance with the NEX modality and will be responsible for meeting the government obligations. The NPM will be the head of the Project Management Unit (PMU). The NPM shall perform a liaison role with government, UNDP, and all stakeholders involved with the project.

### **Duties and Responsibilities**

#### *Overall project management:*

- Manage the production of the required deliverables
- Direct and motivate the Project Technical Team
- Liaise with the Project Management Board or those to whom the board has delegated its project assurance role to assure the overall direction and integrity of the project
- Agree technical and quality strategy with appropriate members of the Project Management Board
- Identify and obtain any support and advice required for the management, planning and control of the project
- Be responsible for project administration
- Prepare an inception strategy and detailed quarterly and annual work plans for the project.
- Prepare and ensure timely submission of quarterly financial consolidated reports, quarterly consolidated progress reports, mid-term reports, and other reports as may be required by UNDP.
- Ensure proper management of funds consistent with UNDP requirements, and budget planning and control.
- Establish project monitoring and reporting protocols.
- Supervise and coordinate the work of all project staff, consultants and sub-contractors.
- Work closely with project partners to closely coordinate all the actors involved with achieving Project Outcomes, Outputs and Activities.
- Supervise the work of all PMU staff.
- Prepare and revise project work and financial plans, as required by Government and UNDP.
- Manage procurement of goods and services under UNDP guidelines and oversight of contracts.

#### *Project monitoring:*

- Plan and monitor the project.
- Manage the risks, including the development of contingency plans as necessary.
- Take responsibility for overall progress and use of resources and initiate corrective action where necessary.



- Be responsible for change control and any required configuration management.

*Project reporting:*

- Prepare and report to the Project Management Board through Monitoring Reports and Project End Report.
- Prepare the Lessons Learned Report.
- Prepare any Follow-on Action Recommendations required.

**Selection Criteria**

1. Post-graduate degree in agriculture, natural resources management or other relevant academic and profession qualifications with at least 10 years professional experience;
2. Proven extensive experience and technical ability to manage a large project and a good technical knowledge in the fields of SLM, participatory approaches and environmental economics.
3. Effective interpersonal and negotiation skills proven through successful interactions with all levels of project stakeholder groups, including senior government officials, business executives, farmers and communities.
4. Ability to effectively coordinate a complex, multi-stakeholder project.
5. Ability to lead, manage and motivate teams of international and local consultants to achieve results.
6. Good capacities for strategic thinking and planning.
7. Excellent communication skills.
8. Knowledge of UNDP project implementation procedures, including procurement, disbursements, and reporting and monitoring highly preferable.
9. Good understanding about mainstreaming approach, especially gender and environment in development work.

**Duration of the assignment: 3 years**

## Annex 6: Responsibility by Output

Outcome and Outputs	Lead responsibility	Cooperating Institutions
<u>Outcome 1: Completion of NAP</u>		
Output 1.1: Validation of NAP	FA	DNCP, MRD, DAALI, DPS, Provincial Governors
Output 1.2: Adoption of NAP	MAFF	PAC
Output 1.3: Dissemination of NAP	DAE	PDOE
<u>Outcome 2: Capacity development</u>		
Output 2.1: Human capacity development	DAALI	FA, DNCP, DAE, MWVA, DPS
Output 2.2: Community learning network	PDOE, PDOA	DAE, FA, DNCP, NGOs
Output 2.3: Landscape based land use framework	MAFF	MoE, PAC, Provincial Governors, PDOE, PDOA
Output 2.4: Demonstrations in Kampong Speu, Takeo and Preah Vihear	PDOE, PDOA	FA, DNCP, DAE, NGOs, ICU and CARDI,
Output 2.5: Gender framework	MWVA	FA, DNCP, PDOE, PDOA, DAALI
<u>Outcome 3: Mainstreaming</u>		
Output 3.1: National and sectoral policies	DPS	PDOE, PDOA
Output 3.2: Regional planning	DAE	MoI, Provincial and District Governors, PDOE, PDOA
Output 3.3: Resource mobilization	MAFF/PMU	PAC, NGOs

**Annex 7: Estimates of Land Use in Cambodia (JICA, 2002)**

<b>Land Use Type</b>	<b>ha</b>
<b><u>Agricultural Land Use</u></b>	
Rice Field	3,163,000
Field Crops	372,600
Swidden Agriculture	349,700
Village Garden Crops	198,300
Receding Rice Culture	194,000
Rubber Plantations	88,300
Orchards	8,800
<b>Agriculture Land Use Total</b>	<b>4,374,700</b>
<b><u>Forest and Grass Lands</u></b>	
Evergreen Broad Leaf Forest	3,922,638
Deciduous Forest	3,549,933
Mixed Forest	1,429,007
Woodland	1,266,100
Shrub Land	1,094,000
Grassland	861,600
Flooded Shrub	533,200
Flooded Grassland	173,500
Flooded forest	20,600
<b>Total Forest and Grass Land</b>	<b>12,850,578</b>
<b><u>Water Bodies</u></b>	
Perennial Water Body	91,100
Mangrove	64,900
Marsh or Swamp	44,600
<b>Total Water Bodies</b>	<b>200,600</b>
<b><u>Other Land Uses</u></b>	
Barren Land	27,200
Urban and Built-up Areas	18,100
Sand Terrain	7,500
Salt Evaporator	6,100
Rock outcrops	1,800
<b>Total Other Land Uses</b>	<b>60,700</b>
<b>Total Land</b>	<b>17,486,578</b>

## Annex 8: Institutions Involved in Land Management

Institutions	Task
1. MAFF	- Management of all agricultural, forestry and fisheries land outside the protected areas or national parks, development and extension of economical land use practices
a. DALLI	- Land use and agricultural issues - Agricultural research - Agricultural extension work - Agricultural land improvement and management
b. FA	- Forest Policy, planning and management - Monitor and enforcement of RGC's forestry law and regulations - Protected forest conservation - Administrative guidance on forestry issues - Conduct forestry research
2. MoE	- Natural resource management and prevention of environment degradation - Nature and cultural tourism - Protected areas management, conservation land resource management
a. DNCP	- Natural resource management and prevention of environment degradation - Nature and cultural tourism - Protected areas management, conservation land resource management
3. MoI	- Political and conceptual guidance of the decentralisation and de-concentration process in RGC
4. MoP	- Preparation of National 5-years socio-economic development plans
5. MOWRAM	- Surface and ground water - Water quality mapping
6. MLMUPC	- Lead and manage the affairs of land management, urban planning, construction, cadastre and geography.
a. GDCG	- Research and develop provisional regulations related to administration and land use - Conduct cadastral survey and mapping - Issuing of land titles - Carry out cadastral registration and inspection of conformity - Define parcel boundaries - Registering state properties
b. GDLMUP	- Making proposals and implementing the strategic policy of land management and urban planning - Collect information and data - Advise, monitor and encourage the coherent implementation of the policy of land management and urban planning - Preparation of industrial, tourism development plans

**Annex 9: Natural Resource Management and Livelihoods Program**  
**Land Management Sub-component**

<b>Objective</b>	The immediate objective is: Titles to land and access rights to land and resources secured.
<b>Context</b>	Poorly defined property rights to land limits productivity and pro-poor growth in rural Cambodia. RGC policy objectives specified in the "Strategy of land policy framework" include decentralization of land management and planning and coordination of land use planning with natural resource management in a harmonized legislative framework. An external facilitation process is planned in 2006 to draft a road map leading to the preparation of a Program Based Approach-Land (PBA-Land). Ambitious multi-donor land Management and Administration Project (LMAP) focusing on systematic land titling in rice growing areas.
<b>Institutional anchoring</b>	Ministry of Land Management, Urban Planning and Construction (MLMUPC), specifically the General Department of Land Management and collaboration with GD Cadastre and Geography
<b>Outcome and Impacts</b>	Land titles and access rights to land and natural resources secured for vulnerable communities, reduced land conflicts and cost-effective participatory land use planning and integrated in Commune development plans.
<b>Stakeholders</b>	All levels of government (national, province, departments and district offices). Commune, the main interface with land and resource-dependent communities and for land-related services.
<b>Implementation strategy</b>	TA during Inception/Preparatory Phase of 18 months to develop capacity strategy, training of trainers modules, national guidelines, land service delivery packages. The roll-out" will cover 14 provinces, 94 districts and 707 communes after the PBA-Land is in place.
<b>Constraints</b>	Weak capacity of GDL; no statutory framework for land use planning; lack of clarity on rights to (indigenous) land titling; wide spread informal possession of land and inefficiencies/ corrupt practices associated with both economic land and forest concessions.
<b>Assumptions/ Risks</b>	Secure land holdings and access rights will promote rural economic growth. Risks include elite capture, fund mismanagement, institutional and pay reforms, LMAP and LASED.
<b>Summary of Key Outputs</b>	1. Sector and cross-sectoral policy coherence on land management promoted; 2. Legal and regulatory framework for land use planning and land management developed; 3. Institutional capacity of the General Department of land management and Urban planning developed; 4. Land use planning; sporadic land titling, and NRM guidelines, tools and service delivery models implemented; 5 Civil society access to information on land management improved; 6. Investment support to implement land use planning and land management as part of PBA-Land.
<b>Key Activities</b>	Legal and regulatory reform, land uses planning, sporadic land titling, commune boundary demarcation, mapping, land management and capacity development.
<b>Monitoring</b>	PBA-Land monitoring linked to NSDP and CMDG. MDLF monitoring through JAPR
<b>Sustainability</b>	Out-sourcing of e.g. GIS, Mapping would enable MLMUPC to focus on core functions.
<b>Budget</b>	Investment cost US\$ 4.0 million; Operational costs (not TA): US\$ 1.25 million; TA cost: US\$ 1.4 million. Total component budget: US\$ 6.65 million.

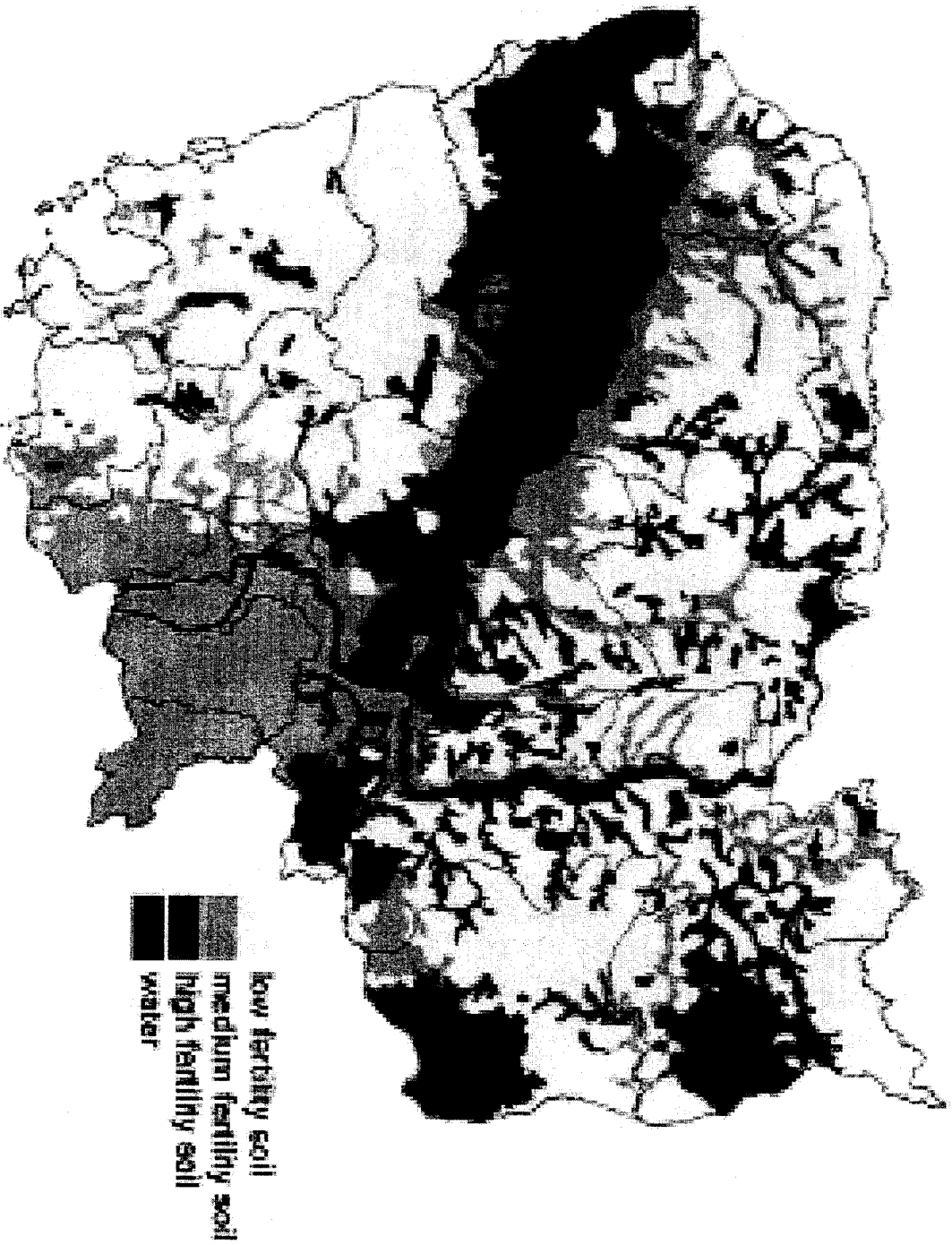
Source: Program document Revised draft Version 6 (February 21, 2006)

### Annex 10: Risk Log & Risk Management Strategy

Type of Risks	Date Identified	Description	Risk rating	Mitigation activities	Status	Status change date	Risk owner
1. Failure to ensure broad-based political and participatory support for mainstreaming SLM process	2007	Land degradation and deforestation is serious political agenda	Medium	<ul style="list-style-type: none"> <li>- Raise awareness on sustainable land management</li> <li>- Maintain policy dialogue</li> <li>- Finalize and approve NAP as a platform for mainstreaming</li> <li>- Capacity building</li> <li>- Document best practices</li> <li>- Develop guidelines for mainstreaming</li> <li>- Promote synergy and alignment with relevant land projects</li> <li>- Define MAFF as a lead institution to lead mainstreaming</li> <li>- Support the functions of steering committee to provide advocacy and leadership in SLM</li> <li>- Transform existing relevant mechanism into a sustainable mechanism on SLM</li> <li>- Link with relevant UNDP projects to promote policy advocacy</li> </ul>	Ongoing	2010	FA/MAFF
2. Failure to receive high level Government's endorsement of NAP by Y1	2007	Land degradation is a cross cutting issue. NAP needs approval by the Council of Ministers. To facilitate this process requires the right Government institution to push the NAP's submission	Medium	<ul style="list-style-type: none"> <li>- Design consultation process at both national and provincial levels.</li> <li>- Promote national ownership and leadership in reviewing and improving NAP through proposing FA/MAFF lead</li> <li>- Provide technical assistance as needed</li> <li>- Support forum to build consensus and generate buying</li> </ul>	Ongoing	2009	MAFF

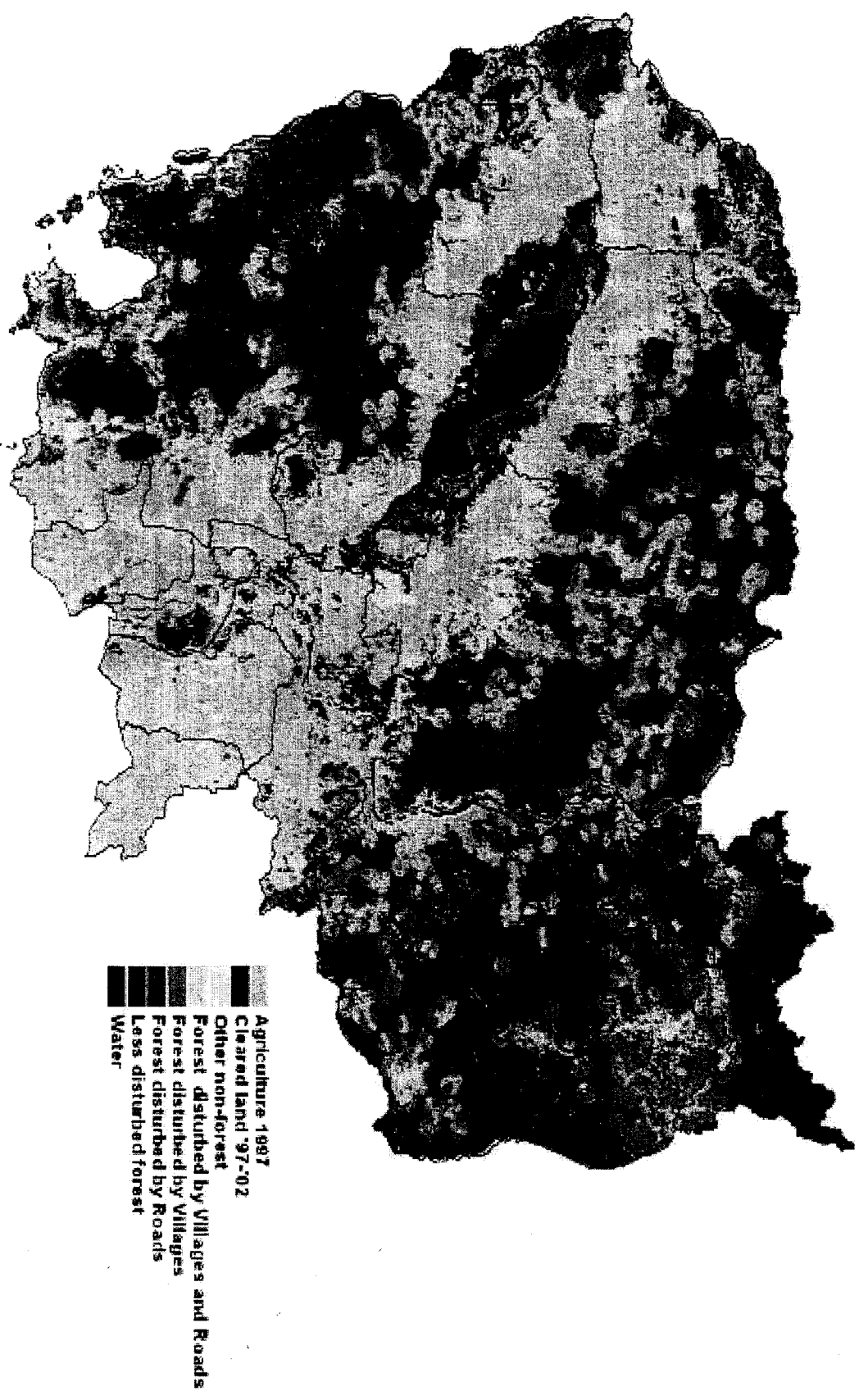
Type of Risks	Date Identified	Description	Risk rating	Mitigation activities	Status	Status change date	Risk owner
3. Lack of technical capacity and support to coordinate and implement SLM at national and provincial levels during and beyond the project period	2007	SLM is a cross cutting issue. There is no institution to lead the SLM	Medium	<ul style="list-style-type: none"> <li>- MAFF designated as the focal point for coordination of SLM at the beginning of the project.</li> <li>- Train 10 government officers in technical aspects of SLM</li> <li>- Train 50 provincial and district level officers in technical aspects of SLM</li> <li>- Develop follow up proposal to implement NAP</li> </ul>	Ongoing	2009	MAFF
4. Limited interest and participation of line ministries in SLM policy and planning at both national and provincial levels			Low	<ul style="list-style-type: none"> <li>- Conduct policy analysis to provide insights on SLM and to generate debate and interests of key ministries</li> <li>- Make recommendations to include SLM in the National Strategic Development Plan and in sector policies</li> <li>- Propose an institutional arrangement which encourage key government ministries to own and lead key outputs</li> <li>- Make recommendations to incorporate SLM into provincial, district and commune level</li> </ul> <p><i>See also mitigations in risk #1</i></p>	Ongoing	2009	MAFF

Map 1: Soil fertility and productivity situation in the country





Map 2: Situation concerning forest disturbance



Map 3: Location of the pilot sites

