

**CRITICAL ECOSYSTEM PARTNERSHIP FUND**

**Conserving a Suite of Cambodia's Highly Threatened Bird Species**

CEPF Project N°: 55488



Lesser Adjutant  
Giant Ibis

White-shouldered Ibis  
Spot-billed Pelican

Photos © Phillip J. Edwards

**Report of the Final Evaluation Mission**

**July 2013**

Dr. Phillip Edwards

## **Acknowledgements**

This is not really the work of the Final Evaluator but that of all the staff and people connected with the Project who gave freely of their time and ideas to make the evaluation process a success. There are too many people to mention by name – and hopefully everyone who contributed is included in the lists of names annexed to this report – but special mention must be made of WCS's Tonle Sap Technical Advisor, Simon Mahood, who gave unstintingly of his time in accompanying me during the field mission, and to WCS's Cambodia Programme Director, Tom Clements, who provided or coordinated the provision of, much of the information that I required, particularly post-mission. Both answered every question I asked and discussed the points I took every opportunity to raise. WCS also kindly produced the map provided in Annex V.

Following completion of the Draft Report on 16<sup>th</sup> July 2013, review comments were received from WCS and CEPF on 23<sup>rd</sup> July 2013. As a result, the text has been revised to correct factual inaccuracies in the draft, to include additional information, and to clarify points made. I thank the reviewers sincerely for their efforts and insights which have undoubtedly improved this final report which was finalised on 31<sup>st</sup> July 2013.

The views expressed in this report are intended to offer an overview of, and some of the lessons learned from, this Project at its conclusion. I have tried to balance my thoughts and to offer fair perspectives of what was observed and learned from people far more knowledgeable about the Project and its context than I will ever be. Furthermore, in a complex project where there are many parties, and where some views are counterposed, it is impossible to find a form of words that would be acceptable to all in all cases. Nonetheless, I offer sincere apologies in advance if anyone should take anything written to be anything other than constructive criticism.

Finally, one of the delights of this sort of work remains that of visiting new and extremely welcoming countries and going home again having made new friends (and in this case renewing some old ones), seen new things, and witnessed with great admiration the dedication and enthusiasm that so many people bring to their work in conserving the important places of the world. I would like to thank them and wish them every success in their continuing endeavours.

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31<sup>st</sup> July 2013

## ACRONYMS AND TERMS

Currency of Cambodia is the Riel (CR). At the time of the final evaluation, US\$ 1 = CR 4,000.

ATT	Ang Trapeang Thmor
BFCA	Bengal Florican Conservation Area
c.	circa (about)
CALM	Establishing Conservation Areas through Landscape Management (CALM) in the Northern Plains of Cambodia
CBOs	Community-based Organisations
CEDAC	Centre d'Etude et développement Agricole Cambodgien (NGO)
CEPF	Critical Ecosystem Partnership Fund
CMC	Conservation Management Committee
FA	Forestry Administration
FE	Final Evaluation/Evaluator
GEF	Global Environment Facility
Ha	Hectare(s)
IFBA	Integrated Farming and Biodiversity Area
KPWS	Kulen Promtep Wildlife Sanctuary
MIST	Management Information SysTem
MoE	Ministry of Environment
NGO	Non-governmental Organisation
PVPF	Preah Vihear Protected Forest
SMP	Sansom Mlup Prey (NGO)
SVC	Sam Veasna Centre for Wildlife Conservation (NGO)
ToR	Terms of Reference
UNDP	United Nations Development Programme
US\$	United States Dollar
VMN	Village Marketing Network
WCS	Wildlife Conservation Society

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Cambodia supports globally-important populations of highly-threatened, wide-ranging, large-bodied bird species which present great conservation challenges since they are mostly highly mobile, have large area requirements, live at low population densities, have significant market value, and come into frequent contact with people. This Project was designed to address the threats of agricultural intensification and expansion, trade-driven hunting and chick/egg collection at nest sites, and a lack of institutional capacity amongst civil society conservation organisations. The Project focused on 13 priority species.

The Project sought to expand upon existing initiatives – a very important point since it was designed and implemented as part of a much longer process having been built upon considerable amounts of previous work that provided it with a solid platform and had structures in place to support its planned achievements after its end, thereby significantly improving its sustainability. This aspect of CEPF's funding - the long-term commitment to a cause or an area inherent in the approach of both local and international NGOs – is one of its most important and one which is not only commended but one which the evaluator believes should be reinforced through repeated investment where necessary. Better to have fewer interventions that are sustainable over the long-term than many that fall by the wayside after funding has ceased as is so often the case with other larger funding interventions.

The three interventions provided local communities with direct financial incentives to ensure that populations of the target species were protected, and to develop the capacity of civil society organisations to improve the long-term sustainability of these, thus:

- community-based ecotourism linking revenue directly to long-term species conservation at various sites in the Northern Plains, at the Ang Trapeang Thmor (ATT) Sarus Crane Reserve, and in the Bengal Florican Conservation Areas (BFCA).
- wildlife-friendly farming schemes, in particular locally-branded Ibis Rice, in the Northern Plains and the BFCAs.
- birds' nest protection programme at Prek Toal Core Area of the Tonle Sap Biosphere Reserve where communities are offered financial incentives for reporting and protecting nests to reduce trade-driven hunting.

The Project fell under Component I: Conservation of Priority Species through Strategic Direction 1: Safeguard priority globally threatened species by mitigating major threats within the CEPF's Portfolio Investment Strategy and Programme Focus for the Indo-Burma region. The grant of US\$ 699,125 was the largest in terms of financial investment of any of the CEPF Large Grants made in the Indo-Burma hotspot. Funding commenced on 1<sup>st</sup> October 2009 and officially finished on 30<sup>th</sup> June 2013 (45 months). As a result of changes to the co-financing during the Project's lifetime, the total funding rose by US\$ 52,304 (8.4%).

The evaluation finds that the Project has been implemented very successfully and to the highest technical and management standards. All three components have been assessed as Highly Satisfactory and the capacity-building component as Satisfactory.

Eco-tourism – all villages exhibit sustained growth in the numbers of tourists visiting the sites despite some dips due to the global economic problems, and the amount of revenue generated by these visitors has also risen.

Wildlife-friendly farming – the scheme has been expanded to include ten villages with the number of farmers involved rising from 12 in 2008-09 to 216 in 2012-13. Over the same period the total amount of paddy purchased by the scheme has risen from 7.72 tonnes to 282.70 tonnes, resulting in the total annual benefit paid to participating farmers increasing from US\$ 1,325 in 2008-9 to US\$ 7,908 in 2012-13.

Nest protection – at Prek Toal, the scheme has expanded from 12 rangers in 2003 to 32 in 2013. In the Northern Plains over the past eleven years the programme has benefited about 100 households each year and has protected 2,981 nests of eleven species from which 5,379 chicks have fledged.

*The two main NGOs supported by the Project, the Sam Veasna Centre for Wildlife Conservation and Sansom Mlup Prey, both show significant growth in various measures of enterprise development.*

*The impact on most priority species at most sites has been positive and significant and some other species appear to have benefitted as well.*

*Recommendations and Lessons Learned are listed on pages 29 et seq..*

### PURPOSE OF THE EVALUATION

1. The Critical Ecosystem Partnership Fund (CEPF) does not make independent final evaluations a routine requirement of its grantees. An evaluation was requested of this project because it was the largest single grant funded under the first phase of CEPF implementation in Indo-Burma, and because the project tested several conservation approaches with potential wider applicability in the hotspot. There is no prescribed format for such an evaluation. All reporting is conducted online, and activity reporting is conducted half-yearly with project impacts being monitored through annual Performance Tracking Reports. Therefore, along with the final completion report made by WCS, this final evaluation represents one of the main opportunities to assess and document project impacts in a format that can be easily distributed to stakeholders. Such an evaluation serves to:

- promote accountability and transparency, and to assess and disclose the extent of project accomplishments;
- synthesize lessons that can help to improve the selection, design and implementation of future CEPF-financed activities; and
- contribute to the overall assessment of results in achieving CEPF strategic objectives aimed at global environmental benefits.

The Project also forms part of a long-term programme of conservation support by the Wildlife Conservation Society (WCS) in Cambodia which is implemented in partnership with both government and non-government partners. After termination of this project, WCS and its partners will continue and enhance actions initiated and developed during it and it is expected that this Final Evaluation Report will serve to provide lessons that can assist in guiding that process through communication of project impacts to a broad audience that includes parties directly involved in the project as well as stakeholders with no previous knowledge of it. Specifically, the objectives of this evaluation are to evaluate:

- the appropriateness and effectiveness of the Project's three-pronged approach (birds' nest protection, wildlife-friendly farming, and community-based ecotourism);
- project impacts on priority species and Project sites; and
- the impact of the Project on the capacity of civil society to deliver conservation.

### APPROACH AND METHODOLOGY

2. This Final Evaluation (FE) was initiated by WCS Cambodia as the CEPF grantee for the *Conserving a Suite of Cambodia's Highly Threatened Bird Species* Project to measure the effectiveness and efficiency of Project activities in relation to the stated objectives, and to collate lessons learned. The FE was conducted over a period of 17 days between 26<sup>th</sup> June and 16<sup>th</sup> July 2013 by an independent international consultant at the point of Project closure. The approach was determined by the terms of reference ([Annex I](#)) which were closely followed, via the itinerary detailed in [Annex II](#). Full details of the objectives of the FE can be found in the TOR, but the evaluation has concentrated on assessing the efficiency and effectiveness of activities carried out and the objectives and outcomes achieved, as well as the likely sustainability of its results, and the involvement of stakeholders. The report was finalised on 31<sup>st</sup> July 2013 after receipt of comments on 23<sup>rd</sup> July. The text has been revised to correct factual inaccuracies in the draft, to include additional information, and to clarify points made.

3. The Project's activities had considerable overlap with the UNDP-GEF-funded *Establishing Conservation Areas through Landscape Management (CALM) in the Northern Plains of Cambodia* Project, also implemented by WCS. Since that project's terminal evaluation was also conducted by the same international evaluator in September 2012, cost-efficiencies have been made by updating that evaluation without recourse to further field visits or stakeholder meetings within the Northern Plains. Instead, field activities this time around have concentrated on complementing information collected and presented in that evaluation with that from sites within the Tonle Sap landscape,

namely Ang Trapeang Thmor, Prek Toal, and the Bengal Florican Conservation Areas<sup>1</sup> (see map in Annex V).

4. The evaluation was conducted through the following participatory approach to provide it with sufficient evidence upon which to base conclusions:

- extensive face-to-face and Skype/telephone interviews with the project management and technical support staff. Throughout the evaluation, particular attention was paid to explaining carefully the importance of listening to stakeholders’ views and in reassuring staff and stakeholders that the purpose of the evaluation was not to judge performance in order to apportion credit or blame but to measure the relative success of implementation and to determine learn lessons for the wider CEPF context. The confidentiality of all interviews was stressed. Wherever possible, information collected was cross-checked between various sources to ascertain its veracity, but in some cases time limited this. A full list of people interviewed is given in Annex III.
- face-to-face interviews with local stakeholders, particularly the beneficiaries, mainly in the villages of Prek Toal, Sambour, Tmatboey, and Prolay Commune (see paragraph 6);
- field visits to Ang Trapeang Thmor and Sambour village, Kulen Promtep Wildlife Sanctuary (KPWS) and Tmatboey village; and
- a thorough review of project documents and other relevant texts, including technical reports and scientific papers, monitoring reports, other activity reports, and project-related materials produced by the project staff or partners.

5. In the absence of a set methodology provided by CEPF, the Project’s performance against the ten Components and 34 indicators comprising the logframe (see Annex IV), as well as various aspects of its implementation, have been evaluated according to the current six-point evaluation criteria used by the GEF. This is reproduced in Table 1 for clarity.

**TABLE 1: CRITERIA USED TO EVALUATE THE PROJECT BY THE FINAL EVALUATION TEAM**

<b>Highly Satisfactory (HS)</b>	Project is expected to achieve or exceed <b>all</b> its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as “good practice”.
<b>Satisfactory (S)</b>	Project is expected to achieve <b>most</b> of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
<b>Marginally Satisfactory (MS)</b>	Project is expected to achieve <b>most</b> of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve <b>some</b> of its major global environmental objectives or yield some of the expected global environment benefits.
<b>Marginally Unsatisfactory (MU)</b>	Project is expected to achieve <b>some</b> of its major global environmental objectives with major shortcomings or is expected to achieve only <b>some</b> of its major global environmental objectives.
<b>Unsatisfactory (U)</b>	Project is expected <b>not</b> to achieve <b>most</b> of its major global environment objectives or to yield any satisfactory global environmental benefits.
<b>Highly Unsatisfactory (U)</b>	The project has failed to achieve, and is <b>not</b> expected to achieve, <b>any</b> of its major global environment objectives with no worthwhile benefits.

## CONSTRAINTS

6. The evaluation missions in both 2012 and 2013 were undertaken during the warm wet season which significantly limited access to project sites. In the Northern Plains only the new headquarters of Kulen Promtep Wildlife Sanctuary and the village of Tmatboey in Pring Thom Commune could be visited, and even then large sections of the new road to the latter was under deep floodwater. In the

<sup>1</sup> At the time of the original Project proposal, these sites were referred to as Integrated Farming and Biodiversity Areas but achieved formal protected area status as Bengal Florican Conservation Areas in February 2010. 312 km<sup>2</sup> of breeding and non-breeding habitat are now protected and managed by the Ministry of Agriculture, Forestry and Fisheries. However, the former Veal Srongai IFBA was not included in the BFCA network and is now unprotected.



Tonle Sap landscape, while Ang Trapeang Thmor was accessible its main attraction, the Sarus Crane, was absent. Ironically, while at Prek Toal water levels were still too low to allow easy access to the Core Area of the Biosphere Reserve or for any birds to be present at the breeding colony there, at the Bengal Florican Conservation Area at Stoung they had just become too high to allow access and as a result the birds were again absent. This has meant that some of the Project's achievements have been hard to verify independently and that a realistic understanding of progress at all sites has been impossible to achieve. For example, the Evaluator understands that Tmatboey is in many ways the flagship village of the Wildlife Conservation Society's (WCS) work both within the Project and in a wider national context, and that Project achievements elsewhere may not be of quite the same order; a point he has tried to bear this in mind throughout. Furthermore, with the heavy rains, the villagers of Tmatboey were busy planting rice giving little opportunity for interviews, especially with the women.

### CEPF CONTEXT AND DURATION

7. The Project arose from work already being undertaken by the Wildlife Conservation Society and its partners in Cambodia since 2000. At US\$ 699,125 the proposal, submitted to the CEPF in 2009, represented the largest in terms of financial investment of any of the CEPF Large Grants made in the Indo-Burma hotspot. Funding commenced on 1<sup>st</sup> October 2009 and officially finished on 30<sup>th</sup> June 2013 (45 months). Within the CEPF's Portfolio Investment Strategy and Programme Focus for the Indo-Burma region, the Project falls under *Component I: Conservation of Priority Species through Strategic Direction 1: Safeguard priority globally threatened species by mitigating major threats*.

### PROBLEMS ADDRESSED AND DESIGN LOGIC

8. Cambodia supports globally-important populations of highly-threatened, wide-ranging, large-bodied bird species which present great conservation challenges since they are mostly highly mobile, have large area requirements, live at low population densities, have significant market value, and come into frequent contact with people. This Project was designed to address threats to 13 priority species, namely:

Critically Endangered: Bengal Florican (*Houbaropsis bengalensis*), Giant Ibis (*Thaumatibis gigantea*), White-shouldered Ibis (*Pseudibis davisoni*);

Endangered: Greater Adjutant (*Leptoptilos dubius*), Green Peafowl (*Pavo muticus*), Masked Finfoot (*Heliopais personatus*), White-winged Duck (*Cairina scutulata*);

Vulnerable: Greater Spotted Eagle (*Aquila clanga*), Imperial Eagle (*Aquila heliaca*), Milky Stork (*Mycteria cinerea*), Lesser Adjutant (*Leptoptilos javanicus*), Manchurian Reed Warbler (*Acrocephalus tangorum*), Sarus Crane (*Grus antigone*).

These threats, highlighted by the CEPF hotspot profile, include agricultural intensification and expansion, trade-driven hunting and chick/egg collection at nest sites, and a lack of institutional capacity amongst civil society organisations charged with protecting these species.

9. Through earlier work, WCS had already developed three innovative interventions based on direct payments to local communities in return for conservation actions. These were to be implemented alongside efforts to develop the capacity of civil society organisations. Each of these interventions provided local communities with direct financial incentives to ensure that populations of the target species were protected, while capacity building efforts were aimed at ensuring the long-term sustainability of these. This Project sought to expand these interventions to new sites and species, to improve their long-term financial viability, and to increase the role of the local civil society partners. Specifically, the Project had four components:

1. Establish community-based ecotourism that linked revenue directly to long-term species conservation at various sites in the Northern Plains, at the Ang Trapeang Thmor (ATT) Sarus Crane Reserve, and in the Bengal Florican Conservation Areas (BFCA). This sought to link revenue received from local community-based tourism enterprises directly to long-term species conservation through an agreement between the communities and local authorities that stipulates that tourism revenue is subject to the villagers agreeing to manage habitats through a village or site land-use plan and a no-hunting policy.
2. Promote and provide training in wildlife-friendly farming schemes, in particular locally-branded *Ibis Rice*, in the Northern Plains and the BFCAs. This aimed to expand a scheme trialled in the Northern Plains developing premium-price markets to reward farmers who develop and adhere to a set of conservation regulations that limit agricultural expansion and prohibit hunting, and to develop a national marketing plan for the brand.
3. Implement a birds' nest protection programme in the vast waterbird colony at Prek Toal Core Area of the Tonle Sap Biosphere Reserve where communities are offered financial incentives for reporting and protecting nests to reduce trade-driven hunting.

4. Improve the institutional capacity amongst civil society organisations, namely the Sam Veasna Centre (SVC), Sansom Mlup Prey<sup>2</sup> (SMP) and Centre d'Etude et développement Agricole Cambodgien<sup>3</sup> (CEDAC), towards local, independent management wherever feasible.

10. Conceptually the design logic is simple and provides for the expansion of three highly innovative schemes that had already been piloted in some of the areas where the Project would work. Making a direct financial link between the economic well-being of the communities affected by the needs of conservation and the conservation objectives themselves has been long-argued by certain quarters of the conservation movement, and as such this Project sought to further test the efficacy of this argument and to understand the mechanisms necessary and overcome the difficulties involved. Underlying all of this is a further, but very important, point. The Project was designed, and was always seen during its implementation, as being part of a much longer process. It was fitted within a framework of existing Memoranda of Understanding between WCS and the Ministry of Environment (MoE) and the Forestry Administration of the Ministry of Agriculture, Forestry and Fisheries (FA). As a result it was preceded by considerable amounts of other work that provided a solid platform on which it could build and, perhaps even more importantly, it has structures in place to support its planned achievements after its end, thereby significantly improving the chances of sustaining them and perhaps acting as the foundation upon which to set the next building blocks – a reality unfortunately all too rare with nationally-executed, stand-alone projects. This aspect of CEPF's funding - the long-term commitment to a cause or an area inherent in the approach of both local and international NGOs – is one of its most important and one which is not only commended but one which the evaluator believes should be reinforced through repeated investment where necessary. Better to have fewer interventions that are sustainable over the long-term than many that fall by the wayside after funding has ceased as is so often the case with other larger funding interventions.

11. While the Project's logic is sound, the proposal itself and all subsequent reporting were made using CEPF's online system. This has considerably simplified the reporting process, making it both time- and cost-effective. However, it has drawbacks, one of which is that the original logframe is both very simplistic (there are no Outcomes and Outputs, nor any baseline data, and external assumptions are provided separately) and repetitive with the same components, activities, and indicators being disaggregated by species and geographic area. To avoid this repetition, and to provide a more holistic view to the evaluation, the components have been assessed in the Results section of this report under the four main groupings described above. Table 2 provides an overview of how the first three of these (field-based) components relate to the priority species within the selected sites.

12. Unfortunately there are further weaknesses in the logframe that relate largely to the quantification in the indicators. Three examples:

- There is a lack of follow through with the quantification of certain variables. For example, under indicator 4.1 under the Activities necessary it states:

*“Conduct consultation meetings with all stakeholders, including local community, in at least eight villages”*

but the Product/deliverable then becomes qualitative referring to an undefined number of participating farmers, thus:

*“Supply chain for 'wildlife friendly' produce, linking participating farmers and marketing centres, established”*. [See also indicator 2.1]

- Three indicators (1.5; 3.5; and 5.5) refer to a:

*“10% increase in the numbers of specialist bird tourists visiting ...”*

While some sites such as ATT have had tourists visiting them prior to the Project, some such as Prey Veng and the BFCAs have not, and this was known. In these cases, a 10% increase is meaningless since 10% of zero is still zero.

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<sup>2</sup> Approximately translated as Saving Shade Trees.

<sup>3</sup> Cambodian Centre for Agricultural Research and Development.

**TABLE 2: SUMMARY OF ACTIVITIES UNDERTAKEN BY THE PROJECT BY SITE AND PRIORITY SPECIES**

	Landscape	Northern Plains									Tonle Sap						
	Province	Preah Vihear									Banteay Meanchey	Battambang	Kampong Thom				
	Protected Area	Kulen Promtep Wildlife Sanctuary				Preah Vihear Protected Forest					Ang Trapeang Thmor	Prek Toal Core Area	Bengal Florican Conservation Areas				
	Commune	Pring Thom	Srayang	Yeang			Chep 2			Tuk Kraham	Poycha	Kohchiveng	Prolay			Chikraeng	
	Village	Tmatboey	Prey Veng	Chomsre	Antil	Reaksmeay	Dangphlat	Narong	Kunpheap	Robhn	Sambour	Prek Toal	Kompong Veang	Prey Kla	Chouk	Romchey Chros	Balang
Critically Endangered	Bengal Florican										T		N R T	NT	NT	NT	NT
	Giant Ibis	RT	RT	R	R	R	R	R	R	R							
	White-shouldered Ibis	RT	RT	R	R	R	R	R	R	R	T		RT	T	T	T	T
Endangered	Greater Adjutant	RT	RT	R	R	R	RT	R	R	R	T	N	RT	T	T	T	T
	Green Peafowl	R	R	R	R	R	RT	R	R	R							
	Masked Finfoot		T														
	White-winged Duck	R	RT	R	R	R	RT	R	R	R							
Vulnerable	Greater Spotted Eagle	R	R	R	R	R	RT	R	R	R	T		RT	T	T	T	T
	Imperial Eagle										T		RT	T	T	T	T
	Milky Stork										T	N					
	Lesser Adjutant	RT	RT	R	R	R	RT	R	R	R		N	RT	T	T	T	T
	Manchurian Reed Warbler												RT	T	T	T	T
	Sarus Crane	R	RT	R	R	R	R	R	R	R	T		RT	T	T	T	T

Key: N = nest protection; R = wildlife-friendly produce (Ibis Rice); T = eco-tourism.

- The targets in indicators 2.3, 4.3, and 10.1 for rice being:

*“on sale in ten restaurants in Siem Reap/Phnom Penh (by end 2011)”*

are weak since the number of restaurants is immaterial relative to the amount of rice which is being sold (which the target does not quantify) since it is the latter which funds the conservation efforts of the farmers. Taken to the absurd to illustrate the principle, the Project could have sold one kilogram of rice to each of ten restaurants and achieved its target, while selling one tonne of rice to one restaurant would not even though the latter would have benefitted farmers and conservation more.

## EXPECTED RESULTS

13. The Project’s logframe couches its objectives as a *“Long-term Impact (3+ years)”*, thus:

*“Two Cambodian landscapes, the Tonle Sap lake and floodplain and the Northern Plains, retain an assemblage of large-bodied, wide-ranging, highly threatened bird species”*

and as *“Short-term Impact (1-3 years)”*, thus:

*“Populations of three Critically Endangered (Giant Ibis, White-shouldered Ibis, and Bengal Florican), four Endangered (Greater Adjutant, Green Peafowl, Masked Finfoot and White-winged Duck) and six Vulnerable (Lesser Adjutant, Sarus Crane, Milky Stork, Manchurian Reed Warbler, Greater Spotted Eagle and Imperial Eagle) bird species are successfully conserved at four separate project sites (the Ang Trapeang Thmor Reserve (ATT), the Integrated Farming and Biodiversity Areas (IFBAs), the Northern Plains and the Prek Toal Core Area of the Tonle Sap lake)”*.

Also, rather confusingly, included in the *“Short-term Impact (1-3 years)”* are two explanatory statements that summarise the interventions themselves and the threats they target. To avoid the repetitiveness inherent in the logframe, the benefits the Project was expected to produce are summarised in Table 3.

**TABLE 3: SUMMARY OF EXPECTED BENEFITS ARISING FROM THE PROJECT**

<p><b>Component 1:</b> Birds successfully protected in the ATT Reserve, the BFCAs and the Northern Plains through expansion of community-based ecotourism scheme</p>	<ul style="list-style-type: none"> <li>Seven villages in the Northern Plains and Tonle Sap landscape have operational community ecotourism committees and cadres of at least three trained guides in each village.</li> <li>Benefit-sharing mechanisms exist linking tourism revenues, which at end of project contribute a minimum of \$10,000 per year towards recurrent costs at each protected area, with conservation agreements.</li> <li>A 10% increase registered in the number of specialist bird tourists visiting the sites compared to 2008.</li> </ul>
<p><b>Component 2:</b> Birds successfully protected in the Northern Plains and the BFCAs through implementation of 'Wildlife-friendly' produce scheme</p>	<ul style="list-style-type: none"> <li>Establishment of a supply chain for 'wildlife friendly' produce, linking participating farmers with marketing centres.</li> <li>Price premium of at least 20% received by participating farmers, in return for adherence to conservation agreements</li> <li>'Wildlife-friendly' produce sourced from participating villagers on sale in ten restaurants in Siem Reap/Phnom Penh (by end of 2011).</li> </ul>
<p><b>Component 3:</b> Birds successfully protected in the Prek Toal Core Area through an extension of the Birds' Nest Protection Programme</p>	<ul style="list-style-type: none"> <li>At least 20 community rangers participate in law enforcement training course.</li> <li>Minimum increase of 10% in the number of target priority species compared with 2007 figures.</li> <li>MIST reports prepared and submitted to management staff.</li> </ul>
<p><b>Component 4:</b> Birds successfully protected the ATT Reserve, the BFCAs and the Northern Plains as a result of increased capacity within CEDAC, SMP and SVC.</p>	<ul style="list-style-type: none"> <li>Develop SVC into a fully-functioning, independent NGO.</li> <li>Assist SMP and CEDAC to institutionalise their long-term support for conservation-linked livelihood activities, and to build financial mechanisms that contribute to the development of incentive-schemes for local communities.</li> </ul>

SOURCE: WCS Project Proposal

The Project concept is clear and logical and involved the expansion of innovative conservation interventions piloted previously within a long-term programme of commitment to the areas and the species concerned, and despite minor weaknesses in the indicators, concept and design is evaluated as Highly Satisfactory.

## MAIN STAKEHOLDERS

14. The Project has been implemented through the **Wildlife Conservation Society (WCS)**, an international NGO with its headquarters in New York, USA. The Project involved WCS working with three national NGOs, thus:

- The **Sam Veasna Centre** for Conservation (SVC) supported and marketed the Project's ecotourism activities. The SVC was established in 2000 in memory of Sam Veasna, a pioneering Cambodian naturalist who died of malaria in 1999 aged 33. Originally a research and conservation body, the SVC was re-launched with the help of WCS in 2006 to promote and provide an alternative sustainable livelihood from ecotourism for the local communities at the sites that WCS prioritises for conservation. (<http://www.samveasna.org/index.html>)
- **Sansom Mlup Prey** (SMP) supported the certification and marketing of *Ibis Rice*. SMP was created in 2009 specifically to promote and market wildlife-friendly products grown or crafted in the communities located in all protected areas in Cambodia. Its work links wildlife conservation to improving the livelihoods of villagers living in remote areas with limited market access or opportunity to expand their operations. (<http://collaborations.wcs.org/smp/Home.aspx>)
- **Centre d'Etude et développement Agricole Cambodgien** (CEDAC) assisted with technical aspects of improving agricultural efficiency. CEDAC was founded in 1997 and today is one of the preeminent Cambodian organisations in the fields of agricultural and rural development, and is especially recognized for its farmer-led extension services, agricultural innovation trainings, support for farmer organisations and publications. It currently provides direct assistance to about 150,000 families from 6,179 villages, 953 communes and 131 districts in 22 provinces of Cambodia. (<http://www.cedac.org.kh/>)

The first two of these have been supported financially and organisationally by WCS either at establishment (SMP) or re-establishment (SVC). In addition, the Project has worked closely with the families from 25 villages (eight in each of KPWS and Preah Vihear Protected Forest (PVPF), two at ATT, six at Stoung and Chikraeng BFCAs) and has established and/or built the capacity of 32 Community-based Organisations (CBOs) to map, develop rules and regulations and manage natural resources and land – seven community protected area management committees, seven community protected forest management committees, five indigenous representation committees, four community forestry committees and nine village marketing networks. It is estimated that over 20,000 community members have benefited from the Project's activities.

15. The Project focussed efforts on raising awareness and building local capacity for biodiversity management, including local residents and government staff (through co-funding), through a mixture of formal training sessions and on-the-job mentoring in appropriate livelihood activities and in natural resource use thereby providing a solid baseline of understanding prior to, and continuing through, development of the Project's main activities. All persons interviewed expressed strong admiration for WCS's management approach and indicated that it was highly supportive of their various roles in the Project. Although CEPF funds are aimed at building the capacity of civil society, a key factor influencing the success of this project has been the role played by the government staff responsible for the sites, to whom WCS has provided long-term technical and operational support to help them perform their government roles effectively. This close liaison between Government, an international NGO, and national civil society has proven particularly successful in enabling the complex requirements of the activities to be met smoothly while providing the Ministry of Environment and the Forestry Administration with unique insights into the needs of the local people and examples of how to work with them to achieve important conservation goals. By empowering existing government management structures rather than creating parallel ones, the Project appears to have been successful in developing effective government engagement, participation, and motivation and this has ensured that lessons learned and experience from the Project have reached the highest decision-makers. One point is particularly noteworthy. It is widely known and acknowledged that the MoE and the FA are uneasy partners in sharing their remit for the conservation of natural resources and rarely work harmoniously in tandem. This Project has been a

significant exception and the role of WCS as being seen as a trusted intermediary by both ministries has been crucial. When the Site Managers were asked how they would describe their working relationship, the answer of “*We’re good friends*” spoke volumes for the Project’s success in this sphere, while the success of the approach was perhaps best articulated by one senior government employee who said that WCS “*were friends rather than partners*”. This is born out by the Evaluator’s observations.

16. The Project reached a wider audience through good communication at many levels – information placed on the WCS website <http://programs.wcs.org/cambodia/Home.aspx> and [www.wcscambodia.org](http://www.wcscambodia.org) which was updated frequently; a number of attractive brochures and posters for local schools and official events; promotional and marketing leaflets for tours to the various sites, and a small number of presentations to international meetings. It obtained good international exposure with Tmatboey winning the Wild Asia Foundation’s prize as best community-based eco-tourism project in 2007 and the Equator Prize in 2008; while *Ibis Rice* won the World Bank Development Marketplace Award in 2008. Importantly, it also placed considerable store in communicating results to the wider conservation community of academics and practitioners through a series of excellent technical and scientific articles<sup>4</sup>, the former published through the Translinks Partnership (led by WCS and funded through USAID – see [www.translinks.org](http://www.translinks.org)). Such articles take considerable time, effort and technical ability to publish, and too few projects get around to publishing them. WCS and its staff members are to be commended in doing so.

The Project has worked closely with a large number of stakeholders throughout and the active engagement of stakeholders has been vital to fulfilling its achievements, hence stakeholder participation is evaluated as **Highly Satisfactory**.

## FINANCIAL ASSESSMENT

17. On the financial front, the Project was adequately budgeted during its design with the CEPF contribution being US\$ 699,125 and WCS committing an additional US\$ 451,672 in co-funding and other donors committing US\$ 174,448 giving it a total budget of US\$ 1,325,245. Table 4 shows that in the event WCS used the grant to leverage an additional US\$ 405,496 from co-funders including two not committed in the original proposal and used this to reduce its own contribution by US\$ 353,192 for use in other conservation activities elsewhere. As a result of these changes, the total co-funding rose by US\$ 52,304.

TABLE 4: SOURCES OF PROJECT CO-FINANCING

Donor	Promised	%	Funded	%	Change	Funded:Committed (%)
Multi-Donor Livelihoods Facility (DFID/Danida/NZAID)	68,804	11	416,027	61	347,223	604.7
GEF	100,244	16	101,433	15	1,189	101.2
Disney Wildlife Conservation Fund	5,400	1	5,400	1	0	100.0
UNDP	-	0	31,967	5	31,967	∞
Jeniam Foundation	-	0	25,117	4	25,117	∞
WCS	451,672	72	98,480	15	353,192	21.8
Total	626,120	100	678,424	100	52,304	108.4

SOURCE: WCS and Project Document.

NOTE: it is outside the scope of the FE to verify independently the financial figures contained in any of the tables and figures presented here through an audit.

<sup>4</sup> E.g. Clements, T., John, A., Nielsen, K., An, D., Tan, S. and Milner-Gulland, E.J. (2010). Direct payments for biodiversity conservation: comparison of three schemes from Cambodia. *Ecological Economics*, 69, 1283-1291.

Travers, H., Clements, T., Keane, A. and Milner-Gulland, E.J. (2011). Incentives for Cooperation: the effects of institutional controls on common pool resource extraction in Cambodia. *Ecological Economics*, 71, 151-161.

Clements, T., Rainey, H.J., An, D., Rours, V., Tan, S., Thong, S., Sutherland, W.J. and Milner-Gulland, E.J. (2013). An evaluation of the effectiveness of a direct payment for biodiversity conservation: the Bird Nest Protection Program in the Northern Plains of Cambodia. *Biological Conservation*, 157, 50–59.

Clements, T., Suon, S., An, D., Wilkie, D.S. and Milner-Gulland, E.J. (in press) Impacts of Protected Areas on local livelihoods in Cambodia. *World Development*.

18. Financial reporting was undertaken to CEPF quarterly through its online reporting system. Because this is wholly input-based, no output-based financial recording was undertaken. The Evaluator finds this rather unusual since output-based financial recording allows for better project management. Nonetheless, the Project has been implemented well and does not appear to have incurred any difficulties as a result. Final Project accounts were not available at the time of the evaluation, but information to March 2013 shows that 95% of the CEPF funds had been disbursed at that time with the remaining 5% understood to have been spent in the final quarter. None of the budget lines show a deviation greater than 10% which is within CEPF rules (see Table 5).

**TABLE 5: TOTAL DISBURSEMENT OF FUNDS BY INPUT TO 31<sup>ST</sup> MARCH 2013 (US\$) AGAINST PROJECT BUDGET**

<b>Input Summary</b>	<b>Expenditure to 31/3/13</b>	<b>Approved budget</b>	<b>% spent</b>
Salaries/Benefits	280,522.51	265,456.00	106%
Professional Services <sup>5</sup>	0.00	12,000.00	0%
Rent and Storage	29,871.77	27,075.00	110%
Telecommunications	12,417.87	11,925.00	104%
Supplies	18,161.37	21,375.00	85%
Furniture and Equipment	40,695.14	42,000.00	97%
Maintenance	20,783.03	22,500.00	92%
Travel	114,020.44	128,728.00	89%
Meeting and Special Events	29,841.20	47,813.00	62%
Sub-Grants (excludes ICR)	44,968.77	45,000.00	100%
Indirect Cost (13%)	71,020.73	75,253.00	94%
<b>Total</b>	<b>662,302.83</b>	<b>699,125.00</b>	<b>95%</b>

SOURCE: WCS and Project Document.

NOTE: it is outside the scope of the FE to verify independently the financial figures contained in any of the tables and figures presented here through an audit.

Financial planning and management appears to have been effective throughout and WCS has displayed great ability in obtaining additional co-financing to that originally pledged. Accounting and reporting has been thorough, hence financial planning has been evaluated as **Highly Satisfactory**.

<sup>5</sup> Funds budgeted for professional services represent those for this evaluation and hence had not been spent by March 2013.



## ACHIEVEMENT OF PROJECT OUTPUTS

19. This section provides an overview of the main achievements of the Project. It is not intended to be a comprehensive account, but all the data has been provided by WCS and the Evaluator acknowledges the work of all involved and thanks them for their kind assistance. A summary evaluation of Project Outputs is given in Table 6 followed by a more detailed description. A detailed evaluation of the level of achievements made against the indicators of success contained in the logframe is given in [Annex IV](#).

**TABLE 6: EVALUATION OF THE END OF PROJECT SITUATION AS PER THE REVISED LOGFRAME**

Component	Evaluation*					
	HS	S	MS	MU	U	HU
Component 1 Birds successfully protected in the ATT Reserve, the BFCAs and the Northern Plains through expansion of community-based ecotourism scheme						
Component 2 Birds successfully protected in the Northern Plains and the BFCAs through implementation of 'Wildlife-friendly' produce scheme						
Component 3 Birds successfully protected in the Prek Toal Core Area through an extension of the Birds' Nest Protection Programme						
Component 4 Birds successfully protected the ATT Reserve, the BFCAs and the Northern Plains as a result of increased capacity within CEDAC, SMP and SVC						

\* Note: HS = Highly satisfactory; S = Satisfactory; MS = Marginally satisfactory; MU= Marginally unsatisfactory; U = Unsatisfactory; HU = Highly unsatisfactory. Components are hyperlinked to relevant section.

## Land use Tenure

20. It is important to understand that the issue of land use tenure underpins the success of all of this Project's components by enabling them to have rights to land and hence enter into management agreements over it. Initially, land and resource-use patterns Cambodia, especially in the Northern Plains, were characterised by an 'open-access' system that resulted in general over-exploitation, with no incentives for sustainable or co-ordinated management. Although the legal details remain complicated (and unnecessary here), within the MoE-managed areas WCS has supported the Ministry to provide local people with tenure for existing residential and agricultural land in recognised community use zones, and usufruct rights for natural resources within community-managed Community Protected Areas. These activities have been completed for each commune within or along the boundary of Kulen Promtep Wildlife Sanctuary. In the protected forests, the arrangement is different with Community Protected Forests covering residential and agricultural land, but commune members have the right to collect non-timber forest products from anywhere within the forest. The importance of tenure and usufruct rights cannot be over-emphasised. As one interviewee noted *"This is what people have dreamed about ... waited and waited for. [It] has contributed a catalytic effect"* and as a result biodiversity conservation issues are now seen by villagers in a much more favourable light. As a result of strengthening the security of tenure that local communities have over their land, the project has facilitated the development of payment for environmental services' (PES) initiatives to encourage active participation in natural resource management. These initiatives enable local people to participate actively in conservation through the development of land-use plans, no-hunting agreements, or similar, in return for a financial incentive. What is key is that the financial rewards for those involved are linked directly to the conservation outcome, not through some indirect pathway; if the outcome (reduced hunting of endangered species, reduced habitat clearance, etc.) is not achieved, then no payments are made. Each has a rigorous monitoring system to measure the conservation outcomes and ensure that the link between conservation success and financial incentives is maintained. This CEPF-funded Project has built upon this earlier work.

## **Component 1: Ecotourism**

21. The presence of a large number of globally threatened bird species within Cambodia makes the country very attractive to international birdwatchers. The key attractions are the critically endangered giant ibis and white-shouldered ibis which are found conveniently close together in the vicinity of the village of Tmatboey, but Cambodia is also known as the best site outside of India to see the suite of Critically Endangered species that include Bengal florican and three species of vultures (red-headed; slender-billed; and white-rumped), and the Endangered white-winged duck and greater adjutant, plus two endemic passerines (one newly discovered). As a result, there is a considerable market for specialist ecotourism which WCS has harnessed and linked to direct payments to local villages to foster conservation of the species and habitat that the tourists pay to come and see. In return for the local communities safeguarding the forest and protecting the rare species, the ecotourism scheme established at each village includes:

- A community conservation fund cleverly set up on an incentive basis to maximize the tourists' chances of seeing the target birds – usually US\$ 10 per person if one or more of the target species is seen; half this if not, but at Tmatboey this is set at US\$ 30 if one or both ibis species are seen; US\$ 15 if not.
- Payments made for services rendered either through a guesthouse<sup>6</sup> fee (e.g. cooking, cleaning of the accommodation, bringing firewood or carrying water) or directly by guests (e.g. for laundry).
- A community-based Conservation Management Committee (CMC)<sup>7</sup> that is responsible for:
  - the organisation of all tourism activities within the village from simply guiding (e.g. at Sambour at ATT) to maintenance of a community guesthouse (built with parallel project funding), providing cooks, cleaners, guards, etc.; and
  - organising the use of the community conservation fund for local development projects which have been chosen by the community (e.g. a new road, a well, a temple roof)

These mechanisms help to ensure that income is transparently and equitably shared among households, and maximises the number of villagers directly involved, and the management system ensures that there is a high degree of local ownership for the project, and that a large proportion of the financial benefits are captured by local people.

22. The Tmatboey ecotourism project was initiated in 2004 ahead of the GEF-funded CALM Project. This CEPF funding has been used to expand that model to Prey Veng which received its first tourists in 2011 (with white-winged duck as the main attraction); to Sambour where the system was formalised in 2011 (with the sarus cranes at ATT are the main attraction); and to Prolay Commune where the CMC was established at the end of 2009 (with Bengal florican and Manchurian reed warbler as the main attractions). Some funds were also used to co-finance parts of the later development of a vulture restaurant at Dongplat. In all cases, WCS has facilitated the development process and provided training including book-keeping, development of rules and regulations for the committee, establishing rules for deciding expenditure, and criteria for recruitment of villagers to tourism positions. The roles of all service providers, such as guides, cooks and cleaners, were clearly defined during this process. All tourism promotion, guide training and bookings are now undertaken by the Sam Veasna Centre for Wildlife Conservation (SVC), based in Siem Reap, while the CMCs now control all aspects of tourism management within the village.

23. The results have been extremely positive. In addition to an increase in the population of white-shouldered ibis and a stabilisation of giant ibis numbers (see figures 14 and 15 under the section entitled Impact on Priority Species), figure 1 shows that all villages exhibit sustained growth in the numbers of tourists visiting the sites despite some dips due to the global economic problems. Prek Toal has recorded the highest numbers, peaking at 505 for the year 2011-12. Perhaps most encouraging are those sites where CEPF funds have been used – ATT had 320 visitors in 2012-13; the BFCAs had 155, and Prey Veng recorded 26 in its second year of operations, double that of Tmatboey at the same stage of its development. Only Dangphlat appears to be struggling, probably because

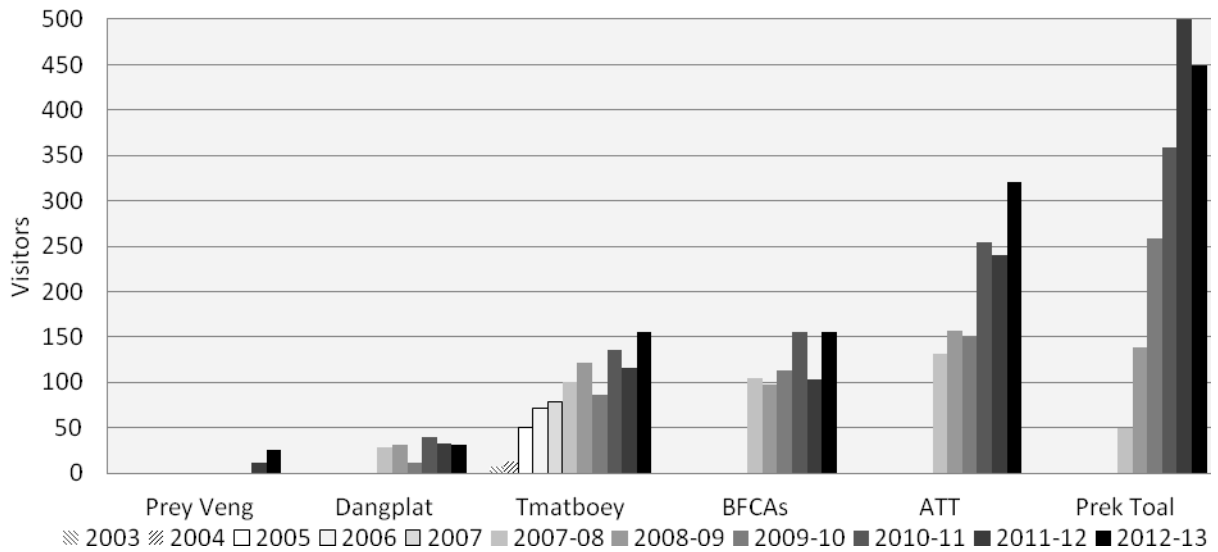
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<sup>6</sup> Guesthouse at Tmatboey; tented camps at Dangphlat and Prey Veng; no accommodation yet at Prek Toal, ATT or the BFCAs.

<sup>7</sup> Or similar, e.g. in some villages this is called the Community Protected Area Committee.

the model there is different in that tourists have to pay for an animal carcass to feed the vultures and this is expensive, meaning that it is more suited to group tours of which there are necessarily fewer.

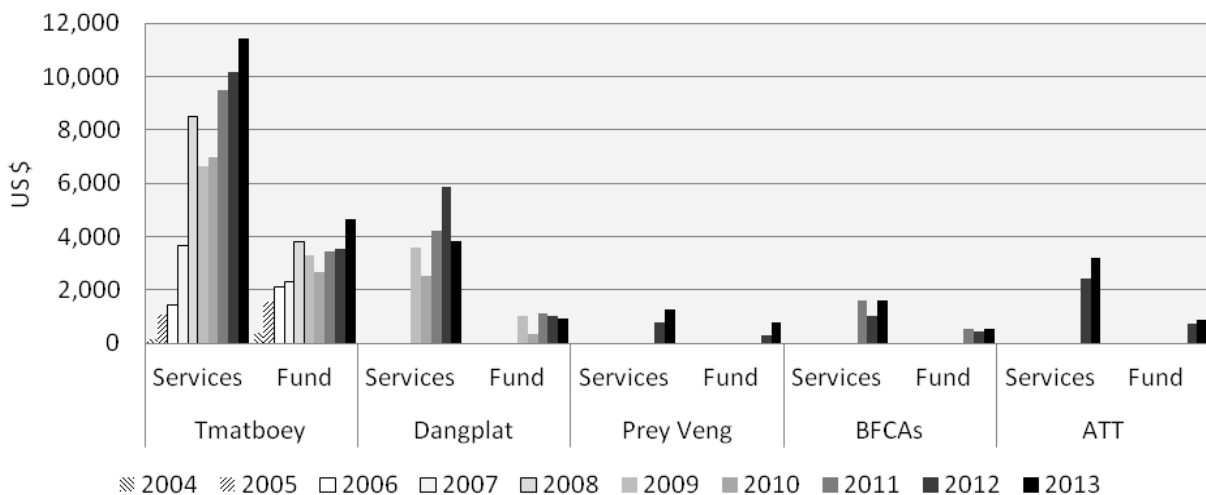
**FIGURE 1: NUMBER OF VISITORS TO THE SIX ECO-TOURIST SITES**



SOURCE: WCS.

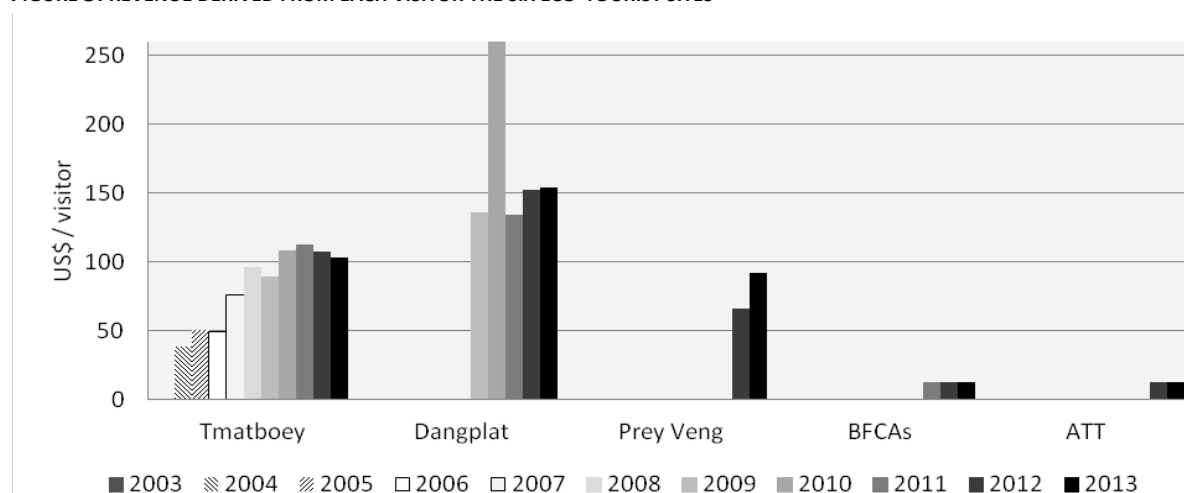
24. The amount of revenue generated by these visitors has also risen. Data are from the point of formation of the CMC. Again, with exception of Dangplatt, they show increases both in the amount of revenue being deposited in the community fund and in that derived from services provided (Figure 2). This is not directly commensurate with the increase in the number of visitors since as Figure 3 shows, the amount of revenue derived from each tourist also tends to rise over time. This is important since as each community develops its product it takes over responsibility for management of, and provision of, more services, e.g. procuring food, and as a result the villagers capture a greater percentage of the money paid, because they control more of the value chain as they diversify the range of tourism services available. Interestingly, at Tmatboey it took several years for the income derived from services to outstrip that obtained from contributions to the community fund, but in all other cases this occurred from the very start; an indication of the model maturing and lessons being acted on at the commencement of each replication. Figure 3 also shows the significantly higher revenue derived from each visitor at Dangplatt through the service of providing carcasses for the vulture restaurant.

**FIGURE 2: AMOUNT OF REVENUE DERIVED FROM ECO-TOURISM AT THE SIX SITES**



SOURCE: WCS.

**FIGURE 3: REVENUE DERIVED FROM EACH VISITOR THE SIX ECO-TOURIST SITES**



SOURCE: WCS.

This component has achieved all its major objectives, and yielded substantial global environmental benefits, without major shortcomings. The output can be presented as “good practice”, hence is evaluated as **Highly Satisfactory**.

### **Component 2: Wildlife-friendly Farming**

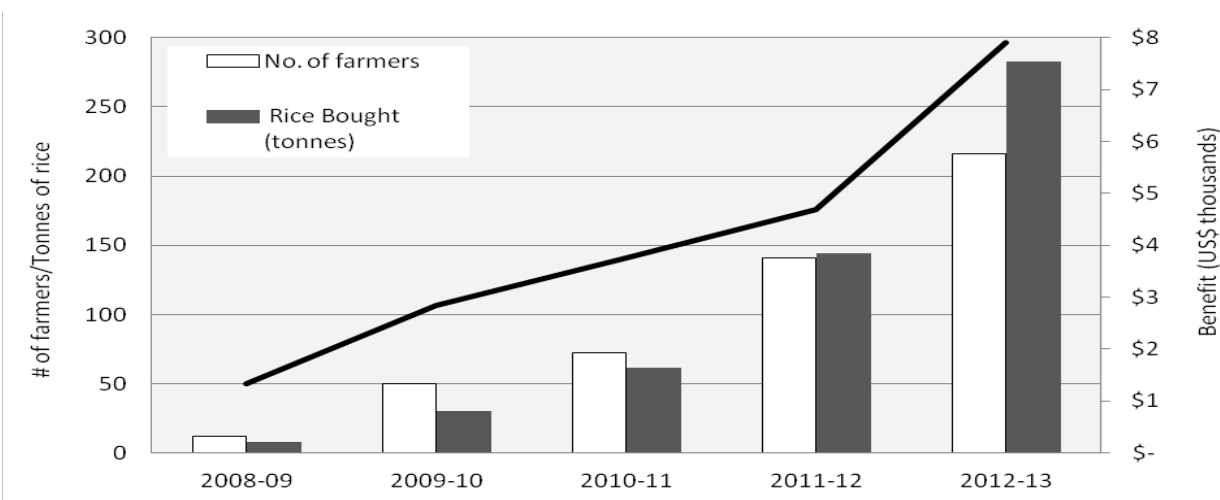
25. This initiative provides payments for forest protection based on premiums for agricultural products. Farmers are encouraged to engage in conservation by offering them a premium price for their rice (about 10% above otherwise market value) if they agree to abide by conservation agreements that are designed to protect the areas used by critically endangered waterbirds and other globally threatened species, namely no cutting of the forest, no illegal hunting, and no use of agro-chemicals on their fields. These agreements are enforced by a locally-elected natural resource management committee which is composed of representatives from the village, thereby guaranteeing a high degree of 'local ownership' of the scheme. The implementation of the project in each village follows a prescribed number of simple steps. Firstly, a 'Village Marketing Network' (VMN) is formed in the village comprising a committee of 3-5 people including at least one woman. This is responsible for explaining the rules to farmers joining the scheme, purchasing the rice from farmers, and for verifying that the farmers have respected the conservation agreements. The farmers were paid a premium of 100 Riels<sup>8</sup> (US 2.5 cents) per kilogram (US\$ 25/tonne; about 10%) by SMP (a local NGO) which also organises the collection of the rice from participating villages and delivers it to a mill where it is processed. SMP then packages and labels the final product as 'Ibis Rice' and it is sold at a 7% premium to supermarkets, and medium- to high-end hotels and restaurants, focusing on Cambodia's large tourism trade (2 million visitors to Angkor Wat in 2010) and expatriate community. Certification has been received from the Wildlife Friendly Enterprise Network for *Ibis Rice* so it can now be marketed under the *Wildlife Friendly* trademark. Although the rice is grown organically (poor farmers have no money to buy agrochemicals), it cannot be called “organic” because it is not certified so. Marketing focuses on explaining the social and biodiversity benefits it brings to Cambodia. WCS continues to support both the VMN and SMP in monitoring conservation agreements, rice quality, and working CEDAC to provide agricultural extension support to raise productivity. The initial establishment costs of the initiative were covered by funding through a World Bank Development Marketplace Award for 2009-2010.

26. Figure 4 shows that the *Ibis Rice* initiative has proved popular with local people. SMP's buying strategy has been changed both to promote and accommodate this growth. Initially, purchasing was focussed upon the larger farmers and as much paddy was purchased as each could sell before moving onto the next and until available funds had been used. This was changed to maximise the

<sup>8</sup> The rate of the premium is fixed by the farmers and, depending on village meetings, ranges from 50 to 150 Riels per kilo. Before buying from each village SMP explains how much money it has to buy from each village. The village then decides how much they will sell their paddy for. Some villages enrolled in the scheme for a long while have decided to sell their paddy for only 50 Riels extra (maximising the number of farmers that can sell paddy), while other newer villages sell for a higher price (150 Riels more) in the belief that this is only a short-term initiative.

number of families involved, by buying smaller amounts from small farmers, focussing first on those who were widows, then the poorer families, and then returning to those with larger farms. As a result, the number of farmers involved has risen from 12 in 2008-09 to 216 in 2012-13 with a concomitant decrease in pressure on the forest as a result of the conservation agreements. Over the same period the total amount of paddy<sup>9</sup> purchased by the scheme has risen from 7.72 tonnes to 282.70 tonnes. The average amount of rice purchased from each farmer passed through one tonne in 2011-12. This has resulted in an increase in the total annual benefit being paid to the farmers involved from US\$ 1,325 in 2008-9 to US\$ 7,908 in 2012-13, while the average premium received by each farmer has remained fairly similar throughout – between US\$ 30.3/farmer in 2010-11 and US\$ 36.6/farmer in 2012-13.

**FIGURE 4: THE GROWTH OF IBIS RICE**



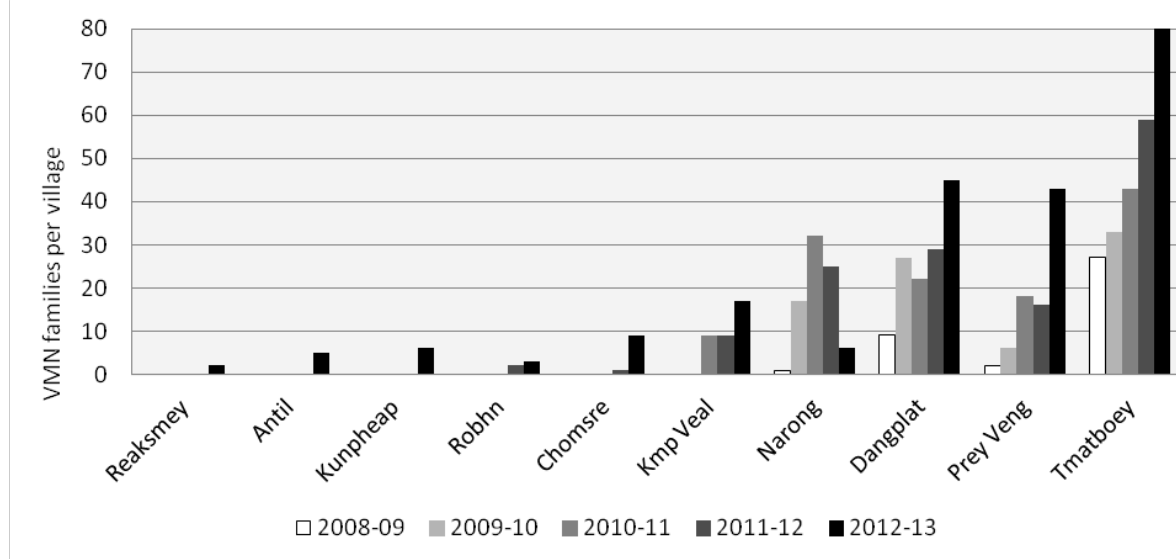
SOURCE: WCS.

27. The scheme has also been expanded to include ten villages (Figures 5 and 6). While Tmatboey, where the scheme was piloted, remains the largest participant both in terms of the number of families involved and also the amount of paddy purchased, the villages of Prey Veng, Dangphlat, and Narong (all in the Northern Plains) have become important contributors<sup>10</sup>. The scheme was expanded to the Tonle Sap landscape in 2010 where Kompong Veang in the Stoung BFCA remains the only participant, and expanded further within the Northern Plains with two more villages (Robhn and Chomsre) in 2011 and three more (Antil, Kunpheap and Reaksmeay) in 2012. While the number of families and the amount of paddy purchased remains small within all of these expansion villages, all show continuing growth.

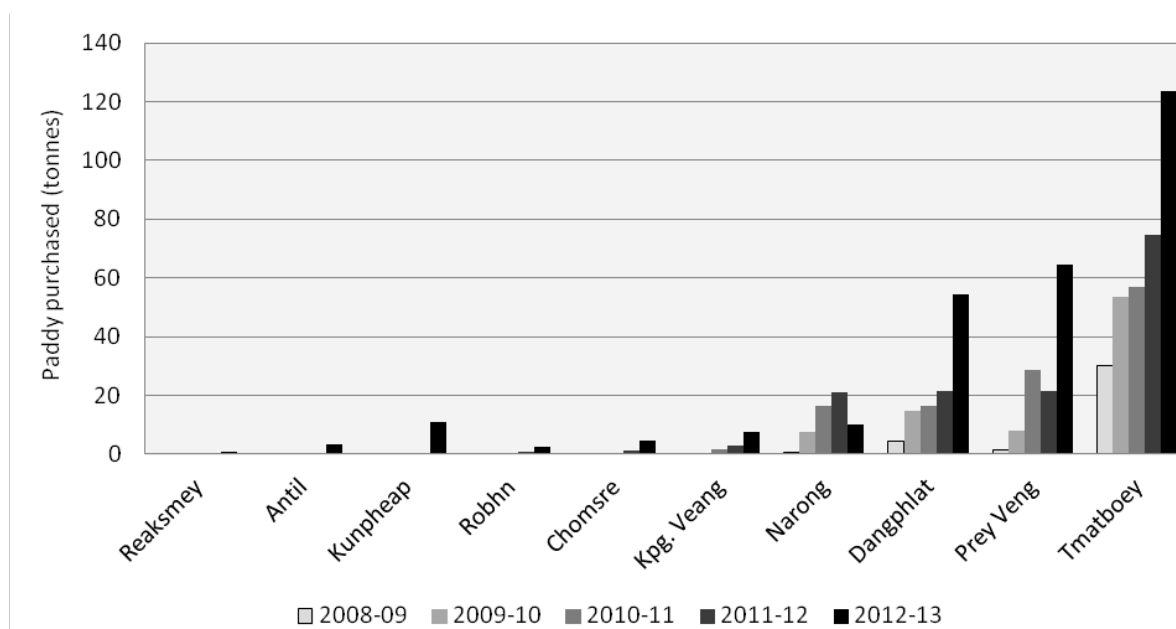
<sup>9</sup> Paddy is un-milled rice still with the husk on, as harvested from the fields.

<sup>10</sup> The decline in the number of families taking part in Narong has resulted from a combination of unfortunate timing. SMP informs farmers that the VMN will buy at a certain time but many cannot hold out and some don't trust that the VMN will buy at a later date when the middlemen are there earlier. In one instance, SMP was short of funds and by the time these were secured the villagers had sold the bulk of their rice to the middlemen.

**FIGURE 5: INCREASE AND DISTRIBUTION OF THE NUMBER OF FAMILIES INVOLVED WITH THE *IBIS RICE* INITIATIVE**



**FIGURE 6: INCREASE AND DISTRIBUTION OF THE AMOUNT OF PADDY PURCHASED FOR THE *IBIS RICE* INITIATIVE**



SOURCE: WCS

28. The scheme has had benefits for the farmers in addition to the 10% premium paid for the paddy. Each participating community now uses their own scales to weigh rice, which increases the amount received by each family since trader’s scales are biased against the farmer. While this cannot be quantified, it is estimated to be worth about 15% to the farmers. Furthermore, the increased competition from *Ibis Rice* sales has caused traders to increase their floor price by 50-100% in all villages, which benefits the wider community as a whole. One of the major factors influencing the success of engaging local communities in conservation efforts was the early identification of one or two ‘champions’ within the communities, who were confident that the scheme would be beneficial for village members, and were able to convince others to participate. Once this had been achieved successfully in the first pilot site (Tmatboey) this success could then be used to encourage additional villages to participate. Another important component was the involvement of specialist NGOs such as CEDAC who assisted with technical advice to boost yields and SMP which was able to undertake commercial activities such as marketing and sales, which fall outside the usual remit of a conservation NGO such as WCS.

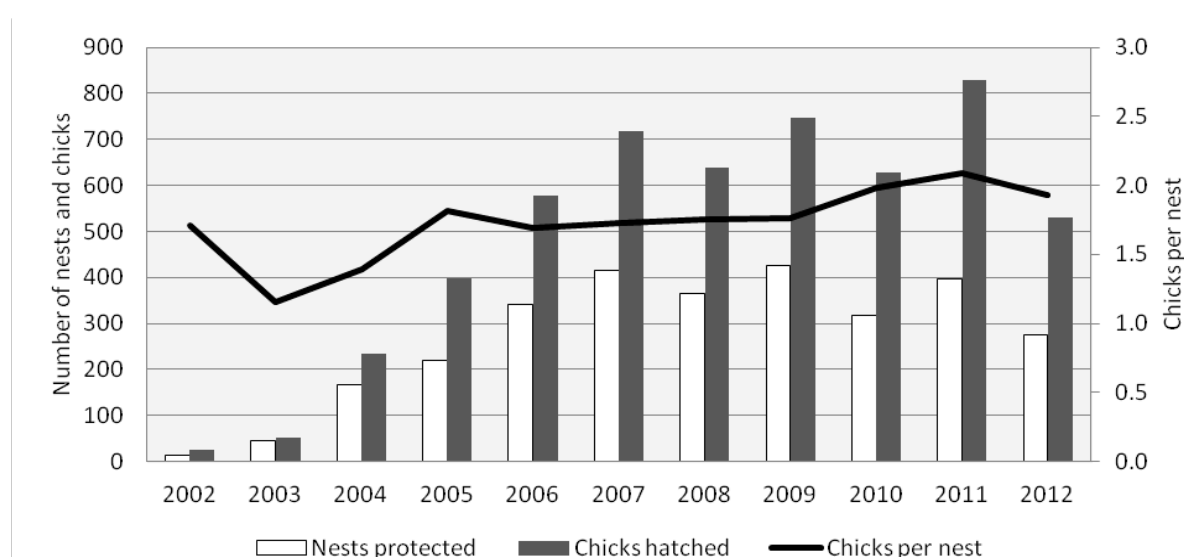
This component has achieved all its major objectives, and yielded substantial global environmental benefits, without major shortcomings. The output can be presented as “good practice”, hence is evaluated as **Highly Satisfactory**.

### Component 3: Birds' Nest Protection Scheme

29. The collection of eggs and chicks for the trade market poses a serious threat to many of the large waterbirds in Cambodia. This component addressed this threat by consolidating a programme of conditional payments to local people to protect nests that was already operating in the Northern Plains, and expanding another operating at Prek Toal in the Tonle Sap. In the Northern Plains, local people protected the nests of nine globally threatened or near-threatened waterbird species plus two Critically Endangered vultures. Under the programme, nests were located by local people (usually resin-tappers or local farmers), or community rangers contracted by WCS seasonally to undertake research. Local people received a reward of US\$ 5 for reporting a nesting site. For all species except Giant Ibis<sup>11</sup>, a permanent protection team of two people was then established for each nest (or colony in the case of adjutant storks or darters), with the people who found the nest being given the first option to form that protection team; otherwise nest protectors were sought from local forest product collectors or the nearest village. Prior to 2008, protectors received a payment of US\$ 1 per day for their work and an extra US\$ 1 per day upon completion if chicks fledged successfully. The total payment of US\$ 2 per day was judged an acceptable daily wage based on village consultations. From 2008 payments were increased to US\$ 2.50 per day due to rising food prices. Community rangers received a monthly salary (US\$ 50-70) plus the same daily payment. Protection teams remained in place until the last chick fledged, or in the case of Sarus Cranes (which are precocial), until the eggs hatched. Protection teams were visited every 1-2 weeks by the community rangers, and monthly by WCS monitoring staff to collect data on the location of each active nest, dates of laying, hatching and fledging, habitat type, nest characteristics, and the number of birds, eggs, and chicks present for each species on each visit. Nests were deemed to have failed if they became unoccupied prior to fledging. Monitoring staff investigated all cases of nest failure to determine the cause, and payments were not made if nests failed due to human disturbance or collection.

30. The programme has achieved considerable success. In the Northern Plains over the past eleven years it has protected 2,981 nests which have fledged 5,379 chicks of the eleven species concerned. The number of nests protected each year has increased from 14 in 2002 when the programme was introduced to a peak of 425 in 2009 before falling back slightly (Figure 7) with an average of 271 nests and 489 chicks. Tables 7 and 8 provide a breakdown of these figures by species. Where data is available, the protected nests showed significantly improved success rates in comparison to control sites, e.g. the success rate of protected Lesser Adjutant and Sarus Crane nests was 88.5% during the 2009-11, compared to 36.9% for unprotected controls.

**FIGURE 7: TOTAL NUMBER OF NESTS PROTECTED AND CHICKS HATCHED UNDER THE DIRECT PAYMENT NEST PROTECTION PROGRAMME BY YEAR**



SOURCE: WCS.

<sup>11</sup> Giant Ibis were not thought to be valued for trade or consumption and hence were not given intensive protection, but predator-exclusion belts were placed around the base of nesting trees from 2006 because these had been shown to increase nesting success.

**TABLE 7: NESTS PROTECTED BY SPECIES UNDER THE DIRECT PAYMENT NEST PROTECTION PROGRAMME**

Nests	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Total
White shouldered Ibis	1	1	2	5	4	5	5	4	5	5	7	44
Giant Ibis	0	5	27	28	28	32	17	41	19	31	18	246
Sarus Crane	0	6	19	29	37	54	57	52	44	50	25	373
Greater Adjutant	0	0	21	17	18	10	6	10	5	5	3	95
Lesser Adjutant	0	34	97	134	221	274	261	275	158	252	196	1,902
Black-necked Stork	0	0	0	2	3	2	2	1	2	2	0	14
Oriental Darter	13	0	0	0	26	33	9	38	78	50	18	265
White-winged Duck	0	0	0	0	0	0	2	0	2	1	0	5
Masked Finfoot	0	0	0	0	0	0	0	0	1	1	0	2
Red-headed Vulture	0	0	1	1	1	2	2	0	1	0	0	8
White-rumped Vulture	0	0	0	3	4	4	3	4	2	0	7	27
Total	14	46	167	219	342	416	364	425	317	397	274	2,981

**TABLE 8: CHICKS HATCHED BY SPECIES UNDER THE DIRECT PAYMENT NEST PROTECTION PROGRAMME**

Chicks	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Total
White shouldered Ibis	2	1	4	8	2	7	4	6	5	8	12	59
Giant Ibis	0	0	46	52	52	31	17	58	32	59	31	378
Sarus Crane	0	0	22	41	51	72	90	89	70	73	39	547
Greater Adjutant	0	0	38	32	29	20	10	19	11	11	6	176
Lesser Adjutant	0	52	122	254	379	476	489	521	276	465	359	3,393
Black-necked Stork	0	0	0	6	10	5	7	0	5	4	0	37
Oriental Darter	22	0	0	0	53	103	0	51	218	203	71	721
White-winged Duck	0	0	0	0	0	0	17	0	11	7	5	40
Masked Finfoot	0	0	0	0	0	0	0	0	0	0	0	0
Red-headed Vulture	0	0	1	1	0	1	2	0	0	0	0	5
White-rumped Vulture	0	0	0	3	3	2	3	4	1	0	7	23
Total	24	53	233	397	579	717	639	748	629	830	530	5,379

31. At the Prek Toal Core Area of the Tonle Sap Biosphere Reserve, the programme operated through Community Rangers working in conjunction with the MoE. The scheme started there in 2001 when 12 rangers were recruited and trained and started to protect nests. At that time there were just a few nests in a few trees, but with protection the size of the colony expanded considerably requiring the number of rangers to protect it to be substantially increased. CEPF funds were used to achieve this by recruiting former egg/chick collectors from Prek Toal village. They possess a great deal of local knowledge but are amongst the poorest families in Prek Toal. There are now 32 rangers that fall into two groups – those contracted by the MoE and paid US\$ 30/month; and those who are not contracted. In both groups, WCS pays each person a daily per diem that they spend in the field which appears to be about ten days per month. Despite the difference in wages, the Evaluator could not discern any tension between them. Rangers reported that the MoE salary was too small to be a bone of contention between colleagues, but large enough to be an incentive to work hard and obtain a contract. However, there was one growing problem and that was a conflict of interest at ground level that has been caused through relatives of certain MoE officials having been placed in positions of authority without having formal Government positions, and this has caused conflicts at site level.

32. Training has continued on a semi-formal basis with outside trainers coming every two years or so but with MoE staff providing technical training (GPS use; map reading; compass reading) on an *ad hoc* basis. Rangers work in teams of two, often paired so that any illiterate individuals have a literate partner. They count birds two or three times a week from a range of semi-permanent platforms set up in the trees around the waterbird colony, and live on these platforms while on duty; usually about



five days at a time. Count methodologies have been cleverly designed to virtually eliminate double counting of birds – visual boundaries from each platform are determined at the start of each counting season with trees numbered and allocated to a single counting platform. Accuracy of counts is encouraged by the daily count data being retained by each team and returned to headquarters at the end of a patrol so it is unavailable to the next team counting from that location. The results of the programme at Prek Toal are given under the next section – see paragraph 45.

33. A variation of the nest protection scheme also operates in the villages around the BFCAs. Here, active searching for nests of Bengal Floricans is not encouraged because nesting birds are highly sensitive to disturbance and desert easily. However, the Project informed villagers that should they discover a nest during day-to-day activities they would be paid US\$ 15 for not taking the eggs. Active protection is not possible – there are no vantage points in the grasslands and the birds are sensitive to the presence of humans – but Project personnel would visit occasionally to monitor it. Any nest producing young would result in the finder of the nest being paid an additional US\$ 15. It is reported that in 2011, payments made under this scheme totalled US\$ 125 (although this is not divisible by 15 because some nests have two chicks).

34. In addition to benefiting the birds, the programme has benefited about 100 households each year in the Northern Plains, out of the approximate 4,000 households across the 24 villages where the programme operates. In the majority of villages, <5% of households were engaged in the programme, although in a few villages up to 33% of households were involved. The average payment per protector was a significant contribution to incomes in remote rural villages. The majority of villages received <US\$ 750 per year, but some villages earned >US\$ 2,000 per year. Total payments varied depending upon the number of key species present, or species with particularly long breeding periods. Antil village received the greatest amount, with >US\$ 14,000 of payments over the four years, mainly due to the presence of a colony of Greater Adjutants nearby which requires at least six months of protection each year. The average payment per nest protector was US\$ 80-160, but there was considerable variation in the payments made, depending upon the species protected (as different species needed protecting for different periods of time). Some individuals were specialist protectors, switching species depending on the season and receiving continual employment for several months. Community rangers received significantly more, averaging US\$ 500-800 per year with a maximum of >US\$ 1,200. The distribution of payments is therefore uneven both between and within the villages, with only a small number of people generating high incomes from nest protection. The average payment per protector is significant in comparison with the 2009 estimate of household consumption in rural forested regions from the 2007 Cambodia Socio-Economic-Survey of US\$ 329±16. Despite the uneven distribution of benefits and the small number of people involved, 67% of 467 households interviewed were familiar with the programme and could describe accurately how it worked. Of these, the vast majority (95%) thought that the distribution of benefits was fair and understood that the primary beneficiaries were individual households (93%).

This output has achieved all its major objectives, and yielded substantial global environmental benefits, without major shortcomings. The output can be presented as “good practice”, hence is evaluated as **Highly Satisfactory**.

#### **Component 4: Strengthening capacity of NGOs**

35. Support was provided to three local NGOs under this component.

##### **The Sam Veasna Centre for Wildlife Conservation**

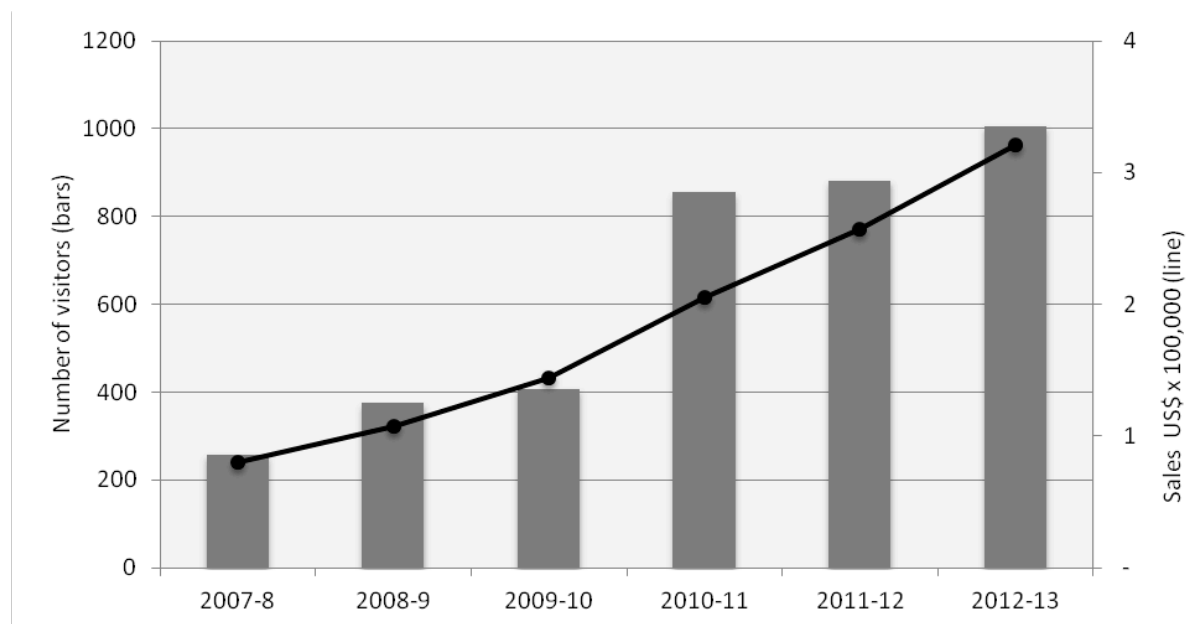
36. Sam Veasna was a pioneering Cambodian conservationist responsible for discovering and cataloguing many of the most important sites for conservation in Northern Cambodia, including the discovery of large numbers of Sarus Crane at Ang Trapaeng Thmor. He died of malaria at a young age and the SVC was established in 1999 by a group of his friends and colleagues who included a number of WCS staff to continue his work. In its early years, the SVC struggled for funding. WCS therefore helped to re-launch the SVC in 2006, to facilitate community-based tourism at many of the sites Sam Veasna originally discovered. The SVC became focussed on providing a marketing, booking and guiding service to facilitate tourists accessing birding sites. CEPF funds have been used to build the capacity of this NGO in performing these tasks with considerable success. At the time of the final

evaluation, SVC comprised a board of six directors (two Cambodian including the chair, plus four international); a Cambodian Managing Director promoted internally in August 2012; a staff of nine guides at three levels (junior, senior, tour leader) all of whom were nationals; and a full support staff (again all nationals). It operates an attractive and professional website which provides a range of pre-packaged tours grouped around various sites, e.g. *“Essential Cambodia: Temples, Tonle Sap, Cranes and Tmatboey’s Ibises”*; and *“Critical Cambodia: Tmatboey Ibises, Veal Krous vultures and Florican grasslands”*, as well as custom tours; with information on itineraries, sites, guides, trip reports by customers, and conservation initiatives. It has also produced a suite of printed leaflets covering the key sites to which it takes visitors.

37. The SVC has been helped with its training programme and now runs comprehensive internal training courses once a year (six month course with two one-hour sessions each week plus time in the field) for people who apply to be guides. Trainees have to pass exams to obtain their qualification. Courses cover technical bird-based subjects (basic bird identification; bird finding and observation; bird biology and ecology; conservation and community) and guiding issues (guiding etiquette and hospitality; guiding skills; logistics). The system appears to be rigorous and successful – certainly the guide the Evaluator was provided with for interpretation purposes displayed high technical skills at finding and identifying birds, and acting as a guide during the opportunities that were afforded during the evaluation mission.

38. The business model promoted by SVC focused very tightly on attracting foreign bird-watchers to see rare birds has been extremely successful to date. Figure 8 shows that the number of visitors reached 962 in the 2012-13 season and annual turnover was US\$ 335,350 of which 89% came from tourist operations. The SVC is now fully financially viable and significant portion of the revenue is re-invested in conservation management activities at the various sites – an aim of the CEPF funds but one which has taken longer to achieve than expected. The NGO appears to be on the brink of becoming wholly independent and sustainable (it currently receives <4% of its income from grants) but that in itself raises challenges (see Recommendations). However, the market for international bird-watchers is neither infinite nor recurring – once people have seen the species on offer, they rarely return, so the model as it currently stands will have to be altered and expanded in the future. It was clear to the Evaluator that both the Board and the Managing Director are aware of these issues and are developing new products and researching new markets (e.g. offering opportunities to bird photographers in emerging Asian markets such as Thailand and Taiwan).

**FIGURE 8: SVC’S INCREASING BUSINESS**

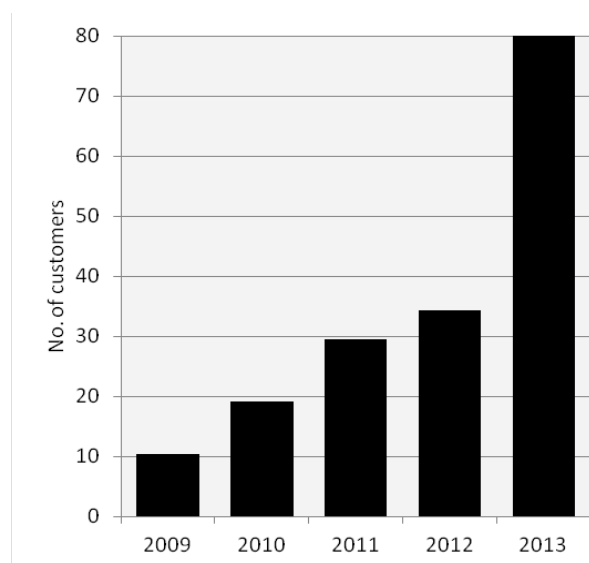


**Sansom Mlup Prey**

39. SMP is a much younger organisation than SVC being created in 2009 to promote and market wildlife-friendly produce grown by communities located in areas protected for their biodiversity

value in Cambodia. The organisation is small with a Sales and Operations Coordinator based in Phnom Penh along with two operators who package and deliver rice to customers, plus two assistants in Siem Reap who provide marketing and delivery functions in Siem Reap. Significant technical support is provided through WCS’s Conservation Livelihoods Advisor; by a marketing and operations consultant on a contract basis; and by a Community Agricultural Marketing Coordinator who is seconded to SMP during the harvest period. The latter agrees a price for paddy including a premium with the members of the Village Marketing Networks developed under other parts of the Project, and SMP is then responsible for collecting it, transporting it and storing it at the mill (in Phnom Penh), organising its milling into different products (e.g. white and brown rice), and transporting it to its own rented warehouse where it is packaged and distributed to customers. It is also responsible for finding those customers in the first place and agreeing sales contracts. The growth in SMP’s customer base is shown in Figure 9 and the current types of customers are given in Table 9.

**FIGURE 9: GROWTH OF SMP’S CUSTOMER BASE**



**TABLE 9: IBIS RICE CUSTOMERS IN 2013**

	Phnom Penh	Siem Reap
Hotels	2	15
Restaurants	8	4
Supermarkets	20	11
(Supermarkets branches*)	(30)	(11)
Others	8	12

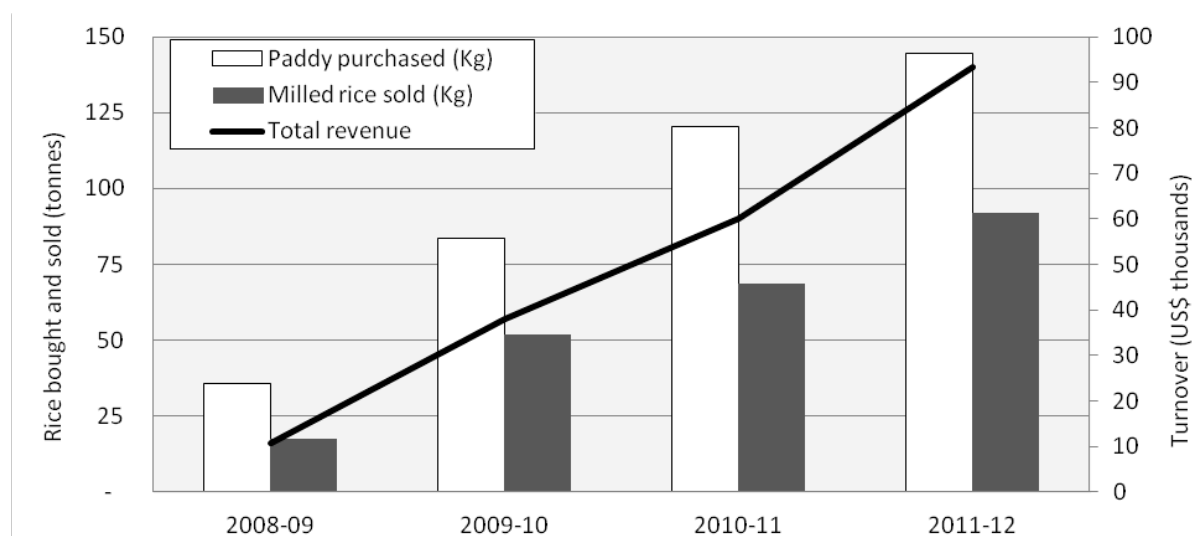
\* Four supermarket chains have ten branches between them in Phnom Penh.

40. The organisation has done extremely well to address such a wide variety of tasks and link them into an effective supply chain. In each case, the learning curve has been steep and methods have been adapted to fit the philosophy of maximising the benefits to the farmers and therefore to the wildlife linked by the conservation agreements that the farmers sign. One example will suffice. Initially, there few participating farmers and paddy was purchased one farmer at a time, each one selling as much as he could before SMP moved onto the next. This benefitted the larger farmers and also the executive members of the VMNs and their relatives. Other members were unhappy with this strategy and hence it was reviewed through community meetings. VMN executives then decided to divide the SMP’s purchase allocation equally amongst its members. A second round of buying enables those with larger crops to benefit further. The new strategy means that SMP now buys from as many families possible with priority given to those lead by widows and then the poorer families. It has also tackled a number of production issues such as poor quality milling and poor initial storage of paddy resulting in poor product longevity because of rice weevils.

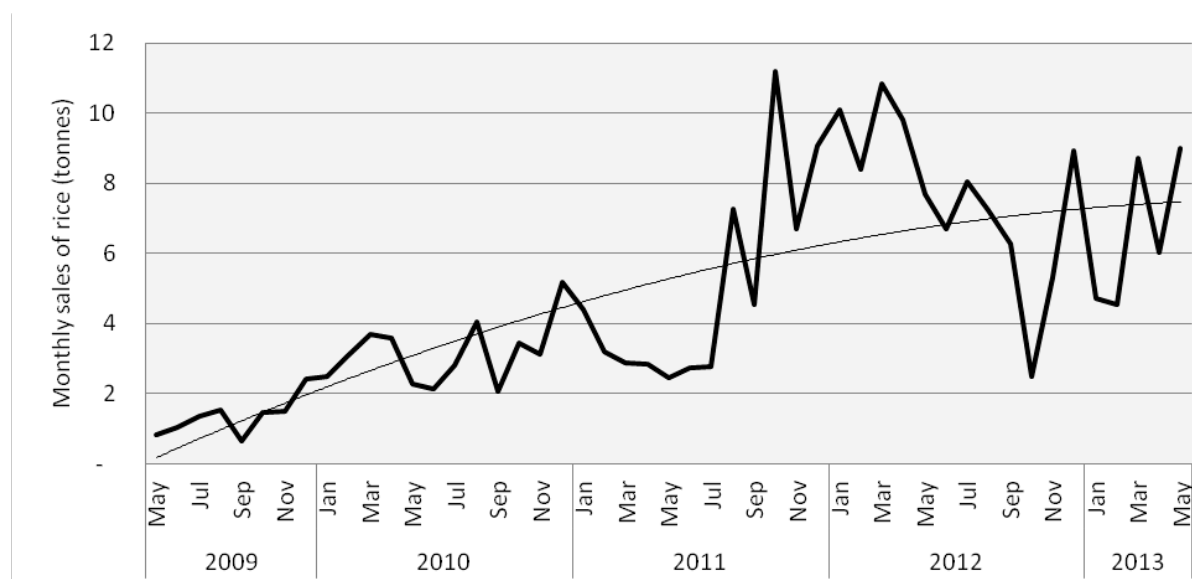
41. SMP has steadily grown since its inception, as shown by Figure 10. While the growth in the business and the capacity of the organisation is impressive, SMP remains an immature body (in organisational and business terms). Currently the *Ibis Rice* initiative is loss-making, i.e. the profits from the sales of the rice are insufficient to cover its operating costs, and consequently SMP is reliant upon grants from WCS to help make up the difference (US\$ 46,000 in 2012). However, it continues to learn. In 2010 it had a Financial Sustainability Analysis undertaken (referred to by some wrongly as a Business Plan) which examined a wide range of issues (product, competition, pricing, differentiation, distribution, operations). The analysis indicated that *Ibis Rice* would become financially sustainable once the annual volume of rice bought and sold approached 600 tonnes. In 2012-13, turnover was 282 tonnes (a doubling of sales in the previous year), indicating that SMP is about half-way towards achieving the volume of sales necessary to be financially sustainable. A

critical constraint is boosting SMP's own working capital so that it can buy more rice from the participating farmers each year. WCS is assisting SMP to achieve this by raising funds to increase the working capital, which is then supplied to SMP through its annual grant from WCS. The analysis also recommended to reduce the amount of 50Kg sacks sold by SMP (to hotels and restaurants), on which it often makes a loss, in favour of penetrating the retail market through supermarkets and shops selling 1Kg, 2Kg and 5Kg packets where profit margins are much higher. This strategy has been implemented, but basic operations remain a challenge, e.g. one of the biggest is getting the balance right between the amount of paddy SMP buys and the amount of rice it sells. Since both have to be estimated in advance, this is a difficult task and one that has not always been successful. Figure 11 shows the monthly sale of rice. The spike in sales in October 2011 was due to a single customer buying rice for a charitable cause while the trough in October 2012 was because SMP realised it was running out of supplies and needed to conserve stocks urgently. The large oscillation in monthly sales thereafter indicates that this balance has still to be struck. It is clear that SMP is now in need of stronger direction from the top. While WCS has played an important role in giving birth to SMP, and will need to continue to nurture it, it now requires the presence of a strong Director, well-grounded marketing and product placement and with considerable business acumen.

**FIGURE 10: SMP'S INCREASING BUSINESS**



**FIGURE 11: MONTHLY SALES OF IBIS RICE OVER TIME**



**Centre d'Etude et Développement Agricole Cambodgien**

42. Unlike SVC and SMP, the Project's work with CEDAC was on a different level. CEDAC is an established national NGO promoting a system of rice intensification and organic farming. Because it

buys organic rice from farmers and sells it all over Cambodia as well as exporting it, WCS attempted to partner with it to call on their expertise to assist in the development of Ibis Rice. The Project made significant efforts to increase CEDAC's capacity with regard to this product but ran into difficulties with two aspects – first there were problems in differentiating the “wildlife-friendly” branding and CEDAC's existing organic products; and second because CEDAC is a large organisation there were many staff movements meaning frequent re-training of new people just to get back to the same place. Eventually, these efforts were curtailed and replaced with capacity-building of SMP.

43. Simultaneously, WCS were already partnering with CEDAC on another programme on agricultural improvements in the Tonle Sap area. CEDAC were contracted directly to help with the expansion of Ibis Rice into that area in the village of Kampong Veang. Here, they assisted in establishing the VMN and undertook work on two key aspects – a) building rice storage facilities within the village; and b) increasing the technical capacity of villagers to grow organic rice. Both of these contracts were delivered successfully.

This component has achieved most its major objectives, and yielded satisfactory global environmental benefits, with only minor shortcomings, hence is evaluated as **Satisfactory**.

**IMPACT ON PRIORITY SPECIES**

44. Although not within the capability of the FE to verify independently, most of the monitoring data collected by the Project shows improvements in the ecological status of the area through increases in the populations of the 13 species of globally threatened birds prioritised by the Project (see Table 2). However, before looking at how these populations have fared, it is important to establish the counterfactual, i.e. what would have happened in the absence of the Project, to establish whether these changes are as a result of the Project or other factors. This is inherently difficult to do but unusually for a project, WCS have attempted this with one small study. Table 10 shows the total density of four species of globally threatened waterbird<sup>12</sup> as measured over between 1,831 and 2,618 km<sup>2</sup> of KPWS and PVPF between 2005-6 and 2011-12. Total densities have more than doubled over the period, peaking at 22.24 birds/100km<sup>2</sup> before dropping quite sharply in 2010/11 as a result of a drought, before increasing again in 2011-12. Figures for a control area outside of the nest protection scheme show a similar drop during the drought, but crucially densities of only one-third the level in the area protected by the Project's activities.

**TABLE 10: DENSITY OF GLOBALLY THREATENED WATERBIRDS IN CAMBODIA'S NORTHERN PLAINS**

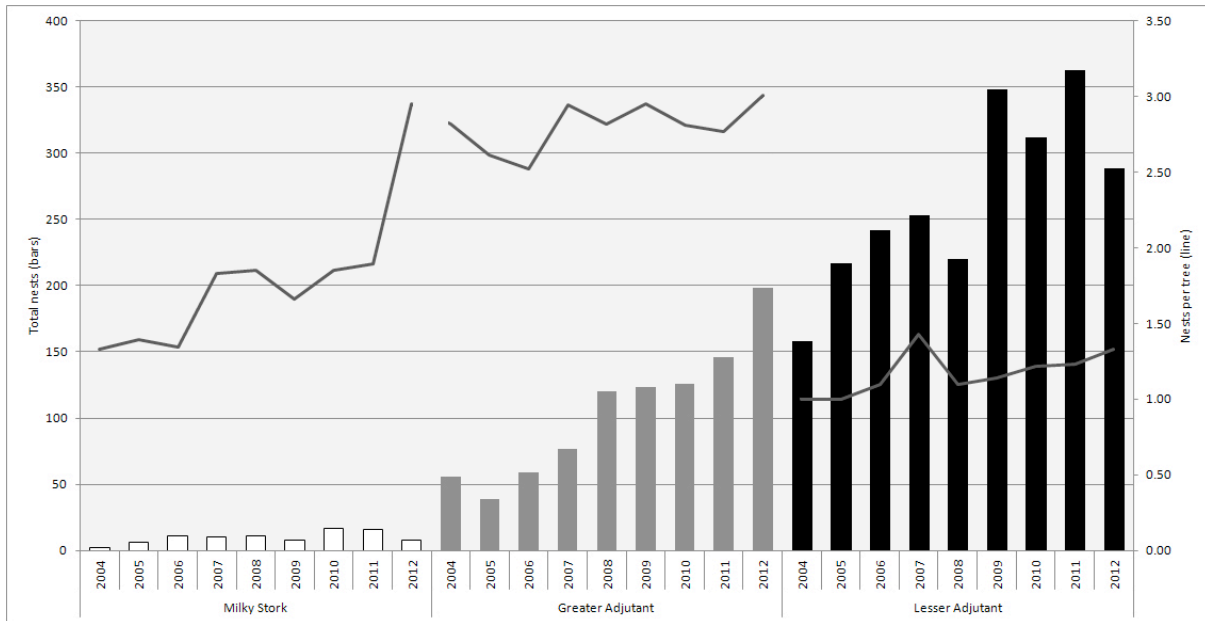
Season	Birds/100km <sup>2</sup>	
	KPWS & PVPF	Control
2005-6	9.24	
2006-7	13.06	
2007-8	17.28	
2008-9	19.77	
2009-10	22.24	7.59
2010-11	16.29	5.43
2011-12	20.93	

**Prek Toal**

45. Perhaps the clearest data of the Project having a beneficial effect come from the huge waterbird colony in the Prek Toal Core Zone of the Tonle Sap Biosphere Reserve. Peak counts of the number of pairs of breeding birds taken from the weekly counts made by the community rangers show increases in the number of nests of the three priority species present there, i.e. the Endangered Greater Adjutant from 56 in 2004 to 189 in 2012; the Vulnerable Lesser Adjutant from 158 in 2004 to a peak of 363 in 2011 before dropping back to 289 in 2012; and the Vulnerable Milky Stork from two in 2004 to 17 in 2010 with a drop to eight in 2012. While it is understood that not all nests in the colony can be seen from the viewing platforms, that the increases are not artefacts of the survey methodology is confirmed by the fact that density of the nests (i.e. the average number of nests per tree) is also increasing as shown by the lines for each species in Figure 12.

<sup>12</sup> Giant Ibis (*Pseudibis gigantea*), Greater Adjutant (*Leptoptilos dubius*), Lesser Adjutant (*L. javanicus*), and Sarus Crane (*Grus antigone*).

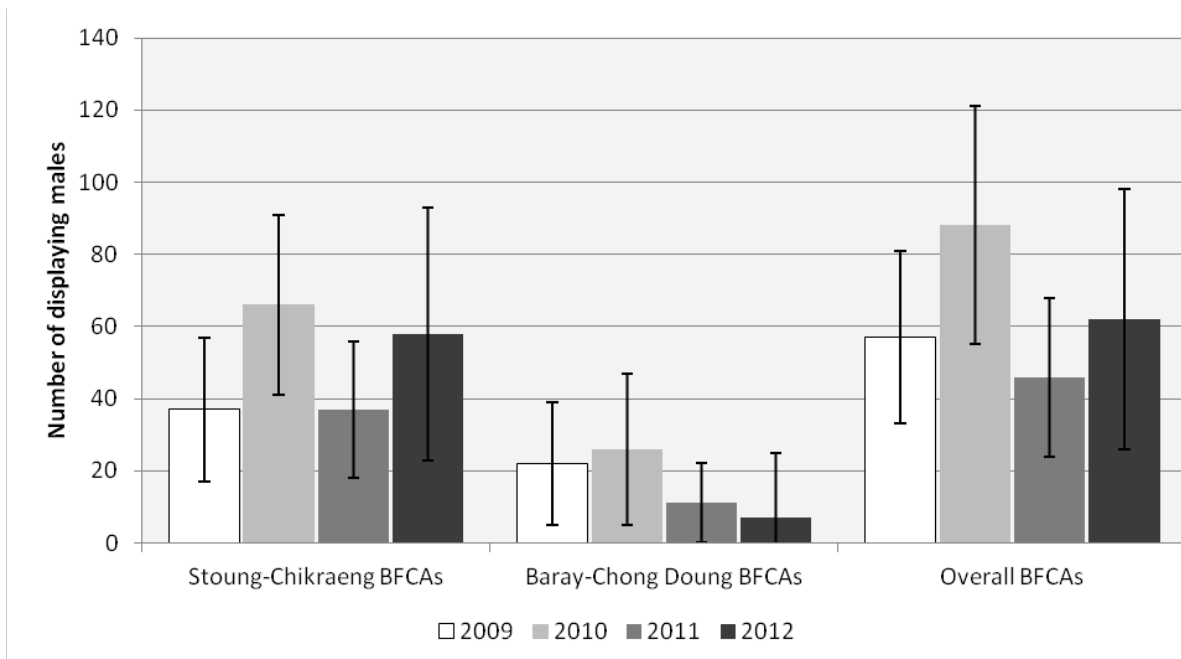
**FIGURE 12: BREEDING SUCCESS OF PRIORITY SPECIES AT PREK TOAL – NUMBER OF NESTS AND NEST DENSITY**



**Bengal Florican Conservation Areas**

46. Male Bengal Floricans (Critically Endangered) make conspicuous mating displays with a peak season of mid-March to early May. This enables the numbers and densities to be estimated. The males display in territories that have been estimated at around 1.6 km<sup>2</sup>, hence since 2008 surveys have been conducted annually in 67 1km<sup>2</sup> grid squares with two kilometre spacing, representing approximately 25% of the total study area. Numbers are extrapolated to give overall estimates and 95% confidence intervals. The trend in the number of displaying males is considered to be a good index of overall trends in the breeding population in the areas surveyed. Figure 13 shows the results for the period 2009-12. Numbers in Stoung and Chikraeng BFCAs appear to fluctuate year to year, but seem to remain generally stable, while in Baray and Chong Doung BFCAs, numbers appear to be declining from a peak of 26 in 2010 to just seven in 2012, although all changes remain within 95% confidence limits. Habitat loss is believed to be the primary factor driving declines in the populations. Field monitoring and satellite imagery suggests that approximately 28% of potential breeding season habitat in the BFCAs is now under some form of intensive agriculture, and expansion of scrub (which is not monitored) is also of concern.

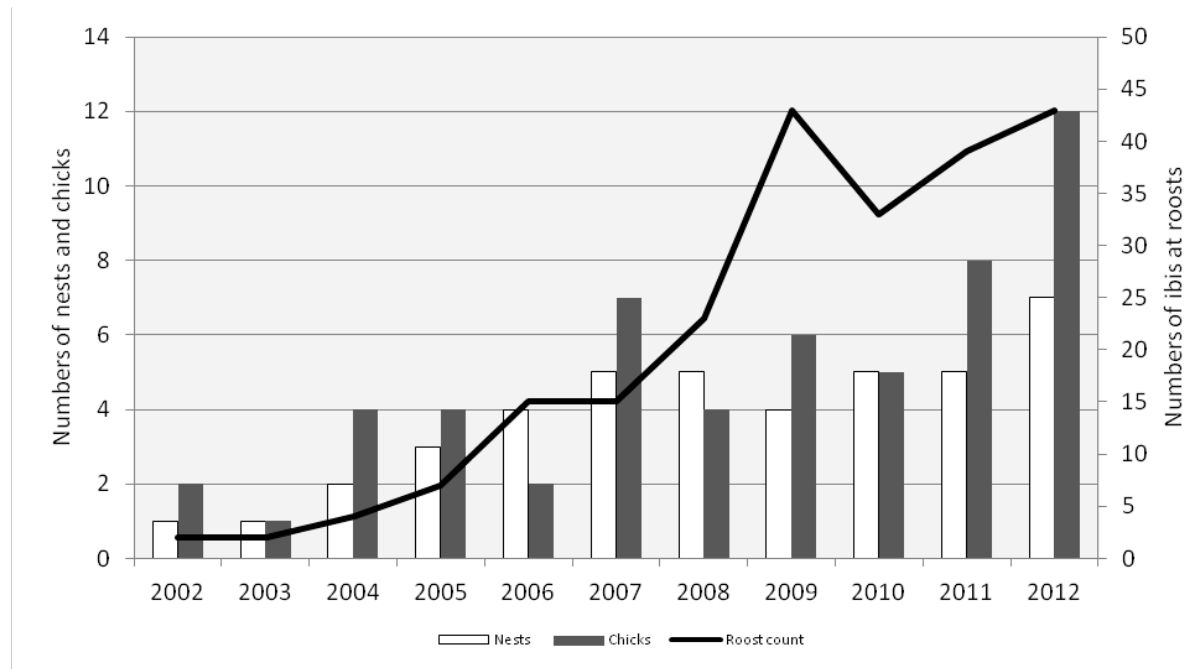
**FIGURE 13: NUMBER OF DISPLAYING MALE BENGAL FLORICANS WITHIN THE BFCAs (PLUS 95% CONFIDENCE LIMITS)**



## Northern Plains

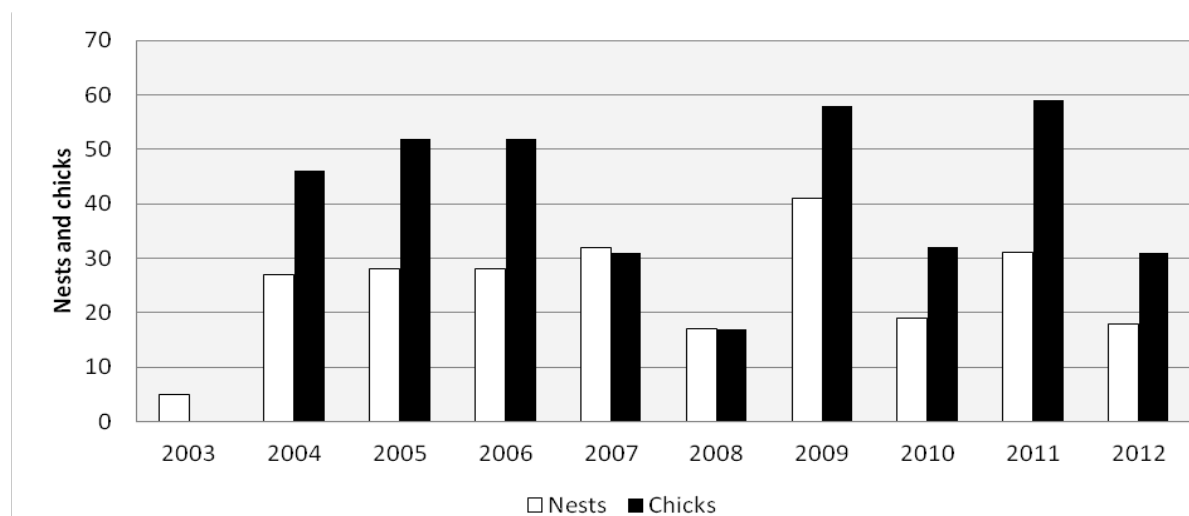
47. Data for bird populations in the Northern Plains comes almost exclusively from the nest protection scheme. As a result, it is the least reliable of the population estimates since it is not designed to be a survey – the degree of search effort is uncontrolled and not constant. Of the population estimates coming from this source, that for the Critically Endangered White-shouldered Ibis is probably the most reliable since it can be cross-referenced with the counts of individual birds visiting a limited number of roost sites. Figure 14 shows that there has been a significant increase in the number of nests present in KPWS from one in 2002 to seven in 2012 with the number of chicks raised rising from two in 2002 to 12 in 2012. There has also been a corresponding rise in the number of roosting birds from two in 2002 to 43 in 2012.

**FIGURE 14: BREEDING SUCCESS AND ROOST SIZE OF WHITE-SHOULDERED IBIS IN KPWS**



48. Data for the Critically Endangered Giant Ibis is a little more difficult to interpret. Figure 15 shows significant variation between years, and while the low numbers of 2010 are believed to be attributable to a drought, the reason for those of 2008 and 2012 are unknown. Notwithstanding these variations, the population would appear to be effectively stable with no long-term increase or decrease apparent.

**FIGURE 15: NUMBER OF NESTS AND CHICKS OF GIANT IBIS RECORDED UNDER THE NEST PROTECTION PROGRAMME IN THE NORTHERN PLAINS**



49. Figure 16 shows the number of nests found and chicks raised of the Great Adjutant (Endangered) in the northern Plains. This shows a marked decline from 21 nests and 36 chicks in

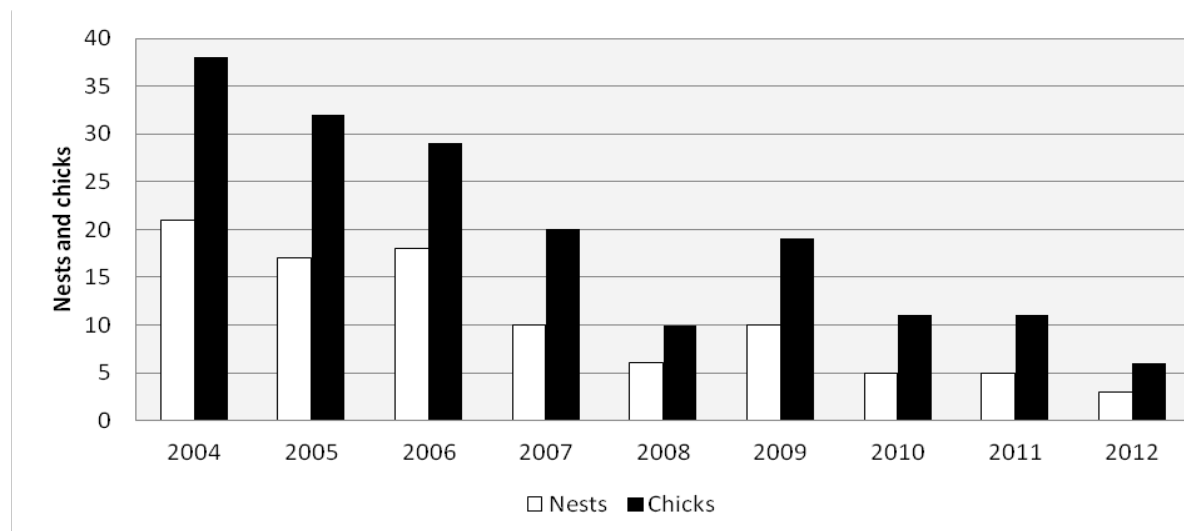


2004 to just three and six respectively in 2012. No reason for this is reported, but continuing disturbance appears to be a major factor<sup>13</sup>:

*“Greater Adjutant numbers have declined steadily probably due to a combination of disturbance of feeding sites, poisoning, and recently cutting of nesting trees. In 2008, the main colony at Antil village was deliberately disturbed, before the nest protectors arrived, by land grabbers who did not want the presence of a breeding colony to draw attention to their activities. The birds moved to another site but in diminished numbers.”*

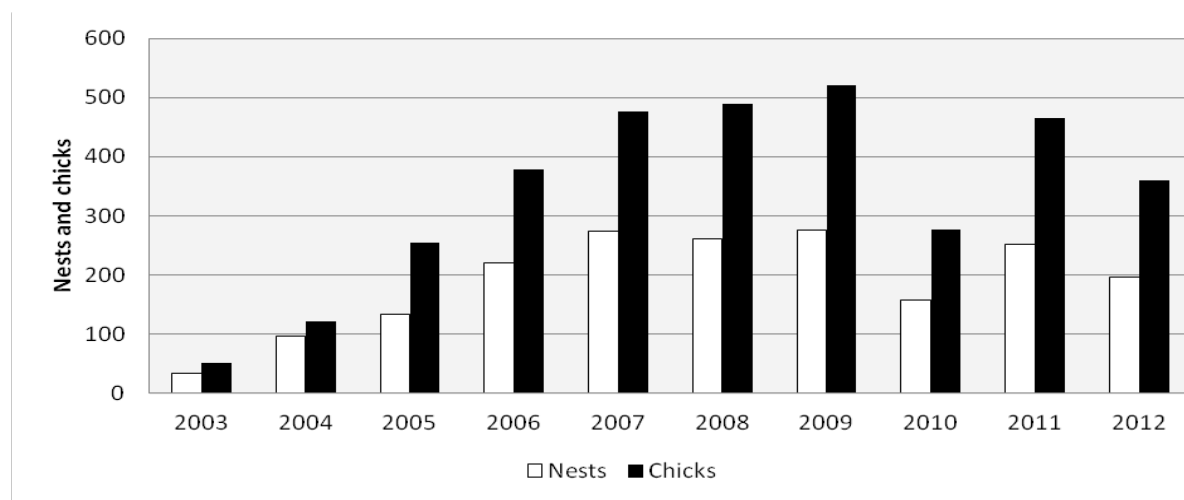
The possibility that some birds may have moved to the large colony at Prek Toal also cannot be ruled out.

**FIGURE 16: NUMBER OF NESTS AND CHICKS OF GREATER ADJUTANT RECORDED UNDER THE NEST PROTECTION PROGRAMME IN THE NORTHERN PLAINS**



50. No data exist for either Green Peafowl or Masked Finfoot (both Endangered) although the increased vigilance at the Prek Toal waterbird colony must have helped the latter species which is observed regularly there. Similarly, data for White-winged Duck (Endangered) are also sparse with only five nests found over the period 2003-2012 meaning no conclusions can be drawn. For the remaining priority species, all classified as Vulnerable, there are no data for Greater Spotted and Imperial Eagles, or Manchurian Reed Warbler. Data for Lesser Adjutant (Figure 17) show the number of nests and chicks increasing from 34 and 53 in 2003 to a maximum of 275 and 521 respectively in 2009, and thereafter some variation around a fairly stable level. The effect of the drought in 2010 is again obvious.

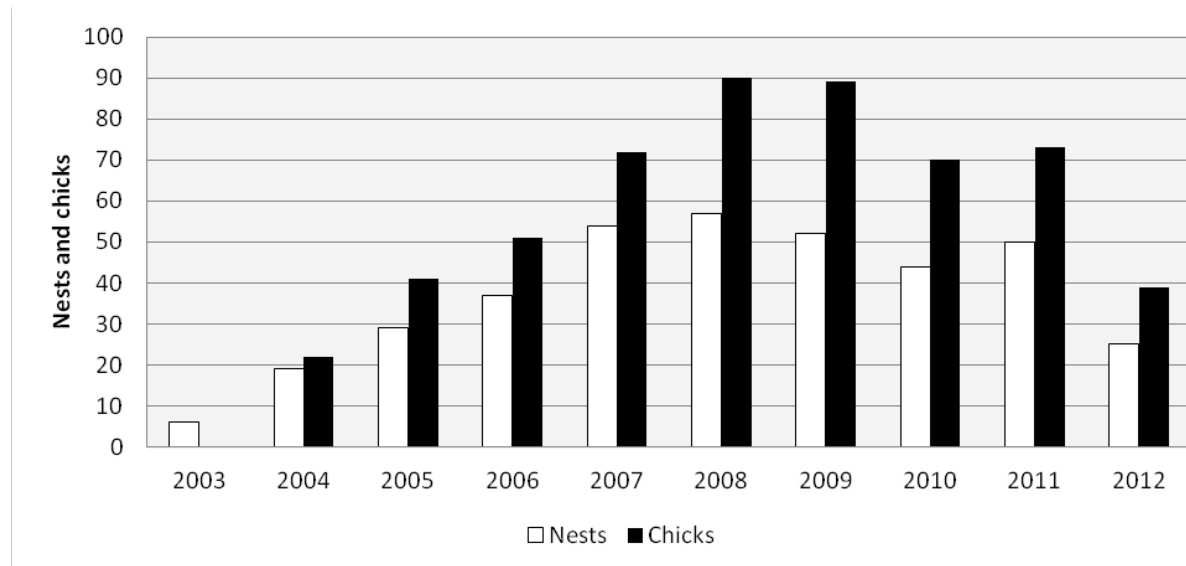
**FIGURE 17: NUMBER OF NESTS AND CHICKS OF LESSER ADJUTANT RECORDED UNDER THE NEST PROTECTION PROGRAMME IN THE NORTHERN PLAINS**



<sup>13</sup> Clements, T., Garrett L., John, A., Keo, O., Sreng, K., Bunnat, P., Vann, R., Setha, T., Sokha, T. and Rainey, H.. 2009. *Bird Nest Protection Program in the Northern Plains of Cambodia*. TransLinks Program.

51. The same pattern of increase followed by stabilisation or slight decrease is apparent with the final priority species, Sarus Crane (Figure 18). Number of nests and chicks increased from six and zero in 2003 to 57 and 90 in 2008, but have declined year on year to just 25 and 39 respectively in 2012. Whether this is a real decline in the population or is related to some aspect of the nest protection scheme (total effort; the attractiveness of the scheme payments in relation to other initiatives) is impossible to tell.

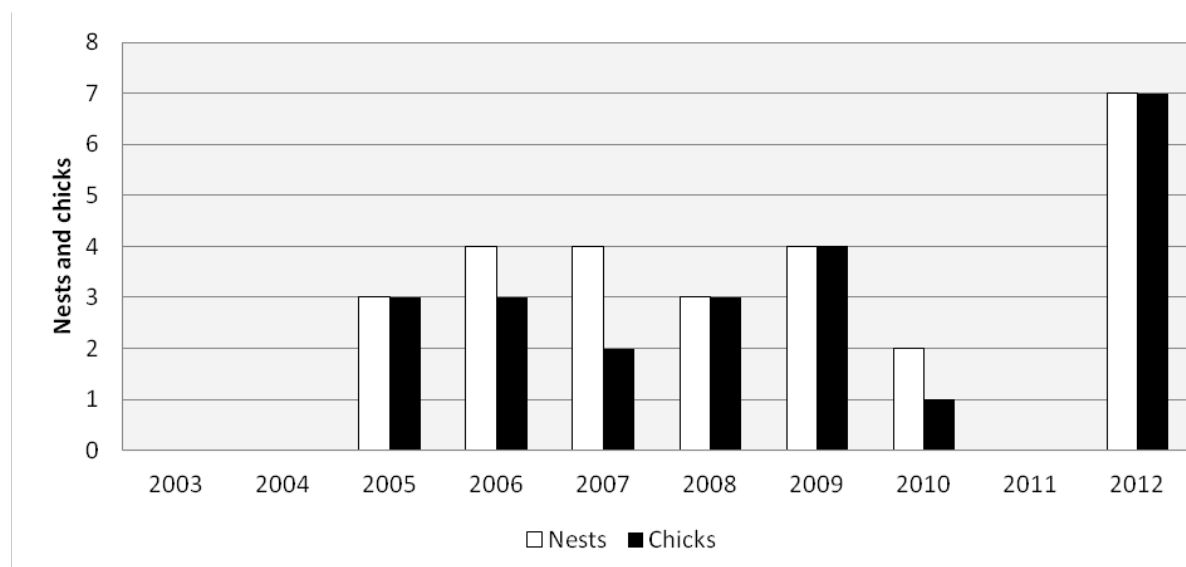
**FIGURE 18: NUMBER OF NESTS AND CHICKS OF SARUS CRANE RECORDED UNDER THE NEST PROTECTION PROGRAMME IN THE NORTHERN PLAINS**



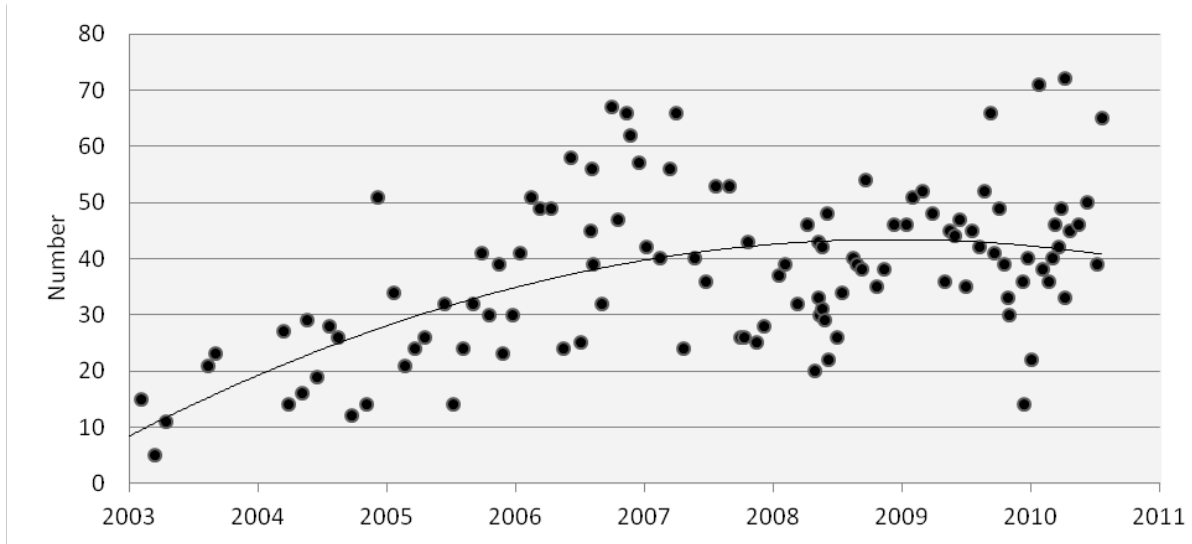
### IMPACT ON OTHER SPECIES

52. Of the non-priority species for this Project, the most important are the three species of Critically Endangered vultures that occur in the Northern Plains. Under the nest protection scheme, no nests have been found for Slender-billed Vulture, while single nests have been found in some years for Red-headed Vulture – not sufficient to base any conclusions upon. Nests for White-rumped Vulture appear to be relatively stable with perhaps a slight increase in 2012 (Figure 19). This is supported by counts made at vulture restaurants in PVPF over the period 2004-2012. Figure 20 shows that for White-rumped Vulture there appears to be an increase numbers present, but there is no similar trend for the other two species.

**FIGURE 19: NUMBER OF NESTS AND CHICKS OF WHITE-RUMPED VULTURE RECORDED UNDER THE NEST PROTECTION PROGRAMME IN THE NORTHERN PLAINS**

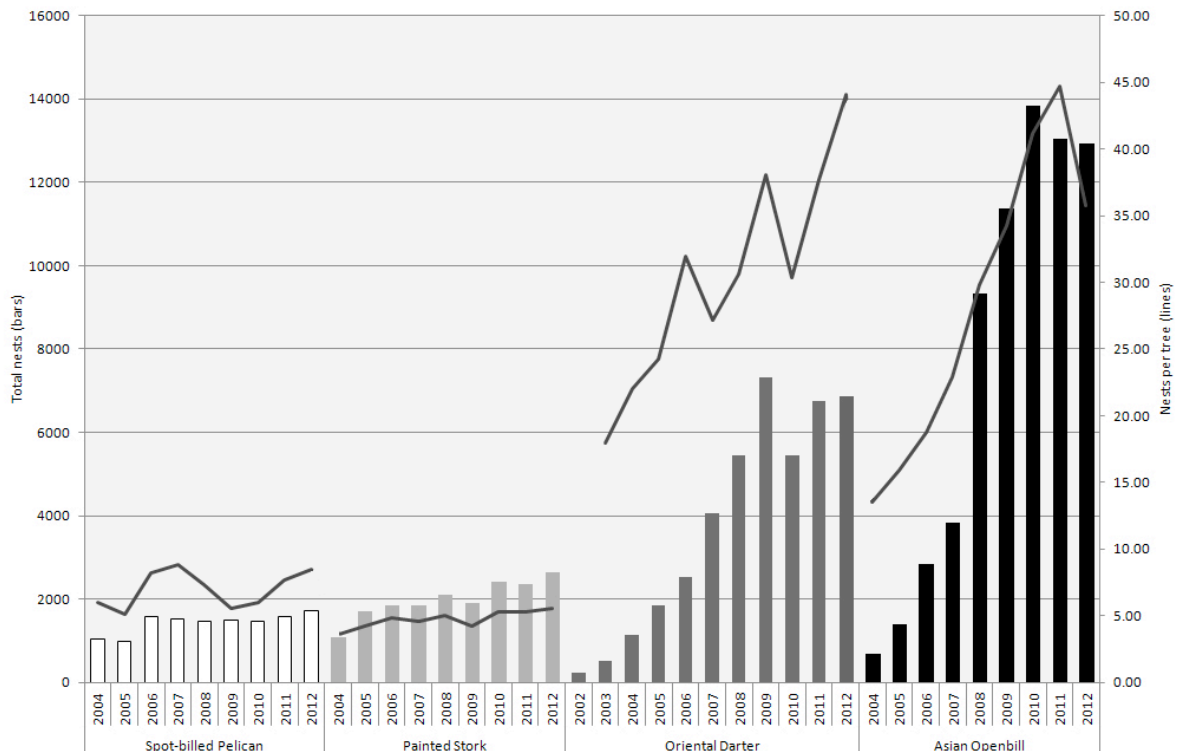


**FIGURE 20: NUMBER OF WHITE-RUMPED VULTURE RECORDED AT VULTURE RESTAURANTS IN THE PVPF**



53. Other species of waterbirds breeding at the Prek Toal colony include Spot-billed Pelican, Painted Stork, and Oriental Darter (all Near-threatened) as well as Asian Openbill (Least Concern). All of these species show significant increases in the number of nests recorded (Figure 21) – Spot-billed Pelican a 67% increase from 1,024 to 1,710 (2004-12); Painted Stork a 142% increase from 1,089 to 2,637 (2004-12); Oriental Darter a 2,753% increase from 241 to 6,875 (2002-12); and Asian Openbill a 1,782% increase from 688 to 12,946 (2004-12).

**FIGURE 21: BREEDING SUCCESS OF NON-PRIORITY SPECIES AT PREK TOAL – NUMBER OF NESTS AND NEST DENSITY**



**GENERAL****Scale-up the Project initiatives**

The three direct payment initiatives have all proved extremely successful. The pilot schemes have been replicated at a small level where lessons learned have been applied and the development time reduced as a result. WCS should now seek further funding from the CEPF and/or other organisations to a) enable these initiatives to be expanded to new villages within the current work areas, and b) to new regions within Cambodia to bring benefits to other globally-threatened species as well as to new rural communities.

**SVC****Prioritise objectives**

SVC is coming to a crossroads in its development – should it remain primarily as a simple business taking tourists to see birds and other wildlife thereby generating healthy profits which it can pass to international NGOs to invest in conservation activities in Cambodia (even site specific to the sites in which it operates), or should it become a fully-fledged NGO expanding its operations directly into conservation management activities and seek to supplement its income with external grants? The Evaluator recommends the former since its real object is to act as the mechanism which gets tourists, any tourists (see below), to the target villages so that the communities continue to obtain direct economic benefits from the wildlife around them. SVC is almost unique in this respect – it is a mechanism to an end, not a business/NGO that needs to become more complex. Keep it simple and effective. It is understood that SVC's Board of Directors would agree with this approach.

**Seek new markets**

The bird-watching market is finite, and while SVC has recognised this and started to look at developing tours for bird photographers, it is recommended that SVC looks to a wider market. Walk-in tourists are few at present, in part because the SVC office is away from the centre of Siem Reap, but capturing even a small part of this market could prove lucrative for the communities. It is recommended that SVC forms links with other higher profile travel agencies or specialist ones such as adventure tourism to create opportunities to get non-wildlife tourists to visit target communities as a small part of larger tours (e.g. village stays to learn about Ibis Rice and see Cambodia's national bird). Being a social enterprise, SVC could offer these at cost – it does not have to make a profit itself from all operations; the key is to boost tourist benefits to the communities themselves. One of its big strengths is its sole access to the protected areas of the Northern Plains though its agreements with the MoE and FA – play to this. In addition, other areas in Cambodia offer further opportunities within the birding market. It should work with WCS to offer new products in new areas, e.g. Cambodian Laughingthrush in the Cardamom Mountains, Cambodian Tailorbird near Phnom Penh, perhaps uncommon waders such as Nordmann's Greenshank on the coast at Koh Kong.

**Improve advertising**

While SVC's website is excellent, it is recommended that it revamps its other advertising. The appearance of the office and garden do not attract walk-in tourists even if they find the place – it is tired and dowdy. Posters are somewhat esoteric – they have been designed by birders for people "in-the-know" e.g. the word "iconic" with reference to birds is meaningful only to birders; better explanations are needed to attract other tourists. Some of the T-shirts are brilliant, e.g. that with the vulture, "*Keep calm and carrion*", but could be further improved by using the great caricature paintings present on the map in the entrance lobby; in fact why not a whole series of t-shirts using these paintings; and why just t-shirts, why not warm weather apparel since most of SVC's clients come from colder climates? Why not produce some attractive images for wider appreciation – a poster of a setting sun with silhouetted cranes would bring general tourists seeking to take their own version. More attention should be paid to the power of social media and travel websites such as trip

advisor where a higher profile would draw more non-specialist visitors. Any poor reviews should be addressed in detail.

### **Training**

Currently, SVC carries out training of potential guides at its own cost. In many cases, and often after a considerable amount of training, trainees drop out meaning that training represents a loss to SVC. Current practice for trainee guides for the various temples around Siem Reap is for trainees to pay a fee for their training, and often this is very high. The Evaluator understands that SVC used to charge such a fee but because some believe this may be counter-productive in recruiting new guides, this action was dropped. Some in SVC think this was a mistake. The Evaluator recommends something of a halfway house, i.e. that trainees should be asked to pay a deposit of US\$ 100 for their training but this is returnable on successful graduation from the course. Should they drop-out or fail to make the required standard, this would be forfeited. This would ensure that those applying are properly motivated to be trained and add an extra incentive to be successful.

## **SMP**

### **Strengthen the organisation**

It has been noted that SMP has made significant increases in its capacity but that as a young organisation it still requires a lot of support and direction. It is recommended that:

- a) a full-time Director be hired dedicated to the organisation to develop its business strategy and mature its operations and marketing;
- b) develop a full business plan (cf. to the Financial Sustainability Plan); and
- c) hire a marketing executive as a part-time member of staff.

### **Improve the marketing of *Ibis Rice***

The evaluation finds that the production end of *Ibis Rice*, i.e. the VMNs, conservation agreements with farmers, equal access to markets and prioritising disadvantaged groups has all been well accomplished. However, the business side and particularly the marketing remain weak. No market research has been undertaken regarding its product, e.g. no one has yet found out why customers are willing to pay a premium for Ibis Rice. This and information on price tolerance, competitiveness with similar products, benefits to customers (e.g. quality) and problems (e.g. poor storage time) should be researched so that a proper strategy can be developed. Brand recognition remains poor, e.g. advertising boards were placed on tuk-tuks in Siem Reap but were then withdrawn, apparently on cost grounds. Merchandising should be undertaken – one customer suggested there should be an *Ibis Rice* shop in Siem Reap that sells the product and merchandise – model ibises, t-shirts/garments, mugs, etc.. One restaurateur indicated that flyers were the best way to promote the product to customers but that they were constantly running out – it should be standard supply practice to offer flyers when delivering rice. Is the logo really fit for purpose? It appears to the Evaluator to be child-like, but would it make any difference to sales to improve it? The central message behind *Ibis Rice* has become confused. The text on the packaging talks first of local people, then poor farmers, then families signing conservation agreements, then SMP ... and finally in the last sentence of a single bird, Giant Ibis. This may be the result of a recommendation in the Financial Sustainability Plan, but the Evaluator believes this to be the wrong way around – the strap line “*Eat rice, save birds*” should be reinforced wherever possible; the main selling point has to be the link between the rice and the birds, and the farmers and SMP are the actors bringing this about – they are not the main players. Many people reported that the quality and taste of Ibis Rice is exceptional – yet these factors and the name “*fragrant rice*” or “*jasmine rice*” are effectively absent from the packaging or any sales information. This should be changed. In short, the marketing of *Ibis Rice* needs a complete overhaul.

### **Improve profitability**

SMP faces one significant problem and that is it is dealing in a bulk product with low profit margins. It needs to find ways of increasing those margins to increase re-investment in the scheme. The Financial Sustainability Plan suggests penetrating the retail market because this is more profitable than selling 50Kg sacks of rice to the hotel/restaurant trade, and SMP has pursued this option. It has also introduced selling brown rice, a more profitable product than white rice. Are there advantages to selling low-profitable products, e.g. it is suggested that the supermarkets like to have a range of

products under one brand and will take stock only if such can be provided, but is this true? What would be the effect of selling 50Kg sacks of rice with profit margins closer to 1Kg bags? Does the rent paid on the SMP storage/packaging facility make sense – could cheaper rent be negotiated or cheaper premises be found? What would be needed to reduce the cost of storage for paddy at the mill? It is estimated that 10% of the paddy crop is lost at the mill because of poor quality of the grains (size not uniform; grains break). What technical improvements need to be taught to the farmers to improve growing and harvesting to reduce such losses?

### **Achieve financial sustainability**

The FE notes that obtaining support for projects which explicitly link social benefits to biodiversity benefits is relatively difficult, but nonetheless it recommends that WCS pursue an option that fully capitalizes SMP to buy sufficient rice to make sufficient profit each year to enable it to expand the *Ibis Rice* scheme into one or more new villages each year, thereby becoming self sufficient, rather than continuing to drip-feed it with small amounts of money on an annual basis. ? Finally, although it acknowledges some risks, the Financial Sustainability Plan stresses a need to develop an export market in order to achieve long-term financial viability. The Evaluator strongly disagrees, believing that the risks outweigh the advantages. Export markets demand guaranteed supplies which in times of difficulty may mean the loss of the national market. It is important to recognise that although in most aspects SMP needs to run itself as a business, it remains a social enterprise. The risks associated with exports could put the entire venture at risk. Given its success with farmers and conservation, the Evaluator believes that until the capacity of the organisation is high enough, attempts to export rice should not be made.

**Results focus attention**

The accolade of Tmatboey winning the Equator Prize in 2008 brought the initiative to the attention of the Senior Minister for the Environment who subsequently made a visit to the village and was impressed enough to request a further six sites be identified and developed for nature-based tourism, an action that has been of great help in facilitating the expansion to which this Project contributed. The initiative was also presented to the National Assembly to general approval. Producing results successfully on-the-ground tends to draw the attention of senior politicians to a project's aims. While most projects produce a lot of paper, paper rarely galvanises the interest in the same way that tangible results do. Results engender trust by proving that changes are possible and proving the efficacy of the methods used.

**Direct payments make excellent incentives to achieve conservation goals**

The Project has expanded three separate incentive schemes in which villagers or communities can participate, exchanging certain agreed behaviours for financial reward. What is remarkable is that in each case, the financial rewards for those involved are linked directly to the conservation outcome, not through some indirect pathway; if the outcome (reduced hunting of endangered species, reduced habitat clearance, etc.) is not achieved, then no payments are made. Too frequently, such schemes are indirect either involving a third party or situation, e.g. promises of increased economic benefits through provision of goods for the tourist trade over which villagers do not have control (e.g. through a protected area), or payments through a water company for watershed protection of which they may see part. In this instance, because those involved have direct control over the service provided (tourism, rice production, nest protection), are rewarded financially directly for provision of that service, and continuing provision is linked directly to a healthy conservation status, the results have been outstanding.

**Designing a project as part of a longer process generates benefits for sustainability**

This Project was designed and implemented as being part of a much longer process. It was fitted within a framework of existing Memoranda of Understanding between WCS and the individual ministries and also with the Government as a whole. As a result it was preceded by considerable amounts of other work that provided a solid platform on which to build its achievements and, perhaps even more importantly, it has structures in place to support those achievements after its end. Consequently, not only has it achieved a great deal, but those achievements are set to last well into the future and perhaps act as the foundation upon which to set the next building blocks – a reality unfortunately all too rare with many projects.

**Constant contact with communities is vital to community-based natural resource management projects**

It may be a truism, but to be successful, community-based projects depend upon the trust and motivation of the local communities targeted. To achieve this, the quality and commitment of those employed as advisors and social mobilisers are key attributes of a project. This Project has been blessed with particularly impressive advisors and mobilisers, but perhaps the most important factor has been the almost constant contact that they have had with the communities throughout the Project's lifetime by deploying people on the ground for long periods of time. This frequency of contact has undoubtedly enabled the Project to build high levels of trust, capacity, and motivation which in turn has facilitated the change in people's mindsets and behaviours and brought about the success of the three incentive schemes.

## ANNEX I : TERMS OF REFERENCE FOR END-TERM EVALUATION

<b>Project title:</b>	<b>Conserving a suite of Cambodia's highly threatened bird species</b>
<b>Project no:</b>	<b>55488</b>
<b>Implementing organisation:</b>	<b>Wildlife Conservation Society (WCS)</b>
<b>Duty station:</b>	<b>Phnom Penh, with travel to project sites as needed</b>
<b>Duration:</b>	<b>Expected to be up to 20 working days during the period June – mid July 2013</b>

### 1. Background and Project Overview

The Project landscape encompasses two of Cambodia's major terrestrial ecosystems: the Northern Plains and the Tonle Sap Lake and Floodplain. Taken together, these two landscapes support key populations of all of Cambodia's resident globally threatened birds, including all six terrestrial Critically Endangered species. The Project is implemented in a number of different focal areas, which taken together represent the most intact or important areas of natural habitat in the Project landscape. These sites are Preah Vihear Protected Forest and Kulen Promtep Wildlife Sanctuary in Preah Vihear Province, Prek Toal Biosphere Reserve Core Area in Battambang Province, six Bengal Florican Conservation Areas in Siem Reap and Kompong Thom provinces and Ang Trapeang Thmor Sarus Crane Reserve in Banteay Meanchey Province.

The Project was designed to address the problem of escalating biodiversity loss across the Northern Plains and Tonle Sap Lake and Floodplain, caused by increasing human land and resource use. The Wildlife Conservation Society (WCS) and partners have developed a set of interventions that target these threats. The Project aimed to expand these interventions to new sites and species, to improve their long-term financial viability, and to increase the role of local civil society partners, through a three and a half year program of support from CEPF. The civil society partners are the Sam Veasna Centre (SVC), Sansom Mlup Prey (SMP) and Cambodian Centre for Agricultural Research and Development (CEDAC).

The Project constituted the largest (in terms of financial investment) of any of the CEPF Large Grants made in the Indo-Burma hotspot. The Project falls under 'Outcome 1 – Globally threatened species in Indochina safeguarded from major threats' under the first listed action – 'Core population of priority species identified and secured from over-exploitation and illegal trade by implementing targeted, high-impact projects'. The project adopted a species-focussed approach to safeguard core populations of nine wide-ranging large-bodied CEPF priority bird species facing similar threats. The focal areas support 'core populations' (i.e. regular occurrence in regionally significant numbers) of all of these species. The Project approach had four components: (1) implement the Birds' Nest Protection Program in the vast waterbird colony at Prek Toal on the Tonle Sap Lake, (2) promote and provide training in wildlife-friendly farming schemes, in particular Ibis Rice, in the Northern Plains and the Bengal Florican Conservation Areas, (3) establish community-based ecotourism that directly links revenue to long-term species conservation in the Bengal Florican Conservation Areas, Ang Trapeang Thmor Sarus Crane Reserve and at various sites in the Northern Plains, and, (4) improve institutional capacity amongst civil society organisations, namely SVC, SMP and CEDAC.

The Project was executed by the Wildlife Conservation Society. Sub-grants were provided to two Cambodian NGOs, Sansom Mlup Prey and CEDAC.

The Project design included provision for an independent Final Evaluation to be completed at Project end. This is scheduled for June-July 2013. The final evaluation must provide a comprehensive and systematic account of the performance of the completed project by assessing its project design, process of implementation and achievements.



## **2. Objectives of the Final Evaluation**

There is no prescribed format for a Final Evaluation in CEPF. All reporting is conducted online. Activity reporting is conducted six-monthly, and project impacts are monitored through annual Performance Tracking Reports. The Final Evaluation therefore represents the only opportunity to evaluate and document project impacts in a format that can be easily distributed to stakeholders.

The objectives of the Final Evaluation are to:

- Evaluate the appropriateness and effectiveness of the Project's three-pronged approach (bird nests protection, wildlife-friendly farming, and community-based ecotourism)
- Evaluate and document Project impacts on Priority Species and Project sites
- Evaluate the impact of the project on the capacity of civil society to deliver conservation.

The Project is part of a long-term conservation support programme by WCS, implemented in partnership with government and non-government partners. After termination WCS and partners will continue and enhance conservations initiated and developed during the Project. This Final Evaluation is expected to serve as a document from which lessons can be drawn that will guide that process. It is also intended that the Final Evaluation will communicate Project impacts to a broad audience in an accessible format. This audience will include parties directly involved in the project, such as civil society partners and government counterparts, as well as stakeholders with no previous knowledge of the Project.

## **3. Principles and Scope of the Final Evaluation**

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

The Final Evaluation should include an assessment of (A) design and implementation of the three project approaches, (B) impacts on Priority Species, (C) effectiveness of capacity building of civil society partners. Where appropriate, it should also contain details of the Project impacts on sites that support core populations of Priority Species. This could be presented in boxes that state what the project aimed to do at a site, and what it delivered. It should follow the format outlined in Annex 1. The report will also present the evaluation team's Lessons Learnt and Recommendations.

The following thematic areas might also be considered throughout the evaluation process:

- Relevance of the project concept, design and implementation arrangements in today's context;
- Project ownership at the national and local levels; and
- Likely sustainability of the Project achievements and impacts, including financial, sociopolitical, institutional framework and governance, and environmental sustainability, as well as an assessment of the feasibility of planned replication and exit strategies.

### **A. Assessment of Project Approach:**

The Final Evaluation will assess each of the three components of the Project approach (Birds' Nest Protection Program, wildlife-friendly farming and ecotourism) separately. It will evaluate each of them using the following broad categories:

#### **Design**

- Relevance to the conservation problem faced by Priority Species
- Appropriateness to the social and financial situation of local communities involved
- Linkage between economic gains to local people and conservation of Priority species

- Potential for financial sustainability

### Implementation

- Quality of delivery of Project approach
- Capacity of stakeholders (NGO partners, government counterparts, local communities) to implement the approach
- Impact of the approach on target Priority Species and sites
- Understanding of stakeholders on the linkages between financial gains to local people and conservation.

The Project approaches are implemented across a range of sites. The Final Evaluation will need to take into account local differences in the way the approaches are implemented, as well as in their effectiveness. The matrix below summarizes the extent to which each of the Project approaches is implemented at each site.

Site\Intervention	Birds Nest Protection	Wildlife-friendly farming	Ecotourism
Preah Vihear Protected Forest	Yes (not supported by the Project)	Yes (supported by the Project)	Yes (supported by the Project)
Kulen Promtep Wildlife Sanctuary	Yes (not supported by the Project)	Yes (supported by the Project)	Yes (supported by the Project)
Prek Toal Biosphere Reserve Core Area	Yes (supported by the project)	No	Yes (not supported by the project)
Bengal Florican Conservation Areas	Negligible (not supported by the project)	Yes (supported by the project)	Yes (supported by the project)
Ang Trapeang Thmor Sarus Crane Reserve	Yes (not supported by the project)	No	Yes (supported by the project)

### B. Assessment of Impacts on Priority Species

The Final Evaluation should assess the impacts of the Project on the core populations of Priority Species identified in the project design phase. Where possible, this component of the assessment should make use of direct indicators such as population data obtained from annual monitoring. Population data is available for most Priority Species from before, during and after Project implementation. Where this is not possible, inferences might need to be drawn based on trends in suitable habitat. The Priority Species vary between sites. The table below lists the priority species and the sites at which conservation approaches supported by the Project targeted those species:

Species	Sites	Population data available
White-shouldered Ibis	Kulen Promtep Wildlife Sanctuary Bengal Florican Conservation Areas	Yes
Giant Ibis	Preah Vihear Protected Forest Kulen Promtep Wildlife Sanctuary	Yes
Bengal Florican	Bengal Florican Conservation Areas Ang Trapeang Thmor Sarus Crane Reserve	Yes
Masked Finfoot	Kulen Promtep Wildlife Sanctuary Prek Toal Biosphere Reserve Core Area	No
Greater Adjutant	Preah Vihear Protected Forest Kulen Promtep Wildlife Sanctuary Prek Toal Biosphere Reserve Core Area	Yes
Lesser Adjutant	Preah Vihear Protected Forest Kulen Promtep Wildlife Sanctuary Prek Toal Biosphere Reserve Core Area	Yes
Sarus Crane	Preah Vihear Protected Forest Kulen Promtep Wildlife Sanctuary Bengal Florican Conservation Areas Ang Trapeang Thmor Sarus Crane Reserve	Yes

Green Peafowl	Preah Vihear Protected Forest Kulen Promtep Wildlife Sanctuary	Yes
White-winged Duck	Preah Vihear Protected Forest Kulen Promtep Wildlife Sanctuary	Yes
Milky Stork	Ang Trapeang Thmor Sarus Crane Reserve Prek Toal Biosphere Reserve Core Area	Yes
Greater Spotted Eagle	Preah Vihear Protected Forest Kulen Promtep Wildlife Sanctuary Bengal Florican Conservation Areas Ang Trapeang Thmor Sarus Crane Reserve	No
Imperial Eagle	Preah Vihear Protected Forest Kulen Promtep Wildlife Sanctuary Ang Trapeang Thmor Sarus Crane Reserve	No

The Project approaches are broad in application and are likely to have impacted other species of conservation concern not considered Priority Species by CEPF. It is recommended that the Final Evaluation also considers the impacts of the Project on these species, where existing data allows. The relevant species and the sites in which they occur are listed below:

Species	Sites	Global threat status
Manchurian Reed-warbler	Bengal Florican Conservation Areas Ang Trapeang Thmor Sarus Crane Reserve	Vulnerable
Indian Spotted-eagle	Bengal Florican Conservation Areas Preah Vihear Protected Forest Kulen Promtep Wildlife Sanctuary	Vulnerable
Pale-capped Pigeon	Preah Vihear Protected Forest Kulen Promtep Wildlife Sanctuary	Vulnerable
Yellow-breasted Bunting	Bengal Florican Conservation Areas	Vulnerable
White-rumped Vulture	Preah Vihear Protected Forest Kulen Promtep Wildlife Sanctuary	Critically Endangered
Slender-billed Vulture	Preah Vihear Protected Forest Kulen Promtep Wildlife Sanctuary	Critically Endangered
Red-headed Vulture	Preah Vihear Protected Forest Kulen Promtep Wildlife Sanctuary	Critically Endangered
Great Slaty Woodpecker	Preah Vihear Protected Forest Kulen Promtep Wildlife Sanctuary	Vulnerable

In the Final Evaluation it might be appropriate to pick out particular sites where a suite of approaches have had a particularly significant impact on populations of Priority or threatened species. These could be used as case study for evaluating the impacts of the Project. This will only be possible where there are sufficient data. There is a wealth of data on the effects of the Birds' Nest Protection Program, ecotourism and Ibis Rice initiatives on Tmatboey village in Kulen Promtep Wildlife Sanctuary, and this would make a good case study. Similarly, there are sufficient data on the effect of the Birds' Nest Program at Prek Toal and some data on the impacts of ecotourism and Ibis Rice at the Bengal Florican Conservation Areas and at Ang Trapeang Thmor (ecotourism only).

### C. Assessment of Civil Society Capacity Building

The Final Evaluation should assess the effectiveness of the Project in building capacity in the three civil society groups (SMP, SVC, CEDAC) that were involved in project implementation. CEPF uses the Civil Society Tracking Tool to track capacity in civil society groups involved in their projects, however this is only one potential source of information that should be used for the assessment. The Final Assessment should consider at least the following for the Project period:

- The extent to which the capacity of the civil society groups has developed
- The change in scale of the operations of the civil society groups
- Areas where capacity was not improved and reasons why

### 4. Evaluation Approach and Methodology

#### **4.1 Involvement of stakeholders in the evaluation process**

This evaluation exercise is intended to be inclusive and participatory, engaging multiple actors, within as well as outside the Project, in its execution as well as learning process. The Consultant will meet and engage in discussions with key stakeholders of the Project at different stages during the evaluation period. Experience has shown that establishing a cooperative relationship between Project partners and the Consultant increases the likelihood of the Project partners adopting and achieving the intended objectives.

#### **4.2 Evaluation methodologies**

The Consultant will follow internationally recognized standard, norms and ethics of evaluation. Methodologies for conducting the evaluation will include but not necessarily be limited to the following:

- desk review of key documentation, including: 1) Project materials such as the Project Document, Activity Reports, Performance Tracking Reports, Civil Society Tracking Tools; 2) species and site monitoring reports; and 3) reports of other relevant projects, researchers and conservation organizations;
- briefings with CEPF Regional Implementation Team (CEPF RIT, which is BirdLife International), FA, MoE, MAFF, WCS, SMP, SVC, CEDAC and other stakeholders;
- interviews, other approaches for collecting and analyzing data; and
- field visits to selected Project sites, to meet with local Project staff, civil society partners, government counterparts, residents and resource users.

#### **5. Outputs**

The Final Evaluation will produce the following output:

- a detailed Final Evaluation Report in concise English, (no more than 30 pages, including Executive Summary) with sections outlined in the TOR.

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

The final draft report will be submitted to WCS and the CEPF RIT for discussion. This discussion will provide a consolidated picture of the findings, recommendations and lessons learned from the evaluation process. Any comments will be included as footnotes or in an annex.

#### **6. Implementation Arrangements**

WCS, as the implementing partner, is responsible for the following tasks:

- providing inputs on the recruitment of consultants and endorses budget;
- all logistical and administrative arrangements;
- providing Khmer language interpretation and translation;
- reviewing and endorsing the recommendations of the Final Evaluation Report; and
- assisting in coordinating the Mission, and facilitating consultation between the Consultant and relevant stakeholders.

#### **7. Composition of the Evaluation Team**

One consultant, International or National, will be responsible for conducting and reporting on the evaluation. They will have overall responsibility for the coordination, drafting, completion and delivery of the Final Evaluation Report, including methods, findings / lessons learned, recommendations and follow-up actions to be taken.

### *Qualifications - Consultant*

1. Minimum of a master's degree or equivalent in natural resource management, environment, development or related field demonstrably relevant to the position.
2. Strong technical background and proven competency in biodiversity conservation, protected areas management, or related areas of natural resource management, including demonstrable expertise in project formulation, implementation and evaluation. A minimum of 15 years of relevant experience is required.
3. Experience with final evaluation report preparation.
4. Excellent English writing and communication skills. Demonstrated analytical skills, ability to assess complex situations, to succinctly and clearly distill critical issues, and to draw practical conclusions.
5. Demonstrated ability to work with developing country government agencies and NGOs. Previous work experience in Southeast Asia, and ideally in Cambodia. Familiarity with WCS project sites will be considered advantageous.
6. Previous work experience with multilateral/bilateral development assistance agencies is a useful asset.
7. Experience leading multi-disciplinary, multi-national teams in high stress. Ability to meet short deadlines.
8. Excellent interpersonal, coordination and planning skills. Sense of diplomacy and tact.
9. Ability and willingness to travel to provincial areas.
10. Computer literate (MS Office package).

### **8. Mission Schedule**

The Mission comprises three components: 1) start-up, a period of 1 day during which the Consultant, working from their home base, will familiarize themselves with background materials; 2) stakeholder consultations and field visits (10 days), report drafting and in-country presentation (5-8 days), currently planned for the period early-mid July 2013; and 3) receipt of WCS comments on the draft final report, currently planned for latest 20 July 2013, and incorporation into a final report (1 day) to be submitted by the International Consultant (working from his/her home base) to CEPF by 30 July 2013. The proposed time commitments are intended as an indication only, and the consultant may propose variations as appropriate.

### **Annex A: Suggested structure of the Terminal Project Evaluation Report**

#### **Title and opening pages**

#### **Table of contents**

#### **List of acronyms and abbreviations**

#### **Executive summary (1-2 pages)**

Brief description of the Project

Context and purpose of the evaluation

Briefly describe key aspects of the approach and methods

Main conclusions, recommendations and lessons learned

#### **Introduction (1 page)**

Purpose of the evaluation

Key issues addressed

Methodology of the evaluation

Structure of the evaluation

**Description of the Project (1 page)**

Project start and its duration

Problems that the project seek to address

Immediate and development objectives of the project

Main stakeholders

**Findings (for each explain what the project aimed to do and what it delivered)**

Evaluation of Project approaches (6 pages)

- a. Birds' Nest Protection Program
- b. Wildlife-friendly farming
- c. Ecotourism

Evaluation of impacts on Priority Species (6 pages)

Evaluation of impacts on capacity building (5 pages)

**Conclusions** (well substantiated by evidence based and logically connected to evaluation findings) (1 page)

**Lessons Learnt** (concise and based on the specific evidences presented in the report) (1 page)

**Recommendations** (what action to take or decision to make for exit strategy or further intervention) (1 page)

**Annexes (to be submitted in a separate document):**

1. TOR
2. Itinerary
3. List of persons interviewed.

## ANNEX II : ITINERARY OF ACTIVITIES OF THE FINAL EVALUATION MISSION

Date		Activities
Wed	26 <sup>th</sup> June	All day: Document review.
Thu	27 <sup>th</sup> June	Evaluator travels to Cambodia.
Fri	28 <sup>th</sup> June	am: 1. Evaluator arrives Phnom Penh. 2. Meeting with Community Management Advisor, WCS (Mr. Ashish John). pm: 1. Meeting with Conservation Livelihoods Advisor, WCS (Ms. Karen Nielsen). 2. Meeting with Director, Kulen Promptep Wildlife Sanctuary (eastern sector) (Mr. Ea Sokha). 3. Continuation of meeting with Conservation Livelihoods Advisor, WCS (Ms. Karen Nielsen).
Sat	29 <sup>th</sup> June	am: 1. Meeting with Director, Preah Vihear Protected Forest and Director of Sansom Mlup Prey (Mr. Tan Setha). 2. Meeting with Community Management Advisor, WCS (Mr. Ashish John). 2. Meeting with Country Programme Director, WCS (Dr. Tom Clements). pm: 1. Continuation of meeting with Community Management Advisor, WCS (Mr. Ashish John).
Sun	30 <sup>th</sup> June	am: 1. Meeting with Sales and Operations Coordinator, SMP (Ms. Norng Chinda). 2. Site visit to rice milling and packaging plant. 3. Visit to supermarkets to view Ibis Rice. pm: 1. Document review.
Mon	1 <sup>st</sup> July	am: 1. Travel to Siem Reap (7.5 hours)/ Meeting with Tonle Sap Technical Advisor, WCS (Mr. Simon Mahood). pm: 1. Meeting with Managing Director, Sam Veasna Centre (Mr. Johnny Orn).
Tue	2 <sup>nd</sup> July	am: 1. Travel to Ang Trapeang Thmor. 2. Meeting with Sambour village Conservation Management Committee (six members). 3. Meeting with Deputy Head of District Office and ATT Ranger Leader, WCS (Mr. Sok Rithy). 4. Field visit to Ang Trapeang Thmor. 5. Meeting with Head of Poycha Commune (Mr. Peng Bunthara). pm: 1. Travel to Siem Reap. 2. Meeting with Owner of Sojurn Hotel and Beyond Travel Agency (Ms. Fiona Jaensch). 3. Meeting with Joint-owner of Haven Restaurant (Ms. Stef Feierabend). 4. Meeting with Managing Director, Sam Veasna Centre (Mr. Johnny Orn).
Wed	3 <sup>rd</sup> July	am: 1. Travel to Prek Toal. 2. Meeting with Deputy Chief of Multiple Use Office, Department of Wetland and Coastal Zone Areas, Ministry of Environment (Mr. Sun Visal). 2. Meeting with Acting Head Ranger, Prek Toal (Mr. Nhem Somart). 3. Meeting with members of Ranger Team, Prek Toal (10 rangers). pm: 1. Travel to Siem Reap. 2. Meeting with Guide Training Manager, Sam Veasna Centre (Mr. Sansikol Srun). 3. Meeting with Deputy Director Wildlife Conservation Office, Department of Wildlife and Biodiversity, Forestry Administration and Chair of Board of Sam Veasna Centre (Mr. Hong Chamnan).
Thu	4 <sup>th</sup> July	am: 1. Travel to Stoeng District. 2. Meeting with Conservation Management Committee, Prolay Commune (six members). pm: 1. Travel to Phnom Penh (6 hours).
Fri	5 <sup>th</sup> July	am: 1. Meeting with Director Ferrer Consultancy (Ms. Vanessa Ferrer). pm: 1. Collation of materials.
Sat	6 <sup>th</sup> July	All day: Document review and report writing.
Sun	7 <sup>th</sup> July	am: Document review and report writing. pm: 1. De-briefing meeting with WCS.
Mon	8 <sup>th</sup> July	am: Evaluator departs Cambodia.

## ANNEX III : PERSONS INTERVIEWED

Alphabetic order.

### WCS / Project Staff

Ashish John	Community Management Advisor
Karen Nielsen	Conservation Livelihoods Advisor
Simon Mahood	Tonle Sap Technical Advisor
Tom Clements	Country Programme Director

### NGOs

Johnny Orn	Managing Director, Sam Veasna Centre
Norng Chinda	Sales and Operations Coordinator, Sansom Mlup Prey
Sansikol Srun	Guide Training Manager, Sam Veasna Centre

### Government Officers

Bun Phan	Ranger, Prek Toal Core Area, Tonle Sap Biosphere Reserve
Chhon Chhoum	Ranger, Prek Toal Core Area, Tonle Sap Biosphere Reserve
Ea Sokha	Director Kulen Promtep Wildlife Sanctuary (eastern sector); Ministry of Environment
Ho Sophean	Ranger, Prek Toal Core Area, Tonle Sap Biosphere Reserve
Hong Chamnan	Deputy Director Wildlife Conservation Office, Department of Wildlife and Biodiversity, Forestry Administration and Chair of Board of Sam Veasna Centre
Horm Phy	Ranger, Prek Toal Core Area, Tonle Sap Biosphere Reserve
Ly Vy	Ranger, Prek Toal Core Area, Tonle Sap Biosphere Reserve
Ngoun Saret	Ranger, Prek Toal Core Area, Tonle Sap Biosphere Reserve
Nhem Somart	Acting Head Ranger, Prek Toal Core Area, Tonle Sap Biosphere Reserve
Sao Orn	Ranger, Prek Toal Core Area, Tonle Sap Biosphere Reserve
Sok Rithy	Deputy Head of District Office and ATT Ranger Leader, WCS
Sun Visal	Deputy Chief of Multiple Use Office, Department of Wetland and Coastal Zone Areas, Ministry of Environment
Tan Setha	Director, Preah Vihear Protected Forest and Director of Sansom Mlup Prey
Tum Sophum	Ranger, Prek Toal Core Area, Tonle Sap Biosphere Reserve
Vat Vuthy	Ranger, Prek Toal Core Area, Tonle Sap Biosphere Reserve
Youn Sovanna	Ranger, Prek Toal Core Area, Tonle Sap Biosphere Reserve

### Community Stakeholders and Beneficiaries

Chhet Phan	Deputy Chief of Village and Head of Conservation Management Committee, Sambour
Inn Khim	Member of Conservation Management Committee, Prolay Commune
Khun Neary	Member of Conservation Management Committee, Prolay Commune
Lim Socheat	Member of Conservation Management Committee, Prolay Commune
Ly Reng	Member and accountant of Conservation Management Committee, Prolay Commune
Ma Pop	Member of Conservation Management Committee, Sambour
Meas Than	Deputy Head of Conservation Management Committee, Prolay Commune
Peng Bunthara	Head of Poycha Commune
Phon Sangha	Member of Conservation Management Committee
Soun Kanil	Head of Conservation Management Committee, Prolay Commune
Tang Sakhan	Member and Accountant of Conservation Management Committee
Voeun Yean	Deputy Head of Conservation Management Committee, Sambour



**Miscellaneous**

Fiona Jaensch	Owner of Sojurn Hotel and Beyond Travel Agency, Siem Reap
Stef Feierabend	Joint-owner of Haven Restaurant, Siem Reap
Vanessa Ferrer	Director Ferrer Consultancy, Phnom Penh

## ANNEX IV : SUMMARY EVALUATION OF PROJECT ACHIEVEMENTS BY COMPONENTS AND DELIVERABLES

The present evaluation matrix uses the version submitted online to the CEPF in the original proposal. The delivery status herein is taken from the most recent information available from WCS.

**KEY:**

GREEN = Indicators show achievement successful at the end of the Project.

YELLOW = Indicators show achievement nearly successful at the end of the Project.

RED = Indicators not achieved at the end of Project

HATCHED COLOUR = estimate; situation either unclear or evidence unavailable.

**Project Objective:** Two Cambodian landscapes, The Tonle Sap lake and floodplain and the Northern Plains, retain an assemblage of large-bodied, wide-ranging, highly threatened bird species.

#	Component	Deliverable	Delivery Status at Final evaluation	Comments	HS	S	MS	MU	U	HU
1.1	<b>Component 1:</b> Two Critically Endangered species (White-shouldered Ibis and Bengal Florican), one Endangered species (Greater Adjutant) and four Vulnerable species (Sarus Crane, Milky Stork, Greater Spotted Eagle and Imperial Eagle) successfully protected in the ATT Reserve through expansion of community-based ecotourism scheme	Community ecotourism committee established and operational in Sambuor village since Sept. 2011.	Conservation Management Committee responsible for eco-tourism established in Sambuor village.	CMC interviewed and found to be knowledgeable, fully functioning and well-motivated.						
1.2		Cadre of at least three trained guides exists within village.	Six guides trained by SVC and operational.	Guides are the CMC members.						
1.3		Benefit-sharing mechanism established and linked to implementation of conservation agreements.	Established. Benefits procured – US\$ 1,470 spent on a road through the village; viewed by the FE..	CMC asks whole village for development ideas and priority established through village meeting. CMC organises the development.						
1.4		Marketing materials developed for ATT site - at least 500 copies of a site brochure produced.	> 500 brochures produced for ATT	Small brochures seen by the FE. Basic information but good quality.						
1.5		10% increase in numbers of specialist bird tourists visiting ATT site (compared to 2008 figure).	A difficult indicator since there appears to have been no specialist bird tourists to Sambuor in 2008. Number of such tourists was	SVC records the number of tourists visiting ATT at 131 in 2007/8 and 320 in 2012/13 – a 144%						

#	Component	Deliverable	Delivery Status at Final evaluation	Comments	HS	S	MS	MU	U	HU
			recorded at Sambuor for the first time in 2011/12 when 240 visited with 318 visiting in 2012/13 – a 32.5% increase.	increase.						
1.6		By year 4, ecotourism revenues contribute a minimum of \$10,000 per year towards recurrent costs at the ATT site.	In 2011-12 (year 3), US\$14,565 was spent on rangers and bird protection at ATT.							
2.1	<b>Component 2:</b> Two Critically Endangered species (White-shouldered Ibis and Bengal Florican), one Endangered species (Greater Adjutant) and five Vulnerable species (Lesser Adjutant, Sarus Crane, Manchurian Reed Warbler, Greater Spotted Eagle and Imperial Eagle) successfully protected in the BFCAs through implementation of 'Wildlife-friendly' produce scheme	Supply chain for 'wildlife friendly' produce, linking participating farmers and marketing centres, established.	SMP provides buying, milling, packaging, and distribution service for <i>Ibis Rice</i> .							
2.2		Price premium of at least 20% received by participating farmers, in return for adherence to conservation agreements.	No. Premium paid is between 50-150 Riels per Kg, averaging c. 100 which is c.10%.	Gave 20% in first year but found to be not economically viable. Reduced thereafter. Also, farmers now use own scales when dealing with middlemen – believed to result in a 15% increase in benefit now middlemen cannot cheat. Increased competition from <i>Ibis Rice</i> has also caused traders to increase their floor price by 50-100% in all villages.						
2.3		'Wildlife-friendly' produce sourced from the BFCAs on sale in ten restaurants in Siem Reap/Phnom Penh (by end 2011).	Ibis Rice on sale in 29 restaurants/ hotels (19 in SR; 10 in PP), 31 supermarkets (11 in SR; 20 in PP) plus 20 other regular customers (12 in SR; 8 in PP).	Ibis rice shows a strong and growing customer base. Many of the supermarkets are chains with multiple outlets.						
3.1	<b>Component 3:</b> Two Critically Endangered species (White-shouldered Ibis and Bengal Florican), one Endangered species (Greater Adjutant) and five Vulnerable species (Lesser Adjutant, Sarus Crane, Manchurian Reed Warbler, Greater	Conduct consultation meetings with all stakeholders, including local community and government, in at least five villages in three Communes in the BFCAs (Prolay Commune in Kampong Thom Province and Lveang Russei Commune in Siem Reap Province).	Ten villages consulted: Prolay Commune – Kompong Vieng, Prey Kla, and Chouk. Lveang Russei Commune – Romchey Chros and Balang. Baray Commune – Baray Thom, Thnol Thmei,							

#	Component	Deliverable	Delivery Status at Final evaluation	Comments	HS	S	MS	MU	U	HU
	Spotted Eagle and Imperial Eagle) successfully protected in the BFCAs through expansion of community-based ecotourism scheme		Chaktok, Poupi, and Banok.							
3.2		Establish community ecotourism committees in participating villages.	CMC established in Prolay Commune in Sept. 2009 covering 3 villages.							
3.3		Identify and train local staff and guides in guiding, hospitality and other guest services.	Three guides and three assistant guides trained by SVC and operational.	Guides are the CMC members.						
3.4		Develop marketing strategy and materials for ecotourism in the BFCAs.	BFCAs are included on SVC website in tour entitled "Critical Cambodia" covering the critically endangered species.							
3.5		10% increase in numbers of specialist bird tourists visiting BFCA sites.	A difficult indicator since there appears to have been no specialist bird tourists to the BFCAs in 2008. Number of such tourists was recorded there for the first time in 2010/11 when 162 visited. This declined in 2011/12 to 116 but returned to 162 visiting in 2012/13 – no increase.	SVC records the number of tourists visiting the BFCAs at 105 in 2007/8 and 155 in 2012/13 – a 47% increase. The FE has used this figure for the evaluation.						
3.6		By year 4, ecotourism revenues contribute a minimum of \$10,000 per year towards recurrent costs at the BFCA sites.	In 2011-12 (year 3), US\$10,000 was spent on rangers and bird protection in the BFCA sites.							
4.1	<b>Component 4:</b> Two Critically Endangered species (Giant Ibis and White-shouldered Ibis), two	Supply chain for 'wildlife friendly' produce, linking participating farmers and marketing centres, established.	SMP provides buying, milling, packaging, and distribution service for <i>Ibis Rice</i> .							
4.2	Endangered species (Greater Adjutant and White-winged Duck) and four Vulnerable species (Lesser Adjutant, Sarus Crane, Greater Spotted Eagle and Green Peafowl) successfully protected in the Northern Plains through expansion of 'Wildlife-friendly' produce scheme	Price premium of at least 20% received by participating farmers, in return for adherence to conservation agreements.	No. Premium paid is between 50-150 Riels per Kg, averaging c. 100 which is c.10%.	Gave 20% in first year but found to be not economically viable. Reduced thereafter. Also, farmers now use own scales when dealing with middlemen – believed to result in a 15% increase in benefit now middlemen cannot cheat. Increased competition from <i>Ibis Rice</i> has also caused traders to						

#	Component	Deliverable	Delivery Status at Final evaluation	Comments	HS	S	MS	MU	U	HU	
				increase their floor price by 50-100% in all villages.		■					
4.3		'Wildlife-friendly' produce sourced from the Northern Plains on sale in ten restaurants in Siem Reap/Penh (by end 2011).	Ibis Rice on sale in 29 restaurants/hotels (19 in SR; 10 in PP), 31 supermarkets (11 in SR; 20 in PP) plus 20 other regular customers (12 in SR; 8 in PP).	Ibis rice shows a strong and growing customer base. Many of the supermarkets are chains with multiple outlets.	■						
5.1	<b>Component 5:</b> Two Critically Endangered species (Giant Ibis and White-shouldered Ibis), two Endangered species (Greater Adjutant and White-winged Duck) and four Vulnerable species (Lesser Adjutant, Sarus Crane, Greater Spotted Eagle and Green Peafowl) successfully protected in the Northern Plains through expansion of community-based ecotourism scheme	Community ecotourism committee established and operational in Prey Veng.	CMC apparently established.	No visit made to Prey Veng so none of these indicators have been verified independently.		■					
5.2		Cadre of three trained guides exists within Prey Veng.	Four guides reported trained.				■				
5.3		Benefit-sharing mechanism established and linked to implementation of conservation agreements.	Mechanism understood to have been established based on highly successful model at Tmatboey.					■			
5.4		Marketing strategy and materials produced for Prey Veng.	Apparently produced as part of series as other sites (see 1.4).	No copy was available for the FE to view.			■				
5.5		10% increase in the numbers of specialist bird tourists visiting Prey Veng (compared to 2009 figures).	A meaningless indicator since there were no specialist bird tourists to Prey Veng in 2008.	SVC records the first tourists visited Prey Veng in 2011/12 when 12 visited. In 2012/13 this number had risen to 26 – a 117% increase. The FE has used this figure for the evaluation	■						
5.6		By year 4, ecotourism revenues contribute a minimum of \$10,000 per year towards recurrent costs at the Northern Plains' sites.	In 2011-12 (year 3), US\$ 9,000 was spent on vulture restaurants and bird nest protection in the Northern Plains' sites.				■				
6.1	<b>Component 6:</b> Two Endangered species (Greater Adjutant and Masked Finfoot) and two Vulnerable species (Lesser Adjutant and Milky Stork) successfully protected in the Prek Toal Core Area through an extension of the Birds' Nest Protection Program	At least 20 community rangers participate in law enforcement training course.	At the end of the Project, 34 trained rangers were undertaking law enforcement operations at Prek Toal.		■						
6.2		Minimum increase of 10% in number of birds of each species by comparison with 2007 figures.	Greater Adjutant: 2007 – 77 nests; 2012 – 198 nests. Increase = 157% Masked Finfoot: no data. Lesser Adjutant: 2007 – 253 nests; 2012 – 289 nests. Increase = 14% Milky Stork: 2007 – 10 nests; 2012 – 8 nests. Decrease = 20%			■					

#	Component	Deliverable	Delivery Status at Final evaluation	Comments	HS	S	MS	MU	U	HU
6.3		MIST reports prepared and submitted to management staff.	Rangers indicate that MIST reports are submitted monthly.	Data apparently being used to direct management and patrol activities but no evidence available.						
7.1	<b>Component 7:</b> Three Critically Endangered species (Giant Ibis, White-shouldered Ibis and Bengal Florican), two Endangered species (Greater Adjutant and White-winged Duck) and six Vulnerable species (Lesser Adjutant, Sarus Crane, Manchurian Reed Warbler, Greater Spotted Eagle, Imperial Eagle and Green Peafowl) successfully protected in the IFBAs and Northern Plains as a result of increased capacity within CEDAC, SMP and SVC.	CEDAC and SMP possess sufficient capacity to contribute to expansion of 'wildlife-friendly' rice in the BFCAs and Northern Plains respectively.	This is a difficult indicator because it is qualitative and subjective. However, SMP possesses enough capacity to contribute to the expansion of 'wildlife-friendly' rice.	CEDAC found they could never quite differentiate Ibis Rice from their own product and their involvement was terminated.						
7.2		SVC possesses sufficient capacity to contribute to expansion of community-based ecotourism scheme in the BFCAs and Northern Plains.	As with 7.1 – qualitative. However, SVC have enough capacity to be on the verge of running the scheme independently.							
7.3		CEDAC, SMP and SVC demonstrate ability to effectively plan, implement and evaluate actions for biodiversity conservation.	SVC and SMP show ability to plan and implement, but limited evidence of being able to evaluate conservation actions.	CEDAC exempted – see 7.1						
8.1	<b>Component 8:</b> Two Critically Endangered species (White-shouldered Ibis and Bengal Florican), one Endangered species (Greater Adjutant) and five Vulnerable species (Lesser Adjutant, Sarus Crane, Manchurian Reed Warbler, Greater Spotted Eagle and Imperial Eagle) successfully protected in the IFBAs expansion of 'Wildlife-friendly' produce scheme by CEDAC	CEDAC ensures that local producer groups supply sufficient 'Wildlife-friendly' rice for sale in ten restaurants in Siem Reap/Phnom Penh.	SMP has taken over the role from CEDAC and Ibis Rice on sale in 29 restaurants/ hotels (19 in SR; 10 in PP), 31 supermarkets (11 in SR; 20 in PP) plus 20 other regular customers (12 in SR; 8 in PP).	Ibis rice shows a strong and growing customer base. Many of the supermarkets are chains with multiple outlets.						
9.1	<b>Component 9:</b> Two Critically Endangered species (White-shouldered Ibis and Bengal Florican), one Endangered species (Greater Adjutant) and five Vulnerable species (Lesser Adjutant, Sarus Crane, Manchurian Reed Warbler, Greater Spotted Eagle and Imperial Eagle)	SVC guides able to guide specialist bird tourists, with at least three new specialist guides each trained for both the BFCAs and the Northern Plains.	SVC has four tour leaders, one senior and four junior guides able to take tourists to all sites in Northern Plains and Tonle Sap landscape.	The guide provided to the FE to act as an interpreter displayed high technical skills at finding and identifying birds, and acting as a guide during the opportunities that were afforded during the						

#	Component	Deliverable	Delivery Status at Final evaluation	Comments	HS	S	MS	MU	U	HU
9.2	successfully protected in the IFBAs and Northern Plains through expansion of community-based ecotourism scheme by SVC	SVC able to implement coherent online and print marketing strategy.	SVC has an excellent website with information covering tours, sites, species and guides, plus material on conservation activities, and trip reports from customers. Printed leaflets are available for some of the sites.	evaluation mission.						
10.1	<b>Component 10:</b> Two Critically Endangered species (White-shouldered Ibis and Bengal Florican), one Endangered species (Greater Adjutant) and five Vulnerable species (Lesser Adjutant, Sarus Crane, Manchurian Reed Warbler, Greater Spotted Eagle and Imperial Eagle) successfully protected in the IFBAs and Northern Plains through expansion of 'Wildlife-friendly' produce scheme by SMP	1. 'Wildlife-friendly' produce sourced from the IFBAs on sale in ten restaurants in Siem Reap/Phnom Penh.	Ibis Rice on sale in 29 restaurants/hotels (19 in SR; 10 in PP), 31 supermarkets (11 in SR; 20 in PP) plus 20 other regular customers (12 in SR; 8 in PP).	Ibis rice shows a strong and growing customer base. Many of the supermarkets are chains with multiple outlets.						