



Aide-Mémoire

Project Number: 33418 / Loan 1939–CAM
14 November 2003

Aide-Mémoire of the Loan Review Mission for the Tonle Sap Environmental Management Project

CURRENCY EQUIVALENTS

(as of 10 November 2003)

Currency Unit	–	riel (KR)
KR1.00	=	\$0.00026
\$1.00	=	KR3,815

ABBREVIATIONS

ADB	–	Asian Development Bank
CFDO	–	Community Fisheries Development Office
CNMC	–	Cambodia National Mekong Committee
DOF	–	Department of Fisheries
FAO	–	Food and Agriculture Organization of the United Nations
GEF	–	Global Environment Facility
MAFF	–	Ministry of Agriculture, Forestry, and Fisheries
MOE	–	Ministry of Environment
PIO	–	project implementation office
PIU	–	project implementation unit
PMCO	–	project monitoring and coordination office
PSC	–	project steering committee
TA	–	technical assistance
TSBR	–	Tonle Sap Biosphere Reserve
TSBR-ED	–	Tonle Sap Biosphere Reserve—Environmental Information Database
UNDP	–	United Nations Development Programme
UNESCO	–	United Nations Educational, Scientific, and Cultural Organization

NOTES

- (i) The fiscal year (FY) of the Government ends on 31 December. FY before a calendar year denotes the year in which the fiscal year ends.
- (ii) In this Report, "\$" refers to US dollars.

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I. BACKGROUND

1. On 21 November 2002, the Asian Development Bank (ADB) approved a loan in various currencies equivalent to \$10.91 million from ADB's Special Funds resources for the Tonle Sap Environmental Management Project.¹² On the same day, ADB also approved technical assistance (TA) for \$540,000 from ADB's TA funding program for Improving the Regulatory and Management Framework for Inland Fisheries.³ The Loan Agreement was signed on 7 February 2003, became effective on 27 March 2003, and has a closing date of 30 June 2008. The project completion date is 31 December 2007. The period elapsed under the loan is about 15%. As of 30 September 2003, no disbursements had been made.

2. The goal of the Project is sustainable management and conservation of natural resources and biodiversity in the Tonle Sap basin.⁴ Its objective is to enhance systems and develop the capacity for natural resource management coordination and planning, community-based natural resource management, and biodiversity conservation in the Tonle Sap Biosphere Reserve (TSBR) (Appendix 1). To accomplish its objective, the Project has three components: (i) strengthening natural resource management coordination and planning for the TSBR; (ii) organizing communities for natural resource management in the TSBR; and (iii) building management capacity for biodiversity conservation in the TSBR. It is intended that the consulting services required for project implementation and transfer of technology will be procured in packages, often under direct selection of agencies such as the Food and Agriculture Organization (FAO) of the United Nations and the United Nations Educational, Scientific, and Cultural Organization (UNESCO).

3. The Ministry of Agriculture, Forestry, and Fisheries (MAFF) is the executing agency for the Project. Its Department of Fisheries (DOF) is tasked with implementing the bulk of project activities that relate to strengthening natural resource management coordination and planning for the TSBR and organizing communities for natural resource management in the TSBR. The Ministry of Environment (MOE) is tasked with implementing the project activities that relate to building management capacity for biodiversity conservation in the TSBR. The Cambodia National Mekong Committee (CNMC) is to assume an important monitoring and coordinating function and will be responsible for formulating common policy objectives for managing the

¹ Details of the Project, including the report and recommendation of the President, are at http://www.adb.org/Projects/tonle_sap/default.asp. The website also provides links to related sites, documents, and articles.

² At appraisal, the total project cost, including contingencies, taxes, and duties, was estimated at \$19.4 million equivalent, consisting of foreign exchange of \$8.8 million (about 45%) and local currency of \$10.6 million equivalent (about 55%). The Global Environment Facility (GEF) determined to cofinance the Project for \$3.24 million through a grant to be implemented by the United Nations Development Programme (UNDP). GEF financing for the Tonle Sap Conservation Project covers the near entirety of component 3. Details are provided in the GEF Project Brief. In addition, UNDP's Capacity 21 program determined to provide \$627,030 as a grant to strengthen the ability of staff of the Community Fisheries Development Office (CFDO) within DOF to engage communities in natural resource management. The World Conservation Society also determined to cofinance, for \$200,000, project activities to develop systems for monitoring and management in the core areas.

³ ADB. 2002. *Technical Assistance to the Kingdom of Cambodia for Improving the Regulatory and Management Framework for Inland Fisheries*. Manila.

⁴ The project area encompasses the TSBR and parts of the five adjoining provinces. It comprises the core areas, the buffer zone, and the transition area that extends to and is ultimately bounded by Highways No. 5 and No. 6. In 1998, about 2.9 million people lived in the project area, of whom about 38% were below the poverty line. About 10% depended wholly on fishing and about 40% had fishing as a secondary occupation. More than 1.2 million people lived in the area bordered by the highways; the population of the core areas was estimated at 4,200 and that of the buffer zone at 66,000.

TSBR through the TSBR Secretariat. The UNDP Country Office in Phnom Penh will implement the GEF and Capacity 21 grants under the national execution modality.

4. ADB's first loan review mission was mounted in May 2003, soon after loan effectiveness. It drafted a detailed project administration memorandum to guide Project implementation.⁵ It also explained to the executing and implementing agencies ADB's guidelines and procedures on project implementation, consulting services, procurement, bid evaluation, and disbursement. In conformity with ADB's undertaking to carry out semiannual loan reviews, ADB's second loan review mission of ADB visited Cambodia from 10–12 November 2003 to conduct a detailed review of overall progress under the Project.⁶ The Mission reviewed the status of project components, analyzed output accomplishment with a view to improve activities if needed, focused on the issues that the Project is encountering and, in consultation with CNMC, DOF, the Project Management Advisor, and the project consultants for TA 3993–CAM: *Improving the Regulatory and Management Framework for Inland Fisheries* formulated measures to resolve these issues.⁷

5. This Aide-Mémoire records the findings and recommendations of the Mission and the follow-up actions discussed and agreed upon at the wrap-up meeting held on 14 November 2003 in CNMC. The agreements contained in this Aide-Mémoire are subject to review and approval by higher authorities of the Government and ADB.

II. STATUS OF PROJECT IMPLEMENTATION

A. Actions Taken on Issues Identified by the Last Loan Review Mission

6. The last loan review mission recommended that (i) the Ministry of Economy and Finance (MEF) should take early action to establish an imprest account for the Project, and (ii) the executing and implementing agencies should submit contract awards and commitments and disbursements projections for the first year of Project implementation and for its entire duration. The responsibility centers charged with acting on these issues did so promptly. MEF established an imprest account and CNMC and DOF submitted projections for FY2003.⁸ Second-generation imprest accounts have also been set up in the Foreign Trade Bank of Cambodia for CNMC, DOF, and MOE. Three similar accounts have also been set up in the National Bank of Cambodia for transactions involving counterpart funds. CNMC, DOF, MEF, and the project consultants should continue to act promptly on issues identified by ADB's loan review missions.

B. Status of Project Components

1. Design Summary

7. The project design anticipates that implementation will span 5 years and that accomplishment of three components and their related outputs and activities will enable the Project to achieve its objective.

⁵ Reference is invited to the aide-mémoire of the last loan review mission, dated 7 May 2003, and to the project administration memorandum attached to it. The Memorandum provides details cost tables for the Project, among others.

⁶ The Mission comprised O. Serrat (Mission Leader).

⁷ The Mission also referred to the first semiannual report, for the period ending 31 October 2003, prepared by the project monitoring and coordination office (PMCO).

⁸ ADB is now considering the initial advance for the imprest account, which will have a ceiling of \$1 million based on estimated expenditures for 6 months.

8. **Component 1: strengthening natural resource management coordination and planning for the TSBR.** The monitorable outputs of Component 1 are:

- (i) Establishing a Coordination Framework and Information Dissemination Mechanisms.
- (ii) Mapping the TSBR.
- (iii) Improving Regulation and Management Planning.

9. **Component 2: organizing communities for natural resource management in the TSBR.** The monitorable outputs of Component 2 are:

- (i) Formulating an Implementation Structure.
- (ii) Empowering Communities.
- (iii) Evaluating Technical Packages in Support of Sustainable Livelihoods.

10. **Component 3: building management capacity for biodiversity conservation in the TSBR.** The monitorable outputs of Component 3 are:

- (i) Enhancing Management Capacity.
- (ii) Developing Systems for Monitoring and Management.
- (iii) Promoting Biodiversity Conservation Awareness, Education, and Outreach.

2. Analysis of Output Accomplishment and Improvement of Activities

11. Project implementation spans 5 years (Appendix 2). To focus attention on the cause-and-effect relationships between the basic elements of project design (as laid out in the project framework) and to work out measures to resolve the problems affecting project implementation, the Mission carried out, in consultation with CNMC, DOF, the Project Management Advisor, and the project consultants for TA 3993–CAM: *Improving the Regulatory and Management Framework for Inland Fisheries* detailed analyses of project output accomplishment for component 1 and 2.⁹ The analyses related to whether the targets for each of the six project outputs are being achieved, how the activities required to accomplish each output are being implemented (giving details of strengths and weaknesses), and how implementation of the activities can be improved (proposing changes and justifying the recommendations). Based on these analyses, the Mission itemized action plans to improve activities. Conversely, at this stage, no reasons were found to make changes since most scheduled project activities are not yet due (Appendix 3). Henceforth, the Project Management Advisor should continue to incorporate in the semiannual reports of the PMCO an analysis of output accomplishment and improvement of activities using the same format.¹⁰

3. Selection of Service Providers

12. At appraisal, it was envisaged that four contract packages for consulting services would be awarded to FAO and UNESCO under directed selection procedures. Those that concern UNESCO relate to (i) establishing the Tonle Sap Biosphere Reserve Environmental Management Information Database (TSBR-ED), and (ii) formulating and implementing a national environmental education and awareness campaign. Those that concern FAO relate to (i) component 2, and (ii) TA 3993–CAM: *Improving the Regulatory and Management Framework for Inland Fisheries* (see paras. 20–23). The performance indicators and targets in the project framework specify that UNESCO should be appointed by the end of the third quarter of year 1.

⁹ Details of the progress of component 3 are to be found in UNDP's project reports.

¹⁰ The Project Management Advisor should also ensure that the forms present a reasonably detailed picture of output accomplishment under component 3.

This target is likely to be met: ADB has reviewed the draft technical proposals submitted by UNESCO and deemed them appropriate to the tasks at hand. The two technical proposals were forwarded to CNMC on 11 November 2003. The performance indicators and targets in the project framework also specify that FAO would be appointed by end-year 1 to provide long-term advisory support to component 2. This target is also likely to be met if FAO accelerates work on the revised draft technical proposal in light of ADB's extensive suggestions for improvement of the first draft. FAO should make every effort to submit by 15 December 2003 a revised draft technical proposal for component 2 and DOF should inquire about progress.¹¹

4. Overall Physical Progress

13. Overall physical progress so far has not been substantial and is estimated at 5%. This is not yet a matter for concern: the Project is in its early stages of implementation and most activities have yet to come on stream. Until last week, the main constraints to project implementation were lack of counterpart funds, which effectively prevented procurement of goods and services, and slow decision-making (not all of which, however, owed to the uncertainties associated with the elections).¹² Against this background, what progress has been achieved so far owes in large part to the Project Coordinator and the PIO Head of the project implementation office (PIO) in DOF, who have performed exceedingly well and, together with their staff, have made every effort to keep to the original schedule and progress project preparation.¹³ Still, a note of caution needs to be sounded: the failure of synergetic relationships between the basic elements of any project's design can have deleterious effects on output accomplishment. Slippages can snowball. CNMC and DOF should continue to adhere closely to the Project's indicative activities schedule.

C. Project Cost and Financing

14. Out of ADB's loan of \$10.91 million equivalent, nothing had been disbursed as of 30 September 2003. CNMC and DOF, in consultation with MEF, should submit to ADB not later than 31 December 2003 the completed Quarterly and Yearly Contract Awards/Commitments and Disbursement Projections for FY2004.

D. Project Implementation Arrangements

15. A project steering committee (PSC) chaired by the minister of MAFF has been established to advise on project implementation, provide a mechanism for resolving implementation problems that go beyond single ministerial mandates, and review progress. PIOs have been set up in DOF, the Department of Nature Conservation and Protection within

¹¹ See ADB. 2003. *Technical Assistance to the Kingdom of Cambodia for Preparing the Tonle Sap Sustainable Livelihoods Project*. Manila. The output of TA 4197-CAM: *Preparing the Tonle Sap Sustainable Livelihoods Project* is a feasibility study that builds on the community organization component of the Project, covering the five provinces that adjoin the Tonle Sap. The loan project that the feasibility study would prepare is proposed for 2005. Consulting services will be fielded over 9 months from April 2004. Further delay in FAO's submission of an acceptable technical proposal for component 2 would impact smooth implementation of TA 4197-CAM: *Preparing the Tonle Sap Sustainable Livelihoods Project*.

¹² See para. 17. The evidence of delay suggests that delegation of authority to mid-level managers for routine decisions would enhance administrative efficiency and effectiveness and encourage thereby timely accomplishment of project outputs.

¹³ For instance, despite lack of counterpart funds and project consultants, DOF, with the support of FAO, held workshops in the project provinces to seek inputs toward the 5-year Tonle Sap fisheries management plan. CNMC produced two booklets on reptiles, small mammals, and significant birds of the Tonle Sap and successfully organized and hosted from 27 October to 1 November 2003 the third meeting of UNESCO's Southeast Asian Biosphere Reserve Network, at which the TSBR Secretariat played a prominent role.

MOE, and the TSBR Secretariat. Senior members of staff of these institutions have been appointed as PIO Head and will be supported by full-time administrative, financial, and secretarial staff to supervise and manage direct implementation activities under the Project. As such, PIOs will be responsible for planning and budgeting project activities and, as required, supervising and monitoring provincial-level field activities through the project implementation units (PIUs). PIUs have also been set up in each of the five project provinces in the Office of Fisheries in the Department of Agriculture, Forestry, and Fisheries and in the Department of Environment. Senior members of staff of these institutions will be seconded on a full-time basis as PIU Head and will be supported by full-time administrative, financial, and secretarial staff to implement activities in the provinces. In the PIO in DOF, a Fisheries Management Advisor is to assume responsibility for supervising project activities in DOF and its PIUs and elaborating the terms of reference for the service provider for component 2. The importance of his terms of reference to smooth project implementation is such that DOF, in consultation with MEF, should accelerate his appointment.

E. Project Monitoring and Coordination

16. The PMCO has been established to assume responsibility for integrating operations. The PMCO is located in the TSBR Secretariat, and the permanent deputy (environment) of the secretariat has been appointed as Project Coordinator. The Project Management Advisor, a finance and administration consultant, and full-time administrative, financial, and secretarial staff will assist the Project Coordinator. The PMCO is responsible for project coordination, including consolidating financial statements, harmonizing equipment specifications and procurement procedures, scheduling project activities, and general administration. The three divisions of the TSBR Secretariat will provide the PMCO with day-to-day technical support.

F. Delegation of Authority

17. Much of the delay in project implementation can be explained by cumbersome reviewing procedures in the executing and implementing agencies. These procedural requirements have provided little value-added and have sometimes been detrimental when, as the case may be, reporting authorities know little about the Project. Presumably, the Project Coordinator and the PIO Heads were selected in light of their background, qualifications, experience, and commitment to the Project. CNMC and DOF should delegate authority for routine matters of project administration to the Project Coordinator and the PIO Heads, as ADB recommended to CNMC and DOF on 7 April 2003 and then again to DOF on 24 April 2003, and inform ADB of their resolutions not later than 30 November 2003. The Borrower's commitment to cause the Project to be carried out with due diligence and efficiency and in conformity with sound administrative practices is also covenanted under the Loan Agreement.

G. Status of Compliance with Loan Covenants

18. Major loan covenants relate to (i) the executing agency, (ii) the PSC, (iii) the PMCO, (iv) the PIOs, (v) NGOs, (vi) counterpart funds, (vii) the regulatory framework, (viii) mapping, (ix) gender, (x) ethnic minorities, (xi) project performance monitoring and evaluation, and (xii) involuntary resettlement. Particular covenants have also been specified. Pleasingly, the Borrower and the executing and implementing agencies have complied in timely fashion with most of the provisions and requirements covenanted in the Loan Agreement for execution and operation of project facilities and financial matters (Appendix 4).

H. Status of Consulting Services

19. At appraisal, it was expected that the Project would use, over the 5-year period of its implementation and in several packages, 271 person-months of international consulting services and 1,402 person-months of domestic consulting services. So far, only about 1 person-month of international consulting services and 2 person-months of domestic consulting services have been utilized. The negotiations toward engagement of the Project Management Advisor and the Fisheries Management Advisor were particularly protracted and delay in the fielding of the first-ranked candidates for these two key positions has impacted project implementation.¹⁴ The impact of this delay will continue to be felt in the near foreseeable future, at least over the next quarter. Because of the slow project start, all other appointments scheduled for the fourth quarter of 2003 will be executed in the first quarter of 2004. In particular, DOF should accelerate selection and appointment of the Imagery and Mapping Specialist, preferably by 15 December 2003, who will among others advise on the procedures to be followed for the international competitive tendering of the aerial photography and mapping contract.

III. OTHER MATTERS

A. Technical Assistance

20. At appraisal, it was intended that the main outputs of TA 3993–CAM: *Improving the Regulatory and Management Framework for Inland Fisheries* would be (i) a regulatory framework report, leading to the completion on a priority basis of the draft Fisheries Law and the subdecree on community fisheries, and (ii) a 5-year Tonle Sap fisheries management plan. Subsidiary outputs would include establishment in DOF of a Tonle Sap Fisheries Management Task Force.¹⁵ TA implementation will span 12 months and will require 19 person-months of international resource specialists and 41 person-months of short-term domestic resource specialists, for which ADB entered into a TA agreement with FAO. FAO's team was fielded in July 2003. The executing agency is DOF.

21. ADB's first TA review mission was fielded on 18–19 August 2003. The mission engaged in tripartite discussions with DOF and FAO and reached agreement on the final work program of all concerned parties. Specifically, the Mission reviewed the TA in consultation with DOF and FAO, provided ADB's comments on the draft inception report, and discussed the follow-up actions to be undertaken by each party. The first tripartite meeting for the TA was held at the headquarters of DOF on 18 August 2003.¹⁶ The mission sought and obtained agreement on the following:

- (i) DOF would, by 29 August, finalize nominations toward the Tonle Sap Fisheries Management Task Force.
- (ii) DOF, in consultation with FAO, would by 29 August propose a timetable for approval of the draft Fisheries Law and subdecree on community fisheries. The

¹⁴ Negotiations with the first-ranked candidates began in earnest in February 2003. The Project Management Advisor commenced his assignment in early October 2003. As of the reporting period, the contract with the Fisheries Management Advisor has not been finalized. (He is, however, expected to commence his assignment in early November 2003.) The principal reason for delay lies in Government procedures that require contracts to be approved at the highest level of a ministry, even for individual consultants.

¹⁵ After completion of the TA, the taskforce is expected to continue to meet regularly to monitor fisheries management, advise on the implementation of legal instruments and various elements of the 5-year Tonle Sap fisheries management plan, and prepare 5-yearly updates of the plan. The first meeting of the taskforce will be held on 28 November 2003.

¹⁶ Reference is invited to the minutes of the tripartite meeting, dated 20 August 2003.

- selection of other subdecrees should be mindful of the immediate objective of the *Tonle Sap Environmental Management Project* and the duration of the TA.
- (iii) FAO would, by 29 August, provide details of the methodology and implementation schedule for the TA.
 - (iv) FAO would, by 22 August, propose to DOF an agenda and modus operandi for the consultation meeting scheduled on 25–27 August.
 - (v) Director, DOF would on 18 August contact Minister, MAFF to finalize recruitment of the Fisheries Management Advisor to the *Tonle Sap Environmental Management Project*, given that Project's direct relevance to the TA.
 - (vi) Deputy Director, DOF would make preparations to advertise the contract for aerial photography associated with the *Tonle Sap Environmental Management Project*, given that Project's direct relevance to the TA.
 - (vii) ADB would explore avenues for enhanced coordination between FAO and the WorldFish Center, such as the holding of a joint midterm workshop to leverage policy reform to senior audiences.¹⁷

22. DOF acted on the mission's recommendations with commendable speed. Notwithstanding, weekly interministerial meetings have been taking place to discuss the draft Fisheries Law before submission to the Council of Ministers. The details of these discussions are not known to FAO. DOF should, by 30 November 2003, propose a mechanism by which FAO can be kept informed of interministerial discussions so that FAO does not operate in a vacuum and can propose improvements to the draft Fisheries Law that reflect the aspirations of all stakeholders. DOF, in consultation with FAO, should also determine by 30 November 2003 what legislation other than the draft Fisheries Law and subdecree on community fisheries can be improved under the TA.

23. The mission had reason to query the less-than-satisfactory performance of FAO's team leader, with supporting evidence at hand. Although the TA had been underway for only a short while, staff of ADB had had occasion to draw FAO's attention to these shortcomings and, especially, to the non-responsive attitude of the team leader and his poor leadership qualities. Shortly after TA review mission, ADB determined in consultation with FAO and DOF that he should be replaced. The new team leader assumed his responsibilities in early November 2003. On 10 November 2003, the Mission explained to him the requirements of successful TA implementation. On that occasion, FAO suggested that the focus of the 5-Year Tonle Sap Fisheries Management Plan should be broadened to include fisheries development and requested that the current inputs of the International Fisheries Biologist/Resource Planner and the International Fisheries Community Specialist be extended by 9 days and 3 days, respectively, with compensatory adjustments to the duration of their final inputs in the following year.¹⁸

B. Counterpart Funds

24. At appraisal, project expenditure was estimated in terms of foreign exchange and local currency, and reflected in the report and recommendation of the President. MEF's obligation to provide counterpart funds is contained in the Loan Agreement. However, partly because of the uncertainties associated with the elections, counterpart funds still have not been made available to CNMC and DOF. Delays by MEF in releasing counterpart funds are impacting adversely on

¹⁷ This would be in the context of TA 4025–CAM: *Capacity Building of the Inland Fisheries Research and Development Institute*.

¹⁸ No net increase in the person-months allocated to these positions was requested.

implementation. Protracted delays will cause hardship to contractors or suppliers, delay the project, and increase project costs. MEF should ensure that all necessary counterpart funds for project implementation are provided in a timely manner and, to such end, the MEF should make timely submissions of annual budgetary appropriation requests and take all other measures necessary or appropriate for prompt disbursement of appropriated funds during each year of project implementation. The Borrower's commitment to provide all necessary counterpart funds in a timely manner is also covenanted under the Loan Agreement.

C. Office Equipment and Logistics

25. Two conditions for loan effectiveness were that, prior to loan effectiveness, (i) directives of the chairman of CNMC would have been issued for the appointment of the necessary staff of the Policy, Strategy, and Networking Division within the TSBR Secretariat, consisting of experts in fisheries, water resource management, land management, agronomy, environmental database management, and law, and (ii) all necessary staff and facilities for the PSC, PMCO, and PIOs will have been appointed and provided. These conditions were met in full. But CNMC should make certain that the new staff of the Policy, Strategy, and Networking Division within the TSBR Secretariat is remunerated and inform ADB of its follow-up actions in this regard not later than 30 November 2003.¹⁹

26. To date, no purchases of office equipment have been made. However, specifications have been prepared and tenders for supply will be sought before en-November 2003 with supply and installation approximately on schedule.

IV. SUMMARY OF FOLLOW-UP ACTIONS

27. Several follow-up actions need to be taken to accelerate and promote the efficient, effective, and sustainable accomplishment of project outputs, and to meet the Project's immediate objective. These actions, and their responsibility centers, are:

Follow-up Action	
a.	CNMC, DOF, MEF, and the project consultants should continue to act promptly on issues identified by ADB's loan review missions.
b.	The Project Management Advisor should continue to incorporate in the semiannual reports of the PMCO an analysis of output accomplishment and improvement of activities using the same format. He should also ensure that the forms present a reasonably detailed picture of output accomplishment under component 3.
c.	FAO should make every effort to submit by 15 December 2003 a revised draft technical proposal for component 2 and DOF should inquire about progress.
d.	CNMC and DOF should continue to adhere closely to the Project's indicative activities schedule.
e.	CNMC and DOF, in consultation with MEF, should submit to ADB not later than 31 December 2003 the completed Quarterly and Yearly Contract Awards/Commitments and Disbursement Projections for FY2004.
f.	DOF, in consultation with MEF, should accelerate appointment of the Fisheries

¹⁹ Some project staff have not been remunerated for 6 months.

Follow-up Action	
	Management Advisor.
g.	CNMC and DOF should delegate authority for routine matters of project administration to the Project Coordinator and the PIO Heads and inform ADB of their resolutions not later than 30 November 2003.
h.	DOF should accelerate selection and appointment of the imagery and mapping specialist, preferably by 15 December 2003.
i.	DOF should, by 30 November 2003, propose a mechanism by which FAO can be kept informed of interministerial discussions so that FAO does not operate in a vacuum and can propose improvements to the draft Fisheries Law that reflect the aspirations of all stakeholders.
j.	DOF, in consultation with FAO, should also determine by 30 November 2003 what legislation other than the draft Fisheries Law and subdecree on community fisheries can be improved under the TA.
k.	MEF should ensure that all necessary counterpart funds for project implementation are provided in a timely manner and, to such end, the MEF should make timely submissions of annual budgetary appropriation requests and take all other measures necessary or appropriate for prompt disbursement of appropriated funds during each year of project implementation.
l.	CNMC should make certain that the new staff of the Policy, Strategy, and Networking Division within the TSBR Secretariat is remunerated and inform ADB of its follow-up actions in this regard not later than 30 November 2003.

V. ACKNOWLEDGEMENTS

28. The Mission thanks CNMC, DOF, the Project Management Advisor, and the project consultants for TA 3993–CAM: *Improving the Regulatory and Management Framework for Inland Fisheries* for their assistance and insights. This Aide-Mémoire incorporates revisions and comments from the wrap-up meeting held on 14 November 2003 in CNMC. The list of the persons who attended the meeting is attached (Appendix 5).

Phnom Penh, 14 November 2003.

Olivier Serrat
Asian Development Bank

cc:

CNMC; DOF; FAO; MEF; MOE; UNESCO; Project Consultants; Cambodia Resident Mission, ADB

PROJECT FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
Goal			
1.1 Sustainable management and conservation of natural resources and biodiversity in the Tonle Sap Basin	1.1 Systems and capacity for natural resource management and biodiversity conservation are in place and functioning	1.1 Project performance audit report 1.2 Parameters of ecosystem (i.e., flooded forest cover, hydrology, biodiversity) from project monitoring and evaluation system	
Objective			
1.1 To enhance systems and develop the capacity for natural resource management coordination and planning, community-based natural resource management, and biodiversity conservation in the Tonle Sap Biosphere Reserve (TSBR)	1.1 Natural resource management coordination and planning strengthened by end-year 5 1.2 Community-based natural resource management in the TSBR facilitated by end-year 5 1.3 Management capacity for biodiversity conservation in the TSBR built by end-year 5	1.1 Project framework 1.2 Project completion report 1.3 Frequency of inter-Ministerial meetings organized by the TSBR Secretariat 1.4 Number of communities organized and uptake of recommendations from natural resource management plans 1.5 Periodic survey and inventory of appropriate indicator species for biodiversity and habitat monitoring 1.6 Socioeconomic indicators in the five project provinces	<ul style="list-style-type: none"> The Government and communities are committed to sustainable management of the TSBR for multiple use. The Government is committed to community-based natural resource management. The Government is committed to biodiversity conservation.
Components, Outputs, and Activities			
Strengthening Natural Resource Management Coordination and Planning for the TSBR			
1.1 <i>A coordination framework and information dissemination mechanisms are established.</i>			
1.1.1 Strengthen the TSBR Secretariat's structures and facilities	1.1.1 TSBR Secretariat structures and facilities strengthened by end-year 1	1.1.1 Project reports 1.1.2 Project reports and policy documents	<ul style="list-style-type: none"> Service provider is mobilized on time. Interministerial cooperation takes place and endorses the common policy objectives for management of the TSBR.
1.1.2 Create in the TSBR Secretariat capacity to address legal and policy issues	1.1.2 Policy, Strategy, and Networking Division in the TSBR Secretariat strengthened by end-year 1	1.1.3 Minutes of interministerial meetings and policy documents of ministries	
1.1.3 Formulate common policy objectives for management of the TSBR	1.1.3 Common policy objectives formulated by the TSBR Secretariat by the end of the first quarter of year 2, and quarterly interministerial meetings held to refine and adopt them by end-year 2	1.1.4 Records of database usage and additions 1.1.5 Number of messages and feedback from audiences	
1.1.4 Develop a TSBR Environmental Information Database (TSBR-ED)	1.1.4 Service provider appointed by the end of		
1.1.5 Formulate and implement a national environmental education and awareness campaign			

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
	<p>the third quarter of year 1, TSBR-ED operational by mid-year 2, and TSBR-ED updating carried out on a continuing basis thereafter</p> <p>1.1.5 Service provider appointed by the end of the third quarter of year 1 and environmental education messages formulated by mid-year 2 and disseminated through appropriate media outlets and schools from mid-year 2 and on a continuing basis thereafter</p>		
<p>1.2 <i>The TSBR is mapped.</i></p> <p>1.2.1 Prepare orthophotomaps at scale 1:5,000 from new aerial photographs at scale 1:25,000</p> <p>1.2.2 Delineate biosphere zonation and boundaries of commercial and community fishing lots, fish sanctuaries, administrative regions, and physiographic features</p>	<p>1.2.1 Aerial photography completed by mid-year 2 and orthophotomaps prepared immediately thereafter</p> <p>1.2.2 Biosphere zonation and other boundaries delineated from mid-year 2 and zonation maps prepared by end-year 2</p>	<p>1.2.1 Contract for aerial photography and processing</p> <p>1.2.2 Number of zonation maps prepared</p>	<ul style="list-style-type: none"> Aerial photography is contracted without delay. Weather conditions allow aerial photography on schedule. Mapping is carried out in full consultation with the Ministry of Land Management, Urban Planning, and Construction.
<p>1.3 <i>Regulation and management planning are improved.</i></p> <p>1.3.1 Prepare, complete, or as necessary amend the Fisheries Law and the subdecrees, proclamations, and directives or circulars associated with it and develop the 5-year Tonle Sap fisheries management plan</p> <p>1.3.2 Set standards and guidelines for formulation of community and commercial fisheries management plans</p> <p>1.3.3 Build the capacity of the Community Fisheries Development Office (CFDO) within the Department of Fisheries (DOF)</p>	<p>1.3.1 Regulatory framework prepared, completed, or amended and 5-year Tonle Sap fisheries management plan developed by mid-year 2</p> <p>1.3.2 Standards and guidelines for formulation of community and commercial fisheries management plans set by end-year 1 and disseminated thereafter</p> <p>1.3.3 Six key staff of CFDO trained by mid-year 2 and study tours conducted by mid-year 3</p>	<p>1.3.1 Gazette records, plan publication, and advisory technical assistance (TA) reports</p> <p>1.3.2 Standards and guidelines publication and advisory TA reports</p> <p>1.3.3 Staff and performance records</p>	<ul style="list-style-type: none"> Regulatory and management framework improvements feed into the common policy objectives formulated by the TSBR Secretariat.
<p>Organizing Communities for Natural Resource Management in the TSBR</p> <p>2.1 <i>An implementation structure is formulated.</i></p>			

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p>2.1.1 Refine approach to community organization</p> <p>2.1.2 Strengthen provincial office structures and facilities in the five project provinces</p> <p>2.1.3 Implement a training program for staff of relevant provincial line agencies</p> <p>2.1.4 Develop a selection process and identify communities for organization</p>	<p>2.1.1 Previous approaches to organizing communities for natural resource management reviewed, preferred approach refined, and service provider appointed by end-year 1</p> <p>2.1.2 Provincial office structures and facilities strengthened by mid-year 2</p> <p>2.1.3 In each of the five project provinces, 16 staff from the Department of Agriculture, Forestry, and Fisheries, 4 staff from the Department of Environment, and 4–5 staff of selected nongovernment organizations (NGOs) nominated and trained by end-year 2</p> <p>2.1.4 Fisheries and forestry communities identified in each project provinces by end-year 2</p>	<p>2.1.1 Design document approved</p> <p>2.1.2 Project reports</p> <p>2.1.3 Training records</p> <p>2.1.4 Number of communities identified</p>	<ul style="list-style-type: none"> • Service provider is mobilized on time. • Preferred approach to community organization is sufficiently practicable to enable rapid replication. • Staff of suitable quality and orientation are made available and are retained.
<p>2.2 <i>Communities are empowered.</i></p> <p>2.2.1 Activate commune councils and appropriate village-level structures for natural resource management</p> <p>2.2.2 Conduct community organization for natural resource management</p> <p>2.2.3 Review boundaries and describe community resource rights</p> <p>2.2.4 Encourage formulation by communities of natural resource management plans</p> <p>2.2.5 Conduct independent progress audits</p>	<p>2.2.1 Commune council and village-level meetings address natural resource management by end-year 2</p> <p>2.2.2 Commune councils and village-level structures actively networking by mid-year 3 with support from NGOs (e.g., Community Aid Abroad, Leucaena Japonica, Southeast Asia Development Program, Community Capacity for Development)</p> <p>2.2.3 Agreements and endorsements on boundaries and resource rights obtained not later than end-year 3</p> <p>2.2.4 Formulation of natural resource management plans by communities encouraged from year 3</p> <p>2.2.5 Independent progress audit reports submitted annually from end-year 2</p>	<p>2.2.1 Number of commune council meetings and records of the meetings</p> <p>2.2.2 Number of fisheries and forestry communities organized each year in each project province</p> <p>2.2.3 Number of formal agreements</p> <p>2.2.4 Number of plans prepared</p> <p>2.2.5 Independent progress audits by an external research institute (e.g., Cambodia Development Resource Institute)</p>	<ul style="list-style-type: none"> • Commune councils are able to successfully mobilize interest groups. • Line agencies and resource users recognize community organizations. • The Ministry of Agriculture, Forestry, and Fisheries directs the interdepartmental cooperation necessary to encourage formulation by communities of natural resource management plans. • The judicial system effectively validates conflict resolution by community organizations. • Suitable NGOs are contracted for community organization and ground truthing. • Stakeholder agreement on boundaries is forthcoming.
<p>2.3 <i>Technical packages in support of sustainable livelihoods are evaluated.</i></p>			

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p>2.3.1 Survey previous and ongoing approaches to technical packages based on sustainable natural resource management</p> <p>2.3.2 Recommend selected technical packages based on sustainable natural resource management for replication or further development</p>	<p>2.3.1 Technical packages for sustainable fisheries, aquaculture, agroforestry, and community forestry surveyed by the end of the third quarter of year 2</p> <p>2.3.2 Selected technical packages recommended for replication or further development by end-year 2</p>	<p>2.3.1 Number of technical packages for sustainable fisheries, aquaculture, agroforestry, and community forestry surveyed</p> <p>2.3.2 Number of technical packages recommended</p>	<ul style="list-style-type: none"> Cooperation with other international bodies and line agencies is forthcoming (e.g., Mekong River Commission, Oxfam-America).
<p>Building Management Capacity for Biodiversity Conservation in the TSBR</p> <p>3.1 <i>Capacity for management is enhanced.</i></p> <p>3.1.1 Establish and equip protected area management units and core area management centers</p> <p>3.1.2 Institute a process for identifying additional core areas and fish sanctuaries</p> <p>3.1.3 Formulate and implement staff training for protected area management and biodiversity conservation</p>	<p>3.1.1 Two protected area management units and three core area management centers established and equipped by mid-year 2</p> <p>3.1.2 Identification process for additional core areas and fish sanctuaries instituted by end-year 2 and applied on a continuing basis thereafter</p> <p>3.1.3 Training needs analysis conducted by the third quarter of year 2 and training program implemented on an annual basis from year 3 until end-year 5</p>	<p>3.1.1 Project reports</p> <p>3.1.2 Frequency of identification exercises</p> <p>3.1.3 Training records</p>	<ul style="list-style-type: none"> Staff are made available for training and are retained.
<p>3.2 <i>Systems for monitoring and management are developed.</i></p> <p>3.2.1 Design and implement a biodiversity monitoring system</p> <p>3.2.2 Establish a rapid-response mechanism for seasonal protection of biodiversity</p> <p>3.2.3 Develop a strategy, carry out an awareness campaign for the control of exotic species, and conduct management trials</p> <p>3.2.4 Develop and implement a strategy to enforce laws and regulations in and around the core areas and other important sites</p> <p>3.2.5 Identify income-</p>	<p>3.2.1 Indicator species for monitoring system identified by the fourth quarter of year 1, system designed by end-year 1, and system implemented from year 2 and on a continuing basis thereafter</p> <p>3.2.2 Fully resourced rapid-response team in operation by end-year 2</p> <p>3.2.3 Strategy and campaign in place by the fourth quarter of year 2 and management trials operational by end-year 2 and on a continuing basis thereafter</p> <p>3.2.4 Strategy in place by end-</p>	<p>3.2.1 Biodiversity assessment reports and the TSBR-ED</p> <p>3.2.2 Frequency of rapid-response exercises</p> <p>3.2.3 Surveys indicating that exotic species are being controlled</p> <p>3.2.4 Records on apprehended poachers and illegal users</p> <p>3.2.5 Reduction in the number of persons involved in livelihood activities that threaten biodiversity</p>	<ul style="list-style-type: none"> Monitoring accurately targets indicator species and feeds back into decision making. Exotic species are controllable at existing limits of spread with the resources available. Officials are not amenable to bribery. Alternative livelihoods can be identified and sustained, and can replace biodiversity threatening activities.

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
generation activities that directly threaten biodiversity in the core areas and develop alternative livelihoods to modify these activities	year 2 and enforcement operational from year 3 and on a continuing basis thereafter 3.2.5 Detrimental activities identified by the fourth quarter of year 2, alternative livelihoods developed by end-year 2, and disseminated thereafter		
<p>3.3 <i>Biodiversity conservation awareness, education, and outreach are promoted.</i></p> <p>3.3.1 Develop and implement an environmental awareness, education, and outreach program (EAEOP) for the TSBR</p> <p>3.3.2 Provide floating environmental education centers</p> <p>3.3.3 Incorporate the EAEOP into selected schools around the TSBR</p>	<p>3.3.1 EAEOP developed and implemented by end-year 2</p> <p>3.3.2 Four floating environmental education centers provided by mid-year 2</p> <p>3.3.3 EAEOP incorporated in the cluster schools program of the Ministry of Education, Youth, and Sports from year 3</p>	<p>3.3.1 Number of villages and schools hosting outreach events</p> <p>3.3.2 Number of visitors to floating environmental education centers</p> <p>3.3.3 Changes to the school curriculum</p>	<ul style="list-style-type: none"> • Ministry of Education, Youth, and Sports cooperates in preparing EAEOP. • Existing school curriculum is sufficiently flexible to allow uptake of EAEOP. • Teachers are made available.

**Figure A2.1: INDICATIVE ACTIVITIES SCHEDULE
Component 1 Activities**

ACTIVITY		PROJECT YEAR				
		1	2	3	4	5
Initial Activities						
MAFF-MOE-ADB	Recruitment of consultants for Components 1 & 2	■				
	Recruitment of consultants for Component 3	■				
	Recruitment of consultants for Regulatory & Management Framework TA	■				
	Recruitment of UNESCO consultants		■			
	Recruitment of consultants for Community Organization (FAO contract)		■			
A. Component 1: Strengthening Natural Resource Management Coordination & Planning for the TSBR						
1.1 Coordination Framework & Information Dissemination Mechanisms are Established						
TSBRS	1.1.1 Strengthen the TSBR Secretariat's Structures & Facilities					
	- incremental staff appointed (research, monitoring, data management)	■				
	- office equipment procured & set-up		■			
	- working plan for TSBRS prepared		■			
	- training program designed & implemented		■	■	■	■
	1.1.2 Create in the TSBR Secretariat capacity to address legal & policy issues					
	- incremental staff appointed (policy, strategy, networking)	■				
	- training program designed & implemented		■	■	■	■
	1.1.3 Formulate common policy objectives for management of the TSBR					
	- national workshops conducted			■		■
	- common policy objectives formulated		■	■	■	■
	- quarterly interministerial meetings held		■	■	■	■
	1.1.4 Develop a TSBR Environmental Information Database (TSBR-ED)					
	- office equipment procured & set-up		■			
- library materials & publications procured		■	■			
- website designed & installed		■	■			
- database designed & developed		■	■			
- database updating mechanism developed & continued		■	■	■	■	
MOE	1.1.5 Formulate & implement a national environmental education & awareness campaign					
	- equipment & vehicles procured	■				
	- campaign for national environmental education & awareness formulated		■			
	- contract for production of videos prepared & implemented		■	■	■	■
	- publicity & educational material designed & produced		■	■	■	■
	- training, seminars & conferences implemented		■	■	■	■
	- school education campaign implemented		■	■	■	■
1.2 The TSBR is Mapped						
DOF	1.2.1 Prepare orthophotomaps at scale 1:5,000 from new aerial photographs at scale 1:25,000					
	- specifications & contract documents for aerial photography & mapping prepared	■				
	- aerial photography & mapping contract implemented		■			
	1.2.2 Delineate biosphere zonation & other boundaries					
	- GIS equipment procured		■			
	- natural physiographic features & other boundaries delineated		■	■		
	- digitizing & processing of data		■	■		
	- ground verification (by consultants & field staff of DOF & MOE)		■	■		
- maps prepared		■	■			
1.3 Regulation & Management Planning are Improved						
FAO TECHNICAL ASSISTANCE	1.3.1 Prepare, complete, or amend fisheries legislation & develop 5-year management plan					
	- regulatory framework prepared, completed, or amended		■	■		
	- 5-year fisheries management plan developed		■	■		
	- provincial workshops conducted		■	■		
	- national workshops conducted		■	■		
	- regional study tours designed & implemented (4 tours)		■	■	■	■
	1.3.2 Set standards & guidelines for formulation of community & commercial fisheries management plans					
	- standards & guidelines prepared		■			
	- provincial workshops conducted		■	■		
	- stakeholder consultation & information dissemination conducted		■	■	■	■
	1.3.3 Build the capacity of the Community Fisheries Development Office (CFDO)					
	- vehicles & equipment procured	■				
- staff training conducted (6 key staff)		■	■	■	■	
- regional study tours designed & implemented (18 tours)		■	■	■	■	

Figure A2.2: Component 2 Activities

ACTIVITY		PROJECT YEAR				
		1	2	3	4	5
B. Component 2: Organizing Communities for Natural Resource Management in the TSBR						
2.1 An Implementation Structure is Formulated						
CFDO	2.1.1 Refine approach to community organization					
	- previous approaches to organizing communities reviewed	■				
	- preferred approach refined		■			
	- service provider contracted & mobilized		■			
DAFF FAO SERVICE CONTRACT	2.1.2 Strengthen provincial office structures & facilities in the 5 provinces					
	- incremental staff appointed	■				
	- Department of Agriculture Forestry & Fisheries offices renovated in 5 provinces		■			
	- office equipment procured & set-up		■			
	- vehicles, motorcycles, & boats procured		■			
	2.1.3 Implement a training program for staff of relevant provincial line agencies					
	- training needs assessed, candidates selected, & curriculum defined		■			
	- training demonstration & materials prepared		■			
	- provincial workshops conducted (in conjunction with those under 2.1.4)			■		
	- national workshops conducted			■		
	- training conducted		■	■	■	■
	2.1.4 Develop a selection process & identify communities for organization					
	- baseline information surveys conducted throughout project area (by NGO contracts)		■			
	- provincial workshops conducted (in conjunction with those under 2.1.3)		■			
2.2 Communities are Empowered						
DAFF FAO SERVICE CONTRACT	2.2.1 Activate commune councils & appropriate village-level structures for natural resource management					
	- field consultations conducted		■			
	- commune council & village-level meetings conducted		■			
	2.2.2 Conduct community organization for natural resource management					
	- NGO contracts implemented		■			
	- communities assisted to develop & support process of organization (300 meetings)		■			
	2.2.3 Review boundaries & describe community resource rights					
	- public presentation of maps & walk-throughs		■			
	- delineation of agreed boundaries by communities		■			
	- community meetings conducted to formally agree on boundaries		■			
	- resource use rights elaborated through consultative meetings		■			
	2.2.4 Encourage formulation by communities of natural resource management plans					
	- plans formulated (with assistance of contracted NGOs)		■			
	- plans & maps printed & disseminated		■			
	2.2.5 Conduct independent progress audits					
- independent auditor selected		■				
- progress audits conducted		■	■	■	■	
2.3 Technical Packages in Support of Sustainable Livelihoods are Evaluated						
DAFF FAO SERVICE CONTRACT	2.3.1 Previous & ongoing approaches surveyed					
	- technical packages surveyed		■			
	2.3.2 Selected technical packages recommended for replication or further development					
	- results of survey analyzed		■			
	- provincial workshops conducted		■			
	- recommendations made for replication or further development		■			

Figure A2.3: Component 3 Activities

ACTIVITY		PROJECT YEAR				
		1	2	3	4	5
C. Component 3: Building Management Capacity for Biodiversity Conservation in the TSBR						
3.1 Capacity for Management is Enhanced						
DOE-Office of Nature Conservation & Protection	3.1.1 Establish & equip protected area management units (PAMs) & core area management centers (CAMs)					
	- incremental staff appointed	■				
	- vehicles & motorcycles procured	■				
	- new building constructed (Environment Office, Battambang)	■	■			
	- office renovated (Environment Office, Kompong Thom)	■	■			
	- 5 new buildings constructed (2 PAMs & 3 CAMs)	■	■			
	- office equipment & furniture procured & set-up	■	■			
	- communications base & transmitter stations procured & set-up	■	■			
	3.1.2 Institute a process for identification of additional core areas & fish sanctuaries					
	- surveys & studies conducted		■	■	■	■
	- provincial workshops conducted		■	■	■	■
	- national workshop conducted		■	■	■	■
	- maps & materials prepared		■	■	■	■
	- manual of standard procedures prepared & disseminated		■	■	■	■
3.1.3 Formulate & implement staff training for protected area management & biodiversity conservation						
- training needs assessed, candidates selected, & curriculum defined		■	■	■	■	
- training demonstration & materials prepared		■	■	■	■	
- provincial workshops conducted		■	■	■	■	
- national workshops conducted		■	■	■	■	
- training conducted		■	■	■	■	
3.2 Systems for Monitoring & Management are Developed						
MOE-Department of Nature Conservation & Protection	3.2.1 Design & implement a biodiversity monitoring system					
	- indicator species identified	■				
	- provincial workshops conducted	■				
	- boats procured	■				
	- monitoring system designed & implemented	■	■	■	■	■
	- training materials & manuals prepared	■	■	■	■	■
	- equipment procured & set-up	■	■	■	■	■
	- training implemented	■	■	■	■	■
	- regional study tours designed & implemented	■	■	■	■	■
	3.2.2 Establish a rapid response mechanism for seasonal protection of biodiversity					
	- incremental staff appointed		■	■	■	■
	- boats procured		■	■	■	■
	- training program designed & conducted		■	■	■	■
	3.2.3 Develop a strategy, carry out an awareness campaign for the control of exotic species & conduct management trials					
	- strategy prepared		■	■	■	■
	- equipment procured & set-up		■	■	■	■
	- management trials set-up		■	■	■	■
	- training program & awareness campaign designed & conducted		■	■	■	■
	- regional study tours designed & implemented (12 p-m)		■	■	■	■
3.2.4 Develop & implement a strategy to enforce laws & regulations in & around key sites						
- provincial workshops conducted (coincident with workshops under 3.2.5)		■	■	■	■	
- strategy prepared		■	■	■	■	
- training materials & manuals prepared		■	■	■	■	
- training program designed & conducted		■	■	■	■	
3.2.5 Identify income-earning activities that directly threaten biodiversity & develop alternative livelihoods						
- surveys & studies conducted		■	■	■	■	
- provincial workshops conducted (coincident with workshops under 3.2.4)		■	■	■	■	
- special study of alternative livelihoods conducted		■	■	■	■	
- alternative livelihood systems disseminated		■	■	■	■	
3.3 Biodiversity Conservation Awareness, Education & Outreach are Promoted						
MOE-Department of Environmental Education & Communications	3.3.1 Develop & implement an Environmental Awareness, Education & Outreach Program (EAEOP)					
	- strategy for the EAEOP developed		■	■	■	■
	- training demonstration, materials, & manual prepared		■	■	■	■
	- provincial workshops conducted		■	■	■	■
	- national workshops conducted		■	■	■	■
	- training program designed & conducted		■	■	■	■
	3.3.2 Provide floating environmental education centers					
	- large boats procured		■	■	■	■
	- training equipment procured		■	■	■	■
	3.3.3 Incorporate the EAEOP into selected schools around the TSBR					
- strategy for incorporation of EAEOP in cluster schools developed		■	■	■	■	
- school teaching materials prepared		■	■	■	■	
- local education institutes contracted to implement school outreach program		■	■	■	■	
- program implemented		■	■	■	■	

**Table A3.1: ANALYSIS OF OUTPUT ACCOMPLISHMENT
AND IMPROVEMENT OF ACTIVITIES**

Component	Strengthening Natural Resource Management Coordination and Planning for the TSBR		1
Output	A coordination framework and information dissemination mechanisms are established.		1.1
Targets	Strengthen the TSBR Secretariat's structures and facilities.		1.1.1
	Create in the TSBR Secretariat capacity to address legal and policy issues.		1.1.2
	Formulate common policy objectives for management of the TSBR.		1.1.3
	Develop a TSBR Environmental Information Database (TSBR-ED).		1.1.4
	Formulate and implement a national environmental education and awareness campaign.		1.1.5
Is the output being accomplished?			Yes Partially No
What are the targets?			
1.1.1	The project design anticipated that TSBR Secretariat structures and facilities would be strengthened by end-year 1.		
1.1.2	The project design anticipated that the Policy, Strategy, and Networking Division in the TSBR Secretariat would be strengthened by end-year 1.		
1.1.3	The project design anticipated that common policy objectives would be formulated by the TSBR Secretariat by the end of the first quarter of year 2, and that quarterly interministerial meetings would be held to refine and adopt them by end-year 2.		
1.1.4	The project design anticipated that the service provider would be appointed by the end of the third quarter of year 1, that the TSBR-ED would be operational by mid-year 2, and that TSBR-ED updating would be carried out on a continuing basis thereafter.		
1.1.5	The project design anticipated that the service provider would be appointed by the end of the third quarter of year 1 and that environmental education messages would be formulated by mid-year 2 and disseminated through appropriate media outlets and schools from mid-year 2 and on a continuing basis thereafter.		
How are the activities being implemented?			
Strength		Weakness	
1.1.1	Appointment of the necessary staff of the Policy, Strategy, and Networking Division within the TSBR Secretariat, consisting of experts in fisheries, water resource management, land management, agronomy, environmental database management, and law, was a condition to loan effectiveness. This condition was met.	1.1.1 To date, no purchases of office equipment have been made. The new staff of the Policy, Strategy, and Networking Division within the TSBR Secretariat has not been remunerated for periods of up to 6 months.	
1.1.2	None.	1.1.2 The selection and appointment of the Strategy and Policy Advisor is the subject of minor delay.	
1.1.3	Scheduled project activities are not yet due.	1.1.3 Scheduled project activities are not yet due.	
1.1.4	UNESCO submitted a technical proposal to CNMC on 11 November 2003.	1.1.4 None.	
1.1.5	UNESCO submitted a technical proposal to CNMC on 11 November 2003.	1.1.5 None.	
How can the activities be improved?			
Proposed Change		Justification	
1.1.1	CNMC should make certain that the new staff of the Policy, Strategy, and Networking Division within the TSBR Secretariat is remunerated.	1.1.1 Staff cannot be expected to work without remuneration.	
1.1.2	CNMC should reconsider the most appropriate time for selection and appointment of the Strategy and Policy Advisor.	1.1.2 The Strategy and Policy Advisor is expected to assist the TSBR Secretariat to develop its role as the coordinating body for the TSBR and effect cross-sectoral policy and strategy coordination. However, delay in project implementation, for example with regard to improving the regulatory and management framework for inland fisheries, warrant a decision over the most appropriate time for the fielding of his/her services.	
1.1.3	None.	1.1.3 Scheduled project activities are not yet due.	
1.1.4	None.	1.1.4 None.	
1.1.5	None.	1.1.5 None.	
Action plan to improve the activities			
Action		Target Date	
1.1.1	CNMC inform ADB of its follow-up actions in this regard.	1.1.1 Not later than 30 November 2003.	
1.1.2	Decide on the most appropriate time for selection and appointment of the Strategy and Policy Advisor.	1.1.2 By 30 November 2003.	
1.1.3	None.	1.1.3 None.	
1.1.4	None.	1.1.4 None.	
1.1.5	None.	1.1.5 None.	

**Table A3.2: ANALYSIS OF OUTPUT ACCOMPLISHMENT
AND IMPROVEMENT OF ACTIVITIES**

Component	Strengthening Natural Resource Management Coordination and Planning for the TSBR		1
Output	The TSBR is mapped.		1.2
Targets	Prepare orthophotomaps at scale 1:5,000 from new aerial photographs at scale 1:25,000.		1.2.1
	Delineate biosphere zonation and boundaries of commercial and community fishing lots, fish sanctuaries, administrative regions, and physiographic features.		1.2.2
Is the output being accomplished?			Yes Partially No
What are the targets?			
1.2.1	The project design anticipated that aerial photography would be completed by mid-year 2 and orthophotomaps would be prepared immediately thereafter.		
1.2.2	The project design anticipated that biosphere zonation and other boundaries would be delineated from mid-year 2 and zonation maps would be prepared by end-year 2.		
How are the activities being implemented?			
Strength		Weakness	
1.2.1 Scheduled project activities are not yet due.		1.2.1 Scheduled project activities are not yet due.	
1.2.2 Scheduled project activities are not yet due.		1.2.2 Scheduled project activities are not yet due.	
How can the activities be improved?			
Proposed Change		Justification	
1.2.1 Advance fielding of related consulting services.		1.2.1 International competitive bidding require much advance preparation.	
1.2.2 None.		1.2.2 Scheduled project activities are not yet due.	
Action plan to improve the activities			
Action		Target Date	
1.2.1 Accelerate selection and appointment of the Imagery and Mapping Specialist.		1.2.1 By 15 December 2003.	
1.2.2 None.		1.2.2 None.	

**Table A3.3: ANALYSIS OF OUTPUT ACCOMPLISHMENT
AND IMPROVEMENT OF ACTIVITIES**

Component	Strengthening Natural Resource Management Coordination and Planning for the TSBR		1
Output	Regulation and management planning are improved.		1.3
Targets	Prepare, complete, or as necessary amend the Fisheries Law and the subdecrees, proclamations, and directives or circulars associated with it and develop the 5-year Tonle Sap fisheries management plan.		1.3.1
	Set standards and guidelines for formulation of community and commercial fisheries management plans.		1.3.2
	Build the capacity of the Community Fisheries Development Office (CFDO) within the Department of Fisheries (DOF).		1.3.3
Is the output being accomplished?			Yes Partially No
What are the targets?			
1.3.1	The project design anticipated that the regulatory framework would be prepared, completed, or amended and that a 5-year Tonle Sap fisheries management plan would be developed by mid-year 2.		
1.3.2	The project design anticipated that standards and guidelines for formulation of community and commercial fisheries management plans would be set by end-year 1 and disseminated thereafter.		
1.3.3	The project design anticipated that six key staff of CFDO would be trained by mid-year 2 and that study tours would be conducted by mid-year 3.		
How are the activities being implemented?			
Strength		Weakness	
1.3.1	FAO's team was fielded in July 2003.	1.3.1 FAO's team worked without sufficiently clear methodology or concrete milestones for the first 3 months.	
1.3.2	Scheduled project activities are not yet due.	1.3.2 Scheduled project activities are not yet due.	
1.3.3	Scheduled project activities are not yet due.	1.3.3 Scheduled project activities are not yet due.	
How can the activities be improved?			
Proposed Change		Justification	
1.3.1	FAO's team leader was replaced in August 2003. A new team leader was fielded in early November 2003.	1.3.1 FAO's team needs to work to tighter deadlines under invigorated leadership. Improvements to the regulatory and management framework for inland fisheries are the subject of loan covenants.	
1.3.2	The focus of the 5-Year Tonle Sap Fisheries Management Plan should be broadened to include fisheries development.	1.3.2 Fisheries development initiatives (i.e. fishing harbor; aquaculture expansion; fish markets; and fish exports) on the Tonle Sap will have a profound impact on the need for fisheries management. An integrated plan for fisheries management and development is required to rationalize future transformation of the sector.	
1.3.3	It is necessary to adjust the duration of current inputs of International Fisheries Biologist/Resource Planner and the International Community Fisheries Specialist.	1.3.3 Increased inputs will ensure timely completion of the draft 5-Year Tonle Sap Fisheries Management and Development Plan.	
Action plan to improve the activities			
Action		Target Date	
1.3.1	DOF, in consultation with FAO, should determine what legislation, other than the draft Fisheries Law and subdecree on community fisheries, can be improved under the TA.	1.3.1 By 30 November 2003.	
1.3.2	None.	1.3.2 None.	
1.3.3	None.	1.3.3 None.	

**Table A3.4: ANALYSIS OF OUTPUT ACCOMPLISHMENT
AND IMPROVEMENT OF ACTIVITIES**

Component	Organizing Communities for Natural Resource Management in the TSBR	2
Output	An implementation structure is formulated.	2.1
Targets	Refine approach to community organization.	2.1.1
	Strengthen provincial office structures and facilities in the five project provinces.	2.1.2
	Implement a training program for staff of relevant provincial line agencies.	2.1.3
	Develop a selection process and identify communities for organization.	2.1.4
Is the output being accomplished?		Yes Partially No
What are the targets?		
2.1.1	The project design anticipated that previous approaches to organizing communities for natural resource management would be reviewed, that the preferred approach would be refined, and that the service provider would be appointed by end-year 1.	
2.1.2	The project design anticipated that provincial office structures and facilities would be strengthened by mid-year 2.	
2.1.3	The project design anticipated that, in each of the five project provinces, 16 staff from the Department of Agriculture, Forestry, and Fisheries, 4 staff from the Department of Environment, and 4–5 staff of selected nongovernment organizations (NGOs) would be nominated and trained by end-year 2.	
2.1.4	The project design anticipated that fisheries and forestry communities would be identified in each project provinces by end-year 2.	
How are the activities being implemented?		
Strength		Weakness
2.1.1	The performance indicators and targets in the project framework also specify that FAO would be appointed by end-year 1 to provide long-term advisory support to component 2. FAO submitted a draft technical proposal in the first quarter of year 1.	2.1.1 ADB offered numerous comments toward improvement of FAO's draft technical report.
2.1.2	Scheduled project activities are not yet due.	2.1.2 Scheduled project activities are not yet due.
2.1.3	Scheduled project activities are not yet due.	2.1.3 Scheduled project activities are not yet due.
2.1.4	Scheduled project activities are not yet due.	2.1.4 Scheduled project activities are not yet due.
How can the activities be improved?		
Proposed Change		Justification
2.1.1	A second draft technical proposal is expected within 1 month.	2.1.1 FAO needs to accelerate submission of an acceptable draft technical proposal to prevent wide-ranging target slippages across the Project.
2.1.2	None.	2.1.2 Scheduled project activities are not yet due.
2.1.3	None.	2.1.3 Scheduled project activities are not yet due.
2.1.4	None.	2.1.4 Scheduled project activities are not yet due.
Action plan to improve the activities		
Action		Target Date
2.1.1	None.	2.1.1 None.
2.1.2	None.	2.1.2 None.
2.1.3	None.	2.1.3 None.
2.1.4	None.	2.1.4 None.

**Table A3.5: ANALYSIS OF OUTPUT ACCOMPLISHMENT
AND IMPROVEMENT OF ACTIVITIES**

Component	Organizing Communities for Natural Resource Management in the TSBR	2
Output	Communities are empowered.	2.2
Targets	Activate commune councils and appropriate village-level structures for natural resource management.	2.2.1
	Conduct community organization for natural resource management.	2.2.2
	Review boundaries and describe community resource rights.	2.2.3
	Encourage formulation by communities of natural resource management plans.	2.2.4
	Conduct independent progress audits.	2.2.5
Is the output being accomplished?		Yes Partially No
What are the targets?		
2.2.1	The project design anticipated that commune council and village-level meetings would address natural resource management by end-year 2.	
2.2.2	The project design anticipated that commune councils and village-level structures would be actively networking by mid-year 3 with support from NGOs (e.g., Community Aid Abroad, Leucaena Japonica, Southeast Asia Development Program, Community Capacity for Development).	
2.2.3	The project design anticipated that agreements and endorsements on boundaries and resource rights would be obtained not later than end-year 3.	
2.2.4	The project design anticipated that formulation of natural resource management plans by communities would be encouraged from year 3.	
2.2.5	The project design anticipated that independent progress audit reports would be submitted annually from end-year 2.	
How are the activities being implemented?		
Strength		Weakness
2.2.1	Scheduled project activities are not yet due.	2.2.1 Scheduled project activities are not yet due.
2.2.2	Scheduled project activities are not yet due.	2.2.2 Scheduled project activities are not yet due.
2.2.2	Scheduled project activities are not yet due.	2.2.3 Scheduled project activities are not yet due.
2.2.4	Scheduled project activities are not yet due.	2.2.4 Scheduled project activities are not yet due.
2.2.5	Scheduled project activities are not yet due.	2.2.5 Scheduled project activities are not yet due.
How can the activities be improved?		
Proposed Change		Justification
2.2.1	None.	2.2.1 Scheduled project activities are not yet due.
2.2.2	None.	2.2.2 Scheduled project activities are not yet due.
2.2.3	None.	2.2.3 Scheduled project activities are not yet due.
2.2.4	None.	2.2.4 Scheduled project activities are not yet due.
2.2.5	None.	2.2.5 Scheduled project activities are not yet due.
Action plan to improve the activities		
Action		Target Date
2.2.1	None.	2.2.1 None.
2.2.2	None.	2.2.2 None.
2.2.3	None.	2.2.3 None.
2.2.4	None.	2.2.4 None.
2.2.5	None.	2.2.5 None.

**Table A3.6: ANALYSIS OF OUTPUT ACCOMPLISHMENT
AND IMPROVEMENT OF ACTIVITIES**

Component	Organizing Communities for Natural Resource Management in the TSBR	2
Output	Technical packages in support of sustainable livelihoods are evaluated.	2.3
Targets	Survey previous and ongoing approaches to technical packages based on sustainable natural resource management.	2.3.1
	Recommend selected technical packages based on sustainable natural resource management for replication or further development.	2.3.2
Is the output being accomplished?		Yes Partially No
What are the targets?		
2.3.1	The project design anticipated that technical packages for sustainable fisheries, aquaculture, agroforestry, and community forestry would be surveyed by the end of the third quarter of year 2.	
2.3.2	The project design anticipated that selected technical packages would be recommended for replication or further development by end-year 2.	
How are the activities being implemented?		
Strength		Weakness
2.3.1 Scheduled project activities are not yet due.		2.3.1 Scheduled project activities are not yet due.
2.3.2 Scheduled project activities are not yet due.		2.3.2 Scheduled project activities are not yet due.
How can the activities be improved?		
Proposed Change		Justification
2.3.1 None.		2.3.1 Scheduled project activities are not yet due.
2.3.2 None.		2.3.2 Scheduled project activities are not yet due.
Action plan to improve the activities		
Action		Target Date
2.3.1 None.		2.3.1 None.
2.3.2 None.		2.3.2 None.

COMPLIANCE WITH LOAN COVENANTS

Reference in Loan Agreement	Covenant	Responsibility	Status of Compliance
LA, Sch. 6, Para. 1	Project Executing Agency. MAFF shall be the project executing agency and shall directly implement components 1 and 2 of the Project relating to the strengthening natural resources management coordination and planning for the TSBR and organizing communities for natural resources management in the TSBR.	MAFF	Complied with.
LA, Sch. 6, Para. 2	Project Steering Committee. A Project Steering Committee (PSC) consisting of the Minister of MAFF, Minister of MOE, Minister of MEF, Chairman of CNMC and the Governors of the project provinces, or their representatives, shall be chaired by the Minister of MAFF and shall be responsible for (i) providing advice on project implementation, (ii) providing mechanism for resolving project implementation problems beyond single ministerial mandates and (iii) reviewing project progress. PSC shall hold meetings every 6 months and, to the extent possible, concurrent with CNMC Board meetings.	CNMC, MAFF, MEF, MOE	Complied with.
LA, Sch. 6, Para. 3	Project Monitoring and Coordination Office. A Project Monitoring and Coordination Office (PMCO) shall be responsible for integrating project operations, including consolidating financial statements, harmonizing equipment specifications and procurement procedures, scheduling project activities and general administration. The PMCO shall be located in the TSBR Secretariat. The Permanent Deputy Secretary (Environment) of the TSBR Secretariat shall be the Project Coordinator. An international Project Management Advisor, a domestic finance and administration specialist, a Strategy and Policy Advisor, and other local staff for clerical, financial matters, shall assist the Project Coordinator. The three divisions of the TSBR Secretariat shall provide day-to-day technical support to serve the PMCO.	CNMC	Complied with.
LA, Sch. 6, Para. 4	Project Implementation Offices. The Project Implementation Offices (PIOs) shall assume responsibility for planning and budgeting of project activities and, as required, supervision and monitoring of provincial level field activities through Project Implementation Units (PIUs). The PIOs will be set up, respectively, in the DOF, the Department of Nature Conservation and Protection within MOE and the TSBR Secretariat. Each of the PIOs shall be staffed by, at least, one full-time staff designated to supervise and manage direct implementation activities under the Project. A PIU shall be set up within 3 months of the Loan Effectiveness in each of the project provinces and to be located in the Office of Fisheries in the Department of Agriculture, Forestry and Fisheries and in the Department of Environment. The PIUs shall be responsible for implementing project activities at the provincial level.	CNMC, MAFF, MOE	Complied with.
LA, Sch. 6,	NGOs. The Borrower shall select and engage	MAFF	Not yet due.

Reference in Loan Agreement	Covenant	Responsibility	Status of Compliance
Para. 5	NGOs, with expertise in community organization for natural resource management, to assist in executing component 2 of the Project from the second year and to undertake annual independent progress audits from the end of the second year. The NGOs shall be selected from a shortlist agreed upon between the Bank and the MAFF.		
LA, Sch. 6, Para. 6	Counterpart Funds. Without prejudice to Section 4.02 of the Loan Agreement, the Borrower shall ensure that all necessary counterpart funds for project implementation are provided in a timely manner and, to such end, the Borrower shall make timely submissions of annual budgetary appropriation requests and take all other measures necessary or appropriate for prompt disbursement of appropriated funds during each year of project implementation.	CNMC, MAFF, MEF, MOE	In progress.
LA, Sch. 6, Para. 7	Regulatory Framework. The Borrower shall ensure that it will prepare an amendment to the current legislation on fisheries, including the law, sub-decrees, proclamations and directives or circulars, on time and in the form and substance proposed and developed by the accompanying Technical Assistance on Improving the Regulatory and Management Framework for Inland Fisheries (the TA). Within 18 months of the Effective Date, the draft amendment to the Fisheries Law developed under the TA will have been submitted to the National Assembly. Within 6 months of the promulgation of the amended Fisheries Law, the Borrower shall issue the sub-decrees or the necessary implementing regulations.	MAFF	Not yet due.
LA, Sch. 6, Para. 8	Mapping. The Borrower shall ensure and shall cause the executing agency to ensure that all maps and database products developed under Project will be made available to all interested parties.	MAFF	Not yet due.
LA, Sch. 6, Para. 9	Gender. The Borrower shall ensure that the Project will provide full opportunities for women, particularly female-headed households, to participate in community organization, representation and decision-making. At least 40 percent of seats in community organizations shall be allocated to women. Women shall be organized for training and capacity building for participation and leadership development. The Borrower shall further ensure that women will be selected for training on livelihoods development, value adding activities and preparation of linkages with ongoing micro finance programs.	MAFF	Not yet due.
LA, Sch. 6, Para. 10	Ethnic Minorities. The Borrower shall ensure that ethnic minorities will have equal opportunities to participate in training in community organization. The Project's impact on ethnic minorities will be observed during Project's monitoring and evaluation.	MAFF	Not yet due.
LA, Sch. 6, Para. 11	Project Performance Monitoring and Evaluation. The Borrower shall ensure that the progress of the Project and the achievement of its	CNMC, MAFF, MOE	Not yet due.

Reference in Loan Agreement	Covenant	Responsibility	Status of Compliance
	benefits are monitored based on the project framework. The Borrower shall further cause PMCO to submit to the Borrower and ADB 6-monthly progress reports with close attention to project output accomplishment and improvement of activities.		
LA, Sch. 6, Para. 12	Involuntary Resettlement. The Borrower shall ensure that persons who have traditionally lived within the TSBR be included as part of the environment planning and management activities, as their existence is recognized and guaranteed under the TSBR decree; and the rights of non-titled land users to remain within the area shall be recognized. The Borrower shall further ensure that prior to the award of civil works contracts, it shall screen for involuntary resettlement effects, to ensure that there are no losses of land, income, housing, community facilities and resources that would require compensation to be paid in accordance with the Bank's <i>Policy on Involuntary Resettlement</i> .	MEF, MAFF	Not yet due.
LA, Art. IV, Sect.4.03 (a)	Particular Covenants. In the carrying out of the Project, the Borrower shall cause competent and qualified consultants and contractors, acceptable to the Borrower and ADB, to be employed to an extent and upon terms and conditions satisfactory to the Borrower and ADB.	CNMC, MAFF, MOE	Not yet due.
LA, Art. IV, Sect. 4.06 (b)	Particular Covenants. The Borrower shall (i) maintain, or cause to be maintained, separate accounts for the Project; (ii) have such accounts and related financial statements audited annually, in accordance with appropriate auditing standards consistently applied, by independent auditors whose qualifications, experience, and terms of reference are acceptable to ADB; (iii) furnish to ADB not later than 9 months after the end of each related fiscal year, certified copies of such audited accounts and financial statements and the report of the auditors relating thereto; and (iv) furnish to ADB such other information concerning such accounts and financial statements and the audit thereof as ADB shall from time to time reasonably request.	CNMC, MAFF, MEF, MOE	Not yet due.
LA, Art. IV, Sect. 4.07 (b)	Particular Covenants. The Borrower shall furnish, or cause to be furnished, to ADB quarterly reports on the carrying out of the Project and on the operation and management of project facilities.	CNMC, MAFF, MOE	Not yet due.
LA, Art. IV, Sect. 4.07 (c)	Particular Covenants. Promptly after physical completion of the Project, but in any event not later than 3 months thereafter or such date as may be agreed for this purpose between the Borrower and ADB, the Borrower shall prepare and furnish to ADB a report, in such form and in such detail as ADB shall reasonably request, on the execution and initial operation of the Project, including its cost, the performance by the Borrower of its obligations under the Loan Agreement, and the accomplishment of the purposes of the Loan.	CNMC, MAFF, MOE	Not yet due.

LIST OF PARTICIPANTS AT THE WRAP-UP MEETING

Name	Organization
Pich Dun	Deputy Secretary General, CNMC
Neou Bonheur	Project Director, L1935–CAM: Tonle Sap Environmental Management
Eng Cheasan	Deputy Director, DOF
Choeu San	Finance and Administration Specialist
Olivier Serrat	ADB
Paulin Van Im	ADB
Wolfram Jackel	CARM, ADB
Ernst Petersen	Fisheries Management Advisor
Gordon Claridge	Policy and Strategy Advisor
Imke Gilsing	UNESCO
Tim Whittington	Project Management Advisor