



Kingdom of Cambodia

UNDAF Outcome(s)/Indicator(s): Increased and equitable access to and utilization of land, natural resources, markets and related services to enhance livelihoods. UNDAF outputs: Enhanced management capacity of government and empowerment of local communities in sustainable use of natural resources and in environmental protection. ✓

Expected Outcome(s)/Indicator(s): Conservation and sustainable use of biodiversity (MYFF, SL3.5) ✓

Expected Output(s)/Indicator(s): The Effective Conservation of Key Components of Cambodia's Northern Plains landscape ✓

Implementing Partner: Wildlife Conservation Society (WCS) ✓

Other Partners: The Ministry of Agriculture, Forestry and Fisheries, The Ministry of Environment and Provincial Authority of Preah Vihear Province ✓

Programme Period:	2005 - 2011 ✓
Programme Component:	Energy and Environment ✓
Project Title:	Establishing Conservation Areas through landscape Management (CALM) in the Northern Plains of Cambodia ✓
Project ID:	00047478 (PIMS 2177) ✓
Project Duration:	7 years ✓
Management Arrangement:	NGO Execution ✓

Budget (in USD)	:	4,468,617
General Management Support Fee	:	-
Total Budget:		4,468,617
Allocated Resources:		
Government	:	-
Regular - UNDP TRAC	:	-
Others:		
GEF	:	2,300,000
Parallel funding:		
WCS	:	1,600,000
UNDP Seila/PLG	:	463,407
In kind contribution (Government)	:	105,210

Agreed by:

Signature

Date

Government

H.E. Mr. Keat Chhon
Senior Minister, Minister of Economy and Finance
First Vice-Chairman of the Council for Development of Cambodia ✓

01 DEC 2005

Implementing Partner

Mr. Joe Waiston
Country Program Director
Wildlife Conservation Society (WCS) ✓

6 Dec 2005

UNDP

Mr. Douglas Gardner
Resident Representative ✓

2/12/05



Expected outputs	Key Activities	Description	Acc	Budget	Dept ID	Oper Unit	Fund	Impl	Donor	2005	2006	2007	2008	2009	2010	2011	TOTALS	
The effective conservation of the key components of biodiversity of Cambodia's Northern Plains Landscape	ACTIVITY1: Integrated Conservation and Development Planning at the Landscape-level	Intl Project Advisor	71200	PERINT	B0396	KHM	62000	001495	10003	52,000	54,600	57,300	60,200	31,600	33,200	34,800	323,700	
		Natl Management Advisor	71300	PERLO	B0396	KHM	62000	001495	10003	19,600	10,300	0	0	0	0	0	29,900	
		Study Tours, Workshops, Provincial Steering Committee Meetings	71600	TRAV	B0396	KHM	62000	001495	10003	12,000	12,000	12,000	8,000	4,000	4,000	2,000	54,000	
		Printing	74200	EQUIP	B0396	KHM	62000	001495	10003	4,000	4,000	4,000	4,000	4,000	4,000	4,000	28,000	
		Supplies	72500	EQUIP	B0396	KHM	62000	001495	10003	1,000	1,000	1,000	1,000	1,000	1,000	750	6,750	
		ACTIVITY2: Establishment of Community Engagement in Conservation Management	Intl Specialists (NRM and Commu)	71200	PERINT	B0396	KHM	62000	001495	10003	67,200	70,600	52,900	0	0	0	0	190,700
		Natl Communities Specialists	71300	PERLO	B0396	KHM	62000	001495	10003	22,100	20,150	21,100	8,600	3,500	3,650	3,800	82,900	
		Expendable Equipment and Supplies and Imagery	72500	EQUIP	B0396	KHM	62000	001495	10003	3,000	2,500	2,250	1,250	500	500	500	10,500	
		Boundary Demarcation	72300	MISC	B0396	KHM	62000	001495	10003	2,500	2,500	2,500	1,250	0	0	0	8,750	
		Incentive Scheme Payments	74500	MISC	B0396	KHM	62000	001495	10003	5,000	5,000	5,000	5,000	5,000	3,500	2,500	31,000	
		Travel and Workshops	71600	TRAV	B0396	KHM	62000	001495	10003	6,000	6,000	6,000	2,500	500	500	500	22,000	
		Non-Expendable Equipment	72200	EQUIP	B0396	KHM	62000	001495	10003	8,800	0	0	0	0	0	0	8,800	
		Equipment Maintenance & Fuel	73400	EQUIP	B0396	KHM	62000	001495	10003	1,600	1,600	1,600	1,600	550	550	550	8,050	
		ACTIVITY3: Strengthened Capacity for Biodiversity Management	Intl Monitoring and GIS Specialist	71200	PERINT	B0396	KHM	62000	001495	10003	18,000	18,900	0	0	0	0	0	36,900
		GIS Specialist	71300	PERLO	B0396	KHM	62000	001495	10003	3,300	3,450	3,600	3,800	2,000	0	0	16,150	
		National Officers	71400	PERAD	B0396	KHM	62000	001495	10003	59,800	63,450	66,400	55,650	47,800	38,200	30,700	362,300	
		Audio/Visual Production and Posters	74200	EQUIP	B0396	KHM	62000	001495	10003	10,000	10,000	10,000	10,000	0	0	0	40,000	
		Contracts : Database Programming, Infrastructure Development and Imagery Interpretation	72100	SERCT	B0396	KHM	62000	001495	10003	120,000	70,000	10,000	0	0	5,000	0	205,000	
		Travel and Workshops	71600	TRAV	B0396	KHM	62000	001495	10003	15,000	15,000	15,000	10,000	10,000	7,500	5,850	78,350	
		Supplies	72500	EQUIP	B0396	KHM	62000	001495	10003	3,250	3,250	3,250	3,250	3,250	2,250	1,250	19,750	
		Expendable Equipment and Boundary Demarcation	72300	MISC	B0396	KHM	62000	001495	10003	5,250	6,500	3,250	3,250	1,850	1,300	1,100	22,500	
		Vulture Restaurants	74500	MISC	B0396	KHM	62000	001495	10003	2,500	2,500	2,500	2,500	0	0	0	10,000	
		Non-Expendable Equipment	72200	EQUIP	B0396	KHM	62000	001495	10003	71,600	0	0	0	0	0	0	71,600	
		Non-Expendable Equipment	72400	EQUIP	B0396	KHM	62000	001495	10003	4,000	0	0	0	0	0	0	4,000	
		Equipment Maintenance & Fuel	73400	EQUIP	B0396	KHM	62000	001495	10003	10,850	10,850	10,850	10,800	10,800	10,800	7,700	72,650	



**United Nations Development Programme
Cambodia**

Proposal ID: 00041572

Project ID: 00047478

Project Title: Establishing Conservation Areas through Landscape Management (CALM) in the Northern Plains of Cambodia

Expected outputs	Key Activities	Description	Acc	Budg et	Dept ID	Op er Unit	Fund	Impl	Donor	2005	2006	2007	2008	2009	2010	2011	TOTALS
	ACTIVITY4:	Project Administrators and	71400	PERAD	B0396	KHM	62000	001495	10003	19,750	20,450	21,150	21,950	18,850	18,700	19,400	140,250
	Learning, evaluation and Adaptive Management Increased	Communication Costs	72400	EQUIP	B0396	KHM	62000	001495	10003	2,400	2,400	2,400	2,400	2,400	2,400	2,400	16,800
		Communication Costs	72400	EQUIP	B0396	KHM	62000	001368	10003	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
		Office Rental	73100	EQUIP	B0396	KHM	62000	001495	10003	3,600	3,600	3,600	3,600	3,000	3,000	2,400	22,800
		Office Equipment and Supplies	72500	EQUIP	B0396	KHM	62000	001495	10003	4,500	4,500	4,500	4,500	2,700	2,700	2,700	26,100
		International and National Travel, Field Visits, DSAs, Project Executive Group	71600	TRAV	B0396	KHM	62000	001495	10003	11,000	11,000	11,000	11,000	7,000	7,000	6,000	64,000
		Audit	74100	MISC	B0396	KHM	62000	001495	10003	3,000	3,000	3,000	3,000	3,000	3,000	3,000	21,000
		Independent Evaluations	74500	MISC	B0396	KHM	62000	001495	10003	0	0	0	30,000	0	0	30,000	60,000
		Indirect Costs	75100	SPCOS	B0396	KHM	62000	001495	10003	45,000	35,000	30,000	25,000	17,000	16,000	16,000	184,000
		Non-Expendable Equipment	72800	EQUIP	B0396	KHM	62000	001495	10003	2,000	0	0	2,000	0	0	0	4,000
		Equipment Maintenance & Fuel	73400	EQUIP	B0396	KHM	62000	001495	10003	1,400	1,400	1,400	1,400	1,400	1,400	1,400	9,800
	TOTAL										622,100	476,500	388,550	298,790	182,700	171,100	180,300



UNDP PROJECT DOCUMENT

The Royal Government of Cambodia

United Nations Development Programme

The Ministry of Agriculture, Forestry and Fisheries, Ministry of Environment and Provincial Authority of Preh Vihear Province

Establishing Conservation Areas Landscape Management (CALM) in the Northern Plains

The Northern Plains of Cambodia are the largest remaining extensive intact block of a unique landscape of exceptional global importance for biodiversity conservation. The area is either a last refuge for, or maintains a key population of 36 species on the IUCN Red List, including six listed as Critically Endangered. The project addresses the problem of escalating biodiversity loss across the Northern Plains, caused by increasing human land and resource use. This is achieved through a seven-year, three-pronged approach: (1) the introduction of biodiversity considerations into provincial level land use processes; (2) the demonstration of specific mainstreaming interventions at four key sites (including community land-use tenure, community contracts and incentives for biodiversity supportive land-use practices, as well as work to mainstream biodiversity into the forestry and tourism productive sectors); and (3) strengthen biodiversity management by government at the four key sites. The Landscape Species Approach has been used to identify the four sites.

The CALM project is consistent with the GEF Strategic Priority BD-2 (Mainstreaming Biodiversity in Production Landscapes and Sectors). The project intervention will work to introduce biodiversity values into landscape level land-use planning processes. Implementation will focus particularly on building the capacity of provincial departments and authorities and integrate specific projects initiatives established provincial planning processes (supported through the Seila/PLG Programme). The project will mainstream biodiversity conservation in relevant sectors such as tourism, forestry, agriculture etc within that landscape.



United Nations Development Programme
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Proposal ID: 00041572

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Expected outputs	Key Activities	Description	Acc	Budget	Dept ID	Oper Unit	Fund	Impl	Donor	2005	2006	2007	2008	2009	2010	2011	TOTALS	
The effective conservation of the key components of biodiversity of Cambodia's Northern Plains Landscape	ACTIVITY1: Integrated Conservation and Development Planning at the Landscape-level	Intl Project Advisor	71200	PERINT	B0396	KHM	62000	001495	10003	52,000	54,600	57,300	60,200	31,600	33,200	34,800	323,700	
		Natl Management Advisor	71300	PERLO	B0396	KHM	62000	001495	10003	19,600	10,300	0	0	0	0	0	0	29,900
		Study Tours, Workshops, Provincial Steering Committee Meetings	71600	TRAV	B0396	KHM	62000	001495	10003	12,000	12,000	12,000	8,000	4,000	4,000	2,000	0	54,000
		Printing	74200	EQUIP	B0396	KHM	62000	001495	10003	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	28,000
		Supplies	72500	EQUIP	B0396	KHM	62000	001495	10003	1,000	1,000	1,000	1,000	1,000	1,000	1,000	750	6,750
											88,600	81,900	74,300	73,200	40,600	42,200	41,550	442,350
	ACTIVITY2: Establishment of Community Engagement in Conservation Management	Intl Specialists (NRM and Commu	71200	PERINT	B0396	KHM	62000	001495	10003	67,200	70,600	52,900	0	0	0	0	0	190,700
		Expendable Equipment and Supplies and Imagery	72500	EQUIP	B0396	KHM	62000	001495	10003	3,000	2,500	2,250	1,250	500	500	500	0	10,500
		Boundary Demarcation	72300	MISC	B0396	KHM	62000	001495	10003	2,500	2,500	2,500	1,250	0	0	0	0	8,750
		Incentive Scheme Payments	74500	MISC	B0396	KHM	62000	001495	10003	5,000	5,000	5,000	5,000	5,000	3,500	3,500	2,500	31,000
		Travel and Workshops	71600	TRAV	B0396	KHM	62000	001495	10003	6,000	6,000	6,000	2,500	500	500	500	0	22,000
		Non-Expendable Equipment	72200	EQUIP	B0396	KHM	62000	001495	10003	8,800	0	0	0	0	0	0	0	8,800
		Equipment Maintenance & Fuel	73400	EQUIP	B0396	KHM	62000	001495	10003	1,600	1,600	1,600	1,600	550	550	550	0	8,050
												116,200	108,350	91,350	20,200	10,050	8,700	7,850
	ACTIVITY3: Strengthened Capacity for Biodiversity Management	Intl Monitoring and GIS Specialist	71200	PERINT	B0396	KHM	62000	001495	10003	18,000	18,900	0	0	0	0	0	0	36,900
		GIS Specialist	71300	PERLO	B0396	KHM	62000	001495	10003	3,300	3,450	3,600	3,800	2,000	0	0	0	16,150
		National Officers	71400	PERAD	B0396	KHM	62000	001495	10003	59,900	63,450	66,400	55,850	47,800	38,200	30,700	0	362,300
		Audio/Visual Production and Posters	74200	EQUIP	B0396	KHM	62000	001495	10003	10,000	10,000	10,000	10,000	0	0	0	0	40,000
		Contracts : Database Programming, Infrastructure Development and Imagery Interpretation	72100	SERCT	B0396	KHM	62000	001495	10003	120,000	70,000	10,000	0	0	5,000	0	0	205,000
		Travel and Workshops	71600	TRAV	B0396	KHM	62000	001495	10003	15,000	15,000	15,000	10,000	10,000	10,000	7,500	5,850	78,350
		Supplies	72500	EQUIP	B0396	KHM	62000	001495	10003	3,250	3,250	3,250	3,250	3,250	2,250	1,250	1,100	19,750
		Expendable Equipment and Boundary Demarcation	72300	MISC	B0396	KHM	62000	001495	10003	5,250	6,500	3,250	3,250	1,850	1,300	1,100	0	22,500
		Vulture Restaurants	74500	MISC	B0396	KHM	62000	001495	10003	2,500	2,500	2,500	2,500	0	0	0	0	10,000
		Non-Expendable Equipment	72200	EQUIP	B0396	KHM	62000	001495	10003	71,800	0	0	0	0	0	0	0	71,800
		Non-Expendable Equipment	72400	EQUIP	B0396	KHM	62000	001495	10003	4,000	0	0	0	0	0	0	0	4,000
		Equipment Maintenance & Fuel	73400	EQUIP	B0396	KHM	62000	001495	10003	10,850	10,850	10,850	10,800	10,800	10,800	7,700	0	72,650
											323,650	203,900	124,850	99,450	75,700	65,050	46,600	939,200

Table of Contents

SECTION I : ELABORATION OF THE ANALYSIS	5
PART I: SITUATION ANALYSIS	6
<i>Background.....</i>	<i>6</i>
<i>Problem to be Addressed</i>	<i>9</i>
<i>Underlying Causes.....</i>	<i>11</i>
<i>Current Situation (Baseline).....</i>	<i>13</i>
PART II: STRATEGY	17
<i>Project Rationale (The Alternative).....</i>	<i>17</i>
<i>Relevance to UNDP Outcomes.....</i>	<i>23</i>
<i>National Support for the Alternative.....</i>	<i>23</i>
<i>Project Sustainability, Partnerships and Linkages.....</i>	<i>26</i>
<i>Implementation Strategy.....</i>	<i>33</i>
<i>Risks and Risk Management Strategy.....</i>	<i>34</i>
<i>Result Frameworks</i>	<i>45</i>
PART III: MANAGEMENT ARRANGEMENTS	49
<i>Execution</i>	<i>49</i>
<i>Implementation (see Annex 7 for Terms of Reference).....</i>	<i>49</i>
<i>Adaptive management.....</i>	<i>51</i>
<i>Audit.....</i>	<i>52</i>
PART IV: MONITORING AND EVALUATION PLAN AND BUDGET.....	54
<i>Conservation Impact Monitoring.....</i>	<i>54</i>
<i>Project Inception Phase.....</i>	<i>55</i>
<i>Monitoring responsibilities and events.....</i>	<i>56</i>
<i>Work plan and Reporting requirements.....</i>	<i>57</i>
<i>Evaluation.....</i>	<i>59</i>
<i>Learning and Knowledge Sharing</i>	<i>59</i>
PART V: LEGAL CONTEXT	62
SECTION II : STRATEGIC RESULTS FRAMEWORK AND.....	63
GEF INCREMENT	63
PART I: INCREMENTAL COST ANALYSIS.....	64
PART II: LOGICAL FRAMEWORK ANALYSIS	68
SECTION III: TOTAL WORKPLAN AND BUDGET	84
FINANCING PLAN	85
SUMMARY.....	85
WCS.....	85
SEILA/PLG	85
DETAILED BUDGETS.....	87
WORKPLAN.....	94
SECTION IV : ADDITIONAL INFORMATION.....	100
PART I: OTHER AGREEMENTS	101
PART II: TERMS OF REFERENCES FOR KEY PROJECT STAFFS AND MAIN SUB-CONTRACTS	101
ANNEX 1.7: TERMS OF REFERENCE (TOR).....	101
PART III: STAKEHOLDER INVOLVEMENT PLAN	114
STAKEHOLDER CONSULTATIONS AND PARTICIPATION PLAN.....	114

PDF	Project Development Facility
PDP	Provincial Development Plan
PEG	Project Executive Group
PIR	Project Implementation Review
PLG	Partnership for Local Governance (component of <i>Seila</i> funded by UNDP)
PLUP	Participatory Land Use Planning
PRDC	Provincial Rural Development Committee (chaired by Governor)
RCAF	Royal Cambodian Armed Forces
RGC	Royal Government of Cambodia
SEDP II	Socio-Economic Development Plan 2001-2005
<i>Seila</i>	Social Economic Integration in Local Administration ('Foundation Stone' in Khmer)
SEG	Sub-Executive Group
STAP	Scientific And Technical Advisory Panel (of the GEF)
TOR	Terms of Reference
TPR	Tri-partite review
TWG-FE	Technical Working Group on Forestry and Environment
UN	United Nations
UNDAF	United National Development Assistance Framework
UNDP	United Nations Development Programme
UNDP-GEF	UNDP's Global Environment Facility Office (with the Bureau for Development Policy)
WB	World Bank
WCS	Wildlife Conservation Society
WS	Wildlife Sanctuary

PART I: SITUATION ANALYSIS

Background

1. Since 1995 Cambodia has been a ratified signatory of the Convention on Biological Diversity (CBD). As part of its response to the CBD Cambodia has developed a National Biodiversity Strategy and Action Plan (NBSAP), with support from a GEF Enabling Activity through UNDP. The strategy provides a framework for action at all levels, which will enhance Cambodia's ability to ensure the productivity, diversity and integrity of its natural systems and, as a result, its ability as a nation to reduce poverty and improve the quality of life of all Cambodians. Specifically, the NBSAP highlighted the importance of the Northern Plains landscape.

2. The Northern Plains is a very remote region of Cambodia, a country that ranks amongst the poorest in South-East Asia. From the early 1970s the region was a central base of the Khmer Rouge and as a consequence experienced long periods of conflict and civil war, which only ceased in 1998. During this time the local population was translocated and forced to adopt collectivized paddy rice growing. As security improved from the 1980s onwards families returned home and, to some extent, re-established traditional livelihood practices. The region is presently sparsely populated, with densities as low as 5.5 people/km² in some areas. The vast majority of families rely on subsistence rain-fed paddy rice growing, collection of forest products and seasonal fishing. Chamkar (shifting cultivation) is practiced by many families for vegetables and either to supplement rice production from paddyfields, or as an alternative. Fish, and to some degree wildlife, is the principal source of protein. Livelihood assessments (see Annex 12 for an example) have highlighted the prevailing food insecurity in the region, which is only mitigated by the extensive availability of forest products.

3. The Northern Plains landscape is defined by the geography of the area, its boundaries being naturally delimited by the Dangrek Mountains to the north, the Mekong River to the east and the Tonle Sap Great Lake to the south and west. The total region covers over 18,000km². Land tenure in the area is complex as the Northern Plains stretches across the borders of five Provinces: Oddar Meanchey, Banteay Meanchey, Siem Reap, Preah Vihear and Stung Treng. Government authority over the majority of the area is centred on the provincial capitals and the Provincial Governors Office. Jurisdiction for natural resource issues falls under the Provincial Department of the Environment (DoE) and the Provincial Department of Agriculture, Forests and Fisheries (DAFF, particularly the Provincial Forestry Office). The DoE is responsible for Protected Areas and DAFF for forest and agricultural lands. Overall development priorities for the Province are set out in the Provincial Development Plan produced by the Provincial Governors Office in collaboration with all line departments and the Provincial Rural Development Committee (PRDC).

are now only found in a few areas of which the Northern Plains is one of the largest and has high potential for conservation. Examples of these include Lyle's Flying Fox *Pteropus lylei*, Eld's Deer *Cervus eldii*, Banteng *Bos javanicus*, Tiger *Panthera tigris*, Fishing Cat *Prionailurus viverrina* and Asian Elephant *Elephas maximus*. Like the water birds, these species rely on being able to concentrate in a few key resource areas during infertile or dry times and disperse widely across the floodplains when the water enriches the soil. Range sizes are poorly known, but data from other countries would indicate that many of these species require large areas; even the spatially restricted Eld's Deer has been recorded moving 20 km in a single night in Myanmar, crossing areas of unsuitable habitat (e.g. village rice fields and dense forests). Other large mammals, e.g. Elephants and large cats, have much more greater requirements.

9. Although the landscape is of demonstrated global biodiversity importance, current conservation efforts are inadequate to mitigate the threats to biodiversity. Such is the vulnerable nature of the environment during the seasonal extremes, that although keystone resources (permanent water bodies, semi-evergreen forest, mineral licks) are distributed across a wide area, they are small in number, localized and especially vulnerable, so that the removal of even one such resource could have significant detrimental affects on unique components of biodiversity across a large distribution. Accordingly, an integrated conservation management strategy must ensure sufficient maintenance of these resources across the landscape in order to be successful. In addition, to incorporate the range requirements of large mammal species some extensive areas of habitat, within the human-use landscape, will need to be retained.

10. All forest resources and land are technically managed by MAFF, which has very little provincial capacity for this task. For example, the Forestry Office in one province has 16 staff for 130,000 inhabitants. Historically, communities had no legal right to use forest resources, beyond some trival activities (e.g. firewood collection), and their traditional ownership systems (e.g. of resin trees) are not recognised. Further, 25 years of conflict has disrupted traditional forms of land management, and encouraged a prevailing attitude of insecurity, promoting a short-term approach to resource extraction based upon competition with other individuals or groups. The people who benefit most from this situation tend to be those who are richer and better equipped (generally people from outside or members of the military or police), at the expense of local people.

11. Hunting of wildlife (particularly turtles and lizards) is an important seasonal protein source for local people. Commercial hunting of large mammals and waterbirds is undertaken by a limited group of people who either have guns, or rent them from the police or army. Substantial declines in the populations of large mammals in the last 10 years have probably reduced the number of people engaged in this activity. Wildlife is principally sold to Thailand, or occasionally Laos PDR. Two border crossing points to Thailand (one of which is not recognised) are the main exit points for wildlife products. The prices paid are comparatively high - e.g. \$50 for a Sarus Crane chick, \$150 for an Eld's Deer, and \$2500-3000 for a Tiger. In comparison, average family resin-tapping income is around \$150/year.

such as wire or rope snares and activities tend to accompany trips for other purposes - such as resin-tapping or fishing. As such, disturbance is primarily focused in areas that are also critical for wildlife (dense forest areas, rivers and seasonal waterbodies). Invariably, people are accompanied by dogs on these trips, which is one of the principal causes of disturbance and incidentally hunting of wildlife. Dogs are a particular threat to the globally threatened White-winged Duck when they are moulting or have young, flightless, chicks.

16. Uncontrolled commercial hunting has led to a massive decline in many species across the landscape. Hunting of large mammals mainly requires guns and metal snares and is performed by a relatively small group of people who have access to this equipment (generally connected to police or military). The peak hunting season follows the first rains, when large mammal species are attracted by new grass shoots in burnt, low-lying, regions of the landscape that are adjacent to denser forest areas (used for hiding, such as the Chendar concession). Later in the wet season large mammals can be attracted by the new rice growth in paddyfields and shifting cultivation plots, and are easy targets for hunters. Large waterbirds start to nest in the wet season, and are particularly susceptible to collection of eggs and chicks. Some of this collection is opportunistic (e.g. Giant Ibis), whilst for other species hunters undertake specific trips (e.g. Sarus Cranes). Large-scale hunting with guns and snares and collection of eggs and chicks is driven by their commercial value from the wildlife trade. Wildlife is sold through a series of middlemen either for the national markets, or the international trade, principally across the Thai border. These border crossings are controlled by the police and military on both sides. In the wet season traders will periodically visit villages to buy eggs and chicks, again mainly for sale to Thailand or Laos PDR.

b) Over-exploitation of forest resources

17. Strong economic incentives promote logging, recently by military and police, and historically by concessionaires. Logging occurs in areas of dense, evergreen, forest also used by large mammal species for shelter and browsing, and by some species of birds for breeding (e.g. White-winged Duck nests in tree-holes, Adjutants and Vultures nest in large trees). Whilst logging activities do not directly threaten these species it does contribute to a high level of disturbance and removal of too much of the forest canopy which can lead to forest degradation, soil erosion and an insufficient number of large trees for nesting purposes. More importantly, the construction of logging roads opens up new areas and poor salaries given to loggers (concessionaire and military) create ideal opportunities for hunting to supplement income and food. Logging can have major implications for local villagers, who rely on timber and the products that the forests provide. In particular, the loss of resin trees removes the major cash income source for local people and the livelihood security that this provides. Present logging by the military is on-going in the Kulen Promtep Wildlife Sanctuary, the Preah Vihear Protected Forest, the Chendar Plywood concession, Phnom Tbeng and surrounding several communities in the region.

18. Shifting cultivation by communities and the associated forest clearances is not a major problem for biodiversity conservation, especially as these activities are generally located near

least at non-commercial levels. This applies to the timber production and fishing sectors. Commercial scale production logging and fishing takes places (generally by outsiders) and while destructive, only a small proportion of these operations are formal (and legal). Resin tapping has been a commercial activity since the early 1990s, but it is unclear how many potential sources remain (i.e. most trees are now tapped).

- Even where productive activities are legal, they have been undertaken largely in an “open-access” regime. This is a consequence of the short history of democratic governance in the Northern Plains and the debilitatingly low baseline of systemic, institutional and individual capacity that the long periods of conflict have created. The resultant insecure tenures and rights shorten the planning horizons and promote the pursuit of short-term rents at the expense of sustainability.
- Changes in land-use practices to incorporate conservation impacts will involve a loss of short-term earnings (from wildlife trade, timber etc...) in favour of long-term gain (e.g. income from wildlife tourism, sustainable resin-tapping, community forests, etc...). Encouraging these changes will require not only an increase in security of tenure, but also positive incentive measures to replace the short-term loss of production income.

22. As a result, the Northern Plains are characterized by varying land and resource use gradients, creating an ad-hoc mosaic of biodiversity pressures and exploitations. Given the distribution of relatively limited keystone resources that the globally significant large mammals and waterbirds require, this invariably leads to an escalation of human-wildlife conflicts across the Northern Plains –with a corresponding loss of biodiversity.

23. Further, tourism is a growing “production sector” for the Northern Plains. In 2003, the Royal Government of Cambodia set a new policy to transform the Northern Plains into a new Tourism Zone Destination through a Triangle Tourism Development Strategy between Cambodia, Laos PDR and Thailand. This will require a significant level of infrastructure rehabilitation and development, potentially contributing further to biodiversity conflicts.

24. A final underlying cause of biodiversity decline relates to populations of key species of carnivores and scavengers (e.g. Tigers and Vultures). Research in other countries has shown that these species are critically dependent upon abundant prey populations. The maintenance of these species in the landscape can only, therefore, be achieved by addressing the threats outlined (above) and ensuring that populations of prey species return to previous levels. The present low numbers of these species across the Northern Plains is one of the major threats to carnivore and scavenger species. Research during the PDF-B revealed that populations of Vultures are critically low.

procedures. Whilst this is a marked improvement over previous legislation, the complexity and novelty of the law, and the relative inexperience of provincial authorities with regard to law, require that support be given to all stakeholders in the coming few years. Further, the Community Forest Agreement only covers the use of forest NTFPs, one of the three threats identified (above). Additional tools would be required to improve management of waterbodies or hunting and trade of wildlife.

29. *Seila* (see below) is the principal promotion agency of decentralization, including the transfer of implementation responsibilities over national programs included in the new laws. However *Seila* has only recently started to function in some of the provinces within the Northern Plains landscape, and initiatives relating to the new land and forestry laws are only being implemented in one of the four provinces, Siem Reap. LMAP (see below) is the principal implementation project of the new land law, however only Siem Reap belongs to the priority provinces. Some assistance will still be provided to non-priority provinces, including support for a provincial land conflict resolution committee. Agencies can, however, be informed by *Seila* projects in other areas - particularly the provinces of Ratanakiri and Mondulkiri (with LMAP). Without the assistance from another Agency the implementation of the new legislative framework in the Northern Plains would be weak.

30. Some existing legislation contains minor provisions on hunting and trade of wildlife issues. However they fail to address several key issues or provide MAFF with incentives necessary for adequate enforcement. Inside a protected area, enforcement is governed by MoE. A series of wildlife protection sub-decrees is currently being enacted, developed by the Forest Administration, with technical legal assistance from WCS.

31. Despite substantial improvements in Cambodia's legal framework within the past three years there is no current facility to ensure that all stakeholders are aware of these new laws and it will be necessary for many agencies to help increase understanding of the implications and possibilities arising from these laws. In addition, without positive incentives to encourage changes in land use that are allowed for by the new laws current patterns of land management may not be altered, despite implementation.

Seila programme and LMAP (see Annex 9)

32. *Seila* Programme is an aid mobilization and coordination framework in support of the Royal Government's decentralization and deconcentration reforms, and its goal is to contribute to poverty alleviation through good governance. The core *Seila* component is PLG (Partnership for Local Governance), which provides technical assistance and funding to provincial government, provincial departments and district and communal authorities in support and implementation of development plans. PLG is entirely funded by UNDP. At the province level, the Provincial Rural Development Committee (PRDC) chaired by the Governor and including all Department Directors, District Chiefs and senior officials from the military and police, are responsible for the administration and management of the provincial territory. At the Commune level the Commune Development Committees (CDC), chaired by the commune chief and elected representatives are

37. In the past few years development projects have begun to transform the landscape. New roads have been built bisecting the Kulen Promtep Wildlife Sanctuary and a road is planned across the Preah Vihear Protected Forest. One road through the wildlife sanctuary split an area that, in the wet season, supports a colony of breeding large waterbirds. A logging concession (TPP) was declared that included a steep-sided plateau, Phnom Tbeng. However, logging of the slopes would seriously increase the risk of landslides and floods and would have implications for the quality of the water supply to one of the provincial capitals.

38. In general, Government capacity to address conservation issues at the landscape scale still remains very weak at all levels, although it is improving. The capacity at provincial level to implement and enforce laws is still low. Coordination between government agencies and with relevant stakeholders is lacking. The capacity of the local community and provincial departments to participate in decision-making and in land use planning and management is limited.

The only exception is the management of Ang Trapeang Thmor reservoir. This site was declared a Crane Reserve by Royal Decree in 2001, under the responsibility of MAFF. Subsequently, ICF (the International Crane Foundation) has provided financial and technical support to MAFF site officers, including land use planning. Given this continued support the importance of at least one landscape feature for biodiversity conservation should be recognized.

Summary of Baseline

39. The baseline response to the threats and underlying causes can best be characterized as having a strong new legislative framework, but very little implementation of that framework with consideration of conservation objectives would be achieved for the following reasons:

- Government staff and institutions are not yet using the new framework; partly because it is a new development, but also largely because they lack the capacity for implementation.
- There is little awareness amongst government staff and institutions regarding the globally significant biodiversity values of the Northern Plains, and how these could be incorporated into implementation of the new laws.
- Implementation of the new framework would be slow and fragmented, with different government institutions promoting particular aspects (e.g. land rights, enforcement, and so on). Although changes might be achieved these would probably be too late to sustainably manage the keystone landscape resources that wildlife populations require.
- Low incentives for armed forces to participate in implementation of the new legislative framework.
- Low incentives for alternative land use options amongst local communities means that present land use management may not change, despite implementation of the new legal structure.
- Existing management support to MAFF at Ang Trapeang Thmor means that this is the only key site in the landscape recognized for biodiversity values.

departments of agriculture and environment, to enhance the recognition of key components of biodiversity in planning and management strategies. These activities are described in Component 1 of the full project. The aim of the work will be to ensure biodiversity considerations are incorporated into the new land use planning and management regimes anticipated under the land law and forestry law. The project therefore is in line with objective (a) of the GEF Strategic Priority: facilitate the mainstreaming of biodiversity within production systems.

Additional Measures to Achieve Biodiversity Results Across Production Landscapes – the LSA

43. The earlier explanation of the underlying causes of biodiversity loss (see paragraph 21) set out the marginal nature of “production” sectors across the Northern Plains. The ramifications of this are that landscape-level biodiversity outcomes are unlikely to be achieved by mainstreaming biodiversity considerations into the production systems alone.

44. As a result of these ramifications, the GEF alternative will also deliver biodiversity outcomes at the production landscape level through the application of innovative landscape-level conservation tools. This is in line with objective (c) of the GEF Strategic Priority: demonstration. New and better land use management practices are required to help people and wildlife share the same landscapes. The project will apply the “Landscape Species Approach” (LSA) – a wildlife-based strategy used to define conservation landscapes, identify threats and achieve conservation outcomes at the landscape scale in a cost-effective manner (by prioritizing conservation investments). LSA helps identify where human and biological landscapes intersect. It is a tool to mainstream biodiversity values into human uses of landscapes (i.e. productive processes).

45. Pioneered internationally by WCS through its Living Landscapes Program, the LSA centres on preserving the ecological integrity of a large area or wilderness through understanding and conservation of a suite of “landscape species”, selected as being ecologically representative of that landscape. The Living Landscape philosophy is to develop strategies for the conservation of large, complex ecosystems that are integrated in wider landscapes of human influence which includes, but is not restricted to, protected areas, community land, forestry concessions, plantations and other areas of economic importance. For landscape scale conservation to be socially as well as ecologically sustainable, strategies must succeed in a mosaic of different land uses that not only conserve biodiversity, but also allows people to make a living.

46. The focus on landscape species (wildlife) allows the landscape to become geographically tangible and ecologically meaningful and makes the targets for, and outcomes of, conservation investments explicit and measurable. In other words, the approach guides where interventions should “touch the ground” in order to have broader landscape-level impacts. The Northern Plains are ideally suited to this approach as the main biodiversity values reside in populations and unique assemblages of large mammals and waterbirds. Both groups include very good “landscape species”.

unaware of the alternatives to short-term over-exploitation. The project will support the removal of some of the key knowledge barriers to sustainable natural resource management through Component 2:

- a) *Economic and financial viability* The conditions necessary for the economic and financial viability of sustainable natural resource management have not been elaborated in the Northern Plains. Clear guidelines are needed for practitioners and planners to be able to recognize the conditions under which the new legislative framework can provide adequate incentives for communities to adopt sustainable practices. This will be evaluated by activity 4.2.
- b) *Technical know-how* Provincial authorities and local communities need to understand appropriate harvesting systems and management strategies for forest NTFPs and water resources. In addition, they lack the technical knowledge of how to use the results of community-based monitoring to define sustainable harvesting limits.
- c) *Financing* Provincial authorities and local communities lack appropriate knowledge of accounting systems and the costs and benefits of sustainable natural resource management.
- d) *Enforcement* Practitioners need to know what types of internal and external enforcement/control/oversight mechanisms to recommend for sustainable natural resource management and how to maintain these functioning systems.

51. In some cases improved knowledge may be insufficient to encourage a change to sustainable management practices, particularly if they are viewed with suspicion, or require foregoing financially attractive but highly unsustainable alternatives. If the new land-use management regime is to be effective in achieving biodiversity conservation outcomes and sustainable livelihoods it will have to generate much more substantial incentives for local communities. Support in protecting their natural resources from illegal activities will help, but it is expected that additional incentives will be required.

52. The incentive scheme and the community contracts (Component 2) are therefore essential requirements of the intervention. Recent reviews of Integrated Conservation and Development Projects have shown that there are very few incidences where increasing peoples livelihoods or meeting developmental needs has contributed to conservation objectives (e.g. Wells, M., S. Guggenheim, A. Khan, W. Wardojo, and P. Jepson. 1999. *Investing in Biodiversity*. The International Bank for Reconstruction and Development, Washington D.C.). Many conservation projects around the world are emphasizing more direct incentives approach or in some cases a direct payment for biodiversity conservation. These might be in the form of easements for non-use and performance payments based conservation outcome. These payment plans are based on a person or group of people producing conservation outcomes in exchange for a payment in cash or exchange (Ferraro, P. J., and A. Kiss. 2002. Direct Payments to Conserve Biodiversity. *Science* 298). In the Northern Plains, these incentives will replace income lost through reductions in current exploitation patterns in the short-term whilst long-term sustainable practices are developed (including wildlife tourism, resin-tapping, community forests and fisheries). Options will be investigated during the first year of the project, but might include:

1. The leasing of keystone watersources in the short-term, replaced by a tourism observation platform in the longer term.

of the appropriate authority (FA or MoE) with jurisdiction over the area including key sites. The project will not therefore create new (non-government) management structures, instead providing support to existing systems. Component 3 will also ensure that sufficient training is provided to government managers and provincial staff. Activities under this component will further establish the infrastructure and necessary equipment for long-term management of key sites.

57. At each site, the project will train and support FA or MoE staff in the legal framework and law enforcement (Component 3). Government staff will then work to address site threats and, across their jurisdictional control (FA Sangkat or MoE WS), to target threats such as the wildlife trade. Enforcement will be conducted within the limits set by agreements made between the users of key sites (such as communities or concessionaires) and the local authority (FA or MoE). The primary objective of law enforcement teams will be the mitigation of the immediate and substantive threat caused by outside individuals and the armed forces, and supporting the rights of communities established under Component 2. This threat will also be addressed through the education program (Component 3), which will operate both within key sites and for threats (e.g. military bases) across the landscape. In addition, the project will seek the active engagement of armed forces in law enforcement, through their direct involvement in enforcement teams. This model has been used at several locations in Cambodia to reduce threats caused by armed forces.

58. A monitoring program (Component 3) will establish the progress of the project in meeting the objective of maintained biodiversity, in order to inform adaptive management. The LSA implies that the successful management of each site, for all of the key species, will result in the maintenance of all components of biodiversity across the Northern Plains landscape. Component 3 will monitor populations of wildlife and their habitats across each of the sites to ensure that this objective is met. Results will be used to inform an annual process that will prioritize activities for each site (Component 4, Project Management). This will ensure that the project does not adopt a 'site-by-site' approach, whereby site activities are completed in isolation and without consideration of the status of other sites. For example, an immediate land encroachment problem would be solved by mobilization of PLUP teams from other sites where threats were lower.

59. Activities within Component 3 will include an initiative to monitor the remaining population of *Gyps* vultures in the Northern Plains. These species will become extinct in the Indian subcontinent within the immediate few years as a consequence of poisoning by a veterinary drug - a drug that is not used in Cambodia. The Cambodian and Myanmar populations will therefore represent the only wild populations in existence. Within Component 3 the project will use techniques (vulture restaurants) developed during the PDF-B to monitor the vulture populations in the Northern Plains.

60. Many project activities (Component 1, 2-3) will be completed within the 7 year project plan. For other activities (Components 2 and 3) and management support (Component 3) start-up costs will be covered by the project and long-term running costs are expected to be low. Component 3 will assess the cost of maintaining necessary project activities in the longer-term and identify funding sources (see below). The final Component 4, Project Management and Evaluation, will

MAFF to designate the Preah Vihear Protected Forest. In other regions of Cambodia these protected forests are being used to develop models for forest management.

64. The Royal Government of Cambodia considers good governance as the backbone of the national strategy to alleviate poverty. The National Development Objectives outlined in the SEDP II focus on “Three Pillars”:

- Economic growth that is broad enough to include sectors where the poor derive a livelihood
- Social and cultural development
- Sustainable use of natural resources and sound environmental management.

The RGC’s Rectangular Strategy focuses on addressing forestry reform based on the forest sector strategy that will ensure sustainable forestry management based on the three Pillars as follows:

1. Sustainable Forest Management Policy: to ensure the rational and strict monitoring of forest exploitation according to the international best practices in forest management that require adequate forest reserves for domestic consumption, protection against drought and floods as well as wetlands that serve as fish sanctuary;
2. Protected Area System to protect biodiversity and endangered species;
3. Community Forestry as a sound, transparent and locally managed program

The Prime Minister Samdech Hun Sen and other senior officials of the RGC have on many occasions publicly acknowledged that achieving effective governance will be essential to Cambodia’s sustainable development including a substantial reduction in corruption, will be especially important to overcoming the aforementioned economic challenges. In particular, the Prime Minister stated on 16 July 2004 that

“Good governance is the most important pre-condition to economic development with sustainability, equity and social justice. Good governance requires wide participation, enhanced sharing of information, accountability, transparency, equality, inclusiveness and the rule of law. In this regard, good governance will ensure that: corruption be reduced to the minimum, the views of minorities and the voices of the most vulnerable in society be fully heard and considered in the decision making processes. Indeed, the attainment of good governance is crucial to the proper functioning of society both in the present and the future.”

65. The latest Royal Government of Cambodia – Donor Consultative Group (CG) meeting took place on 6-7 December 2004. At the meeting government and donors, through established technical working groups, proposed the following benchmarks relevant to CALM:

Area	Key proposed relevant Benchmarks
Cross-cutting for Agriculture and Natural Resources Management	<ul style="list-style-type: none"> - Increase transparency of state management of natural resources through immediate public disclosure of existing contracts and compliance status (royalties and other key provisions) of contracts governing economic land concessions, mining concessions, fishing lots and continued disclosure of status of review of forest concessions - Increasing emphasis, with donor support, for local benefit sharing arrangements for management of natural resources including local

Framework (UNDAF 2001 - 2005) and the second UNDP Country Co-operation Framework (CCF 2001 - 2005). Sustainable management of natural resources is one of the four programme areas of concentration in the UNDAF 2001-2005 for Cambodia. The UNDAF provides for the UN system focusing on supporting national efforts in land use planning, sustainable forestry and fisheries activities, and the promotion of environmental awareness and protection.

67. Under this overall framework, UNDP's second CCF for Cambodia has identified the Management of Sustainable Resources as one of the three programme areas. Under the CCF UNDP's support to Cambodia in the area of environment and natural resources, management is focused on:

- I. Strengthening monitoring and assessment of environmental sustainability.
- II. Promoting national policy, legal and regulatory framework for environmentally sustainable development
- III. Enhancing national capacity for participation in global conventions, regulatory regimes and funding mechanisms for environmentally sustainable development.

68. The proposed CALM project reflects on all three programme areas. By strengthening the sustainable development strategy of Cambodia through capacity development and good governance, the project is consistent with the UNDAF/CCF.

Project Sustainability, Partnerships and Linkages

"The Royal Government considers as a top priority the strengthening of partnerships with all development partners, including the donor community, the private sector and civil society. The mechanisms of partnership with the donor community shall be established consistent with the Resolutions of the General Assembly of the United Nations, the principles of the Organization for Economic Cooperation and Development – Development Assistance Committee, as well as the initiatives of the World Bank and the United Nations Development Programme (UNDP).... Civil society shall become an effective partner of the Government in nation building. To this end, the Royal Government will encourage the activities of the Non-Government Organizations and other duly registered associations working to serve and benefit the people and the nation. The Royal Government welcomes the participation of the NGOs in the process of socio-economic rehabilitation and development."

Statement by Prime Minister Hun Sen

National Ownership

69. National ownership of project activities and outputs is critical for successful implementation. Ownership will be achieved by the fact that activities and processes will be dictated and carried out entirely by Cambodians through a series of national stakeholder consultations.

70. The project steering committee will be set up to oversee the project's direction and strategies. The ownership of the project will be broadly linked with the current UNDP supported decentralization program (*Seila*/PLG). The project activities and plans will be integrated into the Provincial *Seila*/PLG Programme thus the project will be recognized and will operate within the

and Lesser Adjutants *Leptoptilus dubius* and *L. javanicus* are heavily reliant on being able to disperse across the Northern Plains in the wet season when resources on the lake are scarce. Conversely, Sarus Cranes *Grus antigone* and White-shouldered Ibis *Pseudibis davisoni* breed in the Northern Plains and return to the large permanent wetlands on the floodplain at the beginning of the dry season. However, far from being a simple flow of wildlife following the flood line, the regeneration of habitats and the movements of wildlife are complex and little understood. Of the two landscapes, the lake has received nearly all of the recent conservation attention, and has been designated a UNESCO Biosphere Reserve. Whilst warranted, the status of the Northern Plains as, firstly, a unique biome and, secondly, as an integral ecological cornerstone for the Tonle Sap, has been entirely neglected. This bias in conservation resources has long-term dangers, which, if ignored, could result in the loss of a significant proportion of regional biodiversity.

- WB/GEF Biodiversity and Protected Areas Management Project (BPAMP)

BPAMP's overall objective is to improve the MOE's capacity to plan, implement and monitor an effective system of protected areas (PA's). The immediate objectives focus on developing and testing measures to minimize degradation of the biodiversity of Virachey National Park (VNP) and to use the field experiences for the development of the national PA system. At national level, the project has made important contributions towards improving the capacity of the MOE by strengthening the Geographical Information System (GIS) Unit and drafting a Protected Area Law. The final enactment of this law, possibly in 2004, will be particularly relevant for CALM and activities in Kulen Promtep Wildlife Sanctuary. BPAMP has also achieved significant local successes in developing 'best practice' models for some project components, which are suitable for implementation inside and outside of Protected Areas in the Northern Plains.

These include the development of community-based NRM planning and its integration with provincial planning, and the on-going implementation of a management information system (MIST) originally designed for use in Ugandan National Parks. CALM has held consultations with BPAMP staff to understand how linkages can be made with these components. A trainer from BPAMP participated in the CALM PLUP training course, including a detailed description of the activities undertaken to setup community NRM committees. The MIST software is particularly relevant for use by enforcement teams, to enable reporting and analysis of patrolling effort and trends in illegal activities, and might suitable to transfer to the Northern Plains as part of Component 3 (Law enforcement) of CALM. BPAMP has also recently developed a management plan for VNP, which, although relatively complicated, might provide a model for plans developed by CALM for Kulen Promtep later in the project. During the full project these linkages will be investigated further.

According to BPAMP's mid-term review the project's impact has been limited by (i) insufficient technical support (especially from international advisors), (ii) the physical distance between the two project offices; (iii) the weak institutionalisation of the project which limited the scope of project operation and continue to make planning and agreements beyond the project period difficult; and (iv) rapid changes in legislation which made it difficult for the project to pursue a coherent strategy towards the local communities. Two of these (ii and iii) are relevant to CALM,

Development Plans (PDPs). At the commune level, the CDC will be responsible for drawing commune PLUP maps and producing management plans for natural resource areas.

PLG is part of the larger *Seila* programme. *Seila* is establishing community-based natural resource and environmental management programmes in other provinces, including Ratanakiri (building on the CARERE initiatives) and Siem Reap (supported by DANIDA). The Siem Reap provincial project will extend to an area including one of the Northern Plains' key sites for conservation in 2005-7. Experience from these other initiatives will be used to understand how to implement CALM initiatives within the *Seila*/PLG framework in the Northern Plains.

- UNDP-GEF Mekong River Basin Wetlands Biodiversity Conservation and Sustainable Use Programme

The Northern Plains covers four provinces including the Ramsar Site of Stung Treng located on the Mekong River, which is the demonstration site of the Mekong Wetland Project. The sustainable use and conservation of the Ramsar site should be seen as part of the landscape management strategy and would significantly contribute to the conservation of habitats for migratory bird species. The Mekong Wetland project aims for conservation and sustainable use of biodiversity in the Lower Mekong Basin through strengthening capacity at regional, national and local level, formulating mechanisms to effectively manage wetlands. The project involves four countries sharing the Mekong wetland river basin: Cambodia, Laos, Thailand and Vietnam. At the regional level, the program will develop and apply technical tools for conservation and management of wetlands, as well as developing systems for all the countries to collaborate in wetland conservation. Given the importance of Mekong wetlands for migratory birds within the Northern Plains region, the two projects will provide direct benefits to each other. At national level, by encouraging a multi-sector approach through building capacities and increasing public involvement, the programme will enhance planning processes. The information base needed to support sound wetlands policy, planning and management decision-making will also be strengthened through the development of specialists network, awareness campaigns, adequate tools, and Wetland Action Plan. At the local level, within the demonstration site of Stung Treng, integrated planning and community-based natural resource management will be implemented. The programme will identify the values of the fresh water ecosystem and work with local people to develop improved management systems and alternative livelihood options.

Training will be provided and information will be disseminated as part of a targeted awareness campaign. Sharing lessons learnt from local governance, community based natural resource management and ecotourism, as well as national policy implication from GEF projects will benefit conservation of biodiversity in the respective projects.

- WB/Land Management and Administration Project (LMAP)

The overall goals of the project are to reduce poverty, promote social stability and stimulate economic development. The specific objectives of the project are to improve land tenure security and promote the development of efficient land markets. The project is planned to run

minimum of technical assistance from external consultants. This will ensure that there is very little dependency on external resources after completion of the project. The use of participatory land-use planning processes with communities and stakeholders will build local capacity for land management and development planning. Component 1 will develop a landscape conservation plan, which will be mainstreamed into the local, provincial and national planning process. The project will integrate the principles of good governance such as improving accountability and transparency of decision making process.

77. Several factors will help to ensure the sustainability of necessary project activities and benefits beyond the completion of the GEF project.

- Conformity of project activities with new RGC legislation and policy development strategy, and specifically by integrating the project into the Provincial Development Plans (PDPs).
- High level of commitment from the RGC for integrated forest management in the Northern Plains. Evidence for this includes the recent designation of a major new protected area (Preah Vihear Protected Forest) and the commitment already shown during the PDF-B phase.
- Strong level of commitment from NGOs to support continued biodiversity conservation and community natural resource management in the Northern Plains.
- Conformity with the RGC's policy of decentralisation. The project will raise provincial and community capacity to manage biodiversity and natural resources, in order to substitute expensive centralised control.

78. The project will be designed to cover all setup costs, and ensure that any necessary long-term maintenance costs of project initiatives are minimal. Many components will be completed within the timescale of the project:

- Landscape Conservation Framework (Component 1).
- Establishment of community land-use tenure and title (Component 2) and resource management plans (Component 2).
- Environmental Education program (Component 3)

For other components or activities initial costs will be high, however necessary maintenance costs will be low:

- Incentives scheme (Component 2).
- Law enforcement (Component 3). As security and institutional structures are established the capacity of local communities and provincial government to enforce laws should be strengthened so that available resources are sufficient to cover long-term costs.
- Monitoring (Component 3).

However it is recognised that sufficient financial sustainability must be established to cover these maintenance costs, especially the incentives scheme and monitoring program. An incremental cost matrix will be produced to identify the costs and activities. Opportunities for key-species eco-tourism have been researched during the PDF-B, and there is potential for tourism to fund necessary project activities, especially the village incentive scheme (Component 2). During the full project, activities will create a framework for key species eco-tourism that benefits both

means of interviews, seminars and workshops will assist in improving planning and decision-making under the project. Annex 10 gives the stakeholder consultations completed under the PDF-B, and gives the participation plan for the full project.

Risks and Risk Management Strategy

83. There are five risks to the project intervention (see Risk Management Strategy table):

1. Provincial support to the implementation of the new legal structure and government initiatives (land management and administrative policy, forestry reform and law development).
2. Failure to engage the armed forces.
3. Inadequate financial resources for long term running of necessary project activities.
4. Land mines.
5. Security.
6. Corruption

1. Ensuring Provincial support

84. The project relies heavily on the assumption that present national government initiatives continue. Although national policy and legislation is advanced, provincial implementation has been slow and therefore this project will be one of the first to apply the framework in a forested region. Success will be dependent on the extent to which provincial governments are interested and required to execute the new initiatives, though experience with the PDF-B suggests that this interest will remain relatively high. Developing provincial capacity and awareness will be particularly important. The high level of support from national government, and the activities of *Seila/PLG* means that there are several mechanisms to ensure the engagement of provincial government in project activities.

2. Engagement of Armed Forces

85. Project success will require the engagement of the Royal Cambodian Armed Forces (RCAF) and Police Forces. The military and police are influential bodies in the Northern Plains, particularly in the border regions, and the governor of Preah Vihear province is a military general. The involvement of the military will be especially necessary if border wildlife trade and logging is to be controlled and if community management plans are to be successful.

Issues with military in Cambodia and CALM site

Although Cambodia has established democratic government with support from the international community, the country is still in the process of strengthening governance, in particular at the local governance. The lack of strong governance, coupled with a high level of poverty, particularly in the provinces, provides a high incentive for officials to be involved in illegal activities. Provincial soldiers, for example, often receive little more than a monthly ration of rice as salary, and therefore require an alternative source of income to maintain their base. Since the

Component 1 will integrate these outputs at higher government levels. Land-use maps and community management plans will require authorisation from Provincial Government, and thus the government will assume some responsibility to ensure that they are not violated by other governmental agencies. The project will support provincial and district-level consultation workshops so that the new land management system is disseminated to stakeholders, including the military.

The new Land Law allows for a system of land conflict resolution through provincial Cadastral Commissions. These will be the principal authority used to judge situations where land violations occur.

87. The 2003 Human Development Report goes on to state: “In many developing countries natural resources are plundered by corruption, benefiting powerful elites at the expense of poor people who depend on such resources. Countering corruption requires strengthening governance, with better enforcement, stiffer penalties and increased community involvement. In several countries citizens are assessing how well governments provide access to environmental decision-making and regularly monitor environmental governance. Both efforts will likely spur further progress.” CALM fully supports this approach. The project alternative is to strengthen local community ownership of what are essentially “open-access” resources; by assisting with the application of new Land and Forestry Laws to provide land tenure or usufructual rights and also to develop Community Management Plans for these resources (Component 2). Importantly, by supporting an improvement in site-based management there will be much greater disincentive for armed forces to engage in illegal activities (Component 3). This improvement is an essential part of the intervention. A general increase in governance of the Northern Plains is hoped to “squeeze” the illegal activities out.

88. To achieve this “squeeze”, careful attention needs to be paid to making the link between biodiversity management and human development. CALM integrates biodiversity issues into the national development frameworks, by building on the new legislative framework. The project will also strengthen decentralisation for environmental management by supporting the new laws and working through the *Seila*/PLG programme. It aims to empower civil society through an environmental awareness program and by demonstrating mechanisms to strengthen civil management of biodiversity resources. It also seeks to reduce environment-related conflict by working at four sites specifically chosen to minimize the potential for conflict.

2) Awareness raising

Component 3b of the project will increase the awareness of military personnel towards natural resources, management issues, and the role that the military should adopt. The boundaries of community resource areas and state areas will be clearly defined and their significance explained. It is important for military personnel who are involved in illegal activities or who are unsustainably exploiting natural resources to be aware of their actions.

All government agencies are charged with developing their own procedures to implement these orders.

4) Military and Police engagement in conservation

Projects in other areas of Cambodia have shown that it is difficult to achieve conservation goals if the Military and Police are not engaged in project activities (e.g. through Component 3c). Approval for joint enforcement teams will be sought from military and police commanders, MoE and MAFF. This model has been adopted in other areas, where it has successfully involved military staff and their officers in conservation activities and goals.

In later years, the project will work with provincial and national authorities to request the relocation of military checkpoints and camps away from key sites for conservation (except in those cases where there is a clear National Defence objective).

5) Monitoring

Through the site monitoring program (Component 3d) illegal activities performed by the military will be recorded and used to produce yearly reports on the success of the project at reducing this threat.

3. Financial Sustainability

89. The project is assuming that it will be possible to ensure financial sustainability of necessary activities, particularly the incentives scheme. This will be essential if the project is to create structures for long-term biodiversity conservation. The section on sustainability (above) has already considered this issue.

4. Land Mines.

Land mines are prevalent in a few sites inside project areas, however the project will mitigate their impact through continuing consultations started during the PDF-B with de-mining agencies, local authorities charged with identifying and prioritising mined areas (e.g. LUPU) and with local communities, so that mined areas are understood and cleared. The project will not develop land-use regulations (e.g. community forestry) for mined areas. Safety and security protocols developed by the project office will make sure that activities are not undertaken in or across mined areas.

5. Security

Since 1998 there has been a steady increase in security in the project area, and it is hoped that this trend will continue as governance and access improves. Nevertheless bandits remain a problem in one project site, and security in this area was particularly poor during the PDF-B. The project took this problem extremely seriously and worked to mitigate its impact through

Risk Management Strategy

1. Risks	2. Current status of risk	3. Risk rating	4. Mitigation activities	5. Relevant project activities
<p>1. Provincial support to the implementation of the new legal structure and government initiatives (land management and administrative policy, forestry reform and law development) continues.</p>	<p>on-going</p>	<p>medium</p>	<p>Mitigation activities at the provincial level will include improving local governance (mainly through existing <i>Seila</i>/PLG mechanisms) and awareness of sound environmental and natural resource management. The National Project Steering Committee will have an oversight role, and could intervene if required.</p> <p><i>Awareness raising -</i></p> <p>1. Consultations during PDF-B have suggested that provincial authorities' interest is high, and central government is willing to support project initiatives if required (Annex 10).</p> <p>2. Raising awareness of provincial authorities.</p> <p><i>Improving local governance -</i></p> <p>3. Development of provincial capacity</p> <p>4. Integration of project activities into <i>Seila</i>/PLG supported provincial planning processes (Annex 9). <i>Seila</i>/PLG's aim is to support local governance, through decentralised planning, accountability and transparency.</p> <p>5. Provincial Steering Committee to</p>	<p>All Activities under Component 1: Incorporating biodiversity into the implementation of new laws. Particularly including training and awareness-raising (1.1 and 1.2), <i>Seila</i>/PLG integration workshops (1.4 – 1.8), Provincial Steering Committee integrated into PRDC (1.6).</p> <p>Development of community land-use plans and their approval by authorities (Component 2, particularly Activities 2a.4 – 2a.6).</p> <p>Environmental Education program (Component 3), particularly Activities 3b.3 – 3b.4.</p> <p>Agreements made with local authorities and military and police commanders (Activity 3c.1)</p> <p>National-level Project Steering</p>

2. Failure to engage the armed forces.	on-going	high	<p><i>See description in of Project Document</i></p> <ol style="list-style-type: none"> 1. Strengthen governance/system of land and natural resource management 2. Awareness raising 3. Support from high government officials 4. Military and Police engagement in conservation 5. Monitoring 	<p><i>Activities include –</i></p> <ol style="list-style-type: none"> 1. Community land-use plans, tenure and title (Component 2)) supported and recognised by provincial government (Component 1). Site-based management systems (Component 3a) and law enforcement teams (Component 3c). 2. Education (Component 3b) 3. Meetings and workshops conducted with high-ranking provincial and government officials during Component 1 and the Project Steering Committee. 4. Involvement of armed forces in law enforcement teams (Component 3c). 5. Site-based monitoring (Component 3d).
3. Financial Sustainability of Activities	long term	low	<p><i>See Sustainability section of Project Document.</i></p> <p>The project includes a large number of activities that aim to build the capacity of communities and provincial authorities to manage land and natural resources. These activities will be completed within the timescale of the project (see Para. 77 of Project Document). For others the start-up costs will be high, but maintenance costs will be low.</p>	<p>Component 3a will specifically identify necessary long-term costs and create a funding plan so that these activities can continue.</p>

			<p>1. Extensive consultations with provincial police authorities, PLG and the Provincial Governor. These consultations led to several arrests in 2004 and the establishment of new police posts.</p> <p>2. Development of project security protocols.</p> <p>3. Advising provincial police on staff movements.</p> <p>These activities will continue during the full project. In addition, by supporting site-based management and agreements with local authorities the project aims to achieve a general improvement in governance in these areas.</p> <p>Overall since 1998 there has been a steady increase in security in the project site and it is hoped that this trend will continue as governance and access improves.</p>	<p>support to management authorities (3a) and law enforcement (3c).</p> <p>Improvements in governance will be achieved through agreements with local commanders and authorities (Activity 3c.1) and Component 1 (see Risk 1).</p>
6. Corruption	short to long term	low	<p>Strong Monitoring and Evaluation framework</p> <p>Independent project technical advisors</p> <p>Annual Adaptive Management reviews and Independent Evaluations</p> <p>Partnership with <i>Seila</i>/PLG</p> <p>Annual Auditing</p>	<p>Project Management Component 4.</p> <p>International Project Advisor, TPR and steering committee meetings (Component 1).</p>

scheme will be conducted for adaptive management. This evaluation will include collection of data on community livelihoods, which will be used to monitor the impact of the project on local people. Through the use of incentive schemes and land use planning at potential eco-tourism sites, the project aims to mainstream biodiversity into this sector.

Component 3: Strengthening capacity for biodiversity management

Outcome 3a - Establishment of long-term financial and management sustainability

94. The project will be designed to cover all setup costs, and ensure that any necessary long-term maintenance costs of project initiatives are minimal. Many components will be completed within the timescale of the project:

- Landscape Conservation Framework (Component 1).
- Establishment of community land-use tenure and title (Component 2a) and resource management plans (Component 2b).
- Environmental Education program (Component 3b).

For other components or activities initial costs will be high, however necessary maintenance costs will be low:

- Incentives scheme (Component 2b).
- Law enforcement (Component 3c). As security and institutional structures are established the capacity of local communities and provincial government to enforce laws should be strengthened so that available resources are sufficient to cover long-term costs.
- Monitoring (Component 3d).

95. However it is recognised that sufficient financial sustainability must be established to cover these maintenance costs, especially the incentives scheme and monitoring program. An incremental cost matrix will be produced to identify the costs and activities. Further, the project will establish a structure for sound management of these activities. Site management staff will be members of the appropriate authority (FA or MoE) with jurisdiction over the area including key sites. This will provide the necessary sustainability of project management. Opportunities for key-species eco-tourism have been researched during the PDF-B, and there is potential for tourism to fund necessary project activities, especially the village incentive scheme (Component 3). During the full project, activities will create a framework for key species eco-tourism that benefits both biodiversity and local communities. Further activities will investigate the potential for establishing a trust fund, or securing long-term additional government and NGO financial commitment, to fund other necessary project activities (e.g. the monitoring program).

Outcome 3b - Increased public awareness of the key project sites for conservation and the need for sustainable use of natural resources

96. While environmental awareness will be an important theme throughout the work of Components 1, 2a and 2b, additional supplementary activities will be needed to target specific groups and specific issues (e.g. those with communities living in close proximity to breeding bird colonies). This work needs to be both specialised and to have its achievements measurable if it is not to avoid conventional pitfalls of education/awareness activities. This Component will run concurrently with the PLUP process, with which it is closely linked, and seek to identify specific activity needs that the process will highlight.

Under this component, one activity will use the vulture restaurant program, also developed during the PDF-B, to monitor the population of *Gyps* vultures in the Northern Plains. The Cambodian population will represent only one of two existent populations following the dramatic declines in the Indian Subcontinent.

102. This component will monitor and quantify the ecological impacts and requirements of the innovative sustainable natural resource management being trialled at the four key sites. These will be used to generate knowledge on the application of sustainable natural resource management techniques in the Northern Plains. The results will be used to provide adequate data to inform conservation management decisions by site authorities. Protocols for data collection and monitoring will be developed and improved as part of the adaptive management process. To the extent possible, community-based monitoring techniques will be developed and used.

Component 4: Project Management and Evaluation

Outcome 4: Adequate reporting on project outcomes and indicators.

103. A Project Management Office will be required for the duration of the project only, to coordinate administration and reporting on GEF activities. This component will include required activities to evaluate progress towards achieving impact and outcome indicators. Baseline information on indicator levels has already been collected during the PDF-B, and will be augmented by data collected in year 1 of CALM. It will also include the annual project reviews, adaptive management missions and planning meetings, adaptive management technical expertise, mid-term evaluation (\$30,000) and final evaluation (\$30,000).

104. Each year there will be a major, participatory adaptive management review of each of the four key sites. The missions will be timed so that they benefit from as up to date monitoring results as possible, but more importantly, can provide timely input to the annual project review. The adaptive management reviews will also include a focus on knowledge management (through formal lessons learned preparation etc and informal consultations and feedback loops), as well as dissemination to practitioners across the Northern Plains. Tools will be developed for adaptive management both for the improvement of outcomes at the key sites and to contribute to the broader application of biodiversity considerations in land management processes at the provincial levels.

105. The project is adopting a 'landscape' conservation strategy, with targeted interventions at particular sites. These sites have been selected because together they are necessary and sufficient for successful conservation of all species found in the landscape. An annual evaluation process, informed by data collected during the monitoring program, will be necessary to set intervention priorities for the following year. The objective should be the maintenance of key species at all the identified sites. This annual evaluation will be necessary if the project is to avoid a 'site by site' implementation strategy that will not result in successful landscape-level conservation.

110. The practical and technical implementation of the project will be led at all steps by the Wildlife Conservation Society (WCS).

111. To enhance national ownership and leadership a Project Executive Group (PEG) will be established and chaired by the Minister of Agriculture, Forestry and Fisheries, will be established to provide overall guidance for the implementation of the project. The PEG will consist of representatives of the relevant parties including the Council for Development of Cambodia, the Ministry of Environment (deputy chair), the Ministry of Agriculture, Forestry and Fisheries, Ministry of Land Management Urban Planning and Construction, Ministry of Defense, Regional Representatives from Military, Police and Border Police, UNDP, WCS, *Seila*/PLG and Provincial Governors of 5 provinces, which share boundaries and territories with the Northern Plains landscape. Representatives of other ministries and organizations will be invited to attend as appropriate. The PSC will advise on project implementation, provide a mechanism for resolving implementation problems that go beyond single department mandates, and review progress. Meetings will take place at least yearly during the life of the Project.

The existing Provincial Rural Development Committee (PRDC) will function as a Sub-Executive Group (SEG) in those provinces where the project has significant activities. The SEG will be chaired by the Governor, or their representative, and will consist of representatives from Provincial Departments, *Seila*/PLG, WCS, Military, Police and Border Police. The SEG will advise on project activities and provide a forum to integrate initiatives across the landscape. Members of the SEG (such as the Governor's office) will be responsible for approving site management plans produced by project components.

112. The National Project Director (NPD) appointed by MAFF will serve as the overall government director of the project. The same modality worked efficiently during the PDF-B phase and is therefore recommended to continue in the full project. A Deputy National Project Director (DNPD) appointed by MoE will be responsible for overall management of project activities in Kulen Promtep Wildlife Sanctuary.

WCS, in consultation with UNDP, will appoint/recruit an International Project Advisor (IPA) who act as the overall project manager and will be responsible for day-to-day management and decision-making for the project.

A Project Support (UNDP program officer) will be appointed or recruited to provide project administration and management support from UNDP to WCS as required by the needs of the project or WCS.

To ensure appropriate management milestones are managed and completed, UNDP will designate a Project Assurance Officer. The Project Assurance will support the Project Executive Group by carrying out objective and independent oversight and monitoring functions.

A Project Implementation Office (PIO) has been established in Tbeng Meanchey (Preah Vihear province), since this region will be the focus of implementation activities and is in the centre of the landscape.

- To strengthen the existing annual project review process (APR). The reviews will provide support to the project implementation team in preparation for the APR and will improve the basis for recommendations made by the PEG.
- To apply adaptive, learning-based approaches to project implementation. Adaptive, learning-based implementation requires a clear understanding of the project logic and periodic well structured events in which the project's experience (successes and failures) and changes in its operating context (opportunities and threats) can be examined in an objective manner by those involved.
- To promote exchange and learning across UNDP/GEF's portfolio of similar projects in the Asia/Pacific region. Progress in individual projects and across the UNDP/GEF portfolio will be enhanced by reciprocal visits that permit peer managers to examine and contribute to addressing issues raised by the execution of one another's projects.
- To improve the documentation and dissemination of project learning's and project accomplishments. This will ensure that the outcomes and lessons learned from each project are widely disseminated.

Adaptive management reviews will be undertaken yearly by the IPA, NSMs, MAFF, MoE, the project team and may include representatives from the UNDP Country Office. Individual project components will undertake their own adaptive management reviews prior to this. The review process will be used to:

- Generate the workplan for the coming year
- Update the risk assessment and risk management strategy
- Update the project logical framework
- Quantify progress towards meeting indicators in the results measurement framework (Annex 4) and logical framework (Annex 5).
- Identify Lessons learned
- Identify key project achievements that should be publicized (e.g. reports for publication, etc..).

Audit

116.As per UNDP/GEF Administration and Financial Guidelines, projects exceeding expenditures of \$20,000 per year should be audited annually. The audit will be conducted in conformity with generally accepted international standards, by UNDP internal auditors hired directly by UNDP Cambodia. Funds to finance the audit are included in the project budget. The audit report will be an integral part of the monitoring and evaluation process and its contents shall be taken into account in the annual progress review and evaluations of the project.

PART IV: MONITORING AND EVALUTION PLAN AND BUDGET

Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Country Office (UNDP-CO) with support from UNDP/GEF. The Results Measurement Framework in Annex 4 and the Logical Framework Matrix in Annex 5 provide performance and impact indicators for project implementation along with their corresponding means of verification. These will form the basis on which the project's Monitoring and Evaluation system will be built. WCS and UNDP-Cambodia shall be responsible that the overall monitoring and evaluation framework for the CALM project will effectively assess the quality and appropriateness of the various outputs/results of the project activities, and contribute to the national development goals of the country.

The following sections outline the principle components of the Monitoring and Evaluation Plan and indicative cost estimates related to M&E activities. Specific funds have been allocated in the CALM budget.

Conservation Impact Monitoring

117. The conservation impact of the project will be evaluated using 4 key indicators (see Annex 4):

- a) Populations of key wildlife species (see Annex 1 for definitions)
- b) Habitat Extent
- c) Level of human activities identified as threats (see Annex 3)
- d) Government support, indicated by recognition for key sites

118. A monitoring and evaluation program will also be essential for:

- a) To provide the objective, quantifiable, measures of change required to determine reward rates for the community-based incentive scheme
- b) Inform law enforcement teams
- c) Provide information for internal project adaptive management at key sites

119. In the project logframe, the monitoring program is designated a separate component in recognition of its importance, and the necessity of maintaining independence between project activities and their evaluation. This is particularly relevant given that the results of the monitoring program will be used to set reward rates for the incentive scheme. The project recognises the critical need for quantifiable indicators, not just for management to adapt activities, but to provide a public and transparent process to evaluate project success. Both communities and government need to understand and accept monitoring results for there to be genuine stakeholder buy-in to the project.

120. A model for monitoring of biological populations has been developed by WCS/MAFF/MoE in another area of Cambodia and will be applied to the project site. Key species have been identified (see Annex 1), and will be the principal target of population monitoring. The necessary baseline data for the biological monitoring program was collected during the PDF-B phase, and this will be used to analyse future trends in populations during the full project. Key members of government and communities have received appropriate training in applying the methodologies.

Monitoring responsibilities and events

A detailed schedule of project reviews meetings will be developed by CALM, in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Tripartite Reviews, and (ii) project related Monitoring and Evaluation activities.

Day to day monitoring of implementation progress will be the responsibility of the NSMs and IPA based on the project's Annual Workplan and its indicators. CALM will inform UNDP-Cambodia of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

The NSMs and the IPA will fine-tune the progress and performance/impact indicators of the project in consultation with the full project team at the Inception Workshop with support from UNDP-Cambodia and assisted by the UNDP-GEF Regional Coordinating Unit. Specific targets for the first year implementation progress indicators together with their means of verification will be developed at this Workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Workplan. The local implementing agencies will also take part in the Inception Workshop in which a common vision of overall project goals will be established. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the project team.

Impact indicators, and their measurement, has been clearly described in the section about (Conservation Impact Monitoring) and Annex 4.

Periodic monitoring of implementation progress will be undertaken by UNDP-Cambodia through quarterly meetings with CALM, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

UNDP-Cambodia and UNDP-GEF Regional Coordinating Unit as appropriate, will conduct yearly visits to the Northern Plains, if required, to assess project progress. Visits will be scheduled in the CALM Annual Workplan. Any other member of the Steering Committee can also accompany, as decided by the PSC. A Field Visit Report will be prepared by UNDP-Cambodia and circulated no less than one month after the visit to CALM, all PSC members, and UNDP-GEF.

Annual Monitoring will occur through the Tripartite Review (TPR), undertaken by the Project Steering Committee (PSC). This is the highest policy-level meeting of the parties directly involved in the implementation of a project. CALM will be subject to Tripartite Review (TPR) at least once every year. The first such meeting will be held within the first twelve months of the start of full implementation. CALM will prepare an Annual Project Report (APR) and submit it to UNDP-Cambodia and the UNDP-GEF regional office at least two weeks prior to the TPR for review and comments.

(WCS) to UNDP-Cambodia and provides input to the country office reporting process, as well as forming a key input to the Tripartite Review (TPR). An APR will be prepared on an annual basis two weeks prior to the TPR, to reflect progress achieved in meeting the project's Annual Work Plan and assess performance of the project in contributing to intended outcomes through outputs and partnership work.

The format of the APR is flexible but should include the following:

- An analysis of project performance over the reporting period, including outputs produced and, where possible, information on the status of the outcome
- The constraints experienced in the progress towards results and the reasons for these
- The three (at most) major constraints to achievement of results
- Annual Work Plan and other expenditure reports
- Lessons learned
- Clear recommendations for future orientation in addressing key problems in lack of progress

(c) Project Implementation Review (PIR)

The PIR is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from ongoing projects. Once the project has been under implementation for a year, a Project Implementation Report must be completed by UNDP-Cambodia together with the Executing Agency (WCS). The PIR can be prepared any time during the year and ideally two weeks prior to the TPR. The PIR should then be discussed in the TPR so that the result would be a PIR that has been agreed upon by the project, the executing agency and UNDP-Cambodia. The individual PIRs are collected, reviewed and analysed by the Regional Coordinating Office of UNDP/GEF prior to sending them to UNDP/GEF headquarters. The PIR and APR follow a standard harmonized format in recognition of their similarity.

(d) Quarterly Progress Reports

One week after the end of each quarter, the Executing Agency (WCS) is required to prepare a summary report (maximum one page) of the project's substantive and technical progress towards achieving its objective as described in the annual work plan. These quarterly reports will include financial statements. The summaries are reviewed and cleared by UNDP-Cambodia one week before being sent to the UNDP/GEF Regional Coordinator.

(e) Periodic Thematic Reports

As and when called for by UNDP-Cambodia, UNDP-GEF or the Implementing Partner, the project team will prepare Specific Thematic Reports, focusing on specific issues or areas of activity. The request for a Thematic Report will be provided to the project team in written form by UNDP and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of lessons learnt exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered. UNDP is requested to minimize its requests for Thematic Reports, and when such are necessary will allow reasonable timeframes for their preparation by the project team.

- The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned.

The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identify and analyzing lessons learned is an on-going process. UNDP/GEF shall provide a format and assist the project team in categorizing, documenting and reporting on lessons learned every 2 years.

Monitoring and Evaluation Work plan and corresponding Budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team Staff time</i>	Time frame
Inception Workshop (UNDP staff travel costs to be charged to IA fees)	<ul style="list-style-type: none"> ▪ IPA and NSMs ▪ CALM staff ▪ UNDP Cambodia ▪ UNDP GEF 	\$2000	Within first two months of project start up
Inception Report	<ul style="list-style-type: none"> ▪ CALM staff ▪ UNDP Cambodia 	None	Immediately following Inception Workshop
Measurement of Means of Verification for Project Impact Indicators	<ul style="list-style-type: none"> ▪ See Annex 4. ▪ IPA will oversee the hiring of the contract for image analysis and interpretation, all other indicators will be measured by site monitoring teams (Component 3d) and community teams (Component 2b) 	Image analysis and interpretation: \$25,000 Site-based Monitoring teams: approximately \$10,000/year. Community teams: approximately 5,000 in years 3 and 6.	Habitat extent: start and end of project, Site-based monitoring teams: annual reports.
Measurement of Means of Verification for Project Progress and Performance (on an annual basis)	<ul style="list-style-type: none"> ▪ IPA and NSMs ▪ Measurements by individual activity coordinators 	None: incorporated into annual reports by activity coordinators	Annually for the adaptive management review prior to APR/PIR
APR and PIR	<ul style="list-style-type: none"> ▪ NSMs and IPA ▪ UNDP-Cambodia ▪ UNDP-GEF 	None	Annually
TPR (UNDP staff travel costs to be charged to IA fees)	<ul style="list-style-type: none"> ▪ MAFF, MoE ▪ UNDP Cambodia ▪ NSMs and IPA ▪ CALM staff ▪ <i>Seila</i>/PLG ▪ Provincial Government ▪ UNDP-GEF Regional Coordinating Unit 	\$14,000 (\$2000/year)	Every year, upon receipt of APR
Periodic status reports	<ul style="list-style-type: none"> ▪ CALM 	As required, \$8,000 included in budget.	To be determined by CALM and UNDP Cambodia
Technical reports	<ul style="list-style-type: none"> ▪ CALM 	As required, \$8,000 included in budget.	To be determined by CALM and UNDP-Cambodia

PART V: LEGAL CONTEXT

123. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Royal Government of Cambodia and the United Nations Development Programme, signed by the parties on 19 December 1994. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

124. UNDP acts in this Project as Implementing Agency of the Global Environment Facility (GEF), and all rights and privileges pertaining to UNDP as per the terms of the SBAA shall be extended mutatis mutandis to GEF.

125. The UNDP Resident Representative in Cambodia is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto with the Executive Coordinator, GEF Unit, UNDP (or designated Officer-in-Charge/Representative) and is assured that the other signatories to the Project Document have no objection to the proposed changes:

- Revision 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 the inputs already agreed to or by cost increases due to inflation;
- Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- Inclusion of additional annexes and attachments only as set out here in this Project Document.

PART I: Incremental Cost Analysis

Component	Category	US \$	Domestic Benefit	Global Benefit
Component 1. Incorporating biodiversity into landscape-level planning processes	Baseline	\$68,000 <i>Seila</i> /PLG and MoE, MAFF annual provincial budgets	UNDP support to <i>Seila</i> /PLG and Provincial Rural Development Committee (PRDC). However, the PRDC currently has does not consider conservation values. Sectoral management by Provincial MoE and MAFF considers some aspects of the landscape, but is uncoordinated and unfocused. Technical management capacity and infrastructure (including equipment) are poor.	No consideration of the global importance of biodiversity and key sites in planning decisions.
	Alternative Increment	\$1,256,920 Of which: GEF: \$442,350 WCS: \$333,050 <i>Seila</i> /PLG: \$350,000 RGC: \$23,520	Establishment, through PRDC and Project Steering Committee of integrated provincial and national conservation and development planning. Management between agencies is co-ordinated. Planning decisions by government and agencies reference and take into account conservation priorities.	Global conservation values included in national and provincial planning strategies. PRDCs reflect global conservation priorities.
Component 2. Applying Mainstreaming Measures 2a. Community land- use tenure and title 2b. Village agreements on natural resource management linked to direct incentives scheme	Baseline	\$120,000 LUPU (land Use Planning Unit) \$60,000 <i>Seila</i> /PLG	<i>Community Land-use tenure and title</i> Isolated projects supported by LUPU, but without consideration of conservation priorities. General absence of implementation of mechanisms to regulate ownership of natural resources. Continuing over-exploitation by communities, especially in competition with increasing numbers of immigrants and temporary migrants from other areas. Unregulated new settlements impacting on resource-use patterns of established communities. Eventual loss of wood, fish and wildlife resources. No community benefit from tourism.	No clear ownership of key sites for conservation and associated management responsibilities. 2 key sites afforded govt. recognition.

		<p><i>Environmental awareness program targeted at communities and armed forces</i> Poor understanding of threats to biodiversity conservation and the importance of maintaining environmental services. No understanding of the location and boundaries of key sites for conservation, or new protected forest. No focusing of efforts on these key sites.</p> <p><i>Law enforcement</i> Weak implementation of protected area laws, new forestry law and wildlife sub-decrees by MoE and MAFF. Untargeted and unplanned enforcement does not recognise key sites for conservation or the major threats to conservation.</p> <p><i>Monitoring and adaptive site management</i> No collection of standardised data. No analysis of trends in populations, habitat, or human activities.</p>	<p>No understanding of the global importance of species.</p> <p>Global importance of biodiversity, or the necessity of maintaining critical ecosystem services not recognised in enforcement activities.</p> <p>No monitoring of species of global importance.</p>
Alternative	\$1,934,075		
Increment	\$1,904,075 Of which: GEF: \$939,200 WCS: \$861,100 Seila/PLG: \$35,000 RGC: \$68,775	<p><i>Financial and management sustainability of activities</i> Plan for long-term financing of activities. Management structure, including transparent financial system, established. Eco-tourism guidelines and regulations, so that communities understand the link between conservation and tourist income.</p>	<p>Long-term funding and management structure for an area of global significance for conservation.</p>

Part II: Logical framework analysis

Project Objective	Key Outcome Indicators	Baseline	Target	Verification Means	Assumptions
The effective conservation of the key components of biodiversity of Cambodia's Northern Plains Landscape	<i>Biological Populations</i> - Percentage of Km squares where key species recorded (patch occupancy)	Baseline data exists for 3 key sites, and will be collected for site 4 in year 1.	25% increase in total key species records at two sites by year 5, remaining by year 7	Site Monitoring programs (Component 3d) - standardized transect data - point counts - fixed camera-traps	Maintenance of government, military, police and community interest and support for biodiversity conservation
	Survey records from monitoring transects and points, e.g. encounter-rates from camera-traps	Results of monitoring transects and points established at all sites in year 1.	Maintained presence of each key species at respective sites		Conservation areas are of sufficient size to support biological populations Populations are able to recover from past over-exploitation
	<i>Maintenance of Habitat</i> - Number of hectares of forest within key sites	Protected Forest - 135,396 Wildlife Sanctuary - 76,884 O'Scach-O'Dar - 57,998 Phnom Tbeng - 27,858	No decreases in forest area compared with baseline in years 3 and 7.	Site Monitoring programs (Component 3d) - analysis of time-series remote sensing data	
	Number of hectares of grassland	Analysis of remote-sensing data in year 1	No net loss of grassland area compared with baseline in years 2-7.		
	<i>Reduction in human activities causing excessive resource use</i> - Percentage of water bodies with poison/electric fishing activity within key sites	90% of dry season water bodies poisoned or electric fished	50% reduction in Protected Forest site by year 2, achieved at remaining sites by year 4. 75% reduction at all sites by year 5.	Site Monitoring programs (Component 3d) - data collection within key sites, including core areas and village management areas - enforcement team reports	
	Number of hunting incidences (traps/dogs/guns) recorded at monitoring points within key sites	Baseline will be established in year 1 for all sites	20% reduction in Protected Forest site by year 2, achieved at remaining sites by year 4. 75% reduction at all sites by year 5.		

Project Components	Key Outcome Indicators	Baseline	Target	Verification Means	Assumptions
1. Incorporating biodiversity into landscape-level planning processes	<p>Number of <i>Seila</i>/PLG Commune Development Plans including conservation planning</p> <p>Level of capacity in key provincial ministries and government for conservation planning and co-ordination.</p> <p>Provincial Development Plans, Sectoral Agency Plans (e.g. Concessionaires) include conservation priorities</p> <p>Conservation landscape incorporated within national planning strategies</p>	<p>Currently no CDPs include conservation plans</p> <p>No staff trained.</p> <p>PDP, Ministry, Agency plans and Environmental Impact Assessments do not account for conservation priorities</p> <p>Currently only mentioned within Biodiversity Action Plan</p>	<p>5 by year 3, 8 by year 5</p> <p>Candidate staff from each ministry, authority and agency trained by year 3. At least 100 staff trained.</p> <p>Plans and EIAs reference conservation plans by year 3</p> <p>Included within MAFF annual plans by year 3. Endorsement of key site management plans by year 3 (MAFF, MOE, MLMUPC).</p>	<p>- Revised Commune Development Plans</p> <p>- Reports of training courses. Number of staff trained.</p> <p>- Conservation guidelines for landscape, including maps of priorities and management objectives</p> <p>- Minutes of Provincial Development committees</p> <p>- Sectoral Plans (Ministries and NGOs) and EIAs</p> <p>- Revised plans by central level agencies</p>	<p>Authorities' interest in being involved in coordinated land-use planning continues.</p> <p><i>Seila</i>/PLG's interest in NRM continues.</p> <p>Provincial capacity can be increased or is sufficient for coordinated planning.</p> <p>Community and district plans are supported by higher authorities.</p> <p>Key developments are made in Cambodia's land law legal framework</p> <p><i>Seila</i>/PLG accepted as main provincial planning framework</p>
2. Applying Mainstreaming Measures 2a. Community land-use tenure and title	Level of Provincial capacity for participatory land-use planning	1 training course for provincial government staff completed during PDF-B	2 further training courses for 20 government staff each. Training courses for 12 villages by year 3.	- Number of trained PLUP facilitators.	<p>Provincial governments support PLUP process</p> <p>Trained provincial</p>

<p>3. Strengthening capacity for biodiversity management</p> <p>3a. Financial and management sustainability of activities</p>	<p>Established project management structures for key sites</p> <p>Key site management plans</p> <p>Sustainable financing of project activities</p>	<p>Although 50% of project staff are full government employees, only 1 key site has a government management structure that includes relevant project staff.</p> <p>None exist</p> <p>95% funding from WCS and UNDP-GEF</p>	<p>Project staff at two key sites are included in government management structures by year 2, remainder by year 4.</p> <p>Plans for 2 areas by year 2, remaining 2 areas by year 4.</p> <p>30% funding from WCS by year 7, remainder from government, tourism or other sources.</p>	<p>- Government management structures.</p> <p>- Management Plans exist and are reviewed annually</p> <p>- Financial statements.</p>	<p>Government support for project management and activities continues</p> <p>Security threats remain limited.</p> <p>Sufficient interest exist in key species eco-tourism.</p> <p>The targeted eco-tourism market requires minimal infrastructure investment.</p>
<p>3b. Environmental awareness program targeted at communities and armed forces.</p>	<p>Number of villages around key sites with increased awareness of project, species and the importance of natural resource management.</p> <p>Number of provincial sectoral staff and agencies with increased awareness of project, sites, and issues for conservation management</p>	<p>Pre-testing will be conducted in year 1.</p> <p>Existing provincial and agency plans</p>	<p>6 Villages recognize project and its objective, state key species and threats by year 3, further 6 villages by year 5.</p> <p>Staff and agencies can identify key sites by year 2, and identify issues for conservation management by year 5</p>	<p>- Comparison of pre-testing results with questionnaires completed in years 3, 5 and 7.</p> <p>- Provincial, Ministry and Sectoral Agency plans in years 3-7.</p>	<p>Senior military support continues.</p>

	<p>Increased provincial capacity for biological monitoring.</p> <p>Adaptive management to inform intervention priorities at key sites</p>	<p>1 provincial team trained in biological monitoring during PDF-B.</p> <p>No adaptive management</p>	<p>4 provincial teams trained by year 2.</p> <p>Management plans for key sites take into account the results of monitoring programs when determining annual priorities.</p>	<p>- Number of people trained.</p> <p>- Revised management plans</p>	
4. Project Management and Evaluation.	<p>Adaptive management by Project Implementation Units</p> <p>Evaluation</p>	<p>No adaptive management</p> <p>No project evaluation</p>	<p>Rolling and annual workplans by project implementation units take into account activities' progress and problems encountered.</p> <p>Mid-term and final reviews</p>	<p>- Revised Workplans</p> <p>- Review reports</p>	

Components	Outcome Indicators (2004-2011)	Activities	Indicators	Assumptions
	Conservation landscape incorporated within national planning strategies	<p>1.6 Establish a framework through the Provincial Rural Development committee and Provincial Steering Committee to integrate conservation priorities into development planning.</p> <p>1.7 Co-ordinate conservation activities with Military, Concessionaires and development agencies. Formation of agreements.</p> <p>1.8 Integration of project conservation plans into sectoral planning processes, including provincial government (PLG), MoE, MAFF and Ministry of tourism.</p>	<p>1.6 Planning recognizes conservation priorities and adapts development plans as a result.</p> <p>1.7 Meetings and resultant agreements. Monitoring reports of agreements.</p> <p>1.8 Endorsement of plans in land-use by <i>Seila</i>/PLG committees, MoE committees, PLG committees, MAFF committees, Ministry of tourism. Government support for key sites for conservation.</p>	<i>Seila</i> /PLG accepted as main provincial planning framework
Component 2. Applying Mainstreaming Measures	Level of Provincial capacity for participatory land-use planning	2a.1 Training courses in years 1-2 in new laws and PLUP process. Visits to other relevant national projects.	2a.1 Number of people attending training courses and visiting other projects.	Trained provincial staff remain in provincial govt.
Component 2a Community land-use tenure and title	Government approved land-use maps Number of village	2a.2 Preparation of PLUP maps and formation of village natural resource management committees.	2a.2 Natural resource management committees created in 5 priority villages ⁴ around two key sites in year 1. Extension to villages in remaining key sites by year 3.	Local governance structures (Commune Councils) remain Authorities endorse community plans.

Components	Outcome Indicators (2004-2011)	Activities	Indicators	Assumptions
Community engagement in natural resource management	management plans Number of villages with successfully implemented incentive scheme contracts	2b.3 Development of village agreements (including Community Forestry Agreements) for management of natural resources, including agreements on the situations when enforcement activities will be used. Initiation of agreement monitoring system. 2b.4 On-going evaluation of village agreements produced in priority villages. 2b.5 Negotiations with villages regarding key conservation issues. Implementation of incentive scheme to cover the results of these negotiations. 2b.6 Regular auditing of incentive scheme activities for adaptive management, including community surveys in years 3 and 6 to measure impact on livelihoods (for contribution to impact indicator). 2b.7 Extension of activities to further villages.	2b.3 Agreements completed and signed by priority villages by year 2. 2b.4 Adapted village agreements resulting from evaluations. 2b.5 Contracts between the project and priority villages governing incentive structures. Revised village regulations. 2b.6 Adapted management plans. Reports on community livelihood impact indicator levels in years 3 and 6. 2b.7 Village agreements and contracts.	a support and monitoring presence.
Component 3a. Financial and management sustainability of	Established project management structures for key sites	3a.1 Establish management structures within existing FA and MoE systems for key sites. Provide training to staff in management and financing ,	3a.1 Government management structures. Number of staff trained	Government support for project and activities continue.

Components	Outcome Indicators (2004-2011)	Activities	Indicators	Assumptions
		3a.8 Secure additional long-term government and NGO commitment to cover costs identified under Activity 3a.5 and management costs under Activity 3a.1.	3a.8 Necessary funding commitment from NGOs and Government.	
<p>Component 3b. Environmental awareness program targeted at communities and armed forces.</p> <p>Outcome 3b. Increased public awareness of the key project sites for conservation and the need for sustainable use of natural</p>	<p>Number of villages around key sites with increased awareness of project, species and the importance of natural resource management.</p> <p>Number of provincial sectoral staff and agencies with increased awareness of project, sites, and issues for conservation management</p>	<p>3b.1 Identification of education requirements and methods. Consideration of strategies required for different groups (military vs. communities).</p> <p>3b.2 Preparation of environmental education materials, training of staff.</p> <p>3b.3 Education activities in all villages surrounding key sites and with armed forces across the landscape.</p> <p>3b.4 Building local/provincial support for key species conservation, based upon plan developed in 3b.1 and 3b.2, Includes mobile education unit, capacity-building for provincial and local authorities and study tours.</p>	<p>3b.1 Plan of environmental education project.</p> <p>3b.2 Pre-testing assessment. Number of staff trained.</p> <p>3b.3 Priority villages and armed forces bases completed by year 2, remaining areas by year 4.</p> <p>3b.4 Component plan developed in year 2 based on outcomes of 3b.1 and 3b.2. Activity reports from education teams.</p>	Senior military support continues.

Components	Outcome Indicators (2004-2011)	Activities	Indicators	Assumptions
		3c.6 Evaluation of enforcement activities.	3c.6 Reduced wildlife trade and illegal logging demonstrated by reports and data collected by enforcement teams.	
Component 3d. Monitoring and site adaptive management Outcome 3d. Adequate data for conservation management purposes	Number of key sites with monitoring programs designed to collect sufficient data for evaluating project impact indicators. Increased provincial capacity for biological monitoring. Adaptive management to inform intervention priorities at key sites.	3d.1 Planning of monitoring program, including methodology, monitoring sites and protocols. 3d.2 Training of staff in monitoring methodologies in years 1-2. 3d.3 Trial of monitoring program. 3d.4 Development of a data management system for the monitoring program, with training of provincial staff in its use. 3d.5 On-going evaluation of trial monitoring program. 3d.6 Extension of program to other key sites by year 2. 3d.7 Monitoring of Vulture Populations	3d.1 Report on the proposed monitoring program in year 1. 3d.2 Staff training materials; number of people trained. 3d.3 Monitoring program established in one key site during year 1. First year report. 3d.4 Data management system and documentation. Number of staff trained. 3d.5 Adaptation of monitoring program following from the results of evaluations. 3d.6 Implementation and yearly reports. 3d.7 Annual reports of vulture numbers	Staff trained in monitoring methodologies remain in provincial govt.

SECTION III: TOTAL WORKPLAN AND BUDGET

activities that are crucial for the success of the CALM project and which are recognised in the project logistical framework. The current phase of *Seila*/PLG is due to last until 2005, however UNDP funding to PLG is expected to be renewed for the 2006-2010 phase.

The annual PLG planning process is particularly relevant for CALM and activities leading to Outcome 1: Integrated conservation and development planning at the landscape-level. Without PLG activities there would be no forum to integrate project achievements at key sites into district, provincial or landscape plans. In 2004 and 2005 the annual UNDP financing for these processes will be approximately \$50,000 per province. If biodiversity values are integrated into only 20% of planning activities, the total in 2004-5 would be \$100,000, with a further \$250,000 anticipated for 2006-2010 if the current contribution is maintained at this level.

PLG also provides funding to Provincial Departments, through the Provincial Rural Development Committee (PRDC). In 2004 and 2005 \$32,402 will be allocated to activities that directly contribute to natural resources management and are within the CALM logistical framework (such as establishing community forests). Even if the *Seila*/PLG contribution remains the same, at a minimum level, over 2006-2010 the contribution is expected to be \$81,005. In reality, the CALM project is expected to motivate a greater contribution than this from *Seila*/PLG through influencing the ability of the relevant Government agencies to apply for resources, though this cannot now be estimated.

From the committed budgets of *Seila*/PLG and the operational plans for coming years, it is expected that a total of US\$463,407 will be provided for activities directly related to the CALM project.

	WCS	GEF	72100	Contracts : Database Programming, Infrastructure Development and Imagery Interpretation	120,000	70,000	10,000	0	0	5,000	0	205,000
	WCS	GEF	71600	Travel and Workshops	15,000	15,000	15,000	10,000	10,000	7,500	5,850	78,350
	WCS	GEF	72500	Supplies	3,250	3,250	3,250	3,250	3,250	2,250	1,250	19,750
	WCS	GEF	72300	Expendable Equipment and Boundary Demarcation	5,250	6,500	3,250	3,250	1,850	1,300	1,100	22,500
	WCS	GEF	74500	Vulture Restaurants	2,500	2,500	2,500	2,500	0	0	0	10,000
	WCS	GEF	72200	Non-Expendable Equipment	71,600	0	0	0	0	0	0	71,600
	WCS	GEF	72400	Non-Expendable Equipment	4,000	0	0	0	0	0	0	4,000
	WCS	GEF	73400	Equipment Maintenance & Fuel	10,850	10,850	10,850	10,800	10,800	10,800	7,700	72,650
				Sub-total								\$ 939,200
4. Learning, evaluation and adaptive management increased	WCS	GEF	71400	Project Administrators and Officers	19,750	20,450	21,150	21,950	18,850	18,700	19,400	140,250
	WCS	GEF	72400	Communication Costs	2,400	2,400	2,400	2,400	2,400	2,400	2,400	16,800
	UNDP	GEF	72400	Communication Costs	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
	WCS	GEF	73100	Office Rental	3,600	3,600	3,600	3,600	3,000	3,000	2,400	22,800
	WCS	GEF	72500	Office Equipment and Supplies	4,500	4,500	4,500	4,500	2,700	2,700	2,700	26,100
	WCS	GEF	71600	International and National Travel, Field Visits, DSAs, Project Executive Group	11,000	11,000	11,000	11,000	7,000	7,000	6,000	64,000
	UNDP	GEF	74100	Audit	3,000	3,000	3,000	3,000	3,000	3,000	3,000	21,000
	UNDP	GEF	74500	Independent Evaluations	0	0	0	30,000	0	0	30,000	60,000
	WCS	GEF	75100	Indirect Costs	45,000	35,000	30,000	25,000	17,000	16,000	16,000	184,000
	WCS	GEF	72800	Non-Expendable Equipment	2,000	0	0	2,000	0	0	0	4,000
	WCS	GEF	73400	Equipment Maintenance & Fuel	1,400	1,400	1,400	1,400	1,400	1,400	1,400	9,800
				Sub-total								\$ 555,750
				TOTAL								\$ 2,300,000

B. WCS (7-year budget)

ITEM	DETAILS	ATLAS CODE	TOTAL COST	TOTALS
1. Incorporating biodiversity into landscape-level planning processes				\$1,600,000
<i>Staff</i>				
	Intl Technical Advisors	71200	244,300	

Local Staff	Teacher Supplements	71400	7,200
Support Staff	Drivers, Cooks	71400	14,700
<i>Activities</i>			
Contract : Infrastructure development		72100	50,000
Boundary Demarcation / Signboards		72300	10,250
Travel		71600	78,350
<i>Equipment</i>			
Expendable Equipment	Supplies	72500	19,750
Expendable Equipment	Annual ranger/patrol team equipment	72300	12,250
Expendable Equipment	Vulture Restaurant Cows	74500	10,000
Non-Expendable Equipment	Vulture Trap	72200	5,000
Equipment Maintenance & Fuel	Hi-lux (2), Motorbikes (20), Generators (12), Radios (20)	73400	72,650
			<u>\$ 861,100</u>
4. Project Management and Evaluation			
<i>Staff</i>			
WCS Administrator		71400	68,900
Local Staff		71400	4,250
<i>Activities</i>			
Communication Costs		72400	16,800
Office Rental		73100	22,800
Office Equipment and Supplies		72500	11,600
National Travel, Field Visits, DSAs		71600	22,000
International Travel		71600	21,000
<i>Equipment</i>			
Expendable Equipment	Batteries, Medical Kits etc..	72500	14,500
Equipment Maintenance & Fuel	Hi-lux (1)	73400	9,800
			<u>\$ 191,650</u>

3. Strengthening capacity for biodiversity management*Support to Provincial Departments - Preah Vihear*

Contract to Prov Dept Environ	Environmental Education	72100	7,000
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Support to Provincial Departments - Stung Treng

Contract to Prov Dept Environ	Environmental Education	72100	28,000
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\$ 35,000**D. RGC (7-year budget)**

ITEM	TOTAL COST	TOTALS
		\$ 105,210
1. Incorporating biodiversity into landscape-level planning processes		
<i>National Programme Office</i>		
National Programme Director	6,300	
NPD support staff (two counterparts)	6,300	
<i>Attendance of personnel at meetings</i>		
Provincial Steering Committee	2,520	
<i>Contributions from other government staff</i>		
Attendance at meetings, workshops, training etc	5,250	
Contributions to documents etc	1,050	
Government decision making process leading to approving key project outputs	2,100	
		\$ 23,520
2. Applying Mainstreaming Measures		
<i>Contributions from other government staff</i>		
Attendance at meetings, workshops, training etc	5,250	
Contributions to documents etc	525	
Government decision making process leading to approving key project outputs	2,100	
		\$ 7,875
3. Strengthening capacity for biodiversity management		
<i>Provincial Office and Management</i>		
Provincial project co-manager (2 people)	12,600	
Provincial Support staff	8,400	
Office space rent	33,600	
Utilities/building maintenance etc	8,400	

WORKPLAN

(see Detailed Budgets [above] for a breakdown of costs under each outcome)

Outcomes	Output	Indicators	TIMEFRAME (Years)							Responsible Party	BUDGET Source and Amount
			Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7		
1. Incorporating biodiversity into landscape-level planning processes											
Outcome 1. Integrated conservation and development planning at the landscape-level	1.1 Training of provincial staff from MoE, MAFF, MLUPC in planning and project management. These staff will be responsible for implementation of new laws and conservation priorities.	1.1 Training completed during years 1-4. Number of people trained.								WCS	GEF: \$442,350 WCS: \$333,050 Seila/PLG: \$350,000 RGC: \$23,520
	1.2 Training and awareness (through Component 3) in conservation priorities and planning for relevant staff in all provincial governments in the Northern Plains.	1.2 Number of people trained during years 1-4.								WCS	
	1.3 Incorporate village PLUP land-use plans into commune development plans (supported by Seila/PLG).	1.3 Commune Development Plans from the villages where PLUP is completed (Component 2).								WCS and Seila/PLG	
	1.4 Incorporation of commune development plans into district integration workshops and provincial planning processes, supported by Seila/PLG.	1.4 District integration workshops, and provincial plans shown to include village PLUP plans.								WCS and Seila/PLG	
	1.5 Holding of integration workshops and stakeholder consultations to disseminate project plans and receive input from other planning agencies.	1.5 Number of people consulted or attending workshops, agencies involved.								WCS and Seila/PLG	
	1.6 Establish a framework through the Provincial Rural Development committee and Provincial Steering Committee to integrate conservation priorities into development planning.	1.6 Planning recognizes conservation priorities and adapts development plans as a result.								WCS and Seila/PLG	
	1.7 Co-ordinate conservation activities with Military, Concessionaires and development agencies. Formation of agreements.	1.7 Meetings and resultant agreements. Monitoring reports of agreements.								WCS, MAFF and MoE	
	1.8 Integration of project conservation plans into sectoral planning processes, including provincial government (PLG), MoE, MAFF and Ministry of tourism.	1.8 Endorsement of plans in land-use by Seila/PLG committees, MoE committees, PLG committees, MAFF committees, Ministry of tourism. Government support for key sites for conservation.								WCS, MAFF, MoE and Seila/PLG	
2. Applying Mainstreaming Measures											

Outcomes	Output	Indicators	TIMEFRAME (Years)							Responsible Party	BUDGET Source and Amount	
			Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7			
	3c.6 Evaluation of enforcement activities.	3c.6 Reduced wildlife trade and illegal logging demonstrated by reports and data collected by enforcement teams.									WCS	
Outcome 3d. Adequate data for conservation management purposes	3d.1 Planning of monitoring program, including methodology, monitoring sites and protocols.	3d.1 Report on the proposed monitoring program in year 1.									WCS	
	3d.2 Training of staff in monitoring methodologies in years 1-2.	3d.2 Staff training materials; number of people trained.									WCS	
	3d.3 Trial of monitoring program.	3d.3 Monitoring program established in one key site during year 1. First year report.									WCS	
	3d.4 Development of a data management system for the monitoring program, with training of provincial staff in its use.	3d.4 Data management system and documentation. Number of staff trained.									WCS	
	3d.5 On-going evaluation of trial monitoring program.	3d.5 Adaptation of monitoring program following from the results of evaluations.									WCS	
	3d.6 Extension of program to other key sites by year 2.	3d.6 Implementation and yearly reports.									WCS	
	3d.7 Monitoring of Vulture Populations	3d.7 Annual reports of vulture numbers									WCS	
	3d.8 Annual evaluation of site activities based on results of monitoring program to identify problems and priority interventions for following year.	3d.8 Adaptation of site management plans resulting from problems analysis. Priorities established for each site intervention.									WCS	
4. Project Management and Evaluation.												
Outcome 4. Adequate reporting on project outcomes and indicators	4.1 Establishment of project office and administrative staff	4.1 Office and staff exist									WCS	GEF: \$555,750 WCS: \$191,650 RGC: \$5,040
	4.2 Regular meetings of Project Steering Committee to monitor and advise on implementation, ensuring initiatives are integrated into government strategy and approved.	4.2 Minutes of meetings.									WCS, MAFF, MoE and Seia/PLG	

SECTION IV : ADDITIONAL INFORMATION

- Minister of MAFF as the PEG Chairman;
- Minister of MoE as the PEG Deputy Chairman
- Representatives of MAFF, MoE, MLMUPC, MoD and CDC;
- Governors, or Representative of the five Project Provinces;
- Representatives of Regional Police, Military and Border Police units;
- Representative of UNDP-Cambodia and UNDP-GEF Regional Coordinating Unit if required for TPR.
- Representative of *Seila*/PLG; and
- Representative of WCS

Representatives of other government bodies and other international organizations as relevant will be invited to participate in meetings of the PEG to offer policy and technical advice.

2. Sub-Executive Group ToR

The Sub-Executive Group (SEG) will provide guidance and direction to the provincial implementation of CALM Project, funded by UNDP/GEF. There will be one SEG for each province with on-going activities. The SEGs will assist with achieving of Outcome 1 of CALM: Integrated conservation and development planning at the landscape-level.

The SEGs will have a primarily integration role, to advise on project implementation, resolve conflicts, and involve relevant provincial authorities in decision-making processes. The SEGs may alter project activities within the province, only if there is clear and consistent evidence, based on progress reports against project output indicators that the project activities are failing to deliver project outputs. Changes to project activities and/or implementation arrangements funded by the GEF will require the consent of the UNDP/GEF Executive Coordinator or his representative.

The Provincial Governor will be the Chairman of the SEG. The committee will meet at least annually, or more often if required. The Chairman, Deputy Chairman, UNDP or WCS may request committee meetings.

The SEG will be responsible for the following:

- Advise project management on implementation;
- Review project progress, particularly Community and Site Management Plans;
- Review the project APR/PIR;
- Foster coordination and synergy between the different components and actors involved in CALM; and
- Provide a framework for conflict resolution in case of any problem arising during the implementation of CALM.

The SEG membership will comprise of:

- Provincial Governor as the SEG Chairman;

3. International Project Advisor (IPA)

Position: International Project Advisor (IPA)
 Duty Station: CALM Project Office, Tbeng Meanchey
 Duration: 4 years full-time, 3 years half-time.

The IPA will be appointed by WCS.

Background

Under the overall supervision of the WCS Cambodia Director, and in close collaboration with the National Site Managers (NSMs) and the Project Office based in Tbeng Meanchey, the IPA will be responsible for establishment of the project activities as per the project document. In particular he/she will be responsible for planning and implementing two protected area management systems described in Component 3. The position is based in the Project Office in Tbeng Meanchey, with time in Phnom Penh

Duties and Responsibilities

The IPA will: (i) Establish all project activities and ensure that activities are in accordance with the project document, particularly relating to Components 1 and 3 of CALM; (ii) Establish a Project Office, including a system of control of project expenditures and reporting on activities and results to the GEF; (iii) together with the NSMs design a management structure and regulations for the protected areas; (iv) with the NSMs recruit and train protected area staff; (v) oversee the construction of required infrastructure and purchasing of equipment; (vi) with the NSMs produce management plans for each site, including zonation maps; (vii) implement a database system to monitor and report to protected area managers on management activities; (viii) establish an adaptive management protocol; (ix) Respond to queries raised by UNDP Cambodia, WCS Cambodia, the Project Steering Committee and the National Project Director; (x) With the NSMs prepare and update quarterly and annual work plans and review the budget accordingly through a participatory process, and in close collaboration with the Project Office, the executing agency, the implementing agencies and *Seila*/PLG; (xi) Liaise with the relevant ministries, national and international research institutes, NGOs, *Seila*/PLG and other relevant institutions in order to involve their staff and coordinate their efforts in project activities. Cooperation and coordination with relevant provincial government agencies will be particularly crucial in regard to law enforcement within the core areas; (xii) Coordinate the required reporting duties with the assistance of the National and International Consultants, and as per the UNDP Guidelines and the Project Document; (xiii) Participate in the PEG and SEG meetings; (xiv) Carry out the functions of GEF Clearing House Mechanism Focal Point; (xv) Ensure that the Cambodia GEF Focal Point is kept advised of Project progress; (xvi) Organise project evaluations; (xvii) With the NSMs prepare the terminal report; and (xviii) Initiate and mobilize resources for the potential follow-up activities.

Outputs to be produced

In collaboration with the NSMs, the IPA will provide the following outputs:

2. Minimum of three years working experience in Project Management;
3. Minimum of three years working experience in areas relevant for the project;
4. Demonstrated ability to work with government and to foster cooperation between governmental agencies, NGOs, etc;
5. Extensive experience in Asia, and ideally in Cambodia;
6. Previous experience with the UN and more specifically UNDP and the GEF would be an important asset;
7. Computer literate; and
8. Perfect written and verbal command of English, and ideally good spoken Khmer.

NB: Gender and cultural diversity is preferred

4. International Communities and Education Specialist (ICES)

Position: International Education Specialist (ICES)
 Duty Station: CALM Project Office, Tbeng Meanchey
 Duration: 3 Years

The ICES will be appointed by WCS.

Background

The Northern Plains is currently characterized by an 'open-access' management system, with no recognized land tenure or title assigned to any parties. Establishing an effective land management, including the natural resources found, is essential if conservation priorities are to be integrated into the landscape and the needs of communities recognized in protected area plans. Current awareness of the environment, biodiversity conservation, the law, and land and natural resource management by provincial authorities, armed forces and local communities in the Northern Plains is also weak. Under the overall supervision of WCS and together with the national communities specialists, the ICES will be responsible for planning and implementing all activities described in Component 2 of the CALM project document, in addition to the education program described in Component 3b and eco-tourism initiatives (Component 3a). The position is based in the Project Office in Tbeng Meanchey, but part of the time will be spent in Phnom Penh and other provinces where CALM has activities.

Duties and Responsibilities

In collaboration with the national communities and education specialists and the IPA, the ICES will: (i) design an environmental education program for the Northern Plains, targeted at local communities and armed forces around the key sites and at provincial departments and

1. Strong technical background in natural resource management, education and communication;
2. Minimum of four years working experience in areas relevant for the project;
3. Demonstrated ability to communicate, and foster cooperation with governmental agencies, NGOs, etc;
4. Extensive experience in Asia, and ideally in Cambodia;
5. Ability to travel and spend extended periods undertaking consultation and fieldwork;
6. Computer literate; and
7. Perfect written and verbal command of English, and ideally good spoken Khmer.

NB: Gender and cultural diversity is preferred

5. International Natural Resource Management Specialist (INRMS)

Position: International Natural Resource Management Specialist (INRMS)
 Duty Station: CALM Project Office, Tbeng Meanchey
 Duration: 12 months.

The INRMS will be appointed by WCS.

Background

The Northern Plains is currently characterized by an 'open-access' management system, with no recognized land tenure or title assigned to any parties. Establishing an effective land management, including the natural resources found, is essential if conservation priorities are to be integrated into the landscape and the needs of communities recognized in protected area plans. Under the overall supervision of WCS, the INRMS will be responsible for conducting natural resource management research to inform the progress of activities described in Component 2 of the CALM project document, and the implementation of legal policies. The position is based in the Project Office in Tbeng Meanchey, but part of the time will be spent in Phnom Penh and other provinces where CALM has activities.

Duties and Responsibilities

In collaboration with the national communities specialists, the INRMS will: (i) conduct a training needs assessment for national communities facilitators and local communities on PLUP and NRM; (ii) organize training and awareness workshops based upon these recommendations, with the assistance of the International Communities/Education Specialist (ICES) if required; (iii) assist the ICES to work with local communities to establish land-use plans for each target

NB: Gender and cultural diversity is preferred

6. International GIS Specialist (IGS)

Position: International Monitoring and GIS Specialist (IMGS)

Duty Station: CALM Project Office, Tbeng Meanchey

Duration: 12 months

The IMGS will be appointed by WCS.

Background

Mapping of protected area zones and management systems, and community land and natural resource management systems, will be key outputs of Components 2 and 3 of CALM. Together with the National GIS Specialist the IMGS will be responsible for providing GIS and mapping support, at the direction of the IPA, ICES and NSMs. The position is based in the Project Office in Tbeng Meanchey.

Duties and responsibilities

With the National GIS Specialist the IMGS will provide GIS support to the project, in particular: (i) community land-use (PLUP) maps for approval; (ii) protected area maps and zonations; (iii) analysis of land-use patterns and changes; (iv) mapping of key habitat features; (v) analyzing the spatial impact of management decisions and human threats to biodiversity; (vi) supervising the production of accurate remote-sensing maps of the land-use of the Northern Plains in years 1 and 2.

Outputs to be produced

1. Community land-use (PLUP) maps
2. Protected Area zonations
3. Supervise a contract in Years 1 and 2 to produce an accurate land-use map of the Northern Plains' key sites, derived from remote sensing data.
4. Detailed maps for each key site, giving land-use, wildlife habitat features and their distribution, and management systems.
5. Supervise a contract in Years 1 and 2 to produce data management systems for key sites in the Northern Plains. The systems should include monitoring and reporting on enforcement activities (with the IPA).

Qualifications

The successful candidate should have the following attributes:

meetings; (viii) With the IPA, carry out the functions of GEF Clearing House Mechanism Focal Point; (ix) With the IPA, ensure that the Cambodia GEF Focal Point is kept advised of Project progress;; and (x) Specifically assist the IPA with all activities relating to Component 3 (Strengthening capacity for biodiversity management) of CALM, including establishing appropriate adaptive management and review procedures.

Outputs to be produced

1. A successful implementation of the project's activities, including the activities sub-contracted by the project at project sites;
2. Reviewed work plans and budget through a participatory process involving the IPA, the Project Office, WCS and the Government agencies;
3. Quarterly progress reports, annual progress report, and final report in collaboration with the IPA;
4. Communicate effectively with all levels of government to ensure the integration of project activities and outputs into planning processes and national initiatives (e.g. land management). In particular through the PEG and SEG, and other relevant committees, facilitate the recognition of project outputs at higher government levels.
5. Together with the National and International Consultants ensure the completion of the following report-based deliverables to a sufficient level of rigour: site management plans; training needs assessment report for law enforcement officers, education staff; biodiversity monitoring reports; annual reports on output indicators and conservation impact indicators.
6. Review, edit and disseminate the reports to relevant government, NGO and UN bodies, and foster cooperation with them regarding implementation of the different strategies.

Qualifications

1. Advanced degree (Master's or higher) in the area relevant to protected area management, biodiversity conservation and monitoring;
2. Good knowledge of the nature of biodiversity;
3. Minimum two years working experience as a Project Manager and a demonstrated ability in managing donor-funded projects, especially UNDP projects;
4. Minimum of five years of working experience in the area relevant to the project; protected area management, biodiversity conservation;
5. Demonstrated ability in liaison and fostering cooperation between agencies, including governmental, academic, NGOs, etc.;

PART III: Stakeholder Involvement Plan

Stakeholder consultations and participation plan

Stakeholder Consultations during PDF-B

Date	Purpose	Key Stakeholders	Key findings and Conclusions
2 January 2004	Brief on the progress of the PDF-B project	GEF Government Operational Focal Point - Director General of MoE UNDP and WCS representatives	- His Excellency was pleased with the activities of the CALM project and the efforts made to consult stakeholders within Government and local communities. - Need for clear modality arrangements for the project's implementation, especially in regard to the Kulen Promtep Wildlife Sanctuary. - Agreed to new endorsement letter for CALM project.
2 January 2004	Review project stakeholder meetings and discuss project progress	Deputy Resident Representative of UNDP Cambodia UNDP and WCS representatives	- The project PDF-B phase has achieved all major objectives. - Preparation of Project Document is progressing well and feedback from Government agencies has been positive and productive. - Importance of co-financing for full CALM project, and the potential role of <i>Seila/PLG</i> programme (also funded by UNDP). Agreed that <i>Seila/PLG</i> should be included as a crucial co-financing partner.
18 December 2003	Brief on the progress of the PDF-B project Seek initial comments on the logframe	Project Advisory Committee - MAFF, MoE, DNCP, FA, Provincial authorities and departments 27 participants	- See Appendix 1. - Appreciated the progress of the project development phase - Understood the threats and the proposed interventions in the logframe - Suggested to have individual institutional consultations with MAFF, MoE and provincial authorities over the draft logframe, then followed by a national workshop - Suggested that the logframe should strongly address the supports in infrastructure development, capacity building, community forestry and livelihood development, boundary demarcation, wildlife trade control and resettlement and immigration control. (See attached minutes).
28 and 29 November 2003	Investigate options for cooperating on environmental education projects	Save Cambodia's Wildlife Mlup Baitong WCS technical staff 5 participants	- Save Cambodia's Wildlife have developed a curriculum and trained non-formal teachers in the Northern Plains provinces, and would be able to do so again - Mlup Baitong have a radio unit that is planning to visit Preah Vihear to produce programs with the local radio station - Mlup Baitong have some experience of training military personnel in environmental education
21 October and 19 November 2003	Explain CALM project, learn about LUPU in the Northern Plains	Handicap International staff LUPU provincial staff WCS project staff 5 participants	- Handicap International will be withdrawing in November 2003, but <i>Seila/PLG</i> will continue to support LUPU - LUPU have an annual provincial planning process that determines priorities for demining and subsequent land-use options. There are 7 trained staff in each province. - The procedures for facilitating LUPU to visit new areas (within key sites) that are mined were discussed. - LUPU will also be working with Austcare and World Vision in other districts in the Northern Plains
23 October and 22	Explain CALM	<i>Seila/PLG</i> staff WCS technical	- <i>Seila/PLG</i> provided information about the provincial planning process and copies of commune development plans for 2003

Date	Purpose	Key Stakeholders	Key findings and Conclusions
	communities	participants	- Assessment of village livelihoods.
January 2003 and 8 - 11 April 2003	Capacity assessment of provincial department of forestry, and consultations on training needs.	Provincial department of forestry, Preah Vihear, staff WCS/MAFF project staff and technical advisor	- See Appendix 2. - DAFF have 70 staff, but few with a high level of education or formal training - Equipment, infrastructure are insufficient for management needs - A training course was requested, and provided by WCS trainers from 8-11 April 2003. - Opportunities for building capacity during the full project were discussed.
December 2002 and 12-15 March 2003	Capacity assessment of provincial department of environment, and consultations on training needs.	Provincial department of environment, Preah Vihear, staff WCS/MoE project staff and technical advisor	- See Appendix 3. - PDoE have 17 staff and 25 rangers in Kulen Promtep Wildlife Sanctuary - Few staff are educated or have received any training - Equipment, infrastructure are insufficient for management needs - <i>Seila/PLG</i> have provided funds to PDoE to undertake activities, however it is unclear if PDoE has the capacity to achieve these activities - PDoE has particular problems prosecuting the perpetrators of illegal activities in wildlife sanctuaries, due to problems completing official documentation - A training course was requested, and provided by WCS trainers from 12-15 March 2003, in collaboration with the <i>Seila/PLG</i> funded training course for Kulen Promtep Wildlife Sanctuary rangers - Opportunities for building capacity during the full project were discussed.

Local Consultations

In each village (except for those around Phnom Tbeng) PRA techniques were used to:

- Map village resource use areas
- Discuss trends in wildlife populations and the causes of any changes
- Discuss livelihood problems relating to environmental problems experienced by communities, and prioritise them.

Meetings included group discussions with up to 100 people (in one village including representatives of all families), smaller group consultations with village elders and commune officials, and key informant interviews with school teachers and village workers.

Preah Vihear Protected Forest and O'Scach Key Sites. Project staff visited all 4 Communes directly surrounding the area, or 7 of 10 villages. 2 further communes (5 villages) at a greater distance but known to use forest in the O'Scach area were also visited.

Kulen Promtep Wildlife Sanctuary. Detailed consultations were undertaken in all 4 villages in, or nearby, to key sites.

Stakeholder	Mandate	Role in Project	Interest in the Project	Potential Conflicts
		Responsible for maintaining database of registered land. Member of project steering committee.	CALM project staff and opened the awareness course in Preah Vihear.	
MRD	Government Ministry responsible for rural development.	Collaboration on activities to improve food security in Member of project steering committee.	Actively works with other NGOs on development work in the Northern Plains.	The incentive scheme (Component 2) requires that rewards are provided to communities based upon improved management practices, this may conflict with development needs.
Provincial Government	Responsible for administration and management of province.	Key role in integrated conservation values into provincial planning, approving community management plans and facilitating establishment of law enforcement teams. Provincial government support for activities is essential. Member of project steering committee.	The Provincial Governor has attended in several project activities, including training courses, and is known to have a strong interest in wildlife. The first deputy Governor issued a ban on hunting in support of WCS.	Occasions may arise where the provincial government must chose between conservation needs and development goals.
<i>Seila/PLG-UNDP</i>	Provides technical and financial assistance to provincial and commune planning process and line ministry activities.	Key role in incorporating natural resource management into community development plans, and integrating these at provincial level.	The <i>Seila/PLG</i> project advisor in the province has demonstrated considerable interest in the CALM project, and is enthusiastic about integrating outputs at commune and provincial levels.	
Provincial Department of Agriculture, Forestry and Fisheries	Manages forestry and fishery resources at the provincial level.	Management of forested areas, including key sites, and enforcement of wildlife laws. Capacity building of provincial staff will be necessary if project activities are to be sustainable.	CALM has worked in close collaboration with DAFF during the PDF-B phase. Three DAFF staff have been employed by CALM and have participated in most provincial activities. DAFF has frequently requested assistance, particularly in controlling border wildlife trade.	DAFF will also be involved in the regulation of forest concessionaires.
Provincial Department of Environment.	Responsible for environmental issues at the provincial	Management and patrolling of Kulen Promtep Wildlife Sanctuary. Capacity building of	CALM has worked in close collaboration with DoE during the PDF-B phase. Two provincial counterparts have been employed and they have	

Stakeholder	Mandate	Role in Project	Interest in the Project	Potential Conflicts
ITTO Trans-boundary project	ITTO-funded project for conservation of Phatam, Thailand, and trans-boundary cooperation	The ITTO project has established a consultation framework that could be used by CALM to address border issues.	WCS has held consultations with Thai and Cambodian project members, and with the Thai border police, all of whom are interested in stopping wildlife trade. The Cambodian project member is provincial DAFF.	
Chendar Plywood Forest Concession	Responsible for management of the forest concession	The forest concession lies on the border with the Preah Vihear Protected Forest, and partly overlaps with the O'Skach key site.	The head of the logging company has indicated his support for biodiversity conservation efforts and has facilitated project staff working within the concession.	If the concessionaire follows its management plans and environmental impact assessment no problems should occur.
Action Against Hunger	International Development NGO, working in Preah Vihear since 2000	Joint proposals with WCS for improvements in food security in villages surrounding key sites.	Has consistently provided provincial level support for WCS in developing the project plan. Staff have collaborated on animal health issues, and on the writing of proposals for joint activities.	

Mr. Tom Clements, Technical Advisor, CALM

Presentations

- H.E Uk Sokhunn - welcomed all the stakeholders present from MAFF, MoE, WCS, Preah Vihear authorities, UNDP representative and other institution involved in the CALM project.
- Mr. Tan Setha - presentation on the CALM Project in Preah Vihear Province.
 - The CALM Project employs 26 people. In Preah Vihear Protected Forest: 11 people, 3 from Forestry Administration, 1 from Preah Vihear and 7 Rangers. In Kulen Promtep Wildlife Sanctuary: 15 people, 5 from MoE and 10 Rangers.
 - The main activities during the year: wildlife research in conservation areas - all WCS staff and rangers; to identify the populations of keys species of wildlife such as G. Ibis, W.Ibis, W.W. Duck, S. Crane and mammals, such as Eld's Deer, Gaur, Banteng and Elephant;
 - Progress has also been made on piloting conservation interventions and with developing strong relationships with communities and other stakeholders.
- Mr. Kong Kim Sreng - presentation on survey and conservation activities in Kulen Promtep Wildlife Sanctuary.

Comments from Participants

H.E Uk Sokhunn stated that:

- He supports the project activities, and is pleased with the skill of the staff. He would like to see even more qualified and intelligent people to come and work on the project.
- More research should be done in Northern Plain areas not only on wildlife, because for the future these areas will become a potential place for eco-tourism.
- H.E compared these areas to other developing countries that have built viewing towers in protected areas for looking at wildlife.
- Infrastructure should be provided for staff and communities working in these areas.
- Training courses for project staff in communities for appropriates.
- Do more law enforcements on wildlife trade and other illegal activities.

Mr. Chay Samith:

- He welcomes the work CALM has been doing with MoE and DoE.
- He would welcome information about the present project infrastructure.
- The project will need more infrastructure: station, equipment (for office supplements, motorbike, boat...) if it is to be effective.
- He requests that the project work very closely with communities.
- He welcomes WCS's technical support
- Requests that the project prepares good documents before the next meeting.
- He asked for the national seminar to be held on 29 Dec, 03.

Mr. Khoy Khunchanrath DoE, PVH

- He welcomes the work that CALM has been doing in Preah Vihear with MoE and DoE.
- The main objective of the project in Kulen Promtep Wildlife Sanctuary should be community management and education awareness.

- He mentions that the population of wildlife has increased following the cessation of logging in the Chendar Plywood concession.
- Wildlife research should include important areas for migration.

At the end of the meeting H.E Uk Sokhunn stated that in the future the project should.

- Report should more clearly.
- Inform about the meeting more than one week before, and attach all relevant documents
- Work harder to achieve lasting results

The meeting finished at 18:00pm at the same day, all agreed to meet again separately to discuss their comment with WCS before the national workshop.

Appendix 2. Consultations and Capacity Assessment of Provincial Department of Agriculture, Forestry and Fisheries, Preah Vihear Province

By Tan SETHA, MAFF.

1. Structure of DAFF and Provincial Forestry Office

DAFF in total have 70 people working in the whole of Preah Vihear Province, composed of:

- 65 men
- 5 women

Education:

- 2 Master degrees
- 12 Bachelor degrees
- 6 Diploma level II
- 4 Under diploma level II
- 46 Non graduate

Transportation and Equipment:

- 1 Car
- 4 Motorcycle
- 1 Computer

DAFF is currently working with the following NGOs:

- Rural Aid Development (RAD)
- Action Against Hunger (AAH)
- *Seila/PLG* program

Director of Department of Agriculture, Forestry and Fisheries.

- Establish a tree nursery
- Create fish ponds
- Establish an agronomy research station, with additional support from AusAid.

3. Problems faced by DAFF

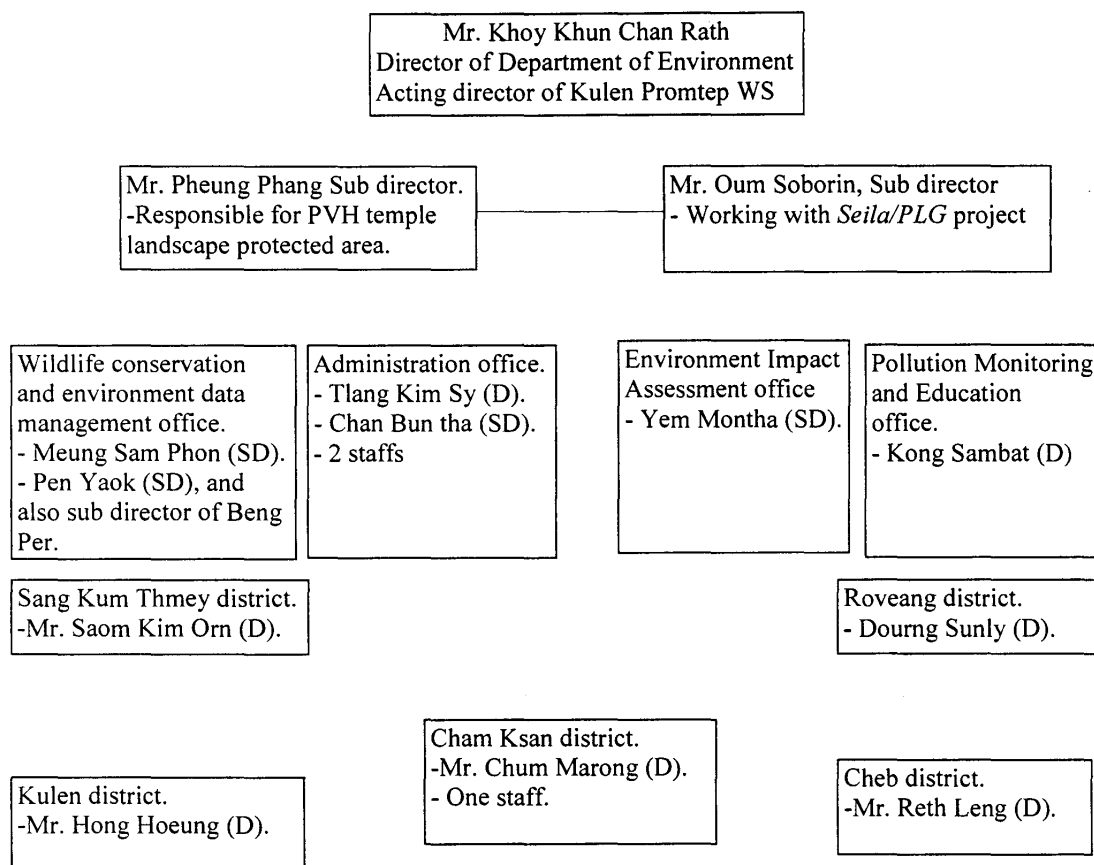
- Insufficient human resources
- Lack of infrastructure and equipment, including vehicles and radios
- Poor quality roads make transportation difficult
- Problems with drought
- Considerable forest clearance by people

4. Recommendations

- Require office in the province and district buildings
- Provide training to provincial staff
- Require additional staff that have experience in other regions

5. Phnom Tbeng

The Provincial forestry office has proposed to the Ministry that Phnom Tbeng should be removed from the TPP forest concession. Phnom Tbeng is a large (500 metres above sea-level) hill above the provincial town. Logging and land clearance around the base and slopes of the hill is frequent, and if continued might cause erosion.



*Remark: (D)= Director; (SD)= Sub director.

PDoE have 2 buildings - one is made of brick and other one is wood. Both are located in Tbeng Meanchey town, where there is a generator. The department has no cars or motorbikes, no fax machine and no telephone. They do have a single computer and 5 radio sets that are used in Tbeng Meanchey, the Wildlife Sanctuaries and Preah Vihear Temple.

PDoE is currently working the *Seila/PLG* program and with LUPU. One staff from the department works with each.

3. *Seila/PLG* Program

In 2003, *Seila/PLG* approved \$14,200 for PDoE, to fund 5 activities, mostly inside the Wildlife Sanctuaries -

1. Training course about Protected Area Management for 25 rangers.

Kulen Prumtep Wildlife Sanctuary is located in three provinces, Preah Vihear, Siem Reap and Odor Meanchey. It currently has no overall director, with each provincial department taking responsibility for their section. The Wildlife Sanctuary contains a total of has eight communes, 35 villages, 3626 houses, 4496 families and 22070 people.

Five ranger stations exist within the wildlife sanctuary:

1 Tukhung	UTM: 0481541E, 1532640N.
2 Yearng	UTM: 0465000E, 1554800N.
3 Kantourt	UTM: 0460200E, 1570200N.
4 Krolar Pears	UTM: 0498000E, 1545000N.
5 Poure	UTM: 0502064E, 1531936N.

There are 25 rangers working in the wildlife sanctuary, recruited from villages inside. They have never been trained. Rangers usually patrol one or sometimes two weeks per month, mainly during the dry season when more people are doing illegal activities. They work without using GPS, map or compass but know about their local area. The salary range is 42,500 - 152,000 riel. Their targets are to reduce illegal activities such as hunting, forest clearance, electric fishing or poison fishing.

No formal workplan or management plan exists. However, in 2003 PDoE plans to create two more ranger stations:

1 Kulen either at:	
a Koh Ke	UTM: 0450200E, 1524200N or
b Prey Veng	UTM: 0451800E, 1539700N.
2 Anteul	UTM: 0455500E, 1558500N.

Particular threats include:

- The soldier base near Tukhung station
- Wildlife hunting, electro fishing, logging and forest clearance
- The road from Thbeng Meanchey to Preah Vihear temple was recently constructed through the wildlife sanctuary, so the land along the road will be the target for encroachment.