

Terminal Evaluation of Building Capacity and Mainstreaming Sustainable Land Management in Cambodia Project



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SLMP has had a short and complicated history. The important results that have been produced in the final stages of the project under difficult time and information constraints reflect the high level of commitment by the project team and their advisors. Many of the serious implementation problems occurred due to early project design and implementation issues and should not reflect adversely on the exceptional efforts made by project staff and consultants in the late stages to produce meaningful results from the project.

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July 27, 2011

Executive Summary – July 27, 2011

Building Capacity and Mainstreaming Sustainable Land Management Project Terminal Evaluation

The SLM Project (2008-2011) is a GEF/UNDP project in the final stages of completion. It was evaluated by independent consultants in accordance with the project terminal evaluation requirements and guidelines of GEF and UNDP. SLMP aimed to prepare a National Action Program (NAP) for land degradation, develop the capacity for Sustainable Land Management (SLM), and integrate SLM into national and sectoral policies and planning. Most of the emphasis has been on the first component – NAP preparation.

The project has made a significant contribution toward initiating the discussion and program activities for SLM in Cambodia. While the SLM project experienced slow implementation progress in initiating the NAP, after additional support and guidance from government, UNDP and GM, the project team undertook an intensive, well organized effort to prepare a comprehensive document that generally conforms to the UNCCD standards. This is a significant accomplishment and credit to the current project team to recover from the earlier difficulties with the project and to greatly improve the quality of the document from the earlier versions.

The project produced an admirable set of Best Practice documents organized around four SLM-related themes (Agriculture, Community Forestry, Community Fisheries, Community Protected Areas) that should provide an important resource for future programs. SLMP completed orientation and training sessions that have contributed toward heightened awareness of the key issues and risks of land degradation in the country. These included various awareness-raising, planning and focused training sessions (although no follow-up surveys of results were available). The main beneficiaries were MAFF staff and personnel involved in decentralized commune-level development planning, limiting the scale of capacity development.

The project had a modest effect on integrating SLM into provincial, district and commune planning. The most visible results are the inputs to the National Strategic Development Plan (2009-13) and the Strategy for Water & Agriculture (2009-13), and the proposed application of Agro-ecosystem Analysis guidelines within the extension services to include SLM. The project provided basic training to MAFF staff (27) in nine provinces, Ministry of Interior staff (18) involved in the D&D program and to the various members of project teams.

The technical studies, training, orientation and many events sponsored by SLMP served to introduce SLM to a range of stakeholders at national, provincial, and local levels who were not previously familiar with the concept. The modification to the Agro-ecosystem Analysis process is the most important and promising mechanism assisted by the project since it has the potential for direct SLM outreach through MAFF and other extension services. The project also established important linkages to the various programs and projects that are engaged in land management in Cambodia.

Overall, however, the inability to complete many of the planned outputs, the limited scale of capacity building and mainstreaming, and the high cost/low efficiency in delivering the end results indicated significant performance deficiencies. About 35% of the output targets were achieved and the same proportion partially achieved, while 30% were unachieved. The late effort to generate a high quality NAP was the major achievement, recognizing that the scale of the project had to be reduced to produce this key result. This effort justified a moderately satisfactory rating for project results. Project implementation and sustainability were deemed moderately unsatisfactory.

The project implementation was characterized by many organizational, personnel and operational difficulties and inefficiencies. The slow start-up of the project, weak direction in the early stages and the general lack of clarity about the SLM concept and the means of cross-sectoral promotion imposed major barriers to progress. The NAP had originally been scheduled for completion at the end of 2008, but the eventual document took another two years, in part due to new standards established by UNCCD. There were not enough qualified staff and quality assurance measures to effectively implement the project and insufficient incentives to engage senior staff. Many of the early project staff and consultants were either under-qualified or not sufficiently connected to the government to fully achieve the expected results. The Project Board and UNDP made subsequent changes in project management, recruited new staff and advisors and involved GM which led to revisions that narrowed the focus primarily on to NAP preparation and investment strategy. This was a significant positive measure that provided the needed direction for the project at the costs of reducing Component 2 and 3 outputs.

Introductory mainstreaming of SLM occurred but it was not substantive enough to demonstrate during a short project period a major or sustained effect on integration of SLM in national and local development processes. The training program was rather ad hoc and unorganized, with limited records on the training activities and results. The project held 19 important training courses and selected technical planning workshops. It was reported that about two-thirds of the proposed 24 training topics were eventually developed, some of which were delivered in subsequent trainings.

Project implementation should have been guided by an approved inception strategy, and careful and timely recruitment of project staff, mentoring and supervision and targeted capacity development of staff. Gaps in recruitment of staff had a significant effect on progress. A key lesson is that new multi-sectoral concepts such as SLM require senior leadership and direction to ensure an effective response within government, and that the necessary resources, organization and incentives must be in place to directly engage qualified government staff in taking responsibility for project outputs.

Although the three year time frame limited the potential to substantially strengthen the enabling environment for SLM, the project has developed the initial approach and roadmap, and created an important level of awareness and role for SLM in national development. Further progress in advancing the concept will depend upon the institutional mainstreaming of SLM in cross sector programs, including climate change, and the availability of government and donor funding. Five recommendations are presented for further action during the final closing stages of the project.

List of Abbreviations

ADB	Asian Development Bank
AEA	Agro-ecosystem Analysis
CEDAC	Centre d'Etude et de Développement Agricole Cambodgien
CeAgrid	Centre for Livestock and Agriculture Development
CLD	Cost of Land Degradation
DNCP	Department of Nature Conservation and Protection (Superseded by PNRCO)
DoE	Department of Environment
EU	European Union
FAO	Food and Agriculture Organisation
GEF	Global Environment Facility
KPS	Kampong Speu
ICRAF	International Committee for Research on Agro-forestry
LADA	Land Degradation Assessment in Drylands
LCD	Least Developed Country
MAFF	Ministry of Agriculture, Forestry and Fisheries
PRDC	Provincial Rural Development Committee
PSDD	Project to Support Democratic Development through Decentralization and Deconcentration
PVH	Preah Vihear
NAP	National Action Program under UNCDD
NCDD	National Committee for Decentralization and Deconcentration
NPD	National Project Director
NRM	Natural resources management
PMU	Program Management Unit
RGC	Royal Government of Cambodia
SGP	UNDP/GEF Small Grants Programme
SLMP	Building Capacity and Mainstreaming Sustainable Land Management Project
SIDS	Small Island Developing States
TNA	Training Needs Assessment
ToRs	Terms of reference
TRAC	Target for Resources Assignment from the Core (UNDP)
TRT	Technical Review Team
TWG	Technical Working Group
UNCDD	UN Convention on Combating Drought and Desertification
UNDP	United Nations Development Programme
WOCAT	World Overview of Conservation Approaches and Technologies

1. Introduction

1.1 Purpose of the Evaluation

The “Building Capacity and Mainstreaming Sustainable Land Management in Cambodia Project” (SLMP) is a GEF/UNDP project that commenced in May 2008 and is scheduled for closure in July 2011. The objective of the project was “to strengthen the enabling environment for sustainable land management while ensuring broad-based political and participatory support for the process.”

This Terminal Evaluation is an independent review, as required by GEF and the Project Document that aims to determine progress made towards the achievement of outcomes; to identify the relevance, effectiveness, efficiency and timeliness of project implementation; to highlight issues requiring decisions and actions; and to present lessons learned about project design, implementation and management. Terminal evaluations are intended to review overall project design, assess progress towards the achievement of objectives, identify and document lessons learned (including lessons that might improve design and implementation of other UNDP/GEF projects), and review the extent to which the project addressed the recommendations in the Mid-Term Evaluation. It is expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from project monitoring. The Terminal evaluation provides the opportunity to evaluate overall project success or failure and to make recommendations for consideration in future projects.

1.2 Methodology of the Evaluation

The *GEF Terminal Evaluation Guidelines* specify three criteria to be used in assessing level of achievement of project outcomes and objectives:

- **Relevance.** Were the project’s outcomes consistent with the focal areas/operational program strategies and country priorities?
- **Effectiveness.** Are the actual project outcomes commensurate with the original or modified project objectives? If the original or modified expected results are merely outputs/inputs, the evaluators should assess if there were any real outcomes of the project and, if there were, determine whether these are commensurate with realistic expectations from such projects.
- **Efficiency.** Was the project cost effective? Was the project the least cost option? Was project implementation delayed, and, if it was, did that affect cost effectiveness? Wherever possible, the evaluator should also compare the costs incurred and the time taken to achieve outcomes with that for similar projects.¹

GEF terminal evaluations strive to be evidence-based, transparent and participatory. They are to comply with the *GEF Monitoring and Evaluation Policy*, the *UNDP Evaluation Policy*, and the *Guidelines for GEF Agencies in Conducting Terminal Evaluations*. The evaluation was also guided by

¹ GEF, *Guidelines for GEF Agencies in Conducting Terminal Evaluations*, n.d.

Terms of Reference (ToRs) that were provided by UNDP Cambodia. The new *Evaluation Policy of UNDP* (2011) also states that project evaluations are to assess the efficiency and effectiveness of a project in achieving its intended results, as well as the relevance and sustainability of outputs as contributions to medium-term and longer-term outcomes.

The evaluation commenced on April 5, 2011 and will be completed by the end of June 2011. Data collection and discussions in Cambodia occurred in the evaluation field mission from April 11 – May 9, 2011 (**Annex 1**). Preliminary observations from the mission were presented within a debriefing note during the final day of the mission.

The four components of the evaluation – 1) Project Design, 2) Project Implementation, 3) Project Results (including sustainability and capacity building) and 4) Lessons Learned address the list of sub-components indicated in the ToRs (**Annex 2**). “Evaluation Criteria” were proposed to further define the basis for the data collection and the general indicators for evaluating the sub-components (**Annex 3**).

The approach to the evaluation was based on (a) review of documents and reports that describe progress on project outputs, outcomes and objectives as per indicators in the project designs, (b) interviews with project participants and stakeholders to verify achievements and to identify issues related to project design and implementation, (c) guided stakeholder group workshop discussions that reviewed project results and lessons learned, and (d) selective site visits to compile evidence of local achievements and to consult with beneficiaries and participants.

The interviews were assisted by an Interview Guide (**Annex 4**) which provided lead questions that facilitate consistency and triangulation of responses from those interviewed (**Annex 1**). The evaluation involved an objective and independent review of the *weight of evidence* compiled from reports, interviews/group discussions and site visits. The documents reviewed are listed in **Annex 5**. The evaluation methodology sought to compare the pre-project baseline conditions to current conditions. A summary of the status of project outcomes and outputs was prepared for this comparison (**Annex 6**). The SLMP results framework was revised in 2009. The terminal evaluation is based on both the original as well as the revised framework.

In accordance with UNDP/GEF evaluation requirements, the project results, implementation, sustainability and M&E systems are to be rated according to the following criteria: *Highly satisfactory* - no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency; *Satisfactory* - minor shortcomings; *Moderately satisfactory* - moderate shortcomings; *Moderately unsatisfactory* - significant shortcomings; *Unsatisfactory* - major shortcomings; and *Highly unsatisfactory* - severe shortcomings.

1.3 Key Issues Addressed

The following key issues were identified in the initial review of project documents:

- Divergence from original project document and expectations
- Extent of changes in NSDP and sub-national development plans to promote SLM

- Integration of SLM technical guidelines into government operations
- Capacity development/awareness building of SLM trainees to utilize the training
- Quality, dissemination and usefulness of the SLM Best Practices
- The planned Cardamom landscape management plan (Kampong Speu, Kampong Chhnang, Pursat) and replacement with Cost of Land Degradation Study
- Degree of government support and commitment for NAP implementation measures and incentive constraints
- Number and quality of SLM project proposals prepared and prospects of funding
- Implications of Costs of Land Degradation (CLD) study for Cardamom Mtns action
- Effectiveness of project coordination mechanisms within MAFF and related institutional factors affecting project performance
- Effects of project delays and staff turnover on project results
- Contributions of the project to government policies and initiatives on SLM

2. The Project and its Development Context

2.1 Project Background

‘SLMP’ is a mid-size GEF project that was approved in April 2008 for a four year period. The project budget was \$ 1.18 M with \$0.575 M from GEF and \$0.20 M from UNDP TRAC funding, parallel project financing of \$ 0.3425 M from several UNDP projects and in-kind contribution of \$0.0625 M from the Royal Government of Cambodia (RGC). The project was part of the larger *LDC-SIDS Portfolio Project for Sustainable Land Management* funded by GEF and UNDP.

The primary focus of the project was on completion and dissemination of the NAP but the project also planned limited pilot activities in three provinces: (a) Kampong Speu situated at the eastern end of the Cardamom Mountains, (b) Takeo situated in the south, bordering Vietnam, (c) Preah Vihear in the central north, bordering Lao PDR and Thailand.

Approximately 30% of the land in Cambodia is considered ‘degraded’ and the project was intended to reduce land degradation and improve rural livelihoods. The project was expected to play a catalytic role in promoting sustainable land management. The Project Document states: “The project is designed to create synergy with ongoing and planned projects in natural resources management by demonstrating, through limited pilot activities, innovative ideas in capacity building and mainstreaming SLM.”²

The project was to be implemented in close collaboration with four ongoing projects occurring in the same provinces where pilot activities are proposed: Natural Resource Management and Livelihood Program (Danida/DFID), Rural Livelihoods Improvement Project (UNDP/IFAD), Establishing

² Royal Government of Cambodia, UNDP, GEF, Building Capacity and Mainstreaming Sustainable Land Management in Cambodia, Sept 2007, P. 28.

Conservation Areas through Landscape Conservation (UNP/GEF) and Cardamom Mountains Protected Forest and Wildlife Sanctuaries Project (UNDP/GEF/EU).

A draft National Action Programme (NAP) document existed at the time of project design. It suggested that the root causes of land degradation were an incomplete legal framework for natural resource and land management and failure to implement the existing framework, lack of information and weak human and institutional capacity. The barriers to improved land management were specified as follows:

- (a) limited capacity at the individual, institutional and systemic levels for SLM,
- (b) sectorally based agricultural and rural development restricting the ability to identify innovative and inter-sectoral strategies,
- (c) fragmented institutions,
- (d) lack of awareness of the importance of SLM among land users, technicians, planners and politicians,
- (e) ad-hoc land use due to inadequate land use information and lack of appropriate land use planning tools and methodologies, and
- (f) land degradation issues not being mainstreamed into national development decisions resulting in non-recognition on the part of politicians and decision makers that LD is a significant barrier to sustained economic development.

Five UNDP projects were aligned to the project as part of the parallel co-financing (\$343,500). These included:

- Project to Support Democratic Development through Decentralization and Deconcentration
- Insights for Action
- Rural Livelihoods Improvement Project
- Partnership for Gender Equity
- Preparatory Activities for Rural Energy Development Program

The UNDP TRAC funding (\$200,000) was earmarked for NAP preparation, Institutional capacity building, Mainstreaming SLM in policy and planning, and Project management.

The project design proposed the active participation of stakeholders at five levels: relevant institutions and individuals at the central, provincial, district, commune and village levels. The Project Document stated: "The stakeholder participation arrangements for the project will be based on existing government structures and but would be strengthened by means of a cross-sectoral Project Advisory Committee (PAC), Project technical team (comprising mid level technical staff from the agencies which will be responsible for implementing the project) and local level cross-sectoral teams. Particular attention will be given to groups which are vulnerable to land degradation. Vulnerable communities will participate in field level SLM demonstrations and identification of best practice."

The implementation of Sustainable Land Management (SLM) program was managed through a Project Management Unit (PMU) and supported by the National Advisory Committee and a Project

Management Board. The PMU staff and Project Technical Team (PTT) members were appointed from the relevant departments of MAFF and elsewhere.

Figure 1 outlines the Project management structure as set out in the project design.

2.2 Expected Results

The expected results are summarized in **Annex 6** based on the original and amended (2008) logical framework. The three project outcomes and 11 outputs included:

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

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

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

Output 1.2: NAP finalized adopted by the RGC.

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

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

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

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

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

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

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

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

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

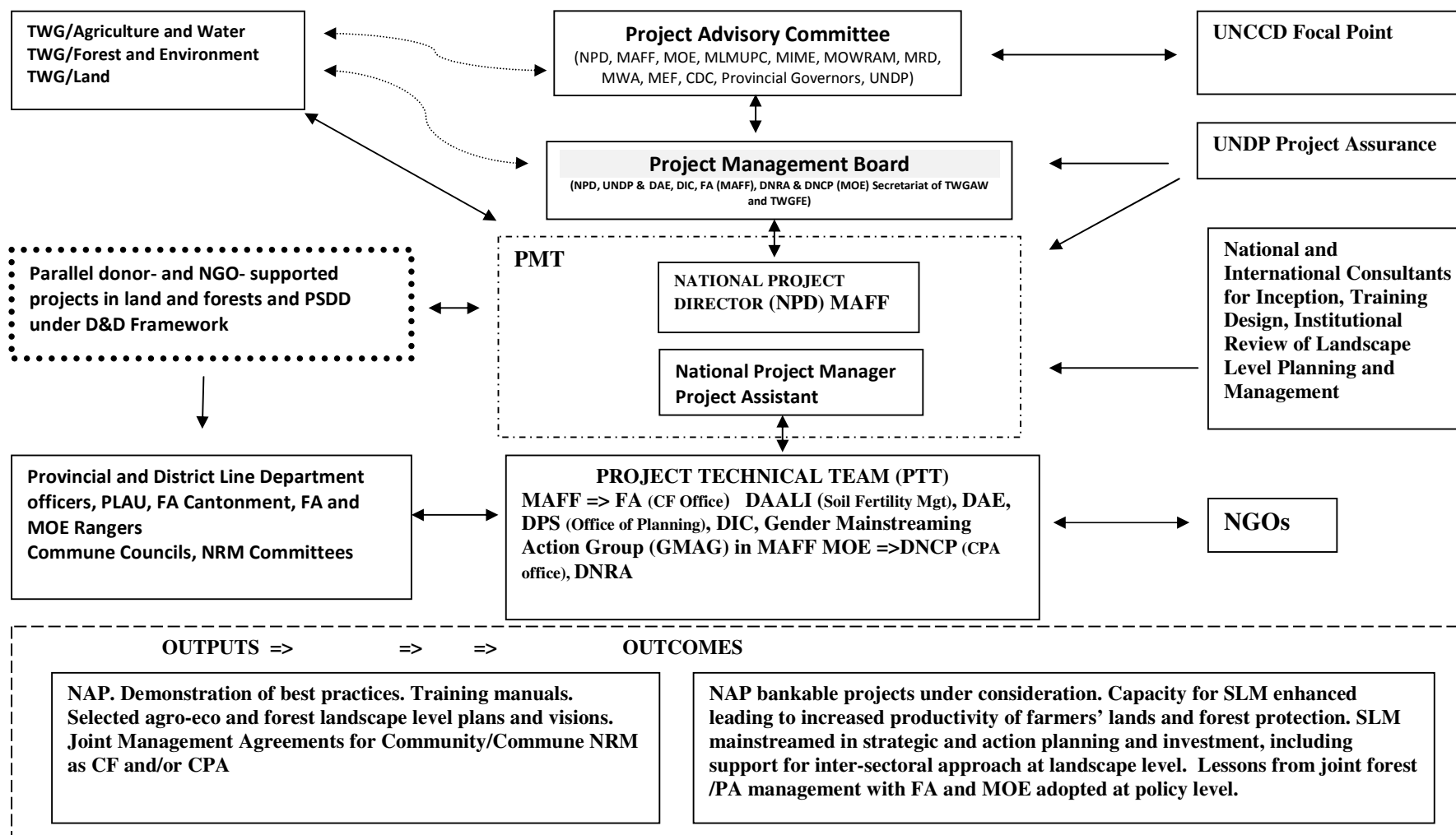
Total cost: US\$ 124,000; GEF request: US\$ 55,000; Co-financing: US\$69,000. (original)

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

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

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

Figure 1: Project management structure

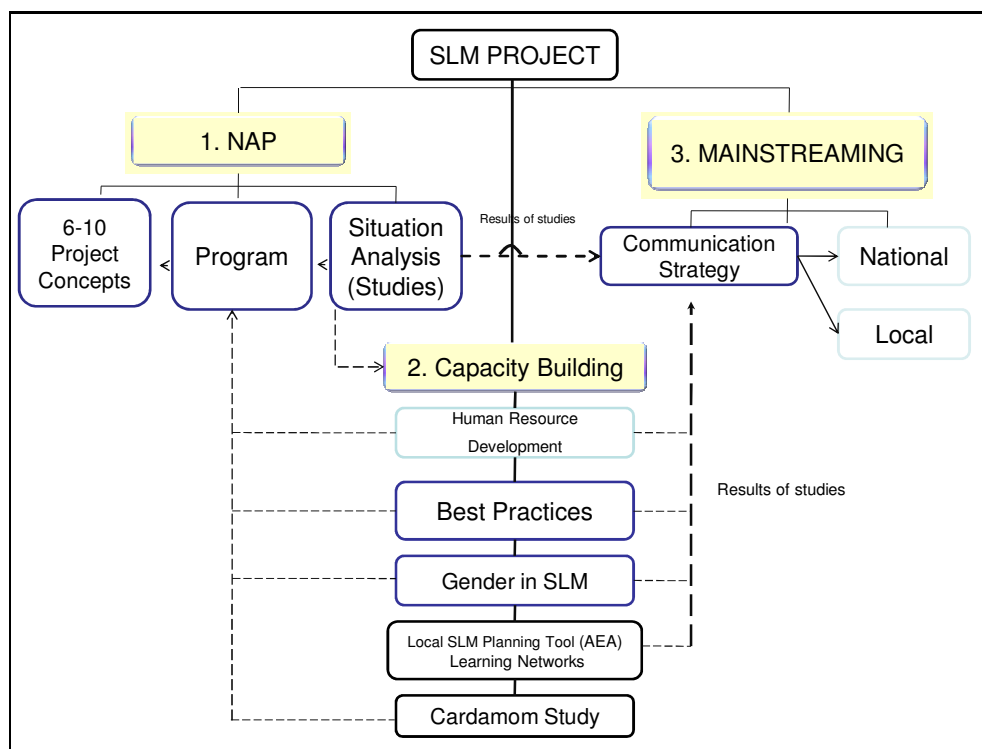


The project design was developed as illustrated in the diagram below, well after the project commenced. The NAP preparation component was to include a situation analysis of the land degradation problem in Cambodia, a program of national action guided by the UNCCD NAP protocols, and 6-10 project concepts that could initiate the NAP implementation.

The Capacity Building component was to include awareness building and training (human resources development), preparation of a set of SLM 'best practices', a strategy and support for gender and SLM, development of local SLM planning tools notably the Agro-ecosystem Analysis and the promotion of 'Learning Networks', and a study on land degradation in the Cardamom Mountains.

The Cardamom Study component was initially intended to contribute to an Institutional Analysis in collaboration with Agence Francaise de Développement (AFD) and Conservation International (CI) to prepare a Vision for the Cardamom Complex. SLMP expected to work closely with CI and identify possible synergies and complementarities for this study. Later, in 2009 the GM provided funding for a special study on the cost of land degradation and for NAP preparation according to recent UNCCD protocols.

The third component – Mainstreaming, was expected to increase the understanding and role of SLM at the national and local levels, drawing upon the studies and capacity building completed under the other components. The mainstreaming would involve an inter-sectoral approach, guided by an SLM 'communication strategy' that would assist dissemination. The following diagram was used to outline the project components.



2.3 Global Mechanism (GM) Component

In 2008, the *General Mechanism* (GM) of UNCDD, UNDP and UNEP agreed to coordinate their activities related to SLM in order to avoid duplication, build complementarities and rationalise resources. The GM Component included the 'Costs of Land Degradation in Cambodia Study in July 2010. The CLD Study, led by the Stockholm Environment Institute, was intended as an input to the NAP involving an economic valuation of land resources, ecosystem services and resource degradation in the Cardamom Mountains.

The GM also supported the preparation of an Integrated Financing Strategy as part of the NAP preparation.³ The IFS assessed the appropriate blend of financing, namely internal, external and innovative, and also the potential barriers in resource identification, allocation, and disbursement. It highlighted aspects in the policy, fiscal, legal, institutional, and human resource environments that may act as barriers to resource mobilization or program execution. A workshop on "Designing a National Action Program (NAP) for Sustainable Land Management and Integrated Financing Strategies (IFS)" was held in February 2009.⁴ This workshop helped to raise awareness of the SLM project. The post-workshop survey identified the issues for which participants achieved the most gain in knowledge:

- Structure of NAP
- Analysis of financial flows to SLM
- Analysis of planning processes
- Analysis of budgetary cycles
- Analysis of external sources of financing
- Knowledge of innovative financing mechanisms
- Analysis of innovative mechanisms

The GM intervention, while diverting the focus away from Components 2 and 3 of the project, helped to give the project guidance, momentum and financial support to complete a high quality NAP and investment strategy.

2.4 Small Grants Programme Field Projects

The GEF/UNDP Small Grants Program was linked to the SLM project in a relatively indirect manner. Two NGO projects – *CEDAC* and *CelAgrid*, were selected to demonstrate certain SLM methods, mostly integrated farming systems. These projects were casually aligned with SLMP in order to somehow compensate for cutting the site demonstrations that were originally planned. These two projects however, did not provide much demonstration on the main SLM themes – soil fertility/productivity and soil erosion/watershed stability. The CEDEC project (with Heifer Intl and Cambodian Women's Assoc.) involved 35 households assisted to undertake integrated farming and

³ Global Mechanism, Integrated Financing Strategy for Implementation of the National Action Program, Final Draft, Nov 2010, p. 4.

⁴ General Mechanism, Designing a National Action Programme (NAP) and Integrated Financing Strategy (IFS) for Sustainable Land Management, Proceedings of the Workshop held in Siem Reap, Cambodia 23 to 27 February 2009.

small scale irrigated farming. A similar integrated development project was implemented by CelAgrid in Takeo Province.

3. Evaluation Findings

3.1 Project Formulation

3.1.1 Relevance of the project design

It is apparent that land degradation is a serious concern in Cambodia that affects food security and livelihoods, future agricultural development and watershed integrity. The project has direct implications for the Agriculture Strategic Development Plan 2009-2013 and the Strategy for Agriculture and Water 2010-2013. Moreover, the SLMP focus on forest restoration complements the national biodiversity conservation and climate change adaptation goals of the country. SLMP is therefore an important project for Cambodia's development.

The recognized limitation on the relevance of the project design was the emphasis on awareness-raising and policy development rather than on demonstrating SLM practices at the field level.

3.1.2 Country ownership of the project

The project has had a very high degree of country ownership in that implementation was managed directly by MAFF and the NAP preparation has been guided by a well defined set of national SLM issues and priorities. While SLMP has had significant implementation delays, the current products strongly reflect the particular SLM risks and opportunities in Cambodia and will provide specific and useful guidance for future programming.

The country ownership of the project was tempered by the fact that the emphasis on NAP and IFS preparation has been largely driven by the requirements and support provided under UNCCD which emphasize national policy and investment planning documents. The IFS in particular provided a format and consultant-driven approach that some of the stakeholders view as interesting but not necessarily realistic for Cambodia with regard to the national budgeting system.

3.1.3 Effectiveness of the project strategy

One aspect that limited the effectiveness of project implementation was the lack of a coherent and well-understood strategy to guide the project team and participants. The Inception Phase proposed an approach based on inter-sectoral planning and a landscape level and ecosystem approach for landscape connectivity across legal land classifications with links to the comprehensive landscape study of the Cardamom Mountains complex being undertaken by Conservation International.⁵ The strategy was to link capacity development with learning-by-doing besides adding formal training activities for developing specialized skills and piloting and monitoring of best SLM practices as part of inter-sectoral landscape level planning exercises and formal presentations of results at policy level.

⁵ MAFF, GEF, UNDP, Inception Report, Building Capacity and Mainstreaming Sustainable Land Management, April 2008.

For the field activities collaboration with baseline projects of IFAD for agriculture, Danida/WB for forest demarcation in Preah Vihear, and synergy with the WCS-executed CALM project in the northern plains. In Kampong Speu the Project was to build on and provide an increment to projects implemented by NGOs and government agencies. This inception strategy was never realized, nor was another one developed. Instead, the project languished in uncertainty and a lack of leadership on how to proceed. The absence of a clear strategy carried on for the first year of the project where PTT members had difficulty understanding the implementation process and how to implement their terms of reference, sometimes due to a lack of capacity but also due to lack of direction and effective project management.

The subsequent changes in project management and the recruitment of new staff and consultants and involvement of GM led to a project strategy that narrowed the focus primarily on to NAP preparation. The slow start-up of the project, weak direction and the general lack of clarity about the SLM concept and the appropriate means of cross-sectoral promotion imposed major barriers to progress. The project strategy in the last year of the project was to finalize a NAP in accordance with UNCCD protocols.

3.1.4 Validity of risks and assumptions

The Project Document identified the key assumptions underpinning the design of this project:

- Full and continued political and decision-maker support to finalize and adopt the NAP.
- Full and continued political and decision-maker support at various levels and sectors to integrate SLM and NRM concerns into national and local development plans.
- Funds and other inputs are provided on time.
- Active participation and collaboration among national and local institutions including academic, private sector, NGO and local government units.
- National and local staff and farmers are willing to participate and complete the training programs.
- Local authorities are willing to cooperate in the establishment of a Commune Learning Network.⁶

Most of these assumptions proved to be valid for periods of the project although it is not apparent in the early stages that the project had the necessary attention and profile to engage senior officials in the government. It was not until the concern about missing the NAP deadline and the addition of GM support that the required direction and change in project management was able to get the project on track. On the last point, there was never a clear concept of a “commune learning network.

The Project Document also assumed that the outcomes and outputs are likely to be sustained beyond the project for three reasons:

- (a) the project is to be implemented in close collaboration with the longer-term projects, such as the DANIDA/DFID Natural Resource Management and Livelihoods Programme

⁶ Project Document, 2007, p. 26

(NRMLP) and IFAD/UNDP Rural Livelihoods Improvement Project (RULIP) (which will adopt SLM measures);

(b) SLM is integrated into the UNDP country programme; and

(c) the government and key institutions at regional and local levels are committed to SLM.

It also stated that “Sustainability of outputs such as community based learning networks and community/village level demonstrations are very likely to be continued beyond the project period due to direct involvement of beneficiaries and the tangible benefits they produce for them.”

These assumptions have not proven valid or of sufficient scale to sustain SLM in Cambodia. More attention to the complex set of factors that affect sustainability was warranted.

3.2 Project Implementation

3.2.1 Project organization and management

The SLM project was organized through the three main structures:

- **Project Management Board** to oversee the project performance at the outcome and output level, responsible for approving work plans and budgets, monitoring project progress and addressing project risks;
- **Project Management Unit (PMU)** within MAFF and headed by a National Project Manager (NPM). The PMU was responsible for project management, administrative, technical and financial reporting; the application of all UNDP administrative and financial procedures; and the use of UNDP/GEF funds.
- **Project Technical Team (PTT)** of ten technical staff from the government agencies responsible for implementing the various project components under the Project Manager’s supervision. They were to serve as coordinators and focal points for each of the agencies implementing the project at the output/activity level and to implement the project activities.

The original project design also called for the appointment of a Project Advisory Committee (PAC) responsible for overseeing the overall project performance at the outcome level and coordination with other ministries, and an International Technical Advisor to work full time with the PMU for the first 6-12 months of the project. The PAC idea was dropped and it was decided not to recruit an international advisor due to the cost.

It was also envisaged in the Inception Report that NGOs would be sub-contracted by the PMU to carry out some of the project activities, for example the demonstration of SLM best practices activities. DALRM, a key agency of MAFF responsible for SLM was not included in the project organization because it was only established in 2009.

During the Terminal Evaluation discussions, participants noted several problems with the early project management: low technical and managerial capacity of some of the key staff and consultants, staff turnover and slow recruitment of replacements, inadequate understanding of the project strategy, lack of effective supervision and oversight, inability to gain the attention and direction of senior officials due to the relatively small size of the project and the general lack of

sufficient incentives following cancellation of the salary supplements by government. It is now recognized that there were problems in the selection of some key staff and consultants and that many underestimated the quality of outputs expected of the project.

The project turn-around began with the decision in early 2009 to appoint a Deputy NPD responsible for mobilizing senior staff in the form of a Technical Review Team to take charge of the NAP and best practices compilation. The PTT members, still on project salary, had little role in the re-organized project. The TRT along with a part-time international advisor and senior national consultants led the new focus on NAP. The involvement of the GM in the project and the recognition that the NAP deadline would be missed served as the basis for realignment of the workplan and budget to emphasize Component 1 of the project.

3.2.2 Implementation modalities and efficiencies

The project implementation was characterized by many changes in strategy and personnel in a short period. The NAP had originally been scheduled for completion at the end of 2008, but the eventual document took another two years. There were reportedly not enough qualified staff and quality assurance measures to effectively implement the project and insufficient incentives to engage senior staff. The constraint on hiring government staff eventually led to some informal subcontracting of government experts through a contractor, although the results were still not acceptable. The implementation arrangements involving many disparate activities and some under-qualified staff/consultants with limited supervision were highly inefficient until the TRT provided a much needed consolidated approach to a narrower set of outputs.

3.2.3 Budgeting and disbursements

Table 1 summarizes the funding while **Table 2** records the annual budgets and expenditures. A very low delivery rate (51%) is evident in the first year.

Table 1: Project Budget

Activities – Description	Total 2005-2011
Activity 1: PDF-A Exercise	33,748.74
Activity 2: NAP Completion, Validation and Dissemination	90,585.61
Activity 3: Capacity Building for Sustainable Land Management	546,706.06
Activity 4: SLM Mainstreaming	76,940.85
Activity 5: Monitoring and Evaluation	9,524.51
Activity 6: Project Management	295,941.55
Total	1,053,447.32
UNDP TRAC =	474,345.41
GEF =	579,101.91

Table 2: SLMP Annual Budgets and Expenditures

Activity Categories	2008 Budget	2008 Exp	Delivery rate	2009 Budget	2009 Exp	Delivery rate	2010 Budget	2010 Exp	Delivery rate	TOTAL Expend. at project end
Activity 1: PDF-A Exercise	-	-	-	-	-	-	-	(50)	-	33,749
Activity 2: NAP is Validated and Dissemination	19,000	304	2%	44,000	23,533	53%	61,750	41,904	68%	124,334
Activity 3: Building Capacity for SLM	164,700	80,094	49%	281,303	255,312	91%	182,118	154,748	85%	546,706
Activity 4: SLM Mainstreamed	22,000	1,122	5%	66,500	57,121	86%	25,000	18,698	75%	76,941
Activity 5: Monitoring and Evaluation	-	-	-	8,000	9,005	113%	2,500	520	21%	9,525
Activity 6: Project Management	72,778	60,494	83%	111,378	86,182	77%	83,218	93,446	112%	295,941
TOTAL	278,478	142,014	51%	511,181	431,153	84%	354,586	309,266	87%	1,087,196

Note: Includes additional project preparation costs in 2005 and 2006

The variations in the annual delivery rate shown in **Table 2** are indicative of planning uncertainties or implementation disruptions.

The cost of the project – well over \$ 1M if the GM funded activities are included, appears to be excessive given that many of the planned outputs were dropped and the measurable results of activities, although significant in launching SLM and producing a NAP, were still relatively limited. The need for extensive orientation and awareness raising for SLM, the project delays, the effort required to re-do early low quality outputs, and the relatively high cost of project management may explain some of the cost-ineffectiveness questions for a project that was reduced in scope.

3.2.4 Adaptive management and UNDP role

The primary adaptive action of the Project Board was to re-adjust the project strategy in light of the slow progress and lost time during the first year of the project. Due to the small size of the project, there was a certain lack of attention for SLMP, as occurred with many of the other sub-projects in the global GEF portfolio.⁷ The slow progress was rectified by the Board and NPD actions to change the project focus and modalities in mid course.

Progress was monitored regularly by UNDP and issues and delays were routinely discussed by the Board at the request of UNDP representatives. UNDP initiated interventions to address the project implementation concerns, including:

- Changed the project manager in early 2010.
- Provided substantial outputs and guidance in the project management retreat in May 2010 leading to a clear direction and approach to resolve project risks.
- Project team meeting in October leading to strategize the approach to achieve project results because of the delay of delivery of key outputs.
- Frequently communicated with GM and mobilized their support to provide technical guidance and inputs for the development of NAP.
- UNDP provided support to develop M+E plan.

3.2.5 Monitoring and reporting

A Project Monitoring and Evaluation Plan was prepared by the project staff in November 2009 but it never became operational, partly because of vacancy of the project manager position and staff being diverted to other activities. There was no system for tracking and measuring capacity development outcomes. Nevertheless, the quarterly and annual reports, which were largely activity summaries, were submitted complete and on time.

3.3 Project Results

The project achievements are summarized in **Annex 6** based on the original and the revised results frameworks. The target achievement levels have also been summarized in **Table 3** below. About 35%

⁷ A. Ferguson and C. Lewis, Mid Term Evaluation of GEF/UNDP Sustainable Land Management Portfolio Project for Least Developed Countries and Small Island States, UNDP/GEF, 2007.

of the output targets were achieved and the same proportion partially achieved, while 30% were unachieved.

Table 3: Summary of Targets Achievement

Project Outcomes	Targets - Original Logical Framework	Achievement Level
Outcome 1: National Action Program (NAP) is completed	Draft NAP validated through stakeholder consultations and workshops and finalized during the 1 st 6 months. NAP adopted by Y1. NAP widely disseminated by Y2	<i>Achieved</i>
	NAP implementation M&E system operational by Y3	<i>Partially Achieved</i>
Outcome 2: Capacity for Sustainable Land Management is enhanced	Project Steering Committee transformed into a sustainable mechanism on SLM, with a commitment from government to support it beyond the project time frame, by Y3	<i>Partially Achieved</i>
	MAFF designated as the focal point for coordination of SLM at the beginning of the project.	<i>Achieved</i>
	By year 3, specialized training in SLM for: 10 officers at central level, 50 provincial and district level officers, and 250 commune and village level stakeholders.	<i>Achieved</i>
	Community based learning networks established in Kampong Speu by end of Y2	<i>Not Achieved</i>
	Landscape based participatory land use planning methodology/model established by early Y2. Regional land use framework for the Cardamom landscape produced by mid-Y2 Regional land use framework for Cardamom adopted by end Y3.	<i>Not Achieved</i>
	A total of 8 commune level demonstrations established in 3 provinces (likely 4 in Kampong Speu and 2 in each of Preah Vihear and Takeo) Lessons learned from demonstrations at both provinces documented and disseminated by Y3.	<i>Partially Achieved</i>
	Consultations, surveys and workshops held by Y1. Study and policy analysis on gender equity produced by the end of Y2.	<i>Partially Achieved</i>
Outcome 3: SLM is integrated into national and sectoral policies and regional planning.	Policy analysis to provide insights on SLM to key ministries completed by Y2 Recommendations to include SLM in the National Strategic Development Plan and in sector policies completed by Y2 SLM reflected in national and sector plans by Y3	<i>Achieved</i>
	Recommendations to incorporate SLM into provincial, district and commune level planning completed by Y2 and SLM reflected in such planning by Y3.	<i>Not achieved</i>
	Concept papers prepared on 10 SLM projects from NAP and informal discussions with donors held by Y3.	<i>Partially Achieved</i>
	Achieved: 4/12 (33%) Partially Achieved: 5/12 (42%) Not Achieved 3/12 (25%)	
Project Outputs	Targets- Revised Logical Framework	Achievement Level
Output 1: NAP completed, adopted, disseminated and future SLM projects in NAP under consideration by donors		
1.1 Prepar	a) Year 1: Technical Review Team (TRT) is established	<i>Achieved</i>

	<i>b) Year 2: NAP development guide is developed</i>	<i>Achieved</i>
	<i>c)Yr 2 Study of nature and extent of land degradation is completed</i>	<i>Achieved</i>
	<i>d) Yr 2 Stakeholder consultation plan completed</i>	<i>Partially Achieved</i>
	<i>e)Yr 2 Consultations on nature and extent of land degradation and mitigation practices are conducted</i>	<i>Achieved</i>
	<i>f) Year 3: NAP is approved by Council of Ministers</i>	<i>Partially Achieved</i>
	<i>g) Yr 3 NAP is widely disseminated among key national and local stakeholders</i>	<i>Partially Achieved</i>
	<i>h) Yr 3 Three project concepts are under consideration by DPs</i>	<i>Achieved</i>
Output 2: Enhanced capacity for SLM		
.1 enhance capacity of key staff at national and local level	<i>a)Year 1: contribution of key MAFF sectoral programs to SLM holistic approach defined</i>	<i>Achieved</i>
	<i>b) PTT is organized and have established relations with provincial agencies</i>	<i>Partially Achieved</i>
	<i>c)Year 2: Training Need Assessment) completed and Training Program launched</i> <i>d)Yr 2 Trainers in specific SLM techniques identified</i> <i>e) Yr 2 National and international NGOs identified for inputs</i>	<i>c) Partially Achieved</i> <i>d) Partially Achieved</i> <i>e) Partially Achieved</i>
	<i>f) Yr 2 10?? officers central level trained with reference to defined impact</i> <i>g Yr 2 30 provincial and district officers, 250 commune and village stakeholders trained</i>	<i>f) Not Achieved</i> <i>g) Not Achieved</i>
2.2 incorporate SLM in community learning networks	<i>a) Guide to incorporate SLM in the AEA process</i> <i>b) Action plan for community learning network in three provinces is integrated into provincial agriculture and forestry plans</i> <i>c) Yr 3 Facilitator guides for incorporating SLM in local govt plans and farmer support programs produced</i>	<i>a) Partially Achieved</i> <i>b) Not Achieved</i> <i>c) Not Achieved</i>
2.3 document and disseminate best practices for SLM	<i>a Yr 2 Initial set of best practices documented and produced</i> <i>b) Yr 3 Best Practices in 6 SLM sectors are documented, and disseminated through local government and community learning networks</i>	<i>a) Achieved</i> <i>b) Partially Achieved</i>
2.4 assess gender role in SLM and incorporate findings in local extension programs	<i>a) Yr 2 Gender study initiated by provincial gender staff in collaboration with GMAG</i> <i>b)Yr 3 Strategy for incorporating SLM in gender- in agriculture mainstreaming produced and incorporated in provincial agriculture and forestry plans</i>	<i>a) Achieved</i> <i>b) Not Achieved</i>

2.5 Develop ..landscape land use map for cardamom and recommend institutional framework for implementat ion	Yr 3 Vision for Cardamom Mountains by CI adopted by SLM project for future elaboration of institutional analysis	Not Achieved
Output 3: SLM integrated into central strategies (and regulatory framework) as well as local development planning guidelines		
3.1 incorporate SLM e into NSDP	TWG Secretary Is part of the TRT for NAP Contributed to the logframe of the SAW for 2013 to 2015 . SLM and NAP is much part of NSDP (see draft PCR) Started interaction with TWG for Agri Land Law for incorporation of SLM in the law (PA)	Achieved Achieved Not Achieved
3.2 incorporate SLM into local authority planning	a) Orientation on SLM provided to x communes in eight provinces including those surrounding Cardamom b) Study to analyze Investment trends of communes on SLM is conducted as input to NAP preparation c Report on SLM investment trends of communes completed and factored in in communication campaign for communes	a) Partially Achieved b) Not Achieved c) Not Achieved
3.3 mobilize resources for implementat ion of priority NAP components	Yr3 a) Proposals and recommendations developed for financing of priority component of NAP b) Yr 3 Resources endorsed for NAP implementation through innovative financial mechanisms	a) Partially Achieved b) Not Achieved
	Year 2: a) at least 5 awareness materials of SLM and a number of poster of SLM concept are organized and disseminated b) Communication strategy established Year 3 c) A number of information campaigns to targeted key stakeholders on SLM organized	a) Achieved b) Not Achieved c) Achieved
	Achieved: 12/34 (35%) Partially Achieved: 11/34 (32%) Not Achieved 11/34 (32%)	

3.3.1 Outcome 1 – NAP Completion

The NAP – National action program to Combat Land Degradation in the Kingdom of Cambodia 2011-2020 provides an analysis of the local degradation circumstances (Part 1) and the specific objectives, targets and programs (Action Plan), including a proposed three phase, \$22M set of projects and activities. Two main themes are highlighted: soil conservation and improvement, and restoration of forest ecological services.

Key Results from Project Fact Sheet, October 2010

- An international workshop on designing an integrated financial strategy for NAP preparation was conducted in Siem Reap Province in 2009.
- 25 examples of best practice in five sectors – lowland agriculture, community forests, local government initiatives, community protected areas, and community fisheries (flooded forests) – have been identified for potential incorporation into the NAP.
- A study of the causes of land degradation found that the main human causes are forest degradation and deforestation, inappropriate agricultural practices, minerals extraction and mine clearance.
- A study of the costs of land degradation has been launched with support from the UNDP Global Mechanism and the Stockholm Environment Institute.
- 691 participants from national and provincial government, commune councils, NGOs and partner projects attended workshops in 2009 on topics including the causes of land degradation, strategies for integrating SLM into commune plans, Geographical Information System (GIS) mapping, and documenting and disseminating best practices.
- Policy recommendations were provided to the Technical Working Group on Agriculture and Water for incorporating SLM into the National Strategic Development Plan Update (2009-2013).
- The project committed to implementing two activities at commune level during the district integration workshops in project target areas.
- Orientation workshops to help local authorities incorporate SLM into commune investment plans were conducted in 2009 for the Provincial Departments of Agriculture in Kampong Speu, Takeo and Preah Vihear.
- Sessions providing an orientation to SLM were conducted for 18 communes in nine provinces in 2009 to support the integration of SLM into local planning.
- 17 communes in three districts in Preah Vihear Province incorporated SLM into their commune investment programmes for 2010.
- On World Day to Combat Desertification 2008 a national conference drew more than 60 participants to discuss Combatting Land Degradation for Sustainable Agriculture. In 2009, awareness raising leaflets and posters in Khmer were distributed and an introduction to SLM for researchers and policy makers was produced in English and distributed on CD.

Source: UNDP, Sustainable Land Management, 2010

The NAP effort was led by the Department of International Development and the Department of Agricultural Land Resources Management and assisted by the International Technical Advisor. The document appears to meet the required UNCCD standards and is well advance in the approval process through the Council of Ministers.

An important companion to the NAP was the compilation of SLM best practices. A case study report on SLM (May 2010) was prepared by Dr Tan Boun Suy, SLM Consultant. A technical report (English) and a synthesis report (Khmer) appearing in the MAFF magazine. The 100 Best Practices were compiled under 5 themes: Sustainable Agriculture (SA); Community Forestry (CF); Community Fisheries (CFi); Community Protected Areas (CPA); and SLM oriented initiatives of Local authorities. The best practices in SLM formed part of the NAP situation analysis and basis for Investment Programming.

The Project also worked with ICRAF in identifying the prospects for inclusion of a major agro-forestry program in the NAP as well as in the NFP. The project also discussed a study on Policy Analysis for Agricultural Land Use funded by IFAD.⁸

Five of each of the 5 themes or a total of 25 best practices were further reviewed by MAFF researchers as well as partner researchers from MOE and partner NGOs to the extent possible. The review studied the nature of the practices; their strengths and limitations; and the extent of their spread.⁹ Five Thematic Articles representing the 5 best practice themes were placed on the UNDP website. Each of the thematic articles describes the issues under the theme, summarizes 20 best practices, discusses policy implications and provides information on references used. Twenty one field validation reports (English and Khmer) of best practices in 5 themes (5 in each of Agriculture , CF, CFi, and CPA and 1 in Local Authority) were prepared and except for the BP on local authority, these reports were endorsed by respective Agencies /Departments.

The project also cooperated with the Stockholm Environment Institute in the Cost of Land Degradation Study – a companion activity funded by GM. The first phase report documented the role of ecosystem services in the areas around central Cardamom Mountains.¹⁰ Preliminary results of the study on economic value of natural resources in Cardamom areas and a proposal for the harmonization of plans for the Prek Thnout Watershed (in Cardamom) to support agriculture in Kampong Speu were included in NAP preparation.

3.3.2 Outcome 2 – Enhanced Capacity for SLM

In mid 2009, the project prepared a *Training Needs Analysis and Training Plan* aimed at providing training for the Project Technical Team (PTT), four Key Departments/Offices of MAFF (Agricultural Extension; Agricultural Land Management; Community Forestry; Gender Mainstreaming) and one department from MOE (on Community Protected Areas), and the Provincial-level offices hat facilitate local level planning (PFT, PDA, PFA, and PDE). Two modalities were proposed:

⁸ Dr. Seng Vang, Policy Analysis for Agricultural Land Use, FAO - IFAD (FAO-GCP/RAS/214/IFA), Feb 2010.

⁹ MAFF/GEF/UNDP, Modeling the Way for Combating Land Degradation, brochure, n.d.

¹⁰ Stockholm Environment Institute, Land Uses and Ecosystem Services in the Central Cardamom in Koh Kong and Pursat Provinces, Cambodia, Dec 2010.

- **Project Planning Activities (PPA)** - these are non- training, project activities that involve development of implementation strategies for project subcomponents. They provide abundant but indirect opportunities for learning especially for Department leaders.
- **Training Activities (TRA)** – these are planned training sessions for targeted audiences and with measurable training objectives. TRAs are good learning opportunities for Technical Staff

Unfortunately despite the detailed training plan, the subsequent training program was rather ad hoc and unorganized, with limited records on the training activities and results. The project held 19 important training courses and selected technical planning workshops. It was reported that about two-thirds of the proposed 24 training topics were eventually developed, some of which were delivered in subsequent trainings and orientation sessions. **Table 4** lists the recorded sessions from information provided.

Table 4: List of Project Training and Planning Sessions/Activities

<ul style="list-style-type: none"> • 2 PTT Training sessions (PNH) – Causes & effects of land degradation • 3 TRT Planning Sessions (PNH) • 4 Provincial workshop- seminars with field visits under the Land Degradation Study
<ul style="list-style-type: none"> • 1 Major National Conference Seminar w/GM (2009) for RGC and NGOs (Siem Reap) • 3 TRT planning sessions (2009-2010)
<ul style="list-style-type: none"> • Study visit to the Philippines – interaction with Soils Mgt Program leaders (April 2010) • Participation in WOCAT sharing conference negotiated (June 2011)
<ul style="list-style-type: none"> • 1 TRT planning & review session on IFS (Q4, 2010)
<ul style="list-style-type: none"> • GIS training course (2009-2010)
<ul style="list-style-type: none"> • Practicum on Agro-ecosystem Analysis • 2 Multi- agency review and planning sessions (SHV, 2009, 2010)
<ul style="list-style-type: none"> • 2 Training sessions • 3 Planning sessions to identify Best practices
<ul style="list-style-type: none"> • 1 Training Session on best practices (8 PTT members)
<ul style="list-style-type: none"> • Study visit to Philippines – interaction with Philippines Soils Program leaders • TNA conducted on specific needs , course design based on office specific TNA completed but await implementation • Participation of one DALRM representative in FAO - LADA training was facilitated
<ul style="list-style-type: none"> • 1 review and planning session with ICRAF • Intro to Agroforestry – part of 1 day training session on agroforestry under DANIDA – FA Agroforestry program
<ul style="list-style-type: none"> • 2 planning sessions on developing communication products(PNH)
<ul style="list-style-type: none"> • Training session for D& D provincial facilitators (Kampot) • Training and planning sessions in 2 provinces (PVH and KPS)
<ul style="list-style-type: none"> • English training course, 2009-2010

Source: Draft Project Completion Report, April 21, 2011

The training sessions included an orientation to SLM in 18 communes in nine provinces in 2009 to support the integration of SLM into local planning. It was also reported that 17 communes in three districts in Preah Vihear Province incorporated SLM into their commune investment programmes for 2010.¹¹

Capacity building was also provided to local authorities in 3 provinces through consultation meetings and conducting Community Agro-ecosystems Analysis (CAEA) in 2 pilot communes and simultaneously shared the principles and processes of SLM. The project began the process of mainstreaming SLM messages by participating in key dialogue to formulate the Cardamom land use Framework, the National Forestry Program and the amendments for the National Land Policy. A World Day event to combat desertification was also sponsored to create public awareness on SLM. One of the key training sessions was the five day workshop on *Designing a National Action Programme (NAP) and Integrated Financing Strategy (IFS) for Sustainable Land Management* in February 2009, organized and supported by GM in conjunction with SLMP.

It is difficult to gauge the effect of the project's training and awareness-raising program. There was no follow-up to assess the extent of achievement of the expected results identified in the overall training plan. **Table 5** summarizes the beneficiaries from available information. The project brochure indicates that 691 participants attended project workshops in 2009.

Table 5: Training Beneficiaries

Key RGC personnel	Knowledge and skills gained	Indicators of benefits
MAFF		
16 Members of the TRT and NAP Coordination Group (1 female) (Department Head, Deputy Department Heads from 8 departments)	<ul style="list-style-type: none"> Land degradation issues Cost of land degradation Integrated Financing Strategy Watershed approach 	Completion and positive review of the draft NAP following key protocols by the UNCCD under its 10 year Strategy and supported by the GM.
2 MAFF Senior officials	<ul style="list-style-type: none"> Governance of a National Service Department for Soils Services (visit to Philippine Bureau of Soils) 	Documentation ongoing
8 Members of the PTT (1 Deputy Department Head, 2 Unit heads, 5 technical officers)	<ul style="list-style-type: none"> Land degradation issues and technical strategies Documentation of best practices GIS and English 	Two PTT members are now senior resource persons on SLM strategies. One member has become a technical English translator
20 DALRM Staffs (5 females)	Note : Detailed TNA conducted and first training course designed	Potential benefits only once course is completed
27 MAFF Provincial Staff (2 females)	<ul style="list-style-type: none"> local land degradation issues and technical strategies 	Documentation ongoing
D& D and Local Authority		
11 provincial Planning Facilitators (PFT) and District Planning Facilitators (DFTs)	<ul style="list-style-type: none"> incorporation of SLM in local plans and resource mobilization strategies at the local level 	2 PFTs in Preah Vihea can share SLM knowledge to DFTs and World Vision Cambodia (NGO).

¹¹ UNDP, Project Fact Sheet, Sustainable Land Management 2010.

Commune officials	<ul style="list-style-type: none"> incorporation of SLM in local plans and resource mobilization strategies at the local level 	increase in SLM projects as reported by the study of SLM Project Technical Coordinator
Partner NGOS and students		
20 staff members of NGO Partners	<ul style="list-style-type: none"> Identification of best practices in agriculture, community NRM 	documentation ongoing
6 Senior Student interns	<ul style="list-style-type: none"> SLM principles Design and implementation of research on SLM practices Analysis of commune investment trends 	*6 students received academic citations for outstanding thesis covering the topic on SLM

Source: Draft Project Completion Report, April 21, 2011

The project participated in SLM National Events and information materials were developed and disseminated:

- (2) Annual World Day Events To Combat Land Degradation
- (4) SLM posters; (1) SLM Video
- (1) CD on relevant SLM articles and (1) CD on results to SLM Studies
- (1) Article in MAFF magazine and (6) Articles uploaded in the UNDP website
- 4) Best Practice publication such as CF, CFi, Agriculture, and CPA
- (1) Draft Final draft of National Action Program

The achievements under Outcome 2 are not easily measurable because of the general nature of the orientation activities (which included project staff meetings, etc.), the informal manner in which the capacity building activities were delivered, and the poor monitoring of the outputs under this component. It was reported that a total of 74 training and awareness building events benefited a total of 2,404 participants (444 females).¹² This is hard to believe given the available documentation.

Regardless of the somewhat unstructured delivery and the actual number of training participants, the many events that were held introduced SLM to a range of stakeholders at national, provincial, and local levels who were not previously familiar with the concept and established important linkages to the various programs and projects that are engaged in land management.

3.3.3 Outcome 3 – Mainstreaming of SLM

A key mainstreaming activity was the insertion of SLM provisions into NSDP 2009-2013.

The project also regularly interacted with the Secretary of TWG for Agriculture and Water to ensure consistency of NAP content to the SAW. Inputs were suggested for the updated Strategy for Agriculture and Water for 2011 to 2015. The Project also interacted with DALRM and the FAO to identify how the SLM Project could contribute to the formulation of the *Agricultural Land Law Act*. It was agreed that the results of the SLM Project studies would be packaged and communicated to the TWG and the Technical Advisor to be engaged by the FAO to support the TWG.

Amendment of the guide for AEA was recognized as a key mechanism for mainstreaming SLM into commune level investment and development planning. The project, along with the Department of

¹² UNDP, Project Completion Report, 2010, p.11.

Extension, MAFF, collaborated with IFAD in identifying and piloting measures for supporting the conduct of AEA in 57 IFAD assisted communes in PVH, KRT and RK provinces. The Project also participated in the development of protocols for community learning networks in IFAD sites.

A case study of SLM mainstreaming was undertaken in Preah Vihear Province, identifying the barriers to SLM and presenting a concept for mainstreaming into commune investment and development planning.¹³ SLMP cooperated with Preah Vihear Provincial Local Administration Unit (LAU) of Provincial Rural Development Committees (PRDC)/NCDD Program and the Project to Support Democratic Development through Decentralization and Deconcentration (PSDD) to carry out a one day land degradation orientation session in July 2009. The project also completed training workshops at district level in order to mainstream SLM into Commune and Village level planning at 3 districts - Chamkhsan, Koulaen, and Tbeng Mean Chey in 2009.

3.3.4 Progress Toward the Development Objective

Although the three year time frame limited the potential to substantially **strengthen the enabling environment for SLM**, the project has developed the initial approach and roadmap, and created an important level of awareness and role for SLM in national development. Further progress in advancing the concept will depend upon the institutional mainstreaming of SLM in cross sector programs, including climate change, and the availability of government and donor funding. The resources and leadership for DALRM to advance NAP implementation will be particularly important.

The general level of outcome achievement is summarized as follows:

Outcomes:	Level of achievement:
Outcome 1: National Action Program (NAP) is completed	The NAP has been essentially completed to the standards established by UNCCD
Outcome 2: Capacity for Sustainable Land Management is enhanced	Best SLM practices developed and introduced and some limited awareness-building of national and local authorities
Outcome 3: SLM is integrated into national and sectoral policies and regional planning.	Revisions to the National Strategic Development Plan and other strategies, and integrated financing mechanism developed.

3.3.5 GEF and UNDP Programme Objectives Achievement

The current GEF Land Degradation focal area Objectives are to “a) maintain or improve flows of agro-ecosystem services to sustain the livelihoods of local communities; b) generate sustainable flows of forest ecosystem services in arid, semi-arid and subhumid zones, including sustaining livelihoods of forest-dependent people; c) reduce pressures on natural resources from competing land uses in the wider landscape; and d) increase capacity to apply adaptive management tools in SLM. The project has contributed in a preliminary way and small scale toward all of these objectives.

¹³ Ear Chong, Case Study on Mainstreaming Sustainable Land Management in Preah Vihear Province, MAFF, 31 October, 2010.

The UNDP Cambodia Country Programme (2006-2010) Outcome 4: “Improved capacity of national/sectoral authorities to plan and implement integrated approaches to environmental management and energy” (Output 2: Commune level resources in agriculture and natural resource management are increasing) has been assisted in a minor way by the awareness building and framework development for SLM programmes that has been addressed by the project.

4. Conclusions, Recommendations and Lessons Learned

4.1 Conclusions

4.1.1 Project design clarity and expectations

The SLM project was a three year medium-size GEF project with the aim of strengthening the enabling environment for SLM, completing the NAP for UNCCD, developing capacity for SLM and mainstreaming of SLM into policies and planning. The eleven planned outputs presented major challenges, some of which were beyond the capabilities of the initial project team, including implementation of “decentralized community learning networks for SLM and NRM” (never clearly defined), demonstration of best practices at eight sites in three provinces, and capacity building for government. The project undertook an array of mostly small-scale research, training and promotional activities without a clear sense of the overall end results in terms of level of mainstreaming to be achieved or the extent of capacity development required of the project. The revised project logframe (2009) reduced the expected results which helped to provide greater focus. While the project has provided important data collection, analyses, guidelines, plans and proposals, many of the proposed field level demonstration and piloting outputs and systemic effects on SLM practices were not achieved as originally planned due to project capacity, management and time constraints and unrealistic expectations and assumptions in the project design.

4.1.2 Project achievements and performance

The project has made a significant contribution toward initiating the discussion and program activities for SLM in Cambodia. While the SLM project experienced slow implementation progress in initiating the NAP, after additional support and guidance from government, UNDP and GM, the project team undertook an intensive, well organized effort to prepare a comprehensive document that generally conforms to the UNCCD standards. This is a significant accomplishment and credit to the current project team to recover from the earlier difficulties with the project and to greatly improve the quality of the document from the earlier versions. However, the inability to complete all of the planned outputs and the low efficiency and cost effectiveness in delivering the end results diminished the results of the project. The late effort to generate a high quality NAP was the major achievement that justified a moderately satisfactory rating for project results, recognizing that the scale of the project had to be reduced to produce this key result.

4.1.3 Increased understanding of SLM in Cambodia

The project completed many orientation and training sessions that have contributed toward heightened awareness of the key issues and risks of land degradation in the country. These have included various awareness-raising, planning and focused training sessions (although no follow-up surveys of results were available). The main beneficiaries were MAFF staff and personnel involved in decentralized commune-level development planning. The sessions mostly provided a general orientation to SLM concepts for project staff, provincial, district and commune staff and officials. Estimates of the number of 'training/orientation and other participants' range from 800 – 2400, but actual capacity development effects in terms of modifying land management practices are very limited. The project introduced the SLM issue and approach to many stakeholders in Cambodia who had not previously been aware of land degradation, and provided exposure to international practices for selected staff. In addition, various support products were produced – capacity needs assessment for DALRM, gender study, lessons from watershed planning, thematic papers, training plans, mapping of Cardamom land use, valuation studies, integrated investment framework, all of which contribute in some incremental manner to capacity development. Despite this progress, the capacity development results under Component 2 of the project have not been fully met in terms of the original anticipated inter-sectoral mechanisms, community learning networks, adoption and piloting of SLM by stakeholders, regional vision/institutional framework for Cardamom Mtns, etc.

4.1.4 Best practices documentation, validation and dissemination

The project has produced an admirable set of Best Practice documents organized around four SLM-related themes (Agriculture, Community Forestry, Community Fisheries, Community Protected Areas) that should provide an important resource for future programs.¹⁴ Project staff and consultants worked diligently to compile the relevant material and rework various early drafts. While some further validation of technologies may be needed, the primary challenge now is to effectively communicate and disseminate the information through available outreach and extension services across government and within the larger development community. The strategy and processes for reaching the targeted audiences remain to be defined, building upon the initial communication plan work that has been completed.

4.1.5 Modest level of SLM mainstreaming

The project had a limited effect on integrating SLM into provincial, district and commune planning. The most visible results are the changes in National Strategic Development Plan (2009-13) and the Strategy for Water & Agriculture (2009-13), and the application of Agro-ecosystem Analysis guidelines within the extension services to include SLM. The project provided basic training to MAFF staff (27) in nine provinces, Ministry of Interior staff (18) involved in the D&D program and to the various members of project teams. There were also three workshops for mainstreaming SLM at the local level. "While decentralization holds much promise for mainstreaming SLM, this is not likely to occur without significant efforts in awareness raising, advocacy and capacity building."¹⁵ The project cooperation with Preah Vihear Provincial Local Administration Unit (LAU) of Provincial Rural

¹⁴ The fifth set of BPs: 'Local Authorities SLM', was not completed.

¹⁵ Ear Chong, Technical Project Coordinator, Case Study on Mainstreaming Sustainable Land Management in Preah Vihear Province, 31 October 2010, P. 11

Development Committees (PRDC)/NCDD Program included orientation on sustainable land management, root cause of land degradation, and effect of land degradation as well as how to integrated into Commune Investment Program (CIP). The modification to the Agro-ecosystem Analysis process is the most important and promising mechanism assisted by the project since it has the potential for direct SLM outreach through MAFF and other extension services. All of this was important introductory mainstreaming of SLM but clearly not substantive enough to demonstrate during a short project period a major or sustained effect on integration of SLM in national development processes.

4.1.6 Project strategy, personnel and management capacity

The project progress was hampered by continual changes in the project strategy, uncertainties about expected results, high turnover in personnel, major periods with key staff positions vacant and changes in government policy on salary supplements. The inception strategy to focus on capacity building for landscape-based land use planning, best practices in farmers' fields and gender mainstreaming in SLM in three provinces with the help of NGOs was never adopted. Project activities involved incremental, ad hoc and dispersed involvement in various projects that sometimes had weak links to the results framework, and inadequate milestones and guidance from project management. There was no overall capacity development plan, although a detailed training plan was prepared but subsequently implemented in only a partial manner. The NAP preparation was initially contracted to a consultant with little involvement of the line ministries who later rejected the results due to technical quality. Some of the project staff were unable to fulfill their terms of reference and some of the consultants underestimated the requirements of the project. Where expertise existed in MAFF, the cancelling of salary supplements and the inability to directly contract government staff constrained their involvement. Absence of a project manager for six months especially slowed progress. The decision not to hire a full-time international advisor during the early stages may have also had an adverse impact. If not for the subsequent appointment of the part-time international technical advisor and a revised project organisation, the final outputs would have suffered. This instability in the project organization and implementation process was a major factor in the reduced achievements of the project.

4.1.7 Adaptive management

By mid 2009, UNDP and the Project Board had recognized many of the challenges being faced by the project. There were regular and special meetings to discuss key issues related to project organization, staffing and progress. The critical adaptive management actions were to appoint a Deputy NPD, reduce the scope of work (under Components 2 and 3), focus on completion of NAP in order to respond to the UNCCD deadline and GM support, and shift responsibilities from the Project Technical Team (PTT) to a new Technical Review Team (TRT). To the credit of the Board, these were critical interventions that saved the project.

4.1.8 Project organisation and quality assurance

There are useful lessons from the project experience with regard to project organisation and management systems for quality assurance and accountability. Foremost amongst these are that new multi-sectoral concepts such as SLM require senior leadership and direction to ensure an

effective response within government, and that the necessary resources, organization and incentives must be in place to directly engage qualified government staff in taking responsibility for project outputs. The senior staff necessary for monitoring and quality control were often missing during critical periods of the project, and they lacked a mechanism to enforce quality standards. The effectiveness of the international technical advisor was also probably limited by narrow reporting arrangements. Project implementation should have been guided by an approved inception strategy, and careful and timely recruitment of project staff, mentoring and supervision and targeted capacity development of staff. Gaps in recruitment of staff had a significant effect on progress.

4.1.9 Project delivery inefficiencies

The total cost of the project (\$1.087 M from GEF and UNDP plus GM contributions) was high in relation to actual outputs generated. Personnel issues, poor quality of initial work and slow progress in the early stages created inefficient use of project resources. Developing a formal government strategy (NAP) and building capacity for a new concept such as SLM involving multiple ministries and sectors has shown to be more complicated and subject to delays and quality assurance problems than anticipated in the project design. Project management costs (28% of total) have also been relatively high. The cost-effectiveness however would have been worse if project management had not taken decisive action in the late stages of implementation.

4.1.10 Uncertain sustainability potential

The NAP and IFS will assist GEF and donors in the development of future programs to address SLM and thereby offer a useful function. But the potential to sustain and expand SLM project results will depend upon establishing a distinct and effective home for SLM advocacy, the necessary resources for programs within MAFF, and the ability (including sharing resources) to work with other ministries, commune councils and civil society to advance SLM. At the completion of the SLM project, it is uncertain whether sufficient momentum and commitment are in place along with required mechanisms and government staff incentives to sustain and utilize the SLM project outputs.

4.2 Rating of Project Performance

Rating Indicators	Level of Achievement	Reasons for the Rating
Project Results § Progress toward objective of strengthening the enabling environment for SLM § Achievement of Outputs 1 – NAP completion 2 – Enhanced capacity for SLM 3 – Mainstreaming of SLM into central strategies and local development planning	<i>Moderately Satisfactory (MS)</i> 1-MS 2-MU 3-MS	The NAP completion, the SLM best practices documents and the increased awareness are important outputs providing a foundation for further capacity development and mainstreaming of SLM within various sectors. About 70% of the planned outputs were fully or partially completed. It was not possible to observe a significant uptake in SLM activities as a result of the project, despite the fact that several hundred individuals received “some form of orientation or training”. The project did not adopt or deliver a particularly effective

		capacity development strategy but simply introduced SLM to a variety of audiences in an ad hoc and overview manner with little follow-up assessment of results.
Project Implementation § AWP preparation and implementation § Budgeting and expenditure rates § Project organization effectiveness § Adaptive management by UNDP § Project communications § Coordination and operational efficiency	<i>Moderately Unsatisfactory (MU)</i>	The SLM project has had a difficult implementation history primarily because of the overly ambitious design for a medium size project, the relatively new multi-sector nature of SLM, the lack of attention from senior officials, the low capacity of initial project managers and consultants, the lack of mechanisms to enforce quality standards and the lack of incentives for government staff. MAFF and UNDP actively responded to these constraints once the delay problems were recognized by appointing more senior staff, narrowing the scope of outputs, and effectively utilizing national and international consultants. GM helped the project recovery under time pressure.
Monitoring and Evaluation § M&E plans and process § Monitoring indicators data collection § Quality and timeliness of reporting	<i>Moderately Satisfactory (MS)</i>	M&E Plan was completed but not fully implemented. No early intervention to resolve the delay and management issues, but important interventions were made to re-align the project once the problems were identified. Quarterly and annual reporting was largely consistent with UNDP and GEF standards although training data are weak.
Project Sustainability § Institutional sustainability of capacity development § financial sustainability of achievements and progress	<i>Moderately Unsatisfactory (MU)</i>	Sustainability was not considered in the project design and although efforts were made to address this in NAP and IFS preparation; the project sustainability remains uncertain.

4.3 Recommendations

4.3.1 Due to its outreach capability, the Agro-Ecosystem Analysis process within the MAFF agricultural extension program should be the lead mechanism to advance SLM in the short term. The protocol and program for SLM integration into AEA should be finalized before project closure.¹⁶

4.3.2 The four sets of SLM best practices should be further refined and validated by SLM practitioners in Cambodia prior to publication and dissemination, along with completion of the Communications Plan.

4.3.3 MAFF should provide clear direction for follow-up SLM implementation activities through cross-sectoral, inter-ministerial mechanisms such as the Technical Working Group on Agriculture and Water that have the potential to provide greater impact on national SLM.

¹⁶ See for example: MAFF, "Proposal – The Integration of SLM in the Commune Agro-Ecosystem Analysis (CAEA) Manual", May 2010.

4.3.4 Given the cross-sector linkages between SLM and climate change adaptation and resilience, UNDP should facilitate the integration of SLM Best Practices into the Cambodia Climate Change Alliance activities.

4.3.5 Future GEF projects and the related project design and operational guidelines, should recognize the implementation difficulties of the SLM project and give particular attention to: (a) commitment and leadership from senior government officials, (b) a well-defined and accepted project inception strategy to guide implementation, (c) recruitment of qualified and experienced project management staff with probation conditions for the inception period, and (d) an adequate set of incentives to ensure government staff participation.

4.4 Lessons Learned

Several lessons have been identified by the SLM project staff in the annual reports. Firstly, there is a need to recognize the partnership aspects of SLM that require full engagement of all stakeholders, and in addition, early exposure of the project management to field conditions also helps to orient the project to real issues in the field.¹⁷

Secondly, the critical role of human resources was highlighted in the project implementation, particularly the need to address the manpower requirements for NAP preparation, to have a fully operational PTT (only part of the PTT was actively engaged), and to resolve accountability and roles of the international technical advisor and the national advisor.¹⁸ Also, the hiring of external consultants without strong links to government, the management difficulties in enforcing quality standards and the lack of sufficient incentives to fully involve government experts created significant constraints for project implementation.¹⁹

Thirdly, the SLMP experience demonstrates the importance of both communication and having a clear concept of the project strategy and expected results. There is insufficient time in a medium size project to accommodate any uncertainty in the measurable results expected from the project. This also means having an effective, feasible monitoring program that tracks progress during the implementation and that triggers intervention where they may be required.

Fourthly, it is apparent that SLM is a new concept in Cambodia that will take time and experience to become established. The expected results from SLMP within a three year time frame may have been too ambitious. Realistic expectations should drive future project designs. The SLM program will need to be much more strategic, simple and issue/ground-oriented than has been the case in SLMP if it is to be effective in the next few years.

¹⁷ Paraphrased from SLM Project Annual Project Report for 2008, p.2.

¹⁸ Paraphrased from SLM Project Annual Project Report for 2010, p11.

¹⁹ UNDP, Draft Project Completion Report, April 21, 2011, p. 19.

Annex 1: Itinerary and Interviews for SLM and TSCP Terminal Evaluations

<i>Date</i>	<i>Group/Individual</i>	<i>Project</i>	<i>Location</i>
Tue. 19 Apr 2011			
5.00-6.30 PM	SLM Team Mr. Hou Serey Vathana , National Project Manager Mr. Ear Chong , Project Technical Coordinator Ms. Nuon Chenda , Project Assistant	SLM	LSM Office
Thu. 21 Apr 2011			
8.30-10.00	TSCP Team Mr. Chin Samouth , National Project Manager Mr. Khy An , Environmental Education Specialist Mr. Mok Ora , NUNV Sustainable Livelihood Coordinator	TSCP	TSCP Office
10.30-11.30	SLM Team H.E. Uk Sokhonn , National Project Director Dr. Meas Pyseth , Deputy National Project Director	SLM	MAFF Office
Fri. 22 Apr 2011			
9.00-12.00	Core Learning Team (TSCP & SLM) Mr. Lay Khim , Team Leader, Environment and Energy Unit Ms. Keo Kalyan , Programme Analyst Ms. Ngin Navirak , National Coordinator at UNOP, Mr. Hou Sereyvathana , National Project Manager SLM Mr. Chin Samouth , National Project Manager TSCP Mr. Khy An , Environmental Education Specialist Mr. Mok Ora , NUNV Sustainable Livelihood Coordinator Mr. Sophat Chun , UNDP Programme Officer, M&E Mr. Alan Ferguson , International Evaluation Consultant Mr. Chun Nimul , National Evaluation Consultant	TSCP, SLM, & UNDP	UNDP Office
16.30-18.00	UNV Team Ms. Tep Sovannaroeth , Country assistant Miss. Hy Tanhorn , National UNV Specialist	TSCP	UNV Office
Sun. 24 Apr 2011			
10.00-11.30	Mr. Vann Piseth , NAP Coordinator	SLM	Baitong Restaurant
Mon. 25 Apr 2011			
9.00-12.00	Participated in the SLM Project Board meeting	SLM	Sofitel Puketra Hotel
14.00-18.30	Demonstration Site CEDAC	SLM	Takeo Province
Tue. 26 Apr 2011			
9.0-10.30	Discussion with SLM Project Technical team : 1. Mr. Pheng Sophada 2. Mr. Ly Sovannara 3. Ms Phen Sothea	SLM	MAFF
10.30-12.00	Mr. Mak Soeun , Director, Department of Agricultural Extension, MAFF	SLM	MAFF
15.30-17.00	Mr. Pheav Sovuthy Acting Director, Department of Agriculture Land	SLM	MAFF

	Resources Management		
Wed. 27 Apr 2011			
9.00-10.30	TSCP Briefing meeting: <ol style="list-style-type: none"> 1. Mr. Sun Bunnna, Deputy Director, Department of Curriculum Development and Research, MoEYS 2. Mr. Chin Samuth, National Project Manager 3. Mr. Eng Cheasan, Deputy Director, MAFF/FiA 4. Mr. Sun Kolvira, MIST Officer, MoE 5. Mr. Mok Ora, Sustainable Livelihood Coordinator 6. Ms Theng Sopheak, Project Assistant 7. Ms Ngin Navirak, National Coordinator, SGP 8. Mr. Seng Bunra, Country Director, CI 9. Mr. Meng Monyrak, National Project Director, GDANCP/MoE 10. Ms Sophie Allebonne Webb, Technical Advisor, WCS 11. Mr. Chhum Sovanny, Programme Analyst, UNDP 12. Mr. Lay Khim, Team Leader, UNDP 13. Mr. Khy An, National EE Specialist, TSCP 14. Mr. Sun Chanthorn, Programme Associate, UNDP 15. Mr. Chun Nimul, National Evaluation Consultant 16. Mr. Alan Fergusion, International Evaluation Consultant 	TSCP	UNDP Office
11.30-12.00	Telephone talk with Mr. Doley Tshering , Regional Ecosystems and Biodiversity Specialist, UNDP Asia-Pacific Regional Centre	TSCP	UNDP Office
12.00-12.30	Telephone talk with Mr. Sameer Karki , Regional Technical Adviser for Biodiversity UNDP Asia-Pacific Regional Centre	TSCP	UNDP Office
14.30-16.00	SLM Briefing meeting: <ol style="list-style-type: none"> 1. Dr. Meas Pyseth, Deputy National Project Director, MAFF 2. Mr. Chhay Chetha, Deputy Director, IRD/MAFF 3. Dr. Ouk Makara, Director, CARDI 4. Mr. Lay Khim, Team Leader, UNDP 5. Mr. Sun Chanthorn, Programme Associate, UNDP 6. Mr. Chhum Sovanny, Programme Analyst, UNDP 7. Mr. Hou Serey Vathanna, National Project Manager, SLM 8. Ms Nuon Chenda, Project Assistant, SLM 9. Mr. Pheav Savuth, Acting Director, DALRM, MAFF 10. Ms Ngin Navirak, National Coordinator, SGP, UNDP 11. Mr. Chun Nimul, National Evaluation Consultant 	SLM	UNDP Office

	11. Mr. Alan Fergusion , International Evaluation Consultant		
16.00-18.00	Trip to Kg. Chhnang		
Thu. 28 Apr 2011			
6.30-7.30	Trip to Kompong Loung (Kroko District, Pursat) by TSCP/UNDP Vehicle	TSCP	Kg. Chhnang
7.30-9.30	Trip from Kompong Loung to Beoung Tonle Chhmar by Speed Boat	TSCP	Peam Bang Primary School
9.30-10.30	Group Discussion with Saving Groups and Commune Councils: 1. 15 saving group members 2. 1 commune clerk 3. 2 rangers who in charge of Livelihood Component	TSCP	BTC Core Area Environmental Management Center
11.00-12.00	Group discussion with 9 Rangers	TSCP	BTC Core Area Environmental Management Center
12.00-14.00	Lunch and discuss with Mr Ben Thearat , Vice-Director of BTC core area	TSCP	
14.00-17.00	Trip from BTC to Kompong Chhnang by Speed Boat and TSCP/UNDP Vehicle and stay overnight at Kompong Chhnang town	TSCP	
Fri. 29 Apr 2011			
6.30-07.30	Trip to Steung Sen by TSCP/UNDP Vehicle and Speed Boat		
7.30-9.00	Group discussion with 13 Rangers	TSCP	S.S Core Area E.M.Center
9.00-10.00	Group Discussion with 12 saving group members	TSCP	S.S Core Area E.M.Center
10.00-11.00	Group discussion with: 1. 7 teachers 2. 6 Eco-Club students	TSCP	Phatsanday Primary School
11.00-12.00	Discussion with Mr. Sorn Pipath , Vice-Director of Steung Sen Core Area	TSCP	S.S Core Area E.M.Center
12.00-16.30	Trip from Steung Sen to Kompong Thom Province by Speed Boat and TSCP Vehicle	TSCP	
16.30-17.30	Meet with H.E Heng Hourt , Director of S.S & BTC core area and Kompong Thom PED	TSCP	Kg. Thom Provincial Dept of Environ.
17.30-19.30	Trip from Kompong Thom to Siem Reap Town and Stay Overnight	TSCP	
Sat. 30 Apr 2011			
6.00-8.30	Trip from Siem Reap to Prek Toal by TSCP/UNDP Vehicle		

	and Speed Boat		
8.30-10.00	Group Discussion with Saving Group and Commune Council 1. 16 saving group members 2. 2 commune council members	TSCP	Koh Chiveang Commune Office
10.00-10.45	Group Discussion with 3 teachers: 1. Mr. Korng Vet 2. Mr. Muy Chanthou 3. Mr. Phat Suphorn	TSCP	Koh Chiveang Primary School
11.00-11.30	Lunch at Prek Toal Core Area Environmental Management Center		Prek Toal Core Area E.M. Center
11.30-13.00	Group Discussion with 13 rangers		Prek Toal Core Area E.M. Center
13.00-14.00	Meet with Mr. Soung Piseth , Vice-Director of Prek Toal Core Area		Prek Toal Core Area E.M. Center
14.00-17.30	Trip from P.T to Siem Reap by Speed Boat and TSCP/UNDP Vehicle and stay overnight		
Sun. 01 May 2011			
7.00-12.00	Trip from Siem Reap to Phnom Penh by TSCP/UNDP Vehicle	TSCP	
Mon. 02 May 2011			
8.30-9.30	Ms. Sophie Allebone Webb , T.A, WCS, Cambodia	TSCP Biodiversity Monitoring	WSC
Tue. 03 May 2011			
9.00-10.00	Meet with Mr. Sun Bunna , Deputy Director of Department of curriculum Development of Ministry of Education Youth and Sport (Tel: 012 868 656)	TSCP	MoEYS
10.30-11.30	Meet with Ms Heng Seltik , ILO Programme Coordinator (Tel: 012 455 578)	TSCP	ILO
13.00-14.00	Meet with Ms Kirsten Ewers Anderson , Social and Environmental Governance	SLM	UNDP Office
16.00-17.00	Meet with Mr. Long Kheng , Director, Prek Toal Core Area (012 82 83 66)	TSCP	DoE
20.30-21.30	Meet with Mr. Eduardo Queblatin , ITA/SLM Project	SLM	Restaurant
Wed. 04 May 2011			
8.00-9.00	Meet with Mr. Sun Kolvira , MIST Officer (Tel: 012 615 715/ 085 682 005)	TSCP	MoE
9.30-10.00	Background and process of NAP preparation Presentation of key components of the NAP 1. Agriculture component 2. Forestry component 3. Policy & Regulatory component	H.E Koum Saron, NAP	Le Royal

	4. Research & Development component 5. Resource Mobilization component: the IFS	Mr. Ed Queblatin, ITA/SLM Project	
11.00-12.00	Meet with Dr. Sean C. Austin , ITA	TSCP	Fintrac Office
15.25-15.35	Presentation of key recommendations (NAP)	Dr. Pheav Sovuthy	Le Royal
Thu. 05 May 2011			
8.30-9.45	Recap from day 1	Dr. Pheav Sovuthy	Le Royal
9.45-10.15	Next steps in NAP implementation	H.E Koum Saron	Le Royal
11.30-12.30	Talk with Mr. Walter Sven Martin , Program Coordinator, West and Central Africa Programme Officer, Market Access and Trade Programme, Global Mechanism of UNCCD/ IFAD	SLM	Le Royal
12.30-1.30	Lunch with Dr. Sean C. Austin , ITA	TSCP	De la maison
Fri. 06 May 2011			
9.30-10.15	Meet with H.E Kol Vathanna , CNMC Deputy Director	TSCP	CNMC Office
2.30-3.30	Meet with Mr. Long Rithirak , GEF representative, Cambodia	TSCP	MoE
Mon. 09 May 2011			
9.00-11.00	Debriefing on the Terminal Evaluation with UNDP & Project Team 1. H.E Mr. Kol Vathanna , CNMC Deputy Director, 2. Dr. Pheav Sovuthy , Acting Director, Department of Agriculture Land Resources Management, General Directorate of Agriculture, MAFF 3. Mr. Lay Khim , E&E Cluster Team Leader 4. Ms Ngin Navirak , National Coordinator, SGP, UNDP 5. Mr. Hou Sereyvathanna , National Project Manager SLM 6. Mr. Chin Samouth , National Project Manager TSCP 7. Mr. Mok Ora , Sustainable Livelihood Coordinator 8. Mr. Oum Pisey , Integrated Financial Strategy Consultant, UNDP 9. Mr. Chay Chetha , Representative H.E Chheng Kimsun 10. Mr. Prum Sitha , Fishery Administration 11. Ms. Sophie Allebone Webb , T.A, WCS, Cambodia 12. Mr. Chun Nimul , National Evaluation Consultant	TSCP & SLM	UNDP Office

	13. Mr. Alan Ferguson , International Evaluation Consultant		
12.00-1.30	Debriefing the preliminary findings with: <ol style="list-style-type: none"> 1. Ms Elena Tischenko UNDP Country Director 2. Ms Sophie Baranes, Deputy Country Director 3. Mr. Lay Khim, E&E Cluster Team Leader, 4. Mr. Suos Pinreak, National Community Learning Coordinator 5. Mr. Chun Nimul, National Evaluation Consultant 6. Mr. Alan Ferguson, International Evaluation Consultant 		
1.30-2.00	Travel of Mr. Alan Ferguson , International Evaluation Consultant to Phnom Penh International Airport and BKK		

Annex 2: Terminal Evaluation Terms of Reference

SPECIAL SERVICE AGREEMENT

1) Position Information

Post Title:	<i>Project Evaluation Specialist</i>
Practice Area:	<i>Environment</i>
Post Level:	<i>International</i>
Duration of the Assignment:	<i>Maximum 36 working days</i>
Duty Station:	<i>E&E, TSCP and SLM</i>
Cluster/Project:	<i>E&E Cluster</i>
Supervisor:	<i>Mr. Lay Khim, Assistant Country Director and Team Leader of E&E Cluster</i>

2) Projects Background

a. Tonle Sap Conservation Project (TSCP)

The Tonle Sap Conservation Project (TSCP) is a seven year (2004-2011) UNDP/Global Environment Facility (GEF)-supported project aiming at developing the management capacity for biodiversity conservation in the Tonle Sap Biosphere Reserve (TSBR) in Cambodia through (i) enhancing the capacity for management of biodiversity; (ii) developing systems for monitoring and management of biodiversity; and (iii) promoting awareness, education, and outreach on biodiversity conservation in the TSBR.

The project is a component of a broader program, the "Tonle Sap Environmental Management Project," co-financed by the Asian Development Bank, GEF, Capacity 21, Wildlife Conservation Society (WCS), and the Royal Government of Cambodia (RGC). The program has three components: (i) strengthening natural resource management in the TSBR; (ii) organizing communities for natural resource management; and (iii) building management capacity for biodiversity conservation. The TSCP is an integral part of the third component and is managed in coordination with the other two components, with common management, monitoring and evaluation mechanisms.

The Project is nationally executed by the Cambodia National Mekong Committee. Project assurance is provided by the UNDP Cambodia Country Office.

The Project design includes a provision for a Final Project Evaluation to be completed at Project end. The TSCP was scheduled for operational closure at the end of 2011 however, due to logistical, financial, and operational considerations, the TSCP Board voted in September 2010 to conclude implementation of all TSCP activities at the end of 2010.

b. Building Capacity and Mainstreaming Sustainable Land Management Project (SLM)

Building Capacity and Mainstreaming Sustainable Land Management Project (SLM) is a 3 year (2008-2011) UNDP/Global Environment Facility (GEF) and Global Mechanism (GM)-supported project aiming at strengthening the enabling environment for sustainable land management, while ensuring broad-based political and participatory support for the process in Cambodia through (i) completing National Action Program to Combat Land Degradation; (ii) enhancing Institutional and human resources capacity to plan and implement SLM; and (iii) integrating SLM into national and sectoral policies and regional planning.

The project contribute towards the achievement of the following long-term goal: The agricultural, forest and other terrestrial land uses of Cambodia are sustainable, productive systems that maintain ecosystem productivity and ecological functions while contributing directly to the environmental, economic and social well-being of the country. The project contributes to Cambodia's efforts to deliver the Millennium Development Goals (MDGs). The project has relevance for several MDGs, but most directly to MDG 7 - Ensure environmental sustainability.

The project has three outcomes: (i) National Action Program (NAP) is completed; (ii) Institutional and human resources capacity to plan and implement SLM is enhanced; and (iii) SLM is integrated into national and sectoral policies and regional planning.

The Project is nationally executed by the Ministry of Agriculture, Forestry, and Fisheries. Project assurance is provided by the UNDP Cambodia Country Office.

3) General Context

In line with UNDP-GEF Monitoring and Evaluation (M&E) policies and procedures, all full-sized and medium-sized projects supported by the GEF should undergo a terminal evaluation upon completion of implementation.

The terminal evaluation must provide a comprehensive and systematic account of the performance of a completed project by assessing its project design, process of implementation, achievements vis-à-vis project objectives endorsed by the GEF including any agreed changes in the objectives during project implementation and any other results.

Terminal evaluations have four complementary purposes:

- To promote accountability and transparency, and to assess and disclose levels of project accomplishments;
- To synthesize lessons that may help improve the selection, design and implementation of future GEF activities;
- To provide feedback on issues that are recurrent across the portfolio and need attention, and on improvements regarding previously identified issues; and,
- To contribute to the GEF Evaluation Office databases for aggregation, analysis and reporting on effectiveness of GEF operations in achieving global environmental benefits and on the quality of monitoring and evaluation across the GEF system.

4) Objectives of the Assignment

The Monitoring and Evaluation policy in UNDP/GEF at the project level has four objectives:

- to monitor and evaluate results and impacts – particularly on global biodiversity values for TSCP and on addressing land degradation for SLM project;
- to provide a basis for decision-making on necessary amendments and improvements of future projects;
- to promote accountability for resource use, including efficiency and effectiveness of implementation; and
- to provide feedback on lessons learned.

A Terminal evaluation is a monitoring and evaluation process that occurs at the project level at the end of project implementation. Terminal evaluations are intended to review overall project design, assess progress towards the achievement of objectives, identify and document lessons learned (including lessons that might improve design and implementation of other UNDP/GEF projects), and review the extent to which the project addressed the recommendations in the Mid-Term Evaluation (for TSCP). It is expected to serve as a means of validating or filling the gaps in the initial

assessment of relevance, effectiveness and efficiency obtained from monitoring. The Terminal evaluation provides the opportunity to evaluate overall project success or failure and to make recommendations for consideration in future projects. Terminal evaluations also assist transparency and improve access to information for future reference.

The Terminal Evaluation is being initiated by UNDP pursuant to the evaluation plan in the Project Document and donor reporting requirements. The Terminal Evaluation aims to focus on determining progress being made towards the achievement of outcomes will identify the relevance, effectiveness, efficiency and timeliness of project implementation; highlight issues requiring decisions and actions; and present initial lessons learned about project design, implementation and management. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and rural livelihood improvement, and the achievement of global environmental goals. It will also identify and document lessons learned and make recommendations that will maximize the impact of the TSCP and SLM going forward, and/or that might improve design and implementation of similar projects.

The Terminal Evaluation is intended to be a systematic learning exercise for project partners. The exercise is therefore structured so as to generate and share experience and practical knowledge. To achieve this, the evaluation will take place in a consultative and participatory rather than advisory manner.

5) Scope of Work

The Terminal Evaluation will be conducted in such a way to ensure that key principles of evaluation are closely respected. The Terminal Evaluation will be independent, impartial, transparent, ethical and credible.

The following broad areas will be covered by the Evaluation:

- relevance of the project concept, design and implementation arrangements in today's context. This includes overall relevance of the Project in the broader global and national context, e.g.. whether the Project outcomes were consistent with the GEF Biodiversity Focal Area Strategy, GEF Operational Program on SLM (OP 15) and country priorities;
- project ownership at the national and local levels;
- stakeholder participation, including gender balances in participation and influence;
- project effectiveness, i.e., progress achieved against planned outputs and sub-outputs;
- partnership and complementarity with other relevant on-going or past activities (the synergy with the two other broader programme components of Tonle Sap Environmental Management Project for TSCP) ;
- sustainability of Project achievements and impacts, including financial, sociopolitical, institutional framework and governance, and environmental sustainability, as well as an assessment of the feasibility of replication and exit strategies;
- any catalytic role played by the project;
- financial aspect: planning, execution and sustainability, including the timely delivery and use of co-financing;
- project efficiency: cost effectiveness including impacts of delays in Project start up and implementation;
- effectiveness of the application of adaptive management principles through monitoring and evaluation (including effective use of log frame, UNDP risk management system, the Annual Project Implementation Reviews, and other monitoring tools and mechanisms as appropriate); and

- extent to which the Project effectively addressed the Mid-Term Evaluation recommendations through UNDP/TSCP management responses.

It is proposed that the assessment be grouped into four components, 1) Project design assessment, 2) Project implementation assessment, 3) Results assessment, and 4) Capacity building assessment. The Evaluation will highlight lessons learned and best (and worst, if applicable) practices in addressing issues relating to relevance, performance and success. Finally, the evaluation will recommend activities, including possible donor-funded interventions, to consolidate and build on Project achievements going forward after Project conclusion.

6) Final Products or Deliverables/Outputs

The Terminal Evaluation will produce the following outputs:

- § two detailed Terminal Evaluation Reports in concise English, including Lessons Learned and evaluation conclusions, using the specified UNDP/GEF format (no more than 50 pages/report, excluding Executive Summary and Annexes);
- § record of key outputs from the evaluation process, including workshop outputs, and minutes of meetings with stakeholders; and
- § summary presentation of Terminal Evaluation Report findings to be presented at the Project Terminal Workshop.

Although the Evaluation Team will have certain flexibility in structuring the report, a suggested format is provided in Annex A.

7) Monitoring and Progress Controls

The evaluation consultant shall work in close collaboration with the TSCP and SLM project team and UNDP CO, E&E Cluster. The following reports shall be submitted to respective TSCP and SLM project and E&E Cluster for review and comment:

- Inception report (including workplan and approach) – after 1 week of the initiation of work
- Progress report against deliverables/outputs and milestones indicating in the inception report

Day-to-day supervision and monitoring performance of the consultants shall be done by E&E Team Leader. The E&E Programme Analyst shall provide overall quality assurance on the draft reports.

Annex 3: Evaluation Criteria

<i>Evaluation Components (ToRs)</i>	<i>Evaluation Criteria</i>
Project Formulation	<i>Was the project design relevant, effective and efficient given the project objectives and expected results?</i>
1) Implementation approach relevance and effectiveness	<p>§Consistency and contribution to GEF focal area objectives and to national development strategies</p> <p>§Stakeholder views of project significance and potential impact related to the project objective</p> <p>§Extent to which the linkages between activities, outputs and outcomes (objectives) were clearly established and understood</p> <p>§Changes in project circumstances that may have affected the project relevance and effectiveness</p>
2) Country ownership at national and local levels	<p>§Government involvement in the project management and completion of project outputs</p> <p>§Community willingness to engage in project activities and to contribute in-kind toward the project</p>
3) Stakeholder participation in the project concept	<p>§Extent to which relevant stakeholders were involved in project implementation, and any that in hindsight were overlooked</p> <p>§Gender equity strategy or measures adopted in the project</p>
4) Replication approach viability in the project concept	<p>§Consideration given to expanding and disseminating the approach in other parts of Cambodia</p> <p>§Evidence of replication of project interventions/catalytic role</p>
5) Cost-effectiveness of the project concept and modalities	<p>§Reasonableness of the costs relative to scale of outputs generated</p> <p>§Efficiencies or inefficiencies in project delivery modalities</p>
6) UNDP comparative advantage	§Efforts to utilize the strategic role of UNDP in supporting project implementation
7) Linkages between project and other interventions within the sector	§Efforts to coordinate or harmonize similar or complementary projects or programs that enhance project results
8) Project indicators quality and utilization	<p>§Usability and usefulness of the project indicators</p> <p>§Accuracy of the indicators in measuring project results</p>
Project Implementation	<i>Has the project been implemented in an effective, efficient and sustainable manner, consistent with the project design?</i>
9) Financial planning and co-financing	<p>§Extent to which project disbursements occurred as planned</p> <p>§Extent of fulfillment of the agreed co-financing commitments</p> <p>§Financial reporting in accordance with UNDP and GEF norms</p>
10) Execution and implementation modalities	<p>§Stakeholder views of the effectiveness of the project organization and implementation approach</p> <p>§Timeliness of completion of annual work plans as scheduled</p>

11) Monitoring and reporting process	<ul style="list-style-type: none"> §Implementation of an effective, operational monitoring system §Quality, objectivity, frequency and relevance of Project reporting
12) Project management arrangements	<ul style="list-style-type: none"> §Participants' understanding of roles and responsibilities §Effective management process that is able to respond to issues and needs during implementation (adaptive management) §Effective working relationships between members involved in the project management decision making
13) Management by the UNDP Country Office	<ul style="list-style-type: none"> §Timely and effective implementation of UNDP's role §Guidance and direction provided by UNDP staff on key issues §Identification of risks and management efforts to mitigate or manage risks
14) Coordination and operational issues	<ul style="list-style-type: none"> §Extent and quality of communication and information dissemination between project partners §Level of coordination and collaboration between relevant ministries and programs §Problems or inefficiencies related to coordination functions and integration of activities
Project Results	<i>Has the project achieved its objectives and contributed toward global and national biodiversity conservation and sustainable land management goals?</i>
15) Progress toward Objectives and Outcomes	<ul style="list-style-type: none"> §Level of achievement of expected outcomes or objectives to date §Long term changes in management processes, practices and awareness that can be attributable to the project
16) Achievement of Outputs	<ul style="list-style-type: none"> §Level of completion of planned outputs §Quality and use of outputs completed
17) Sustainability project results	<ul style="list-style-type: none"> §Degree to which outputs and outcomes are embedded within the institutional framework (policy, laws, organizations, procedures) §Implementation of measures to assist financial sustainability of project results §Observable changes in attitudes, beliefs and behaviors as a result of the project
18) Capacity building contribution to upgrading skills of the national staff	<ul style="list-style-type: none"> §Measurable improvements from baseline levels in knowledge and skills of targeted staff/beneficiaries: rangers, technical staff, senior officials, community participants
19) Capacity improvements of the targeted management institutions	<ul style="list-style-type: none"> §Measurable improvements from baseline levels in the planning and management functions of the responsible organizations that were targeted by the project

Annex 4: Interview Guide

This is a general guide to be used in context with the evaluation key issues that are listed above for each project.

Project Formulation

1. Were there any particular aspects of the project design that were either not relevant or not realistic?
2. If the project was to be implemented again, are there any changes in project design and results framework that you would suggest?
3. Were there any project risks that were not identified or adequately considered, and how could they have been better anticipated and managed?
4. How relevant or useful has the project been to the national development priorities of the government?
5. How effective and efficient was the project structure and organization in facilitating implementation? Would you have changed anything in hindsight?

Project Implementation

6. What have been the major challenges or issues in implementing the project? What are the main reasons for delays?
7. Has annual work planning and budgeting been effective, and have disbursements been in line with annual budgets?
8. What changes in project strategy were required during project implementation and what adaptive management measures undertaken? (basis for revised logframes and responses to MTR)
9. Have the project modalities for delivery of activities through government agencies, NGOs and consultants been effective and efficient? What are the key factors that affected project delivery?
10. How effective has project coordination and communication been within the project and with relevant stakeholders?
11. Have the project monitoring indicators been effective and feasible for reporting on progress?

Project Results

12. What are the most important or significant achievements of the project to date in relation to the original or amended project results framework?
13. What expected results have not been achieved or are not fully satisfactory?

14. What follow-up assessment of training program results has been undertaken? What gaps remain in staff capacity development?
15. What changes in institutional capacity could be attributed to the project?
16. Has the project had any unanticipated positive or negative results?
17. How likely is it that the main results – capacity building, etc., can be sustained? What will be the effects of project closure? What preparations are being made for closure?
18. What are the key lessons for future projects that have been learned during the implementation of the project?

Annex 5: List of Documents Reviewed

1. SLM. Cambodia NAP-IFS Workshop Report, 23 - 27 February 2009 – 17 Mar 2009
2. SLM. Minute of Project Management Meeting in 2009 (Feb),
3. SLM. Minute of Project Technical Review Team in 2009 (Feb), 2010 (Mar, May, Jul, Sep).
4. SLM. Minute of Project Board Meeting in 2009 (Feb, May, Jul), 2010 (Mar, Aug), 2011 (Feb).
5. UNDP/RGC. Project Document: Building Capacity and Mainstreaming Sustainable Land Management in Cambodia. 2008, Phnom Penh.
6. SLM. Annual Project Report – January – December, 2008
7. SLM. Annual Project Report – January – December, 2009
8. SLM. Annual Project Report – January – December, 2010
9. SLM. Agricultural Best Practice in Cambodia, 2011
10. SLM. Monitoring and Evaluation Plan, Nov 2009
11. SLM. Gender Issues In Sustainable Land Management, Feb 2010
12. SLM. Mechanism & Approach to work for NAP Completion, 2009
13. SLM. Concept Note 1: Agroforestry Pilot Project to Support SLM and Adaptation to Climate Change
14. SLM. Concept Note 2: Multi Sectoral Action on Forest Regeneration for Watershed Rehabilitation
15. SLM. Concept Note 3: Strengthening the System for Agricultural Land Degradation and SLM Monitoring
16. SLM. Concept 4: Developing Learning Networks For Areas Highly Prone To Erosion And Areas With Problem Soils (" Hot Spots ")
17. SLM. Concept 5: Development of a Communication Strategy for NAP
18. SLM. Cambodia National Action Plan 2011-2018, Apr 2011
19. SLM. Minute of Quarterly Review Meeting in 2008 (Dec), 2009 (Sep), 2010 (Jan, May, Jul).
20. GEF-SLM. Completion Report of CEDAC on Integrated commercial farm for mall farmers in Takeo's Samrong district (ICM), July, 2009 – Dec, 2010, 2010
21. GEF-SLM. CelAgrid UNDP 6th Quarterly Report, Oct. 01st – Dec 31st 2010
22. GEF-SLM. CelAgrid UNDP 7th Quarterly Report, Jan 01st – Mar 31st 2011
23. SLM. Inception Report Project For Building Capacity And Mainstreaming “Sustainable Land Management” In Cambodia, 2008
24. UNDP EEG and GEF. Annual Performance Report (APR) 2009
25. UNDP EEG and GEF. Annual Performance Report (APR) 2010
26. SLM. Annual Workplan for 2009

27. SLM. Annual Workplan for 2010
28. SLM. Annual Workplan for 2011
29. Dr. Seng Vang, Documentation of Agricultural Best practices in Cambodia, 26, November 2010
30. UNDP 'Talking Notes' for Project Board meetings.

ANNEX 6: Status of Project Results and Comments on Achievement

Project Strategy	Objectively verifiable indicators			Progress Achieved - May 2011
	Indicator	Baseline	Target	
Goal: The agricultural, forest and other terrestrial land uses of Cambodia are sustainable, productive systems that maintain ecosystem productivity and ecological functions while contributing directly to the environmental, economic and social well-being of the country.				
Objective of the Project: To strengthen the enabling environment for sustainable land management (SLM) while ensuring broad-based political and participatory support for the process.				<i>SLM provisions have been inserted into national policies, best practices have been compiled, stakeholders at the national, provincial and local level have been oriented or trained in SLM, and the NAP and follow-up program are in the final stages of validation and adoption.</i>
Outcome 1: National Action Program (NAP) is completed	NAP completion, adoption and dissemination	Only a draft NAP exists.	Draft NAP validated through stakeholder consultations and workshops and finalized during the 1 st 6 months. NAP adopted by Y1. NAP widely disseminated by Y2	<i>NAP has been completed to GM standards and endorsed by the TRT and the MAFF Minister. It includes the Situational Analysis and the Investment Plan. A validation workshop was held May 5-6, 2011. Six concept notes have also been prepared. The document is being finalized and will soon be disseminated.</i>
	M&E system for NAP implementation	No M&E system for NAP in place	NAP implementation M&E system operational by Y3	<i>Six priority project concepts developed for implementation discussion. Communication strategy partially prepared.</i>
Outcome 2: Capacity for Sustainable Land Management is enhanced	Establishment and sustainability of an inter-sectoral mechanism to implement SLM	Inter-sectoral mechanism on SLM does not exit.	Project Steering Committee transformed into a sustainable mechanism on SLM, with a commitment from government to support it beyond the project time frame, by Y3	<i>The Agriculture & Water working Group, an inter-sectoral technical advisory body will likely serve as the key inter-sectoral mechanism for NAP implementation. Somewhat uncertain.</i>
	Designation of an agency to coordinate SLM and land degradation control activities.	There is no national agency focused on SLM.	MAFF designated as the focal point for coordination of SLM at the beginning of the project.	<i>DALRM is proposed as the lead MAFF agency to coordinate NAP implementation and SLM measures</i>

Project Strategy	Objectively verifiable indicators			Progress Achieved - May 2011
	Indicator	Baseline	Target	
	Enhancement of capacity in SLM of stakeholders in national agencies and at local levels, including district, commune and village level in the Kampong Speu, Preah Vihear and Takeo provinces.	Human resources capacity inadequate in SLM at the central, provincial, district and village levels.	By year 3, specialized training in SLM for: 10 officers at central level, 50 provincial and district level officers, and 250 commune and village level stakeholders.	<p>Many hundreds of participants (799; 121 female reported) have received some form of orientation or training in SLM at all levels. Unclear if the target has actually been met.</p> <p>The project reports a total of 74 orientation and training courses and other learning events, involving 2404 participants (444 female). No detailed data available. The number provided by Chong is 1,065 (156 female).</p>
	Better informed and communicative stakeholder groups in the Kampong Speu Province	Community based information exchange and learning mechanisms do not exist.	Community based learning networks established in Kampong Speu by end of Y2	No network as such established.
	Land use planning and SLM practices are participatory and used to formulate regional landscape-based land use framework for the Cardamom landscape.	No regional landscape- based land use framework exists.	<p>Landscape based participatory land use planning methodology/model established by early Y2.</p> <p>Regional land use framework for the Cardamom landscape produced by mid-Y2</p> <p>Regional land use framework for Cardamom adopted by end Y3.</p>	No framework produced due to revisions to the project outputs in 2009.
	SLM best practices adopted by stakeholders in Kampong Speu, Takeo and Preah Vihear provinces.	Demonstrations on best SLM practices do not exist and most stakeholders are unaware of SLM best practices.	<p>A total of 8 commune level demonstrations established in 3 provinces (likely 4 in Kampong Speu and 2 in each of Preah Vihear and Takeo)</p> <p>Lessons learned from demonstrations at both provinces documented and disseminated by Y3.</p>	<p>Best practices were developed – 100 reported but not all are available. BPs focus on four of the five SLM themes. They were prepared in conjunction with NAP preparation.</p> <p>Stakeholders in the three provinces (90/12 female reported) were provided with orientation training on SLM.</p>

Project Strategy	Objectively verifiable indicators			Progress Achieved - May 2011
	Indicator	Baseline	Target	
	Greater awareness within national and provincial land management agencies of how to improve gender equity in land rights, ownership and land management.	Gender equity is not adequately mainstreamed into existing national or provincial land management policies	Consultations, surveys and workshops held by Y1. Study and policy analysis on gender equity produced by the end of Y2.	Gender study completed. No follow-up.
Outcome 3: SLM is integrated into national and sectoral policies and regional planning.	Key ministries such as the MEF and MoP are aware of the importance of SLM in economic development and funding needs for implementation SLM is an explicit and important policy element of the National Strategic Development Plan and agriculture and forestry sector policies.	SLM is not mainstreamed into national and sector policies.	Policy analysis to provide insights on SLM to key ministries completed by Y2. Recommendations to include SLM in the National Strategic Development Plan and in sector policies completed by Y2 SLM reflected in national and sector plans by Y3	A detailed training needs assessment and training plan were completed. Training was provided to PTT and DARLM staff. <i>NSDP 2009-2013 new provisions on implementing the NAP. Inputs to TWG on Agriculture and Water in their logframe for 2011-2015. Three items suggested for insert into sector Strategy for Agriculture and Water.</i>
	SLM is integrated into provincial, district and commune level development planning.	SLM is not integrated into provincial and local level development planning.	Recommendations to incorporate SLM into provincial, district and commune level planning completed by Y2 and SLM reflected in such planning by Y3.	<i>SLMP developed consensus within Department of Agricultural Extension on how to strengthen the Agro ecosystems Analysis (AEA) tool and process to include SLM in commune level planning in Preah Vihear and Kampong Speu. The revised guide was partially tested in field activities.</i>
	Increased funding for SLM programs and projects	Funds for SLM are difficult to mobilize.	Concept papers prepared on 10 SLM projects from NAP and informal discussions with donors held by Y3.	<i>Formulated an Integrated Financing Strategy for SLM in Cambodia. Six project concepts proposed for investment discussions:</i> 1) <i>Agri. Land Degradation Assessment follow-up with FAO</i> 2) <i>Addressing Problem Soils, with IFAD/FAO</i> 3) <i>Agro-forestry Promotion, with DANIDA</i> 4) <i>Communication Strategy completion, with UNDP</i> 5) <i>Prek Thnout Watershed concept – with FAO</i>

2007 SLMP Results Framework

REVISED LOGICAL FRAMEWORK –Status of Outputs, May 2011

<i>Project Strategy and indicator</i>	<i>Indicator</i>	<i>Baseline</i>	<i>Target</i>	<i>Progress Achieved – May 2011</i>
Output 1: NAP completed, adopted, disseminated and future SLM projects in NAP under consideration by donors				
1.4 <i>Prepare NAP</i> 1.5 <i>Adopt NAP</i> 1.6 <i>Disseminate NAP</i>	Draft NAP is approved by MAFF	UNCCR ratified	<i>a) Year 1: Technical Review Team (TRT) is established</i>	<i>Established in 2009</i>
		Agriculture strategies	<i>b) Year 2: NAP development guide is developed</i>	<i>Developed in 2009 GM- DIFS workshop in Siem Reap</i>
		Incomplete NAP draft	<i>c)Yr 2 Study of nature and extent of land degradation is completed</i>	<i>Land Degradation Study completed led by Dr Tan Buon Soy</i>
		Lessons from NAP preparation in other countries not yet fully recognized	<i>d) Yr 2 Stakeholder consultation plan completed</i>	<i>Stakeholder analysis in 1st draft of NAP; two national workshops in Kampot and PNH</i>
		Draft NAT forestry program	<i>e)Yr 2 Consultations on nature and extent of land degradation and mitigation practices are conducted</i>	<i>Part of the Land Degradation study above; summarized in NAP Chapter 2.</i>
		Draft strategy for land policy	<i>f) Year 3: NAP is approved by Council of Ministers</i>	<i>Discussion is being made on how to achieve the target taking lesson learned from the National Forest Programme. Representatives from the Council of Ministers were engaged in the validation workshops on 4-5 May 2011 and received some comments from them.</i>
			<i>g) Yr 3 NAP is widely disseminated among key national and local stakeholders</i>	<i>The draft content has been disseminated though the various consultation workshops</i>
			<i>h) Yr 3 Three project concepts are under consideration by DPs</i>	<i>6 project concepts developed and some initially discussed with potential partners</i>
Output 2: Enhanced capacity for SLM				
.1 enhance capacity of key staff at national and local level	A number of local officers participated in the SLM training	Weak Capacity for Inter-sectoral Planning and land-related gender mainstreaming SLM not an explicit part	<i>a)Year 1: contribution of key MAFF sectoral programs to SLM holistic approach defined</i>	<i>SLM incorporated into NSDP 2009-2013</i> <i>SLM training provided to PTT and TRT; study tours provided to some staff.</i>

			<i>b) PTT is organized and have established relations with provincial agencies</i>	<i>PTT organized; interacted with Provincial agencies in 2009</i>
			<i>c) Year 2: Training Need Assessment) completed and Training Program launched</i> <i>d) Yr 2 Trainers in specific SLM techniques identified</i> <i>e) Yr 2 National and international NGOs identified for inputs</i>	<i>Training Needs Assessment and training course prepared and Training Program launched in 2009 . The training covered 65 % of the SLM topics (formal training and series of planning workshops that served as learning events)</i> <i>More detailed Training Needs Assessment for DALRM completed</i> <i>Trainers identified : at least 7 MAFF subject matter specialists(Vang.Sovuthy, Phirum, Sothea , Kim Sun, Cheetha , Heng</i> <i>Discussions with CARDI, ICRAF, FAO for providing support to capacity building and training . Actual Support from FAO - LADA for LD assessment training and WOCAT for best practice sharing were facilitated</i>
			<i>f) Yr 2 10?? officers central level trained with reference to defined impact</i> <i>g Yr 2 30 provincial and district officers, 250 commune and village stakeholders trained</i>	<i>x officers at central level trained (no data)</i> <i>x officers at local level trained (no data)</i>
2.2 incorporate SLM in community learning networks	A number of community learning networks on SLM established/supported (in collaboration with PDA and local NGOs supported networks	Farmers limited access to knowledge of SLM technologies	a) Guide to incorporate SLM in the AEA process b) Action plan for community learning network in three provinces is integrated into provincial agriculture and forestry plans	<i>Dept of Ag Extension proposed revisions to the AEA tool and guide, which were tested in selected communes in collaboration with IFAD Project. No 'learning networks', as such.</i>

			c) Yr 3 Facilitator guides for incorporating SLM in local govt plans and farmer support programs produced	
2.3 document and disseminate best practices for SLM	6 sets of Best practices (SLM in agriculture ,forestry, fisheries, protected areas, and gender) are documented , integrated into NAP and disseminated through local government and community learning networks		a Yr 2 Initial set of best practices documented and produced b) Yr 3 Best Practices in 6 SLM sectors are documented, and disseminated through local government and community learning networks	<i>6 overview articles for policy makers and planers are being uploaded in UNDP and MAFF websites. Please see SLM CD containing " Technical Studies "</i> <i>Article(English) for MAFF magazine submitted ; synthesis report being prepared</i> <i>Individual write ups for 20 examples of best practices were done following WOCAT guide (customized to local conditions) , some to be finalized</i>
2.4 assess gender role in SLM and incorporate findings in local extension programs	The report of gender situation in SLM and a MAFF action program for gender mainstreaming for SLM in the three provinces produced		a) Yr 2 Gender study initiated by provincial gender staff in collaboration with GMAG b)Yr 3 Strategy for incorporating SLM in gender- in agriculture mainstreaming produced and incorporated in provincial agriculture and forestry plans	<i>Gender situation analysis done; and discussed with Gender mgt Action Group</i> <i>Discussion for Strategy formulation ongoing</i>
2.5 Develop ..landscape land use map for cardamom and recommend institutional framework for implementation	Regional vision for Cardamom mountains established???	Weak capacity for undertaking a landscape-based land use planning approach	b) Yr 3 Vision for Cardamom Mountains by CI adopted by SLM project for future elaboration of institutional analysis	<i>Cost of land Degradation study done</i> <i>Capsule proposal for Prek Thnot watershed was prepared</i>
Output 3: SLM integrated into central strategies (and regulatory framework) as well as local development planning guidelines				
3.1 incorporate SLM e into NSDP	NAP primer circulated and accessible in all	Declaration on Land Policy 2008 refers to	a) Year 1: Initial orientation on SLM provided to TWGS	<i>TWG Secretary Is part of the TRT for NAP</i>

	provinces	SLM. Future RGC White Paper on Land Policy must elaborate the SLM approach.	b) Priority policy recommendations incorporated in TWG policy recommendations for NSDP	<i>Contributed to the logframe of the SAW for 2013 to 2015 . SLM and NAP is much part of NSDP (see draft PCR)</i>
	<i>TWGs action plan included references of SLM in to NSDP and sectoral plan (forestry, land policy,)</i>	Forest protection legislation exists but no SLM approach.	c) Draft policy briefs for at least 2 RGC-DP TWGs are developed (Agri and Water TWG and Forest and Environment TWG)	<i>Started interaction with TWG for Agri Land Law for incorporation of SLM in the law</i>
<i>Act: 3.2 incorporate SLM into local authority planning</i>		Agro-ecosystem approach exists but not linked to SLM approach CDP Guidelines call for land use planning basis but no SLM approach included	a) Orientation on SLM provided to x com)munes in eight provinces including those surrounding Cardamom b) Study to analyze Investment trends of communes on SLM is conducted as input to NAP preparation c Report on SLM investment trends of communes completed and factored in in communication campaign for communes	<i>Done but not sustained</i> <i>Study conducted, analysis not completed (lack of manpower)</i> <i>Not done</i>
<i>3.3 mobilize resources for implementation of of priority NAP components</i>			Yr3 a) Proposals and recommendations developed for financing of priority component of NAP b) Yr 3 Resources endorsed for NAP implementation through innovative financial mechanisms	<i>IFS conducted with recommendations adopted by RGC;</i> <i>GEF 5 and FAO support being identified</i> <i>Part of IFS recommendations</i>
			Year 2: a) at least 5 awareness materials of SLM and a number of poster of SLM concept are organized and disseminated b) Communication strategy established	<i>Developed x materials (see list in PCR)</i> <i>Research conducted for communication strategy started but not finished due to resignation of Advisor (Doc : i) Research plan and partial results) ; ii) interim communication plan prepared</i>

			<p>Year 3</p> <p>c) A number of information campaigns to targeted key stakeholders on SLM organized</p>	<p>SLM National Events and information materials developed and disseminated</p> <ul style="list-style-type: none"> • (2) Annual World Day Events To Combat Land Degradation • (4) SLM posters; (1) SLM Video • (1) CD on relevant SLM articles and (1) CD on results to SLM Studies • (1) Article in MAFF magazine and (6) Articles uploaded in the UNDP website • 4) Best Practice publication such as CF, CFi, Agriculture, and CPA • (1) Draft Final draft of National Action Program
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