

Kingdom of Cambodia
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Ministry of Agriculture, Forestry and Fisheries
Forestry Administration

**MONITORING AND EVALUATION GUIDELINES
FOR THE FORESTRY ADMINISTRATION
TO SUPPORT IMPLEMENTATION OF THE
NATIONAL FOREST PROGRAMME**

Partial Draft Guidelines

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ABBREVIATIONS AND ACRONYMS

FA	Forestry Administration.
FLEGT	Forest Law Enforcement, Governance and Trade
HRD	Human Resources Development
IMS	Information Management system
IT	Information Technology
LF	Logical Framework
LFA	Logical Framework Approach
LGA	Local Government Authority
M&E	Monitoring and evaluation
MAFF	Ministry of Agriculture Forestry and Fisheries.
NFP	National Forest Programme (2010 - 2029).
RBM	Results-Based Management
REDD	Reducing Emissions from Deforestation and (Forest) Degradation.
TNA	Training Needs Assessment

1 PURPOSE AND SCOPE OF THE GUIDELINES

The purpose of the *Monitoring and Evaluation Guidelines* is to define and describe the monitoring and evaluation (M&E) system of the Forestry Administration (FA) for its implementation of the National Forest Programme 2010 - 2029 (NFP).

The M&E system and Guidelines are still being developed. This Guidelines document is therefore only a partial or incomplete draft. It provides an outline of the whole framework for M&E, with detail only for some parts. Other parts are therefore in a preliminary state or missing. The manual has been presented in this way so that staff can understand the scope of the overall M&E and what still needs to be developed. The M&E Guidelines will be updated and new versions published as the M&E systems, procedures and tools are developed.

The Guidelines are aimed at FA staff who are involved in planning, monitoring, evaluation, management and reporting. The Guideline is not intended as a textbook on M&E and some understanding of the logical framework approach and M&E is assumed. It does however provide some explanation of the principles and processes of M&E. A Glossary of terms is provided in Annex 5.

1.1 Brief introduction to M&E and the Results Framework

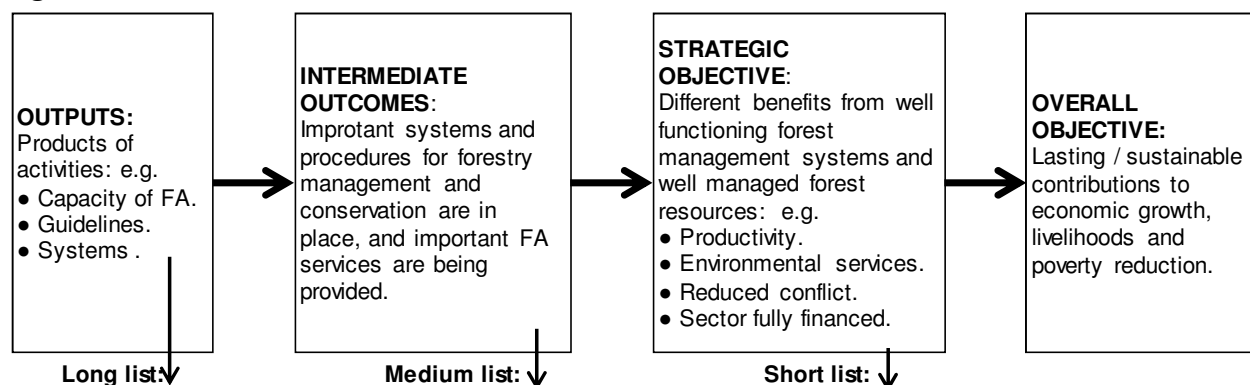
“Monitoring” is the more or less continuous process of assessing progress according to the plan, mainly by collecting data and assessing the “indicators” of progress. **“Reviews”** and **“evaluations”** are the one-off, assessments of an ongoing or completed project. The term **“monitoring and evaluation”** or just “M&E”, refers to the broad set of activities and tools related to monitoring and evaluation.

The first thing to do to establish an M&E system for the NFP was to understand and define exactly what we want to implement. This is usually done by defining a series of logically linked objectives to be achieved. “Logically linked” means that there is a **“cause to result chain”** leading, for the NFP, from activities to outputs, to intermediate outcomes, to strategic objectives to the overall objective. This “hierarchy of objectives” provides the basis for the **“logical framework”** of the project (often called the **“logframe”**). The logical framework also includes the **indicators** needed to assess the degree of achievement of the different objectives, the **targets** or levels of achievement for each indicator, and the **“assumptions”** about external factors needed for project success.

The hierarchy of objectives provided in the logframe therefore provides a comprehensive description of what the project should achieve in terms of a series of objectives (activities to outputs to intermediate outcomes, to strategic objectives, to the overall objective). This is often referred to more generally as the **“Results Framework”**. Assessment of the progress towards achievement of the different parts of the “Results Framework” is the primary focus of M&E. this is mostly done using a series of indicators for each of the different parts of the Results Framework.

The basic **cause to result chain** (or just “results chain”) for the NFP is shown diagrammatically in Figure 1 below.

Figure 1: Basic “Results Chain” for the NFP



The overall “Results Framework” specifies what should be achieved by the NFP. This is outlined diagrammatically for the whole NFP in Figure 2. This “Results Framework Diagram” shows the “internal” cause and result logic of the NFP which is the first column in the logical framework table (Annex 1). The “Results Framework Diagram” is an extremely useful tool for understanding the NFP as a whole. This makes it easier to understand how things are progressing in the different parts of the “results chain”, and to identify any corrective actions needed. The full “Results Framework” also includes the indicators as specified in the logical framework table (Annex 1).

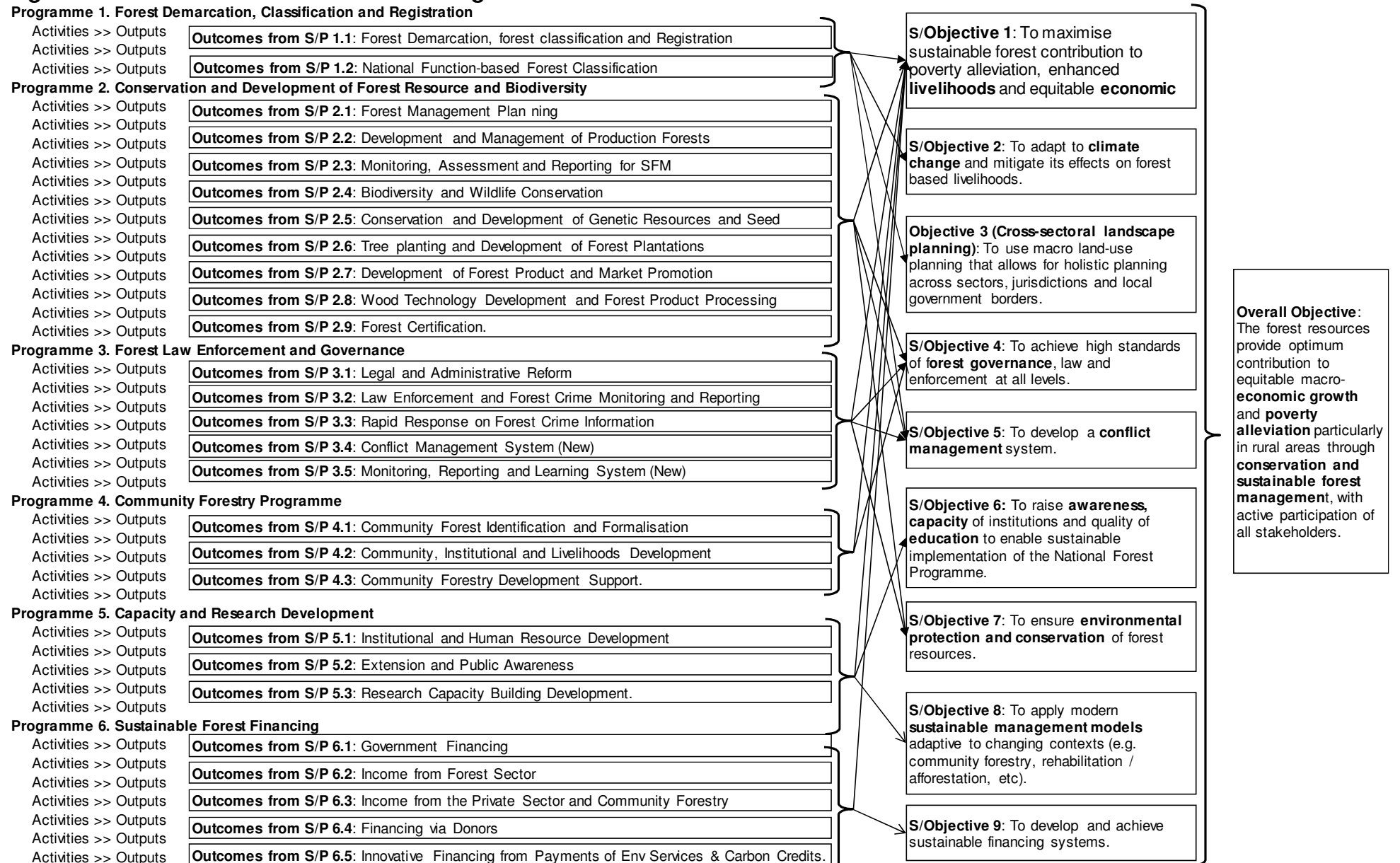
1.2 Main Components of the M&E system

The “Results Framework Diagram” (Figure 2) also helps to understand the main components of the overall M&E system. These are:

- Activity monitoring: This starts in work planning and budgeting when the indicators and targets are selected, and then focuses on monitoring the progress towards achievement of the outputs of the activities. This uses activity indicators including milestones.
- Monitoring of key logframe indicators (results monitoring): this involves identification and definition of key indicators and targets, the development of any tools needed for assessment of some indicators, and the regular monitoring and data management for each indicator.
- Studies, reviews and evaluations: this recognises that indicators do not always provide a full understanding of what is happening during implementation and focused evaluative studies are important for getting a full understanding of progress and issues. Reviews and evaluations provide a more complete assessment of progress at specific periods of time.
- Organisation and management of M&E: this includes the systems, tools and procedures for data management, learning and feedback, progress reporting, etc, and describes the institutional structures and related roles and responsibilities for the management of M&E.

The overall M&E system also draws on the “functional monitoring” systems of the FA and “financial monitoring” (and management) which are organised by the appropriate FA Departments. “Functional monitoring” relates to the monitoring of specific things which are part of the main business functions of the FA (relating to its main task of managing the forest resources of Cambodia). These include forest cover, the state of the forests (for management, REDD, etc), forest crime, etc. This “functional monitoring” is different from M&E of the NFP but provides indicators for this M&E.

Figure 2: The NFP “Results Framework Diagram”



1.3 Purpose of M&E for the NFP

The fundamental purpose of M&E is to understand what is happening at all levels of implementation and achievement of objectives. (i.e. the whole results framework). This means **learning** about and understand what is happening with the implementation of the NFP. Are things being implemented as planned and are things developing as expected. This understanding is used to guide decisions about the corrective actions needed to keep the programme on track. This process is an integral part of management, from the operational to strategic levels.

The second purpose of M&E is to provide the information for reporting to stakeholders. This represents the **accountability** as well as information sharing functions. In addition to gathering monitoring information, M&E functions in two-way information exchange where the M&E results lead into feedback by users that can be applied to formulate the M&E further (see Section 7.3).

1.4 Outline of the M&E Guidelines

The M&E Guidelines are structured around the “*Results Framework*” and the main components of the M&E system. The M&E Guidelines has the following chapters.

- 1 **Introduction:** Introduction to the Guidelines, M&E, the “Results Framework” and the M&E components.
- 2 **Activity monitoring:**
- 3 **Functional monitoring systems of the FA:** A brief overview since these have their own approaches, methods, tools and procedures.
- 4 **Financial monitoring:** A brief overview since financial management and monitoring is covered by its own rules and regulations.
- 5 **Monitoring of key logframe indicators / results monitoring:** The identification, definition and assessment of the key logframe indicators.
- 6 **Studies, reviews and evaluations:**
- 7 **Organisation and management of M&E:** overview, data management, learning and feedback systems, reporting, and roles and responsibilities.

Bibliography

ANNEX 1: Logical Framework Table:

ANNEX 2: “Key Indicator Definition Table”: Full definition and explanation of the key logframe indicators from the logical framework.

ANNEX 3: Tools to support M&E: Explanation of the tools needed to assess some of the key logframe indicators as indicated in the “Key Indicator Definition Table”.

ANNEX 4: Reporting Formats: Guidance on the preparation of the main reports.

ANNEX 5: Glossary of key terms used in M&E. Standard definitions of the main terms used in M&E.

2 ACTIVITY MONITORING

Activity monitoring starts in planning when the activity, steps for implementation, outputs, indicators, milestones and budget are defined. Activity monitoring is carried out at two main levels.

- Detailed monitoring and supervision of the different steps in the actual implementation of an activity: This is carried out by the activity implementers and managers in order to manage implementation and produce reports. Monitoring is carried out against the detailed plan (with sub activities, detailed location, etc) and the detailed budget.
- Overall monitoring of progress towards the achievement of the outputs of activities in the overall workplan: This is the monitoring carried out by the M&E Office and sometimes by senior Programme and Sub-programme managers. Monitoring is carried out primarily against the workplan summary table (Figure 3). The monitoring data is compiled as required to produce the main FA progress reports as described below.

This chapter describes the system, procedures and tools for overall monitoring and the preparation of basic activity monitoring reports. Detailed monitoring is carried out as part of the management and supervision of implementation, according to the specific requirements of each activity as defined during planning.

2.1 Annual Work Planning and Budgeting

The annual work planning and budgeting process of the FA involves staff from the Cantonments as well as FA Central Departments. This includes activities and projects to be funded by government, Development Partners and NGOs. This process produces three main sets of information in different tables.

- Detailed activity plan tables with information on each activity including sub-activities, objectives, outputs, indicators and targets, location, timing, resources needed, etc as required.
- Detailed budget tables with the budget needed for each activity in terms of the budget for each type of expenditure (according to the government “chart of accounts”: e.g. fuel, accommodation, per-diems, etc). This includes unit type, unit cost, quantity and sub-total, with a total budget for the whole activity.
- A single (workplan and budget) summary table with all activities like that shown in Figure 3. This has one row for each activity with columns for the main data of interest for presentation of the plan, including the budget total. Activities are grouped under the relevant Programmes and Programmes and Sub-programmes.

The Planning Office then summarise the activities to be funded by government for presentation to the MAFF using the MAFF “M&E Manual” forms “P3” and “P4”. These are summarised under the appropriate NFP Programme and NFP (or FA) Sub-programme (which are defined for MAFF as “Sub-programme” and “Activity” respectively).

There is need to standardise the detailed planning and budget forms and procedures. Fairly simple Excel tools would be very useful here but need to be developed. There is also need to improve the synchronisation between the NFP and MAFF Programme / Sub-programme structures.

The workplan and budget summary table (Figure 3) provides the basis for overall activity monitoring and reporting for the FA, using the standardised “Activity Plan and Report Database Tool” (APR DB tool) as described below.

2.2 The Activity Plan and Report DB Tool (APR DB tool)

The Activity Plan and Report Database Tool (APR DB tool) is a standardised Excel-based tool which has several functions:

- To summarise and present the annual workplan and budget in table form (Figure 3).
- To monitor and report against this activity plan.
- To act as a kind of spreadsheet “database” for this planning and monitoring data.
- To facilitate the sorting and aggregation of data to prepare summarised monitoring reports for the FA.

The APR DB spreadsheet tool is shown in Figure 4. Figure 4a shows all columns (at reduced size), while Figure 4b and Figure 4c show the first few columns and the rest of the columns separately.

The spreadsheet table has one row for each activity, and a number of columns for all the data relating to these activities. Plan (and report) data (for the “activity workplan and budget”) are placed in columns which have heading in the top row coloured in green. Report data which must be added during implementation are in columns with the top row coloured blue. “Hyperlinks” (see below) are in columns with the top row coloured in pink.

Data to be Recorded in the APR DP Tool

An explanation for recording data in each of the data columns in the APR DB tool is provided in Table 1. The meaning of codes used with general arrangement and management of the data is given below.

Codes used

Specific pre-defined codes are used for two data columns so that the spreadsheet can be sorted or filtered by these codes (e.g. for adding together / aggregation). These are:

- **“Implementer Code”**: This is the pre-defined code for the FA “Implementer” or “owner” of the activity. The implementer/ owner is responsible for implementation, management and reporting, and keeps the “Master” (original) version of the APR DB tool Excel file. This code is important for sorting or filtering when the M&E Office put data from several implementers into the same worksheet. The “Implementing Unit Codes” to be used are given in Table 2. The Implementer Code is entered using a drop down list which uses a table of standard implementer names and codes. The Implementer Code could be typed in or copied but this may lead to errors.
- **“Ind. Unit Code”**: This is the code for the **indicator unit** (the measurement unit of the indicator) for key standardised “Activity Types” which have standardised indicators (e.g. “km of forest boundary established”) and for which data should be aggregated (summed) when preparing summary reports. It is important to use this pre-defined code for these key standard activity types so that the data for these activities can be sorted and aggregated for reporting. The “Ind Unit Codes” to be used for specific activity types are given in Table 3. The indicator code is entered using a drop down list which uses a table of standard activity types and indicators. The indicator code could be typed in or copied but this may lead to errors. An underscore “_” is used at the front of each three letter code so that all these codes will be distinguished from ordinary text units if put into this column.

The “Implementer” and “Master” version concepts

The overall FA annual workplan has a large number of activities which are planned and implemented by the different FA Central Departments or FA Cantonments. These are the FA “Implementing Units” (“**implementers**” or “**owners**”) of the activities which they implement. Each “implementer” will keep a single APR DB Tool Excel file which has only the activities to be implemented by that implementing Unit. This will be the “**Master**” or “**original**” version of the plan and report data for this set of activities. The implementer will send “**copies**” of their “Master” version to FA Central as reports.

The APR DB Tool as a “database”

The APR DB Tool Excel file kept by the “Implementer” (FA Implementing Unit) should be used as a kind of “database” for information on each activity.

- The “Implementer” keeps only one single APR DB Tool Excel file which is updated with reporting information as this becomes available.
- More detailed information or written reports on activities are kept in the same computer and are linked to the specific activity using “**hyperlinks**” in the last columns of the APR DB Tool file (These are created in Excel by a “right click” on the appropriate cell and browsing to find the data file).

Data organisation, management and backup

As with all important data, the APR DB Tool Excel file should be stored in a simple but well organised folder (directory) structure with an appropriate folder (directory) and file naming convention. All other activity data files should be stored in the appropriate part of this folder (directory) structure. Once data files are appropriately named, stored and “hyperlinked” (see above), they should not be moved or the hyperlinks will be broken. It is essential to back up all this important data at regular intervals.

Figure 3: The Printed Annual Workplan and Budget Summary Table

(Part of the "Activity Plan and Report DB Tool" (APR DB tool): some columns have been hidden to allow printing)

NATIONAL FOREST PROGRAMME WORK PLAN AND BUDGET FOR 2011								Totals:	20,310,382
Implementing Unit Code	Pr og	S/ Pr og	No.	NFP Forestry Projects: Name and brief description (including main sub-activities, location, etc)	Indicator and target description: Milestones with dates (if applicable): Output. planned	Ind unit code	Indicator Target Qty	Supported by:	Budget 2011
1 0 0 1. Forest Demarcation, Classification and Registration Programme									470,319
1 1 0 1.1 – Forest Demarcation, Forest Classification and Registration sub-programme									
FA	1	1	1	1.1.1 Demarcate forest boundary in Kompong Chhnang, Battambang, Preah Sihanuk, Kampongcham, Kampongthom.	Km forest boundary demarcated		97	RGC	51,500
FA	1	1	2	1.1.2 Training on satellite remote sensing supporting REDD+	15 FA officer developed knowledge and skill		115	Danida	70,840
FA	1	1	3	1.1.3 Capacity building of Watershed and Forestland management officer	60 FA officers gained knowledge		60	Danida	12,620
FA	1	1	4	1.1.4 Outsourcing poles construction and fixing: Kampot, Kandal, Kratie, Ratanakiri, Mondulkiri	415 Km forest boundary demarcated		415	Danida	178,713
FA	1	1	5	1.1.5 Finalize and print forest demarcation manual	400 copies printed and dessiminated to local FA			Danida	5,661
FA	1	1	6	1.1.6 Print report of forest cover assessment 2010	2,000 copies			ITTO	4,000
FA	1	1	7	1.1.7 Operation cost for DFC/FA (above activities)				Danida	1,893
FAC Kampot	1	1	8	1.1.8 Demarcate forest boundary at Chhouk and Toeukchhou District Kampot Province .	50 Km be ready for fixing concrete poles and Map of Demarcation poles.			Danida	10,452
FAC Kampot	1	1	9	1.1.9 Demarcate forest boundary at Krong Kep and Damnakchang eu district Kep Province.	15 Km be ready for fixing concrete poles and Map of Demarcation poles.			Danida	3,890
FAC Kampot	1	1	10	1.1.10 Demarcation forest boundary at Tramkak and Kirivong District Takeo Province.	50 Km be ready for fixing concrete poles and Map of Demarcation poles.			Danida	10,514
FAC Kandal	1	1	11	1.1.11 Demarcate forest boundary at division of Borset . Oral. Kompongseu	50 Km of forest boundary is ready for fixing concrete pole and Map of demarcation poles.			Danida	10,796
FAC Kratie	1	1	12	1.1.12 Demarcate forest boundary at Chroy Banteay Commune, Prek Prasab district.	42 Km be ready for fixing poles, and Map of demarcation poles.			Danida	8,584

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Figure 4: The “Activity Plan and Report DB Tool” (APR DB tool)

Figure 4 (a): Reduced in size to show all data columns on the spreadsheet

Implementer Code	Pr og	S/ Pr og	No.	NFP Forestry Projects: Name and brief description (including main sub-activities, location, etc)	Timing	Beneficiaries (M/F)	Indicator and target description: Milestones and final output with dates (if applicable)	Ind. Unit Code	Indicator Target Qty	Indicator Cum Qty achieved	% complete	Report for Quarter 1: Milestones / Output achieved, Constraints, etc.	Report for Quarter 2: Milestones / Output achieved, Constraints, etc.	Report for Quarter 3: Milestones / Output achieved, Constraints, etc.	Report for Quarter 4: Milestones / Output achieved, Constraints, etc.	Supported by:	Budget 2011	Cumulative Expenditure 2011	Hyperlink 1	Hyperlink 2	Hyperlink 3	Hyperlink 4	Hyperlink 5
	1	0	0	Forest Demarcation, Classification and Registration Programme													470,318						
	1	1	0	Forest Demarcation, Forest Classification and Registration sub-programme																			
FAC	1	1	1	Demarcate forest boundary in Kompong Chhnang, Battambang, Preah Sihanuk, Kampongcham, Kampongthom.			Km forest boundary demarcated	_KMB	97			1. slkjdlkfrjl 2. sljtkjtrejl 3. lskjflkdj 6.				RGC	51,500						
FA	1	1	2	Training on satellite remote sensing supporting REDD+		115 FA staff	15 FA officer developed knowledge and skill	_TRN	115							Danida	70,840		Activity_PMR	Activity_PMR	Tool_1b_4Aug1.xls		
FA	1	1	3	Capacity building of Watershed and Forestland management officer			60 FA officers gained knowledge		60							Danida	12,620						
FA	1	1	4	Outsourcing poles construction and fixing: Kampot, Kandal, Kratie, Ratanakiri, Mondulkiri			415 Km forest boundary demarcated		415							Danida	178,713						
FA	1	1	5	Finalize and print forest demarcation manual			400 copies printed and disseminated to local FA									Danida	5,661						
FA	1	1	6	Print report of forest cover assessment 2010			2,000 copies									ITIO	4,000						
FA	1	1	7	Operation cost for DFC/FA (above activities)												Danida	1,833						
FAC Kampot	1	1	8	Demarcate forest boundary at Chhok and Toeukchhou District, Kampot Province.			50 Km be ready for fixing concrete poles and Map of Demarcation poles.									Danida	10,452						
FAC Kampot	1	1	9	Demarcate forest boundary at Krong Kep and Damnakchhang ee district Kep Province.			15 Km be ready for fixing concrete poles and Map of Demarcation poles.									Danida	3,890						
FAC Kampot	1	1	10	Demarcation forest boundary at Trankak and Kirong District Takeo Province.			50 Km be ready for fixing concrete poles and Map of Demarcation poles.									Danida	10,514						
FAC Kandal	1	1	11	Demarcate forest boundary at division of Borset , Orat, Kompongpeu			50 Km of forest boundary is ready for fixing concrete pole and Map of demarcation poles.									Danida	10,796						
FAC Kratie	1	1	12	Demarcate forest boundary at Chroy Banteay Communs, Prek Prasab district.			42 Km be ready for fixing poles, and Map of demarcation poles.									Danida	8,584						

Figure 4 (b): The first few data columns shown at near full size

Implementer Code	Pr og	S/ Pr og	No.	NFP Forestry Projects: Name and brief description (including main sub-activities, location, etc)	Timing	Beneficiaries (M/F)	Indicator and target description: Milestones and final output with dates (if applicable)	Ind. Unit Code	Indicator Target Qty	Indicator Cum Qty achieved	% complete	Report for Quarter 1: Milestones / Output achieved, Constraints, etc.
	1	0	0	Forest Demarcation, Classification and Registration Programme								
	1	1	0	Forest Demarcation, Forest Classification and Registration sub-programme								
FAC	1	1	1	Demarcate forest boundary in Kompong Chhnang, Battambang, Preah Sihanuk, Kampongcham, Kampongthom.			Km forest boundary demarcated	_KMB	97			1. slkjdlkfrjl 2. sljtkjtrejl 3. lskjflkdj 6.
FAC	1	1	2	Training on satellite remote sensing supporting REDD+		115 FA staff	15 FA officer developed knowledge and skill	_TRN	115			
FAC	1	1	3	Capacity building of Watershed and Forestland management officer			60 FA officers gained knowledge		60			
FAC	1	1	4	Outsourcing poles construction and fixing: Kampot, Kandal, Kratie, Ratanakiri, Mondulkiri			415 Km forest boundary demarcated		415			
FAC	1	1	5	Finalize and print forest demarcation manual			400 copies printed and disseminated to local FA					

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Figure 4 (c): The rest of the data columns shown at near full size

Report for Quarter 2: Milestones / Output achieved, Constraints, etc.	Report for Quarter 3: Milestones / Output achieved, Constraints, etc.	Report for Quarter 4: Milestones / Output achieved, Constraints, etc.	Supported by:	Budget 2011	Cumulative Expenditure 2011	Hyperlink 1	Hyperlink 2	Hyperlink 3	Hyperlink 4	Hyperlink 5
				470,319						
			RGC	51,500						
			Danida	70,840		Activity_PMR	Activity_PMR Tool 1b 4Aug11.xls			
			Danida	12,620						
			Danida	178,713						
			Danida	5,661						

Table 1: Explanation for each of the data columns in the APR DB tool

Column Heading	Notes on the data to be recorded in each column	Text or Number	Plan / Report / Hyperlink	Colour of header
Implementing Unit Code	Pre-defined code for the "Implementer" or "owner" of the activity. This should be obtained from the official list by using a drop down list so that the identical code / name will be used and this will then sort properly.	Text	Plan (and report)	Green
Prog	NFP Programme number	Number	Plan (and report)	Green
S/Prog	NFP Sub-Programme number	Number	Plan (and report)	Green
No.	A serial number for the activity under this NFP Sub-programme. Note that the first four columns together provide a unique code for the activity for the year.	Number	Plan (and report)	Green
"NFP Project / Activity Name and brief description (including main sub-activities, location, etc)"	As stated in the column heading. This should be sufficiently detailed to be able to understand the activity and sub-activities.	Text	Plan (and report)	Green
Timing	E.g. the months when the activity should take place.	Text	Plan	Green
Beneficiaries (M/F)	The targeted beneficiaries: who they are and how many men and women.	Text	Plan (and report)	Green
"Indicator and target description: Milestones with dates (if applicable): Output. planned "	Description of the indicator and target, and / or (if appropriate), the milestones and final output with dates.	Text	Plan (and report)	Green
Ind. Unit Code	The "measurement unit" for the indicator (e.g. km) for standardised types of activity only. This should be the "Code" for the indicator unit where these have been specified (for standardised activity types), so that the data can be sorted by these codes for aggregation.	Text	Plan (and report)	Green
Indicator Target Qty	The target for the indicator in terms of the amount or quantity (a number).	Number	Plan (and report)	Green

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Column Heading	Notes on the data to be recorded in each column	Text or Number	Plan / Report / Hyperlink	Colour of header
Indicator Cum Qty achieved	The achievement for the indicator in terms of the amount or quantity (a number).	Number	Report data	Blue
% complete	An estimate of the percentage of the task completed. This can take account of the preparation work done even if the final output has not been achieved.	%age number	Report data	Blue
"Report for Quarter 1: Milestones / Output achieved, Constraints, etc. "	Descriptive report for the first quarter. This should the achievement of milestones (with dates) where specified, progress towards achievement of the output, constraints, etc.	Text	Report data	Blue
"Report for Quarter 2: Milestones / Output achieved, Constraints, etc. "	As above for the "Report for Quarter 1".	Text	Report data	Blue
"Report for Quarter 3: Milestones / Output achieved, Constraints, etc. "	As above for the "Report for Quarter 1".	Text	Report data	Blue
"Report for Quarter 4: Milestones / Output achieved, Constraints, etc. "	As above for the "Report for Quarter 1".	Text	Report data	Blue
Supported by:	Source of funding.	Text	Plan (and report)	Green
Budget 2011	Total budget for the activity for the year (from separate worksheet).	Number	Plan	Green
Cumulative Expenditure 2011	Total expenditure so far in the year for the activity.	Number	Report data	Blue
Hyperlink 1, 2, 3, 4, 5	"Hyperlinks" to other files on the computer which provide useful information on the activity: e.g. detailed reports or evaluations. "Clicking" on any of these Hyperlinks will open the file. There can be any number of hyperlinks. The source file name and location should not be changed or the link will not work.	"Hyperlink" text	"Hyperlink"	Pink

Table 2: Codes for “Implementer Code” column in APR DB Tool

No.	Code	Implementing Unit	Unit type
1	D_FAC	Forestry Administration Central	FA Central (General)
2	D_APF	Dept of Administration, Planning, and Finance	FA Central Department
3	D_FCF	Dept of Forest and Community Forestry	FA Central Department
4	D_WB	Dept of Wildlife and Biodiversity	FA Central Department
5	D_PPF	Dept of Plantation and Private Forest Development	FA Central Department
6	D_LEE	Dept of Law Enforcement and Execution	FA Central Department
7	D_FIIC	Dept of Forest Industry and International Cooperation	FA Central Department
8	I_RDFW	Institute of Research and Development of Forest and Wildlife	FA Central Institute
9	Zoo	Zoo Park and Rescue Centre of Phnom Penh (the same rank as office)	FA Central Office
10	C_Kampot	Kampot Cantonment	Cantonment
11	C	Etc	Cantonment
12	C	Etc	Cantonment
13	C	Etc	Cantonment
14	C	Etc	Cantonment
Etc	C	Etc	Cantonment

Table 3: Codes for “Indicator Unit Code” column in APR DB Tool

No	Key Activity Type	IU Code	Indicator Unit	Remarks
1	Demarcation and establishment of forest boundaries.	_KMB	Km of forest boundary established	This does not include boundaries which have been cleared and surveyed but not yet marked by permanent poles.
2	Training	_TRN	No of people trained	
3				
4				
5				
6				
7				

2.3 Activity Monitoring and Reporting

Figure 5 provides an overview of the activity monitoring and reporting process in terms of the main data flows.

Detailed monitoring and supervision of the implementation of an activity is carried out by the activity implementers and managers. Implementation data from the field and from management monitoring is recorded directly into the APR DB Tool as this data becomes available. In other words, the APR DB Tool is updated with new data as it is received.

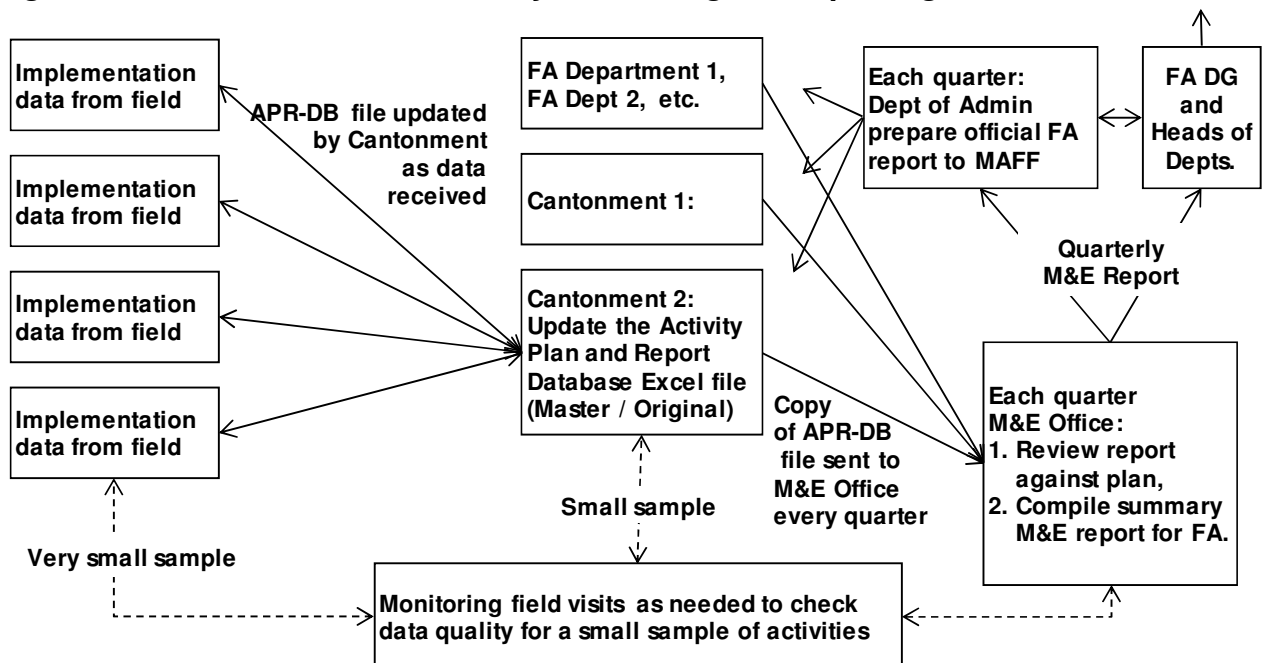
Every quarter (or monthly if required), the implementing units send a copy of their updated APR DB Tool, as the main part of their quarterly report, to the FA Director General (for the attention of

the M&E Office). The M&E Office will review these reports and prepare a quarterly M&E report as below.

- Activity implementation progress is reviewed against the plan directly in the APR DB Tool Excel file. Relevant comments may be made in the report or an extra “comments” column. Information from other reports or previous monitoring visits can be added.
- Data for the same activity types (with pre-defined standardised indicators) is compiled and aggregated (using appropriate Excel functions such as sort and sum) according to the requirements of the FA Department of Administration, Planning and Finance.
- The quarterly M&E report is prepared comprising the compiled data (in Excel) and a very short analytical and descriptive summary of the main findings.

The quarterly M&E report is sent to the FA DG and Heads of Departments. The Department of Administration, Planning and Finance will use the M&E report with other data (e.g. finance) to prepare the official FA report. This is sent by the DG to the MAFF and other stakeholders as required.

Figure 5: Main data flows for activity monitoring and reporting



Note: Data and information for reporting tend to flow upwards, while there is a corresponding downward flow of compiled report information as well as broader learning.

3 FUNCTIONAL MONITORING SYSTEMS OF THE FORESTRY ADMINISTRATION

This chapter concerns the monitoring which is carried out by the Forestry Administration as part of its various “business” functions relating to its main task of managing the forest resources of Cambodia in a sustainable way for the benefit of all. This is known as “functional monitoring” since this is monitoring for specific FA business functions.

Functional monitoring is different from the monitoring and evaluation (M&E) of the NFP which is the main focus of this “M&E Guidelines”. Functional monitoring monitors different things for different purposes, according to the requirements of each business function. The “things” to be monitored include for example:

- Monitoring of forest cover, the state of the forests, etc to support forest management.
- Monitoring of forest crime to support the law enforcement functions of the FA.
- Monitoring of forests under the REDD programme to support the implementation of that programme.

Each functional monitoring system has its own approaches, methodologies, procedures, tools and guidelines, and will generally be carried out by different people and often different Departments / Offices.

Although different, functional monitoring is related to and overlaps with the M&E of the NFP since it provides several important indicators (such as forest cover extent, crime rates, etc) and information for the NFP M&E system, including learning and reporting. There is a further link between NFP M&E and the functional monitoring systems, since the data and information each of these systems produces needs to be managed and used in an integrated and holistic way by the FA.

It is important therefore for the M&E of the NFP to understand and build linkages with the different functional monitoring systems. Improvement of these functional monitoring systems and overall data management (in an integrated “Information Management System” or IMS) will be important for the development of M&E for the NFP.

The following sections provide a brief overview of the main functional monitoring systems of the FA with an indication of the key indicators produced for the NFP M&E and the main overlaps with this M&E.

3.1 Monitoring of forest cover, forest inventory, etc

NOTES: >>>> This section is currently missing due to limited time for the assignment. This section needs to be written based on information from the appropriate Department.

3.2 Monitoring of forest crime

NOTES: >>>> This section is currently missing due to limited time for the assignment. This section needs to be written based on information from the appropriate Department.

3.3 Monitoring for REDD and Carbon Credits

NOTES: >>>> This section is currently missing due to limited time for the assignment. This section needs to be written based on information from the appropriate Department.

3.4 Monitoring for Forest Law Enforcement, Governance and Trade (FLEGT) initiatives

NOTES: >>>> This section is currently missing due to limited time for the assignment. This section needs to be written based on information from the appropriate Department.

4 FINANCIAL MONITORING

This chapter provides a brief review of the key features of financial monitoring so as to present a more complete picture of overall M&E for the NFP.

4.1 Financial Monitoring and Management by the Finance Department

Financial monitoring is a part of financial management and reporting for the FA. This mostly concerns the management of the FA funds from all sources and for all purposes including capital, recurrent, operational, project expenditure. This financial management (and monitoring) is carried out by the Office of Accounting, Finance, and State Properties under the Department of Administration, Planning and Finance. Financial management (and monitoring) uses its own systems, procedures, forms, software, rules and guidelines. In a sense this is a type of “functional monitoring”.

The main financial monitoring-related activities carried out by the Department of Administration, Planning and Finance are as below.

- Expenditure monitoring: This monitors the actual expenditure against the budget, at different levels and over time. This may be done by type of expenditure, activity, sub-programme, Department, etc. The purpose of this is to assess financial management performance, and to help manage cash flows so that funds are available when required.
- Income and cash flow monitoring: Monitoring actual income against projected income and managing the cash flows so that funds are available for the priority activities when required.
- Financial reporting: The Finance Department will produce summarised financial reports on a regular basis for internal management purposes, and to support the preparation of FA reports to the MAFF and other stakeholders. These will be in the agreed standard format and use standard indicators. The Finance Department should also provide expenditure data by activities, etc for the M&E Office to include in their monitoring reports and to support the calculation of “unit costs” and “value for money” assessments (see below).
- Financial audit: Audits aim to verify all aspects of financial management including financial performance and adherence to rules, regulations and procedures for accountability purposes. Audits are one-off assessments carried out at specific points in time. In this sense they are a type of evaluation of the financial management.

4.2 Unit Costs and Value for Money Monitoring

Combining expenditure data with activity / output monitoring (and some outcome) data allows calculation of “unit costs” for specific activities (e.g. cost per person -day of training) and an assessment of “value for money”. The finance Department should be able to provide such

expenditure data to the M&E Office for them to carry out these types of assessment. This is part of the monitoring and analysis work which should be carried out by the M&E Office.

4.3 Monitoring for the NFP Sustainable Forest Financing Programme

The NFP's "Sustainable Forest Financing" programme requires monitoring and evaluation related to the four Sub-programmes.

- Government financing
- Income from forest sector
- Income from the private sector and community forestry
- Financing via donors
- Innovative financing from payments of environmental services and carbon credit

Overall monitoring and evaluation of this NFP Programme will be carried out by the M&E Office. This will be done mainly using key logframe indicators (see Chapter 5) and if necessary, a number of targeted studies (see Section 6.1).

5 MONITORING OF KEY LOGFRAME INDICATORS AND RESULTS

This component of the M&E system concerns the monitoring of key (logframe) indicators and progress towards achievement of the planned "Intermediate Outcomes", "Strategic Objectives" and "Overall objective" ("results") of the NFP, and whether the "assumptions" in the logical framework continue to hold true. This is at the heart of the whole monitoring system since it is the results to which the activities should lead, and the achievement of results is the foundation for any evaluation. This therefore concerns the achievement of the main part of the "results framework" (see Section 1.1) of the NFP and so is probably the most important part of M&E. This is often referred to as "Results Monitoring".

This Results Monitoring is carried out through regular assessment of a series of well defined "indicators" for the "Intermediate Outcomes", "Strategic Objectives" and "Overall Objective". These are often referred to as the "key indicators"). Monitoring of the assumptions in the logframe is carried out less formally but is important for a full understanding of progress.

5.1 Identification and Definition of Key Indicators and Targets

The key logframe indicators should be identified and defined very carefully. This is probably the single most difficult task in M&E. Although there are no absolute rules about what makes a good indicator, there is some consensus that they should be:

- **Clearly defined:** specific and unambiguous.
- A sufficient and reliable **measure of the change** (direct or proxy) that is desired (as specified in the logical framework). This means that the indicator should vary in proportion to the change which will take place.
- **Assessable** or measurable in an objective way: indicators may be quantitative or qualitative but must be assessable.
- **Cost-effective:** available or assessable / measurable at a cost which can be justified.
- **Relevant** to whoever wants the information.
- **Timely:** available at the **time** the information is needed.

The aim is to have a small and manageable number of high quality key indicators which are tracked consistently over time.

The **logical framework table** format is shown in Figure 6 below, while the complete version with data is provided in Annex 1. The first column describes the changes which should take place in terms of a hierarchy of objectives (the Results Framework). The second column lists the indicators which should be used to assess progress towards the achievement of these objectives. The third column gives brief information on the sources of data and / or means of assessment for each of the indicators. The fourth column lists the “important assumptions” which should hold true for successful implementation.

The **Key Indicator Definition Table** format is shown in Figure 8 below and the complete version with data is provided in Annex 2. This table should clearly define each of the indicators in the logical framework table, and provide all the details needed for assessment of the indicator. Some indicators are very difficult to assess and need special purpose “tools”. These “**indicator assessment tools**” are specified in the Key Indicator Definition Table and described in full in Annex 3.

Figure 6: Format of “Logical Framework Table”

(The full Logical Framework Table is provided in Annex 1)

Project Description / Hierarchy of Objectives	Key Indicators and targets (Note #1)	Source of data / Means of assessment (#1)	Important Assumptions
OVERALL OBJECTIVE:			(Strategic to Overall Objective)
	•	•	•
STRATEGIC OBJECTIVES:	Key Indicators and targets	Data source / Assessment	(Int Outcome to Strategic Objective)
	•	•	•
	•	•	•
	•	•	•
INTERMEDIATE OUTCOMES:	Key Indicators and targets	Data source / Assessment	(Output to Int Outcome)
Intermediate Outcomes for Programme 1: Forest Demarcation, Classification and Registration			
Sub-programme 1.1: Forest demarcation and registration			
	•	•	•
	•	•	•
	•	•	•

Note #1: See the “Indicator Definition Table” (Annex 2).

Figure 7: Format of “Key Indicator Definition Table”

(The full Indicator Definition Table is provided in Annex 2)

(Note: The numbers in the column headings refer to the data sheets for MAFF planning forms “P2” and “P3”)

2. Log-Frame Ref	1. Key Indicator	3. Description / definition: & 4. justification of indicator: & 9. Known data limitations and significance	6. Data source: & 5. Data collection method and tools (if needed).	7. Frequency and timing	8. Responsible for data collection	10a. Baseline value / status and date	10b. Targets per year or by specified years
OVERALL OBJECTIVE INDICATORS							
Overall / Obj							
Overall / Obj							
STRATEGIC OBJECTIVE INDICATORS							
S/O 1							
S/O 2							
S/O 3							

5.2 Information and Tools for the Assessment of Key Indicators

The key indicators for the project's Result, Purpose and Goal (Overall objective) are assessed using different methods and at different time intervals as described in the "**Key Indicator Definition Table**" (Figure 7 for the format and Annex 2 for the full table). This table provides the basic information needed to be able to assess each key indicator at the required frequency.

- "**Description / definition of indicator**": This clarifies any ambiguities and defines the terms used in the written statement of the indicator. This information is important to be able to understand what the indicator is trying to measure.
- "**Data source, methods and tools for data collection and assessment**": This explains how to assess each key indicator in terms of the source of the data, the methods to be used to collect the information and assess the indicator, and if there are any **questionnaires, surveys or "tools"** which should be used to collect the data. Annex 3 lists all the available tools with a brief description of each tool and details of where they may be found.
- "**Frequency and timing**": This indicates the frequency (generally annual or at start, mid-project and end-of-project) of assessment, and whether the indicator should be assessed at any particular time of year or in relation to some other event.
- "**Responsible for data collection**": The Department, Office or other body responsible for ensuring that data is collected.
- "**Baseline value / status and dates**": This states the baseline value or status (if known) with date, and therefore provides a benchmark against which to assess change or progress. The "baseline" value or status of an indicator is essentially that obtained from the first assessment of the indicator.
- "**Suggested target (per year or by specified years)**": This provides the target for the indicator. This may be the quantity to be achieved per year, or the amount or status to be achieved by specified years. This is often by mid project and / or the end of the project.

Assessment of the key logframe indicators should therefore be carried out by the responsible person or office, at the appropriate frequency and using the methods and tools as specified in the Key Indicator Definition Table.

5.3 Assessment of the Baseline

The first assessment of each of the key logframe indicators provides the baseline assessment against which change or progress is assessed. These assessments are made using the same methods and tools as specified in the Indicator Definition Table (as above). While doing this first assessment, the validity of the indicators and assessment methods should be checked and any necessary refinements made. There may also be need to adjust the targets at this stage. The baseline assessments should be made as soon as possible after the start of the NFP (i.e. 2010).

5.4 Management, Analysis and Use of Key Indicator Information

The main guidance for managing and using the information of key indicators is outlined in the following.

Data management for compiling summary records of assessments

As key indicators are assessed, the M&E Office should collect and store the assessment information. Computerised data should be stored with an appropriate file name in the appropriate folder structure on the computer. Hard copy data should be stored in a well organised registry with the M&E Office.

The M&E Office should also enter a brief summary of the findings for each assessment onto the mastercopy indicator assessment summary spreadsheet with a format similar to that shown in Figure 8. The actual date of the assessment was made should be included together with “hyperlinks” or reference information allowing location of any supporting documentation (e.g. reports). In this way the M&E Office will compile summary information for each assessment of all indicators. All digital data should be backed up in the normal way.

Analysis of key indicator information

As each indicator assessment is entered into the summary record spreadsheet, the M&E Office should compare the assessment result to its target and previous assessments in order to assess overall progress towards the achievement of the objective relating to that particular indicator.

The indicator assessment information should also be considered with other available information to build an understanding of overall progress. Explanations should be sought for any significant deviations from target and appropriate corrective action identified.

Reporting

The M&E Office should make brief ad-hoc reports to FA management to draw attention to issues where corrective action is needed. The M&E Office should routinely include findings from the key indicator assessments and analysis in the quarterly M&E reports prepared for FA management. The key indicator assessment information should also be used in connection with the preparation of the main FA progress reports to MAFF and other stakeholders, and the various project reviews and evaluations.

5.5 Monitoring the Logframe Assumptions

The “important assumptions” in the logical framework should hold true for successful implementation of the NFP. It is important to monitor the assumptions as well as the achievement of the NFP objectives in order to have a complete picture of what is going on and why. Problems with the assumptions may explain why progress is not as expected.

In order to keep things simple, it is proposed to make annual, retrospective and qualitative assessments of the assumptions as part of the overall assessment of progress with the NFP. This would use generally available information (e.g. government statistics, public reports, internet, newspapers, etc).

Where a problem is suspected, a more detailed investigation and assessment could be made as appropriate. There would therefore be no indicators or baseline assessments. Reporting on the

assessment of assumptions will normally be a very brief part of the narrative on the progress towards achievement of intermediate outcomes, strategic objectives and overall objectives as appropriate.

5.6 Refinement of Key Indicators and Targets

As progress towards achievement of the NFP “Overall Objective”, “Strategic Objectives” and “Intermediate Outcomes” is assessed, each indicator should also be reviewed for its ability to track progress in a cost effective manner. This may require changes to be made to the way data is collected, or changes in the indicators themselves. It may also be necessary to revise some of the targets.

Figure 8: Format for Key Indicator Assessment Summary Spreadsheet

No.	Hierarchy of Objectives	Indicators with Overall Target	BASELINE or First Assessment 2010	Date	Refs / Hyper-links	Assessment / Status / Comments at date indicated: 2011	Date	Refs / Hyper-links
OVERALL OBJECTIVE								
0	The forest resources provide optimum ...	• OO.Ind.1 Zzzzz						
	As above ...	• OO.Ind.2 Zzzzz						
	As above ...	• OO.Ind.3 Zzzzz						
STRATEGIC OBJECTIVES								
1								
2								
3								
4								
5								
6								
7								
8								
9								
INTERMEDIATE OUTCOMES								
Intermediate Outcomes for Programme 1: Forest Demarcation, Classification and Registration								
Sub-programme 1.1: Forest demarcation and registration								
Sub-programme 1.2: National Forest Classification according to Function								
Intermediate Outcomes for Programme 2: Conservation and Development of Forest Resources and Biodiversity								
Sub-programme 2.1: Forest management planning (for SFM and using "landscape" approach)								

6 STUDIES, REVIEWS AND EVALUATIONS

6.1 Studies

Key indicators do not always provide enough information to fully understand how things are progressing and well-targeted “evaluative” studies can be used to fill the gaps (in understanding). This is a crucial part of the overall M&E system since the main purpose of M&E is to understand what is happening at all levels of implementation.

When a gap in understanding is identified, it is necessary to understand the nature of this gap and design an appropriate study which will build the required understanding in the most cost-effective way. Many different types of study are possible so great care should be exercised in selecting areas for study and designing the studies.

Almost by definition, it is not possible to identify the studies which may be needed. These should be identified and designed during implementation as gaps in understanding appear. The following provides a preliminary indication of the types of study which may or may not be needed. Some of these are more development oriented than M&E oriented:

- Data management requirements of different functional monitoring processes such as forest cover, forest health, crime tracking and REDD. These studies could also be used to produce improved Manuals / Guidelines for the related functional monitoring processes.
- “Model” effectiveness and impact studies i.e. studies on the effectiveness and likely impact of different NFP-related development models and processes including for instance
 - Community forestry
 - Legislation and law enforcement programmes
 - FLEGT (Forest Law Enforcement, Governance and Trade) initiatives
 - Certification schemes
 - Carbon credits trading
 - REDD programmes
- Information Management System (IMS) design study for data structures, data storage and management requirements, IMS outline, institutional issues, design and TORs for project to develop IMS. Suggested timing: last quarter of 2012.

6.2 Reviews

Reviews are relatively broad and rapid assessments of the implementation of the NFP which are carried out with the objective of improving implementation. A review can be considered as a less rigorous or less comprehensive type of evaluation. The following reviews are proposed for the MFP.

- Annual self reviews (done by the FA) should be carried out in connection with the annual work planning and reporting processes. This should be relatively informal, use available information (e.g. from M&E, studies, etc). and involve groups of staff (to pool knowledge and understanding).
- Joint reviews after 5 years and 15 years: These should involve a range of stakeholders including Development Partners, NGOs and civil society organisations and may be preceded

by an evaluative study to prepare appropriate documentation to guide the discussions. This process should review the five year plans.

6.3 Evaluations

“Evaluation” is a rigorous, systematic and objective assessment of the performance of the programme. Evaluations often assess relevance, efficiency of implementation, effectiveness in achieving results, overall impact and likely sustainability of the programme. It is proposed that the NFP should be subjected to external evaluations at mid-term (10 years) and completion (20 years). These evaluations should feed into improvements in the NFP design at 10 years and preparation of the second NFP at 20 years.

7 ORGANISATION AND MANAGEMENT OF M&E

This chapter highlights some of the key areas relating to the way monitoring and evaluation should be organised, implemented and managed within the Forestry Administration.

7.1 General Approach to M&E

Much M&E is a natural part of planning, implementation and management, and is organised and managed as part of these functions. The FA has a separate M&E Office which works specifically on monitoring and evaluation functions. Many staff at different levels are therefore involved in M&E as a natural part of their work, while a small number of staff (in the M&E Office) work exclusively on M&E.

7.2 Data Management for M&E

The generation, flow, processing, storage and use of information is at the heart of M&E. Previous chapters have covered the details relating to the collection and analysis of data for the monitoring of activities and key logframe indicators.

Much of the monitoring data and information generated will be used and stored at the appropriate level and location needed for implementation and management. This may be in hardcopy or digital format. Each “implementing unit” should keep its own data for M&E as part of its own M&E data store.

All data should be kept according to the principles of good data management and office practice.

- Hardcopy data should be kept in a safe, dry place, with a computerised (e.g. spreadsheet) record of the contents and location so that this data can be easily accessed.
- Digital data should be kept in a clearly labelled and organised folder structure with an understandable naming convention for files and folders. An index or register of contents may be established if needed, but understandable and searchable digital directories and files should greatly reduce the need for this.
- Digital data should be backed up at regular intervals (e.g. daily for current work) and at least one recently updated (e.g. weekly) copy kept in a safe remote location.

Data should be accessible when needed, with due regard for confidentiality.

NOTE: >>>> Section to be added as overall systems are developed.

7.3 Learning and Feedback Mechanisms

NOTE: >>>> This section is to be developed during discussions on the institutional setup.

7.4 Reporting

NOTE: >>>> This section is to be developed when the M&E and overall FA reporting requirements, procedures and formats have been developed.

7.5 The Institutional Setup, Roles and Responsibilities

NOTE: >>>> This section is to be developed to when institutional structures and arrangements are more clear.

7.6 Monitoring and Improving M&E

As well as monitoring the progress of the programme, it is also important to monitor the M&E system itself, so that it continues to achieve its objectives in the most cost effective way. As changes are made in the various systems, this “M&E Guidelines” document and the associated tools, forms and other documentation should be updated accordingly.

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ANNEXES

ANNEX 1: Logical Framework Table

NOTE: >>>> This is a preliminary and incomplete draft and needs to be reviewed and completed, and then thoroughly reviewed again through a participatory process.

Project Description / Hierarchy of Objectives	Key Indicators and targets (Note #1)	Source of data / Means of assessment (#1)	Important Assumptions
OVERALL OBJECTIVE: The forest resources provide optimum contribution to equitable macro-economic growth and poverty alleviation particularly in rural areas through conservation and sustainable forest management, with active participation of all stakeholders.	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	(Strategic to Overall Objective) <ul style="list-style-type: none"> Continued political will and ability to support NFP and assure intra- and inter- sector co-operation and to optimise the ability of the sector to sustain itself in economic terms.
STRATEGIC OBJECTIVES: S/O 1: To maximise sustainable forest contribution to poverty alleviation, enhanced livelihoods and equitable economic growth.	Key Indicators and targets <ul style="list-style-type: none"> Forest cover maintained at the 2000 level of 60% of total land area (CMDG Target 7.1). 1,000 community forestry groups fully recognised with community forestry agreements (covering around 2 million hectares of forest land). Certification in place providing for export. A minimum of 50% of processed wood for export certified by a recognised body Sustainable forest management with prescribed silviculture implemented on 2.4 million hectares of production forest On average, 20 registered and vibrant small- and medium scale direct and indirect forest based enterprises or cooperatives operating in each forestry cantonment. 	Data source / Assessment <ul style="list-style-type: none"> 	(Int Outcome to Strategic Objective) <ul style="list-style-type: none">
S/O 2: To adapt to climate change and mitigate its effects on forest based livelihoods.	<ul style="list-style-type: none"> Annual average net income (excluding establishment and maintenance costs) from carbon sequestration of 25 million USD 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> REDD or similar carbon credit systems will prove viable for Cambodia.
S/O 3: To use macro land-use planning that allows for holistic planning across sectors, jurisdictions and local government borders.	<ul style="list-style-type: none"> Demarcation of a total 120,000 km of forest boundaries by 2029, primarily completed through a cross-sectoral process, during 2020-2029. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Central and local government institutions recognise joint planning as a national priority.
S/O 4: To achieve high standards of forest governance and law enforcement at all levels.	<ul style="list-style-type: none"> Strategic forest decisions taken by the forest authorities in dialogue with other ministries and a vibrant civil society through a minimum of two cross-sectoral and public meetings per year 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Forest Law Enforcement, Governance and Trade are viewed by RGC and partners, as fundamentals for an organised sector.

Monitoring and Evaluation Guidelines of the FA for the NFP (23th August 2011)

Project Description / Hierarchy of Objectives	Key Indicators and targets (Note #1)	Source of data / Means of assessment (#1)	Important Assumptions
	<ul style="list-style-type: none"> Forest monitoring and reporting system, showing the results and outcomes, updated monthly and available in the public domain Illegal wildlife trade reduced and confiscated animals properly managed. 		
S/O 5: To develop an effective conflict management system.	<ul style="list-style-type: none"> Larger scale forest based conflicts spiralling to destructive levels or hostilities limited to a maximum of two of national attention per year, through the application of conflict management. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Conflict management of natural resources is viewed as an essential pre-requisite for collaboration and thus for sustainable forest management.
S/O 6: To raise awareness, capacity of institutions and quality of education to enable sustainable implementation of the National Forest Programme.	<ul style="list-style-type: none"> Civil servants in the forest sector able to initiate and implement activities with partners external to the Forestry Administration as a natural part of their daily routines Improved national conservation status of globally threatened species. Improved public awareness and knowledge on biodiversity and wildlife conservation. National policies include an appropriate focus on conservation of forests, wildlife, biodiversity, etc as identified and developed through the NFP. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> RGC's development partners recognise the need for building sustainable development on a fundament of local knowledge. Knowledge that is presently not available.
S/O 7: To ensure environmental protection and conservation of forest resources.	<ul style="list-style-type: none"> Maintaining the surface of 6 new Forest-Protected Area at the present level of 1.35 million ha through 2015 (CMDG Target 7.3) and total Protected Forest Area at 3 million hectares. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Maintaining the surface of 23 Protected Areas at 1.5 million ha (CMDG Target 7.2 / NSDP). 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Increasing the number of rangers in Protected Areas (under MoE) from 600 in 2001 to 1,200 by 2015 (CMDG Target 7.4). 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Maintaining the number of rangers in forest protected areas (under MAFF) at the level of 500 through 2015 (CMDG Target 7.5). 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Reducing the fuel wood dependency from 92% of households in 1993 to 52% in 2015 (CMDG Target 7.9). 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
S/O 8: To apply modern sustainable management models adapted to different forestry contexts.	<ul style="list-style-type: none"> 500,000 hectares of high value commercial plantation established and managed. 10 million tree seedlings distributed and planted per year 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
S/O 9: To develop and achieve sustainable financing systems.	<ul style="list-style-type: none"> Annual sustainable net revenue from the forest sector of 125 million USD 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Forest revenue reinvested into the sector.

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Project Description / Hierarchy of Objectives	Key Indicators and targets (Note #1)	Source of data / Means of assessment (#1)	Important Assumptions
	<ul style="list-style-type: none"> The forest sector will be fully self-financed. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Financial transparency achieved.
INTERMEDIATE OUTCOMES:	Key Indicators and targets	Data source / Assessment	(Output to Int Outcome)
Intermediate Outcomes for Programme 1: Forest Demarcation, Classification and Registration			
Sub-programme 1.1: Forest demarcation and registration			
1.1.1 Forest land is being demarcated and registered using robust and sustainable systems, procedures, methods and tools with participation from stakeholders (authority, community) and dispute resolution..	<ul style="list-style-type: none"> All the required systems, procedures, methods and tools have been developed and are operational. Xx ha of forest land for xx holdings has been properly demarcated and registered with all disputes resolved and the data securely stored as required. 	<ul style="list-style-type: none"> Expert team assessment of the quality and functionality of the systems against pre-specified and agreed criteria for the ideal system. Land titles, relevant docs 	<ul style="list-style-type: none">
Sub-programme 1.2: National Forest Classification according to Function			
1.2.1 Forest land classification system has been developed and is functioning effectively.	<ul style="list-style-type: none"> Forest land classification system has been developed and is operational by 2015. Xx ha of forest land has been properly classified and the data securely stored as required, by 2029. 	<ul style="list-style-type: none"> FA reports and evaluation by expert team assessment against pre-specified and agreed criteria FA reports / data on forest classification. 	<ul style="list-style-type: none">
Intermediate Outcomes for Programme 2: Conservation and Development of Forest Resources and Biodiversity			
Sub-programme 2.1: Forest management planning (for SFM and using "landscape" approach)			
2.1.1 Standard procedures, methodology and tools for forest inventory have been developed and are in use.	<ul style="list-style-type: none"> Forest inventory procedures, methodology and tools are developed and in use by 2015. 	<ul style="list-style-type: none"> FA reports and evaluation by expert team assessment against pre-specified and agreed criteria 	
2.1.2 Forest inventories are carried out and maintained in line with NPF and according to agreed standards.	<ul style="list-style-type: none"> Xx ha covered by forest inventory by 2029 and this is being revised every five years. 	<ul style="list-style-type: none"> FA reports / data. 	
2.1.1 Forest Management Action Plans (FMAPs) are formulated in line with NPF and according to agreed standards (for SFM and using "landscape" approach).	<ul style="list-style-type: none"> Xx ha covered by forest development plans by 2029. 	<ul style="list-style-type: none"> FA reports / data. 	
Sub-programme 2.2: Development and management of production forests (for SFM and using "landscape" approach)			
2.2.1 A range of alternative, transparent and sustainable Production Forest management systems / models is developed in line with SFM and the "landscape" approach to forest planning.	<ul style="list-style-type: none"> Alternative Production Forest management systems / models appropriate for different situations, are developed, tested and documented by 2014. 	<ul style="list-style-type: none"> FA reports and evaluation by expert team assessment against pre-specified and agreed criteria 	
2.2.2 An enabling environment and plan for SFM in Post-Concession Production Forests is created through a national review clarifying the future of remaining forest concessions; and the application of new Production Forest	<ul style="list-style-type: none"> A national plan for SFM in Post-Concession Production Forests (using new Production Forest Management models) is created and approved by 2015. 	<ul style="list-style-type: none"> FA reports. 	

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Project Description / Hierarchy of Objectives	Key Indicators and targets (Note #1)	Source of data / Means of assessment (#1)	Important Assumptions
management systems / models (in line with SFM and the "landscape" approach).			
2.2.3 Around 2,000 to 4,000 ha of degraded natural forest land is rehabilitated every year.	<ul style="list-style-type: none"> A total of 50,000 ha of degraded forest land is rehabilitated (according to the national plan for SFM in Post-Concession Production Forests) by 2029. 	<ul style="list-style-type: none"> FA reports. 	
Sub-programme 2.3: Monitoring, assessment and reporting for SFM			
2.3.1 A national set of criteria and indicators to monitor SFM in Cambodia.	<ul style="list-style-type: none"> A national set of criteria and indicators to monitor SFM is developed and agreed by 2013. 	<ul style="list-style-type: none"> FA reports. 	
2.3.2 A national system for monitoring and reporting of SFM, including biodiversity and wildlife, is developed and operating effectively.	<ul style="list-style-type: none"> A national system for monitoring and reporting of SFM (including biodiversity, wildlife, etc) is developed and operating effectively by 2015. 	<ul style="list-style-type: none"> FA reports and evaluation by expert team assessment against pre-specified and agreed criteria 	
Sub-programme 2.4: Biodiversity and wildlife conservation			
2.4.1 National conservation priorities identified, defined, documented in national strategy, plans and guidelines, and these are being promoted and used.	<ul style="list-style-type: none"> National conservation strategy, plans and guidelines are prepared and being promoted and used by 2015. 	<ul style="list-style-type: none"> FA reports. 	
2.4.2 Protected Forests and other conservation areas are under effective and sustainable management with adequate long-term funding and capacity, and public awareness and support.	<ul style="list-style-type: none"> 100% of Protected Forests and other conservation areas are under effective and sustainable management by 2020. 	<ul style="list-style-type: none"> FA reports and evaluation by expert team assessment against pre-specified and agreed criteria 	
2.4.3 Effective and sustainable systems for management of priority species and their habitats developed and operational.	<ul style="list-style-type: none"> Effective and sustainable systems for management of priority species and their habitats developed and operational by 2020. 	<ul style="list-style-type: none"> FA / MoE reports and evaluation by expert team assessment against pre-specified and agreed criteria 	
2.4.4 A range of possible ecotourism models developed and documented in guidelines which are being widely used to promote ecotourism.	<ul style="list-style-type: none"> Ecotourism guidelines developed and being used by 2015, and updated every 5 years. 	<ul style="list-style-type: none"> FA reports. 	
2.4.5 National biodiversity and wildlife research and knowledge management system (database) established and operational.	<ul style="list-style-type: none"> National biodiversity and wildlife research and knowledge management system established and operational by 2015. 	<ul style="list-style-type: none"> FA reports and evaluation by expert team assessment against pre-specified and agreed criteria 	
Sub-programme 2.5: Conservation and development of genetic resources and seed sources			
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	
Sub-programme 2.6: Tree planting and development of forest plantations			
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	
Sub-programme 2.7: Development of forest product and market promotion			
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	

Monitoring and Evaluation Guidelines of the FA for the NFP (23th August 2011)

Project Description / Hierarchy of Objectives	Key Indicators and targets (Note #1)	Source of data / Means of assessment (#1)	Important Assumptions
	•	•	
Sub-programme 2.8: Wood technology development and forest product processing			
	•	•	
	•	•	
Sub-programme 2.9: Forest certification.			
	•	•	
	•	•	
	•	•	
	•	•	
Intermediate Outcomes for Programme 3: Forest Law Enforcement and Governance Program (FLEG)			
Sub-programme 3.1: Legal and administrative reform			
3.1.1 Forestry Law and other regulations concerning to forestry sector, amended, prepared and approved by the government and relevant ministries.	• Conflicts of forest interests managed solves by the law-regulations and at any circumstances	• Regulations under Forest Law completed and promulgated • Efficiency of implementation's mechanism of FA	• Capacity (number and competence) of and support from the judicial system and authorities at central as well as local levels.
3.1.2 Strengthened Administrative works and communication to local FA to be efficient and effective in implementation	• FA official were improved the capacities in forest law enforcement and governance	• Efficiency of implementation's mechanism of FA	
3.1.3 Improved the knowledge and information sharing on forestry sector to relevant stakeholders	• Improved transparency and accountability in the forestry sector through good forest governance	• Information FA web-site, reports, publications	
Sub-programme 3.2: Law enforcement and forest crime monitoring and reporting			
3.2.1 Forest crime monitoring, investigating, collecting, recording and reporting data and information for effective combating of all illegal Forest activities (including land encroachment and land grabbing)	• Cases reported and action taken and recorded into Case Tracking System (CTS)	• CTS records • Illegal forest crime cases	• Had appropriate means and facilities.
3.2.2 Local people and stakeholders aware of Law and Regulation related to forestry	• Increased awareness of peoples' rights and obligations, and also forest policies and legislation	•	•
Sub-programme 3.3: Rapid response on forest crime information			
3.3.1 Collect information (reports, medias, anonymous,...), verification, and feedback on time to make transparency and sound decision	• Information in accordance with forestry sector was managed.	•	•
	•	•	•
Sub-programme 3.4: Conflict management system			
To be developed and implemented from 2011.	•	•	•
Sub-programme 3.5: Monitoring, reporting and learning system			
To be developed and implemented from 2011.	•	•	•

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Project Description / Hierarchy of Objectives	Key Indicators and targets (Note #1)	Source of data / Means of assessment (#1)	Important Assumptions
Intermediate Outcomes for Programme 4: Community Forestry Programme			
Sub-programme 4.1: Community forest identification and formalisation			
4.1.1 CF potential areas identified for CF establishment	<ul style="list-style-type: none"> 2 million hectares of forest land had identified as potential CF areas 	<ul style="list-style-type: none"> Reports/ maps 	<ul style="list-style-type: none">
4.1.2 CF establishment to provide opportunity for all communities living in or near any part of the permanent forest estate managed and use the forest resource	<ul style="list-style-type: none"> Number of forest-dependent villages and population involved in CF (About 1000 of CF) 	<ul style="list-style-type: none"> Number of CF 	
4.1.3 CF legalization	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	
Sub-programme 4.2: Community, institutional and livelihoods development			
4.2.1 Develop alternative options for CF management to improve CF production, income, and sustainability through piloting of Forestry, Partnership Forestry, Community-based Production Forestry, REDD Community, and Community Conservation Forestry	<ul style="list-style-type: none"> Number of viable self-sustaining CFs and CF-based enterprises Value of carbon credits from CFs sold 	<ul style="list-style-type: none"> Reports Case study 	<ul style="list-style-type: none">
4.2.2 Develop appropriate tools, methodologies and standards developed, approved to enable and attract the involvement of Development Partners in CF process.	<ul style="list-style-type: none"> CF's increased contribution to livelihoods and poverty reduction 	<ul style="list-style-type: none"> 	
Sub-programme 4.3: Community forestry development support			
4.3.1 Disseminate information on the CF establishment, implementation, and management to stakeholders and local communities awareness rising and guide decision-making	<ul style="list-style-type: none"> Increased awareness of CF (opportunities, legal framework, benefits, constraints) 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
4.3.2 Review and revise legal framework related to CF to fit with new strategies and experience	<ul style="list-style-type: none"> More enabling legal framework for CF 	<ul style="list-style-type: none"> Review/ revise legal framework promulgated 	
Intermediate Outcomes for Programme 5: Capacity and Research Development Programme			
Sub-programme 5.1: Institutional and human resource development			
5.1.1 Capacity-need assessment, conducted for the relevant educations, FA, NGOs, and other relevant stakeholders, and strategies for meeting training, needs to be developed and delivered to ensue the implementation process of NFP.	<ul style="list-style-type: none"> Staff from the FA, NGOs, community organizations and knowledge organizations participate in trainings 	<ul style="list-style-type: none"> Number of training, participant, and beneficiary 	<ul style="list-style-type: none">
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	
Sub-programme 5.2: Extension and public awareness			
5.2.1 Development of extension material for public awareness raising on NFP	<ul style="list-style-type: none"> Forestry extension materials were developed and distributed as printed matter, on the internet, and in other appropriate formats 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

Monitoring and Evaluation Guidelines of the FA for the NFP (23th August 2011)

Project Description / Hierarchy of Objectives	Key Indicators and targets (Note #1)	Source of data / Means of assessment (#1)	Important Assumptions
5.2.2 Media briefings and awareness-raising campaigns on the National Forest Programme were arranged and operated for public awareness raising to promote NFP implementation (including to target school children)	<ul style="list-style-type: none"> Information on NFP has been disseminate and got aware from the public Xx number of dissemination, Extension workshop, and participant 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
5.2.3 Establishment of Forestry facilitative and extension and dissemination service for disseminate and extension on general knowledge on forestry technique and facilitate to help local communities, small and medium scale enterprises engaged with forestry business and SFM	<ul style="list-style-type: none"> All stakeholders could access to Forestry information and received facilitate services from FA 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Sub-programme 5.3: Research capacity building development			
5.3.1 Develop and implementation research plan at all levels and joint forestry research projects/programmes (on scientific, economic, and social) with national and international organizations for more innovations to be apply in the NFP programme	<ul style="list-style-type: none"> Research programmes supporting NFP undertaken by Forestry Administration (FA), universities and other Cambodian research institutions designed, implemented, completed and ongoing 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Intra- and inter-sector collaboration.
5.3.2 Presentations of new research results at national and international workshops/ conferences to share experience and promoted research network	<ul style="list-style-type: none"> Published research documents, policy briefs, statistics and practical manuals 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
5.3.3 Establishment of research stations , laboratories to enable research process	<ul style="list-style-type: none"> Research infrastructures established 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Intermediate Outcomes for Programme 6: Sustainable Forest Financing Programme			
Sub-programme 6.1: Government financing			
6.1.1 Prepare P3, P4 for NFP sub-program to request Govt. Budget	<ul style="list-style-type: none"> Govt budget for implement NFP sub-programs 	<ul style="list-style-type: none"> Number of projects implemented 	<ul style="list-style-type: none"> Collection of royalties/taxes transparent and accounted (cf. implementation programme on FLEG).
6.1.2 Prepare other NFP project proposals to seek co-financing from RGC and DPs	<ul style="list-style-type: none"> Co-financing budget (RGC-DPs) for implement NFP sub-programs 	<ul style="list-style-type: none"> Number of projects implemented 	
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	
Sub-Programme 6.2: Income from forest sector			
6.2.1 Prepare /amendment law-regulation for re-allocate revenue from forest to forest sector	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	
Sub-programme 6.3: Income from the private sector and community forestry			
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Sustainable harvest and export allowed.

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Project Description / Hierarchy of Objectives	Key Indicators and targets (Note #1)	Source of data / Means of assessment (#1)	Important Assumptions
	•	•	•
	•	•	•
Sub-programme 6.4: Financing via donors			
	•	•	•
	•	•	•
	•	•	•
Sub-programme 6.5: Innovative financing from payments of environmental services and carbon credit			
REDD carbon market	•	•	•
	•	•	•
	•	•	
	•	•	

Note #1: See the "Indicator Definition Table" (Annex 2).

ANNEX 2: “Key Indicator Definition Table” (for key / logframe indicators)

(Note: The numbers in the column headings refer to the data sheets for MAFF planning forms “P2” and “P3”)

NOTE: >>>> This is a preliminary and incomplete draft and needs to be completed and thoroughly reviewed through a collaborative process.

2. Log-Frame Ref	1. Key Indicator	3. Description / definition: & 4. justification of indicator: & 9. Known data limitations and significance	6. Data source: & 5. Data collection method and tools (if needed).	7. Frequency and timing	8. Responsible for data collection	10a. Baseline value / status and date	10b. Targets per year or by specified years
OVERALL OBJECTIVE INDICATORS							
Overall / Obj							
Overall / Obj							
Overall / Obj							
STRATEGIC OBJECTIVE INDICATORS							
SO 1	Forest cover maintained at the 2000 level of 60% of total land area (CMDG Target 7.1).	Forest Cover Definition	<ul style="list-style-type: none"> Satellite images Guideline for interpretation Result from remote sensing 	Annually	Dept of Forest and Community Forestry	57.59 %(FA, 2009)	60% by 2015.
SO 1	1,000 community forestry groups fully recognised with community forestry agreements (covering around 2 million hectares of forest land).	All CF (including new established in those potential areas	<ul style="list-style-type: none"> Report from FAC CF agreement 	Quarterly	Dept of Forest and Community Forestry	410 (CFO, 2009), 380,587 ha	1000 CF
SO 1	Certification in place providing for export. A minimum of 50% of processed wood for export certified by a recognised body	Certify the source of timber from forest area which properly sustainable managed	<ul style="list-style-type: none"> International Forest Certification 	Annually	Dept of Plantation and Private Forest Development	0 (FA, 2011)	50% (2029)
SO 1	Sustainable forest management with prescribed silviculture implemented on 2.4 million hectares of production forest	Silviculture apply in forest production area in the FMU which has been implemented as prescribed in the FMP	<ul style="list-style-type: none"> Forest Management Unit Report 	Annually	Dept of Forest and Community Forestry		2.4 million ha
SO 1	On average, 20 registered and vibrant small- and medium scale direct and indirect forest based enterprises or cooperatives operating in each forestry cantonment.	Small and medium scale enterprises or cooperative which have professional and appropriate equipments to process forest products and sub-products according to the actual demand and supply chain	<ul style="list-style-type: none"> FAC report Permission grant by CFA 	Semester	Dept of Forest Industry and International Cooperation		300 (20x15FAC)
SO 2	Annual average net income (excluding establishment and maintenance costs) from carbon						

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2. Log-Frame Ref	1. Key Indicator	3. Description / definition: & 4. justification of indicator: & 9. Known data limitations and significance	6. Data source: & 5. Data collection method and tools (if needed).	7. Frequency and timing	8.Responsible for data collection	10a. Baseline value / status and date	10b. Targets per year or by specified years
	sequestration of 25 million USD						
SO 3	Demarcation of a total 120,000 km of forest boundaries by 2029, primarily completed through a cross-sectoral process, during 2020-2029.		FA report	Semester	Dept of Forest and Community Forestry		120,000 km (2029)
SO 4	Strategic forest decisions taken by the forest authorities in dialogue with other ministries and a vibrant civil society through a minimum of two cross-sectoral and public meetings per year						
SO 4	Forest monitoring and reporting system, showing the results and outcomes, updated monthly and available in the public domain.						
SO 4	Illegal wildlife trade reduced and confiscated animals properly managed.						
S/O 5	Larger scale forest based conflicts spiralling to destructive levels or hostilities limited to a maximum of two of national attention per year, through the application of conflict management.						
SO 6	Civil servants in the forest sector able to initiate and implement activities with partners external to the Forestry Administration as a natural part of their daily routines						
SO 6	Improved national conservation status of globally threatened species.						
SO 6	Improved public awareness and knowledge on biodiversity and wildlife conservation.						
SO 6	National policies include an appropriate focus on conservation of forests, wildlife, biodiversity, etc as identified and developed through the NFP.						
SO 7	Maintaining the surface of 6 new					1.53 million ha (2009)	1.35

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2. Log-Frame Ref	1. Key Indicator	3. Description / definition: & 4. justification of indicator: & 9. Known data limitations and significance	6. Data source: & 5. Data collection method and tools (if needed).	7. Frequency and timing	8.Responsibl e for data collection	10a. Baseline value / status and date	10b. Targets per year or by specified years
SO 7	Forest-Protected Area at the present level of 1.35 million ha through 2015 (CMDG Target 7.3) and total Protected Forest Area at 3 million hectares.						
SO 7	Maintaining the surface of 23 Protected Areas at 3.3 million ha (CMDG Target 7.2 / NSDP).						3.3 (2015)
SO 7	Increasing the number of rangers in Protected Areas (under MoE) from 600 in 2001 to 1,200 by 2015 (CMDG Target 7.4).						
SO 7	Maintaining the number of rangers in forest protected areas (under MAFF) at the level of 500 through 2015 (CMDG Target 7.5).						
SO 7	Reducing the fuel wood dependency from 92% of households in 1993 to 52% in 2015 (CMDG Target 7.9).		<ul style="list-style-type: none"> National census FA report MIME report 	5 year		83.6% (MoP, 2008)	52%
SO 8	500,000 hectares of high value commercial plantation established and managed.						500,000 ha
SO 8	10 million tree seedlings distributed and planted per year						10 million seedlings
SO 9	Annual sustainable net revenue from the forest sector of 125 million USD						
SO 9	The forest sector will be fully self-financed.						
INTERMEDIATE OUTCOME INDICATORS							
Programme 1: Forest Demarcation, Classification and Registration							
Sub-programme 1.1: Forest demarcation and registration							
IO 1.1.1	All the required systems, procedures, methods and tools have been developed and are operational.	Expert team assessment of the quality and functionality of the systems against pre-specified and agreed criteria for the ideal system.					
IO 1.1.1	Xx ha of forest land for xx holdings has been properly demarcated and registered with all disputes resolved and the data securely	Land titles, relevant docs					

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2. Log-Frame Ref	1. Key Indicator	3. Description / definition: & 4. justification of indicator: & 9. Known data limitations and significance	6. Data source: & 5. Data collection method and tools (if needed).	7. Frequency and timing	8.Responsible for data collection	10a. Baseline value / status and date	10b. Targets per year or by specified years
	stored as required.						
Sub-programme 1.2: National Forest Classification according to Function							
IO 1.2.1							
IO 1.2.2							
Programme 2: Conservation and Development of Forest Resources and Biodiversity							
Sub-programme 2.1: Forest management planning (for SFM and using "landscape" approach)							
IO 2.1.1							
IO 2.1.2							
IO 2.1.3							
Sub-programme 2.2: Development and management of production forests (for SFM and using "landscape" approach)							
IO 2.2.1							
IO 2.2.2							
IO 2.2.3							

ANNEX 3: Tools to support M&E

NOTE: >>>> To be developed as part of the exercise to review the Logical Framework Table and the “Key Indicator Definition Table”.

Standardised methods and tools to support monitoring and evaluation.

Additional data collection instruments / tools will be developed, and refined and standardised during use.

No	Name of tool	Description	Reference / location
1			
2			
3			
4			
5			
6			
7			
8			
9			

ANNEX 4: Reporting Formats

NOTE: >>>> To be developed.

ANNEX 5: Glossary of key terms used in M&E

Source: Based on the Development Assistance Committee (DAC) 2002 “*Glossary of terms in evaluation and results-based management*”, OECD, Paris, France.

Activity: Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs.

Base-line study: An analysis describing the situation prior to a development intervention, against which progress can be assessed or comparisons made.

Evaluation: The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors. Evaluation also refers to the process of determining the worth or significance of an activity, policy or program. An assessment, as systematic and objective as possible, of a planned, on-going, or completed development intervention. Note: Evaluation in some instances involves the definition of appropriate standards, the examination of performance against those standards, an assessment of actual and expected results and the identification of relevant lessons. Related term: review.

Feedback: The transmission of findings generated through the evaluation process to parties for whom it is relevant and useful so as to facilitate learning. This may involve the collection and dissemination of findings, conclusions, recommendations and lessons from experience.

Impacts: Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. See also “Objective hierarchy” or “Indicator”.

Indicator: Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a department or person. Quantitative indicators are always measurable and may be expressed in figures. Qualitative indicators assess some quality of the thing being assessed and are usually more difficult to measure. Indicators may be a direct measure of the change or intervention (e.g. number of people trained) or an indirect (proxy or representative) measure (e.g. % of houses with iron sheets to represent poverty/wealth). Indicators must be assessed objectively (as opposed to “subjectively”) if they are to be useful in monitoring.

Inputs: The financial, human, and material resources used for the development intervention.

Milestone: A specific stage to be achieved during the implementation of a project or series of connected activities. If building a house for example, milestones could be the completion of foundations, floor, walls, roof, windows and doors, internal works. A “milestone” may be regarded as a special type of indicator.

Monitoring: A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.

Outcome: The likely or achieved short-term and medium-term **effects** of an intervention’s outputs or results. For LIMAS, this is the “Purpose”.

Outputs (or Results): The **products**, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.

Performance: The degree to which a development intervention or a development partner operates according to specific criteria/standards/ guidelines or achieves results in accordance with stated goals or plans.

Relevance: The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.

Results: For the LIMAS, the word "Result" is used for the outputs or deliverables of the LIMAS project. The word "Result" is often used more generally for the output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention.

Results-Based Management (RBM): A management strategy focusing on performance and achievement of outputs, outcomes and impacts.

Review: An assessment of the performance of an intervention, periodically or on an ad hoc basis. Note: The term "evaluation" is usually used for a more comprehensive and / or more in-depth assessment than a "review". Reviews tend to emphasize operational aspects. Sometimes the terms "review" and "evaluation" are used as synonyms.

Sustainability: The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

Target: The amount or state of an indicator which the plan is expected to achieve.