

## ANNUAL PROJECT REVIEW REPORT

Project Title: Tonle Sap Conservation Project (Project No 00038552)  
Atlas Award ID. 00035752, GEF PIMS 962  
Period covered: 01 January 2005- 31 December 2005 \_\_ First Annual Report

### **PROJECT PERFORMANCE—CONTRIBUTION TO THE CP OUTCOMES**

**1. CP outcome(s) (as stated in the CPD and CPAP), indicators, baselines and targets (as taken from the M&E Plan)**

MYFF has been modified since the project commencement. As of December 28, 2005, the CAPA (2006-2010) has not yet been finalized in Cambodia. Although the CPAP/MYFF Expected Outcomes have been identified, some indicators, baselines and targets are still missing. Therefore, the indicator in the previous CAPA has been assessed in this APR.

CPAP/MYFF Expected Outcomes

- Improved capacity of national/sectoral authorities to plan and implement integrated approaches to environmental management and energy development that respond to the need of the poor

Outcome indicator in the previous CP

- Level of coordination at central/provincial level, including community participation in the management of natural resource

**2. Update on outcome(s) - A brief analysis of the status of the situation and any observed change, any project contribution**

Please comment on how much TSCP has contributed to the above outcome. More detail description on to what extent the coordination capacity has changed.

The TSCP will provide government staff at national, provincial and local levels with the knowledge, planning frameworks and other tools, and basic equipment required to protect and sustainably manage the globally important biodiversity of the Tonle Sap Biosphere Reserve. At the same time, it will identify unsustainable natural resource-based livelihoods, identify alternatives, and support implementation of these alternatives on a trial or demonstration basis. The implementation framework of the Project has been established during 2005 and activities will be implemented over the next six years.

**3. Annual outputs: Relate to targets set in the CPAP and project documents as appropriate.**

The expected output of the project is stated in the inception report as follows.

Output 1: Capacity for management of biodiversity in the Core Areas in enhanced

Output 2: Systems of monitoring and management of biodiversity are developed

Output 3: Awareness, education and outreach on biodiversity conservation in TSBR are promoted

**4. Update on outputs. Achievements of the project in outputs.**

Please comment on to what extent TSCP has contributed to the above output. State the achievement of 3 outputs each.

Brief Summary of the major works achieved during the reporting period are:

- 1) Office mobilization at previous MRC building,
- 2) Project orientation to key stakeholders
- 3) Staff recruitment (TL, NPM, PA, Driver, ITS, NTS, NSLS, IEES and NEES and counterpart staff) and subcontract for biodiversity monitoring;
- 4) Prepare and present the Inception Report to project steering committee including structure, institutional arrangement and work plan breakdown structure;
- 5) Initiation of core area planning for the Prek Toal Core Area,
- 6) Review and compilation of background information on biodiversity in the Tonle Sap Biosphere Reserve.
- 7) Training need assessment and curriculum development
- 8) Initial assessment of local livelihoods
- 9) Coordination and cooperation with relevant ministries and NGOs to conduct on going assessment of biodiversity status of the lake.

**5. Reason if progress below target: - If applicable explores underlying factors and reasons for gaps in output and target.**

Please comment if any.

**6. Update on partnership strategies - Brief update on any achievement and/or problem (exception reporting).**

Please comment specifically on what achievement the project has made and what problems it has faced in terms of networking and partnership building.

**7. Recommendations and proposed action. Actions on any matter related to outcome, progress of outputs, and/or partnerships. Corrective measures. Responsibilities**

Please comment.

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**PROJECT PERFORMANCE—IMPLEMENTATION ISSUES**

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The three main challenges faced during implementation were as follows:

1. Obtaining government commitment to assignment of counterpart personnel required revision of the Project budget and reassignment of US\$293,000 for "salary supplements" for the period Q3 2005 - Q4 2011. This need apparently was unexpected during project formulation and approval. The approved budget allocated only US\$50,000 to Technical Staff - Government Counterparts. The remaining US\$243,000 was taken from the budget allocations for National Consultants. While payment of government staff from donor funds is inherently unsustainable, balanced against this is the potential capacity development increment gained from assigning project tasks directly to government personnel rather than National Consultants.

2. The TSCP is a part of larger TSEMP which is funded by ADB loan in large while the TSCP is funded by GEF through UNDP. Operating procedures of ADB and UNDP are vastly different (ADB's being based on a lender-client approach, and UNDP's on a partnership model), which has made it difficult for us to implement the project activities and to gain the trust of government counterparts. In our opinion, at least part of the ADB funding has not been spent properly to achieve the objective of the project. Having seen it, we try to ensure that use of the GEF grant funding is carefully thought out and technically appropriate.
  
3. The TSEMP has established Project Implementation Offices in Ministry of Environment, Department of Fisheries and Tonle Sap Biosphere Reserve Secretariat at national level, and Project Implementation Units in Departments of Environment and Departments of Fisheries at provincial level in the five provinces bordering the lake. Three problems have arisen from this implementation structure. Firstly, these counterpart offices have been in place since well in advance of TSCP implementation, leading to some "frustration" for them because they had to wait until the TSCP came into operation. This problem remains to date, although it is slowly being overcome as project activities are initiated. Secondly, these offices have essentially created elite but temporary units within the GoC counterpart organizations, potentially diluting the impacts of TSCP support on the organizations themselves. Thirdly, because the Project was not involved in their establishment, they do not have optimal staffing levels or types of staff for support of project activities; they tend to be overstaffed, but with persons having minimal or the wrong qualifications. In addition, much of the work of the Project is being done by national consultants, which is to a large extent necessary but does pose an additional barrier to bringing PIO and PIU staff completely into TSCP activities implementation.

#### **RATING ON PROGRESS TOWARDS RESULTS**

<b>OUTCOMES/OUTPUTS</b>	<b>RATING</b>
CPAP Outcome 1: improved capacity of national/sectoral authorities	Positive Change. Initiated in 2005.
Output 3.1: Capacity for management of biodiversity in the Core Areas is increased	Partial. Initiated in 2005. Progress is on target
Output 3.2: Systems for monitoring and management of biodiversity are developed	Partial. Initiated in 2005. Progress is on target.
Output 3.3: Awareness, education and outreach on biodiversity conservation in the TSBR are promoted	Partial. Initiated in 2005. Progress is on target.

#### **SOFT ASSISTANCE NOT PROVIDED THROUGH PROJECTS OR**

## **PROGRAMMES**

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Not applicable during the period

## **LESSONS LEARNED**

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- The Project is being implemented based on established project management principles, and, where applicable, international best practice. Experience with implementation of the Project to date has confirmed the need for this approach. However, there is also a continuing need to communicate with all different levels of people from the National Project Manager/Team Leader to local staff considering the chain of responsibility. It allows all the participants to feel adequately informed of consistent their roles and responsibilities.
- As the project was newly implemented and there are many key stakeholders involved in the project both indirectly and directly. To get support and cooperation in effective way from them, we would plan to establish a powerful information mechanism through which any key project information can be shared and distributed. This would be considered to include the task of the Environmental Education Team.
- National Execution (NEX) modality can be a powerful tool to build local capacity, accountability and ownership if there is a well-prepared of management arrangement, accounting and implementation procedures including supplementary salary incentives and capacity. If not, many challenges are debated between donor's implementing and government implementing/executing agencies regarding their role in managing and decision making. Each agencies has its own common goals, needs and responsibilities, which to some extent makes conflict among them. UNDP should improve its services particularly recruitment, financial/accounting and procurement by assisting the government to establish and implement such simple systems and procedures, which follows the UNDP policies and procedures. In some circumstances and reality, these guidelines can causes some delays of implementation and cost. However, the involvement and support from UNDP will ensure the quality, transparency and accountability of the project.
- In particular for the NEX modality, the role of advisers and their time slotted are considerably critical (i.e. they should provide technical inputs rather than day to day management of the project). Their time slotted should be at key stages of the project cycle such as pre-planning, mid terms review/evaluation and reporting.
- As the project has designed to have government partners who are from various key stakeholders (PIO/MoE, PIO/TSBRS, PIO/DoF) based on their office. The physical distance brings some difficulties in coordination due to time conflict and agenda. However, their direct involvement of government counterparts in

implementing project activities with technical assistant staff (i.e. project consultants or specialists) is critical for capacity building of local staff.

- Select local government staff who already assigned in target areas and have relevant experience and qualification are significant success of the project. However, relatively low supplementary payment did not allow the project to select the best available project counterparts. There is some challenges in structure the payment (i.e. DSA) as they are receiving supplementary salary from different sources.
- Relatively limited project budget for government staff does not allow the project to be flexible to select counterparts staff based on the project needs.

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**Date:** 30 December 2005

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Template: C:\Users\User\AppData\Roaming\Microsoft\Templates\NORMAL.dot  
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Title: Annual Project Report (APR)  
Subject:  
Author: gatachew.asamnew  
Keywords:  
Comments:  
Creation Date: 25-09-2008 8:58:00 AM  
Change Number: 4  
Last Saved On: 13-09-2011 4:35:00 AM  
Last Saved By: User  
Total Editing Time: 3 Minutes  
Last Printed On: 13-09-2011 4:35:00 AM  
As of Last Complete Printing  
Number of Pages: 5  
Number of Words: 1,663 (approx.)  
Number of Characters: 9,482 (approx.)