

# Annex 2 - Road-Map for National Forest Programme

(04.02.2009)

This Road Map for NFP development is based on:

- The conclusions taken among key NFP stakeholders attending the meeting on the status of the NFP development held on 30 October 2008.
- Meeting between NFP Task Force Chairman, NFP Coordinator, TWG F&E Secretary Coordinator, FLD, on 6 November 2008.
- Two meetings among key NFP stakeholders in early December 2008.
- NFP Task Force Meeting 3 December 2008.
- TWG F&E meeting 8 December 2008.
- Gaps and needs identified by the NFP Coordinator and the Forest & Landscape and ongoing dialogues with stakeholders.

The National Forest Programme is to promote the conservation and sustainable management and use of forest resources in Cambodia. The NFP will address local, national, regional and global needs by prioritising and coordinating national and international partnerships to manage, use, protect and regenerate forest resources for the benefit of present and future generations of Cambodians. The preparation of the NFP in Cambodia emphasizes national sovereignty and leadership, transparency and responsibility. The NFP will provide strategic direction for the forestry sector in harmony with other sectors of the national economy during the period 2009/10 - 2030, aligned to the RGCs five-year National Strategic Development Plans.

As a framework for action and investment, the NFP will also facilitate concerted and coordinated implementation of programmes and activities by all stakeholders based on mutually agreed objectives and strategies. The up-coming preparation of the NFP Framework and the on-going development of its programmes and sub-programmes constitute the key priorities of the RGC.

The background and calls for the NFP and its strategic, directive and transparent orientation is one of the most clear, consistent and collective signals seen on the common needs within the sector. Thus a completion and implementation of the NFP is fulfilling the calls for NFP development from the RGC, from the donor group and from the civil society for more than 10 years.

The process of NFP was initiated in early 2007 and the deadline for completion of the first version of the NFP has now been set as a Joint Monitor Indicator within the Cambodia Development Cooperation Forum Framework by: a)the NFP Task Force, b)the Forestry Administration, 3)the Technical Working Group for Forestry & an Environment, to September 2008.

It has been decided that the skeleton of the NFP will consist of a NFP Framework Document supported by six programmes each with subprogrammes.

## **Three thematic and strategic areas are identified:**

1. Regaining NFP priority
2. Lane I: Programmes, subprogrammes and preparation of the NFP Framework foundation
3. Lane II: NFP Framework, studies, consultations etc.

The Forestry Administration is the prime NFP stakeholder. FA is assisted by the NFP Task Force and a number of NFP working groups, civil society, other ministries, public and private institutions. The Forest and Landscape, University of Copenhagen is selected and mandated as the Facilitative Team Leader on these development processes.

**1. REGAINING NFP PRIORITY** by maintaining policy dialogue primarily among the Government, Civil Society and Donors. The result gained will form the platform for NFP engagement and development.

**2. LANE I: PROGRAMMES AND SUBPORGRAMMES** have entered the formulation phase. Key stakeholders and the FLD have until now been supportive in the discussions, the preparatory processes, the

analytical data gathering and facilitative processes. Lane I will on an ongoing basis also support the regaining of the NFP priority. Additional work in Lane I will provide for:

- technical inputs to programmes and subprogrammes
- generally upgrading of programmes and subprogrammes
- form the background and base for the problem analyses
- form the background, groundwork and the first outline for the NFP Framework Document.
- facilitation of participatory work among key stakeholders, the NFP Core Group and Task Force.
- other coordinated process inputs provided as necessary

Financing need is budgeted to 200,000 USD and is secured available through the FLD budgets.

Lane I will expire in 2009 as funds dry up.

**3. LANE II: NFP FRAMEWORK** is covering the remaining parts of this Road Map. This embraces the undertaking and facilitation of the various elements in the NFP process ensuring the coherences of the Road Map and the coordination and integration of the many diverse elements included in the process. It also includes the direct undertaking of various substantial elements of the Road Map, like:

- the preparation of a sustainable forest financing programme
- problem analyses, sector review update related necessary research
- assistance and funding of the consultations
- NFP Framework Document and its finalisation and linking up to programmes
- separate desk appraisal.

The Lane II will furthermore provide financial support to some of the 12-15 studies (that have been proposed from various sources) and organise the extraction of relevant findings from these studies identified as well as from other selected documents, e.g. the Forest Sector Reviews, for incorporation, into the NFP Framework Document and the Programmes and Sub-programmes.

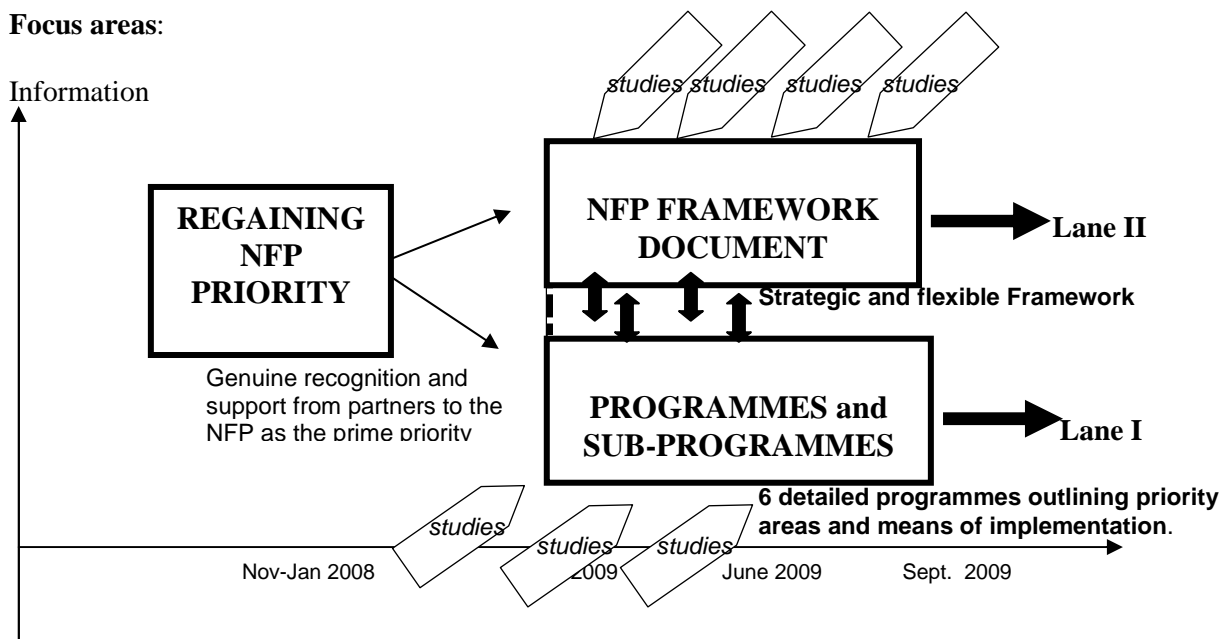
Lane II will provide a financing modality for operational matters and continue the supervision, advisory and facilitative assistance from the Lane I, as this gradually expires. Eventually, also an analysis of the benefit of developing a conflict resolution capacity and a NFP management and evaluation system will be undertaken.

Lane II will provide for operational funds support for national consultation, meetings, transport, media, administrative assistance, layout, printing, awareness, extension, document distribution, audits, launching. Finally, Lane II will also support financing needs of agreed and remaining studies.

Financing need is estimated to total 793,000 USD. Joint funded by several sources.

Lane II is aimed on NFP support in 2009 to reach the JMI target by September 2009, and will expire 30 April 2010 which will allow for potential following up.

**Focus areas:**



## ACTIVITIES and EXPECTED RESULTS

### Regaining NFP Priority Focus

Overall expected results: A national awareness and genuine support from RGC, donors and other stakeholders for the importance of development and implementation of a NFP to form the framework for forest governance for the development of the forest- and related sectors.

| No. | Activities  | Participants/<br>Responsible                         | Time<br>(Completion)                | Expected results   |
|-----|---|--|-------------------------------------|--|
| 1   | Meeting FA NFP Task Force Chairman and FA Representative and Donor Lead.                          | NFP Task Force Chairman and TWG F&E Lead Facilitator | Early Nov. 2008<br><u>Done</u>      | Expected agreement on road map and methods i.e. adjustment of expectations, roles and consensus on the challenges and way forward.   |
| 2   | Re-address NFP priority in TWG F&E as the major partnership pillar ahead of and above engagement. | Task Force Chairman and Lead Facilitator             | Jan 2009<br><u>Done and ongoing</u> | <p>Common agreement and particular priority support among TWG F&amp;E members for this NFP road map- as the framework for NFP development 2009 and the timing suggested.</p> <p>High awareness, attention and actual contribution from FA staff.</p> <p>Major agenda point on the next TWG F&amp;E meeting and endorsement of road map to reach the NFP JMI target by September 2009.</p> <p>Discussion and consensus of the importance of clarifying RGC's basic strategic priorities for forest development - and how they may be defined, categorised measured.</p> |
|     |   |  |                                     | Contact to H.E. the Minister of MAFF informing His Excellency on the NFP importance and requesting his full support and backing for this overall target.   |
| 3   | Awareness - Media   | NFP Coordinator                                      | Jan 09.<br><u>Done</u>              | <p>Public awareness. Opening a window for external input and opinions.</p> <p><b>Press release</b> (Set off from CDCF meeting, JMI, NFP concept and the increase in ODA, and linkages with rural development and natural resource management.</p>  |
| 4   | Awareness - media   | NFP Coordinator                                      | March 2009                          | TV interview,-Radio interview, "Story telling" in a public independent newspaper describing NFP and its openness for external views.   |

## LANE I and LANE II: PROGRAMMES, SUBPROGRAMMES AND NFP FRAMEWORK and ASSOCIATED WORKS AND STUDIES.

Expected results: A NFP that is broad enough to embrace the overall priorities of the various programmes and analyses undertaken while forming a strategic orientated paper that is sufficiently flexible for development adaptations over the next 20 years.

| No | Activities   | Participants/<br>Responsible                              | Time<br>(completion)          | Expected results   |
|----|--|---|-------------------------------|--|
| 1  | Identify incomplete parts, gaps and weaknesses in all received programmes and subprogrammes and identification of lack of translation. | NFP Coordinator assisted by FLD                           | 11 Nov.08<br><u>Done</u>      | Status of Programmes   |
| 2  | Local Consultant hired for assisting the groups with their programmes  | NFP Chairman/FLD  | 11 Nov. 08<br><u>Done</u>     | More completed programmes with some information in most criteria.  |
| 3  | Revised and more completed programmes in English received back from programme groups.  | Group Chairmen and NFP Coordinator                        | 30 Nov 08<br><u>Done</u>      | More complete programmes available in English.   |
| 4  | Task Force Consultative meeting and FLD Meeting to review Road Map and the programmes as they are                                      | NFP Chairman  | 3 Dec 08<br><u>Done</u>       | TF review with comments to each programme and their respective sub-programme   |
| 5  | TWG F&E consultative meeting on the Road Map meeting to assess   | TWG Chairman  | 8 Dec 08<br><u>Done</u>       | Road Map approved (in principle)   |
| 6  | Programmes and Task Force review sent to FLD and formulation work begun.   | FLD   | 15 Dec. 08<br><u>Done</u>     | Programmes available as rough incomplete living drafts with identified gaps and weaknesses.  |
| 7  | Organising cross sectoral planning workshops with relevant ministries  | NFP Chairman and Coordinator                              | 26 -28 Jan. 09                | Meetings and questionnaires by high level representatives on behalf of the six ministries represented in the NFP Task Force – to obtain inputs on forest sector strategic orientation. |
| 8  | Preparation of an outline for the contents of the NFP Framework doc, based on the progress and experiences gained.                     | FLD with inputs from NFP Core Group                       | 20. Feb. 09<br><u>Ongoing</u> | A proposed list of contents  |
| 9  | Four Consultations with all stakeholders including rural based civil society groups, agencies and NGO in natural resource management.  | NFP Coordinator with advice by the FLD and Core NFP Group | 1 March 09                    | 4 x consultations within the inspectorates. FAO has offered funding during the TWG meeting. (reviewed programmes translated)   |
| 10 | Harmonise the first five programmes (1-5) and their sub-programmes so  | FLD with support from the Core NFP group, local           | 20 March                      | Upgraded harmonised aligned programmes and sub-programmes towards a real draft stage.  |

|  |  |   |  |  |
|--|--|---|--|--|
|  | <p>that:</p> <ul style="list-style-type: none"> <li>a) they follow the formats in the same way (e.g. so solutions are not listed in the column for problem analysis etc) and reorganise where needed</li> <li>b) emphasis is on/include strategic orientation</li> <li>c) are modernised wherever appropriate are suggested without violation the groups ownership.</li> <li>d) the contents are aligned with the NSDP and Rectangular Strategy II.</li> <li>e) critical questions are raised for each of the working groups and local resources to respond on.</li> <li>f) condense the text and balance the descriptive chapters and the rich text on earlier achievements</li> <li>g) rewrite the activity lists into a more output-outcome mode with a long term view</li> <li>h) fill in proposals for sections that are not made or not completed (difficult)</li> <li>i) the English text is of reasonable quality</li> <li>j) balance the individual programmes in length.</li> <li>k) incorporation of relevant findings from the 14-15 studies listed.</li> <li>l) d) including prioritising within</li> </ul> | <p>consultants, and members of the working groups</p> |  |  |
|--|--|---|--|--|

|    |   |                              |                        |  |
|----|---|------------------------------|------------------------|--|
|    | each programme.   |                              |                        |  |
| 11 | Development of a NFP Financing Programme (programme no. 6)  | --                           | 20 April               |  |
| 12 | Groups' review of the programmes and sub-programmes and returned to FLD   | Groups/FLD                   | 8 April 09             | Separate comments provided to TF.  |
| 13 | Draft NFP Programmes and sub-programmes adjusted by the FLD.  | Groups/FLD                   | 15 April 09            | Drafting ongoing   |
| 14 | Task Force Consultative Meeting and review and recommendations on NFP Framework Document Outline, Programmes and Sub-programmes draft documents.                  | NFP Chairman/FLD             | 20 April 09            | Commented programme and sub-programme drafts. An outline (contents) available for the NFP Framework Doc. and for presentation in the NFP Task Force. |
| 15 | TWG F&E Consultative meeting on presentation/information of the NFP Framework Contents and Programme and Sub-programme Drafts for TWG F&E                         | NFP Chairman/FLD             | 24 April 09            | Commented programme and sub-programme drafts. An outline (contents) available for the NFP Framework Doc. and for presentation in the TWG F&E.        |
| 16 | The Problem Analyses and the 14 studies listed in the table above incorporated as appropriate and practical in the NFP Framework Document.                        | FLD                          | 25 June 09             | Draft NFP Framework Doc.   |
| 17 | GDCC meeting informed on progress on NFP process  | TWG F&E Chairman/Secretariat | 27 <sup>th</sup> April | Report to the GDCC meeting to raise awareness at high level and gain more support to the process   |
| 18 | NFP Task Force Consultative Meeting: Draft NFP Framework Doc presented for NFP Task Force Draft Upgraded Programme and sub-programme presented at NFP TF meeting. | NFP Chairman/FLD             | 25 June 09             | A draft NFP Framework Document presented for commenting. Final draft of Programmes and Sub-programmes  |
| 19 | TWG Consultative Meeting: Draft NFP Framework Doc presented for TWG F&E. Draft upgraded Programme and sub-programme presented for                                 | NFP Chairman                 | 30 June 09             | A draft NFP Framework Document upgraded Programme and sub-programme drafts available.  |

|    |  |                               |             |   |
|----|--|-------------------------------|-------------|---|
|    | TWG F&E.   |                               |             |   |
| 20 | Finalisation of the Draft NFP Framework Doc. and Programmes and Sub-programmes.  | FLD                           | 25 July 09  | Revised Drafts of NFP Framework Document, Programmes and Sub-programmes   |
| 21 | Initiate translation process   | NFP Coordinator               | 25 July 09  | TWG Sec contributes   |
| 22 | Desk pre-appraisal and advisory support and concrete suggestions for improvement   | RGC, Danida, FAO, WB          | 30 July 09  | Desk pre-appraisal with supportive constructive improvement formulated and suggested in relation to the NFP Framework Document and Programmes |
| 23 | Revision upon desk appraisal and Presentation of the final draft NFP Framework Document, NFP Programmes NFP Sub-programmes for suggestions/endorsement | FLD                           | 20 Aug. 09  | Revised and backed final drafts of . NFP Framework document + NFP Programmes NFP Sub-programmes   |
| 24 | Translation completed  | NFP Coordinator               | 20 Aug 09   | All documents translated  |
| 25 | National Consultation on NFP Framework Doc, Programmes and Sub-programmes to a broad audience of representation of provincial organisations            | TWG F&E Chairman/NFP Chairman | 1 Sept. 09  | Open expression of views and subsequent reflection of the comments received.  |
| 26 | Finalisation of NFP Framework Doc., Sub-programme and programmes based on feed-back from consultations   | FLD, NFP Core Group           | 20 Sept. 09 |   |
| 27 | TWG F&E for final approval and decisions on implementation of NFP Framework Doc, Programmes and Sub-programmes   | TWG F&E                       | 22 Sept. 09 | Fully backed NFP Framework Document available   |
| 28 | Final translation  | TWG F&E Sec.                  | 23 Sept. 09 |   |
| 29 | Final approval of NFP Framework Doc. and Programmes.   | MAFF/RGC                      | Nov 2009    |   |
| 30 | Printing,, launching and distribution  | NFP Chairman                  | Nov. 2009   |   |

Notes:

1. The TWG F&E Secretariat will as a prime activity support all practical arrangements in regard to the consultations, translations (written-oral), printing, distribution, photo copying etc.
2. A NFP local consultant/coordinator function is in place to contribute to products and translation.
3. PMIP/PMG system is directed towards the partner priorities based on the NFP.

## Studies for strategic orientation

A number of studies and projects of various magnitudes have been initiated in 2007/2008 under the formal expression of support to the NFP development. Some are presently heavily delayed and others have not been reported and finally new studies to close significant gaps are proposed. Nonetheless, some of these studies might have findings of relevance to the NFP development. An assessment of the studies is given in the table below as a mean of planning and prioritising. Though none can be neglected a prioritisation is given as a relative score from low – medium – high.

| Study subject  | Importance for NFP development | Dependency of study for NFP development | Status and deadline for completion for incorporation in the current process | Financing agency |
|--|--------------------------------|---|---|------------------|
| <b>A Decade in Forest Mgt. and Planning in Cambodia - A Synthesis of Forestry Reviews and Supportive Studies</b>                               | High                           | -                                       | Completed   | Danida/FLD       |
| <b>Review of International Forest Policy Development and Cambodia's Role, Involvement and Potential Benefit</b>                                | Medium                         | -                                       | Completed   | Danida/FLD       |
| <b>Short organisational analysis</b>   | Low                            | -                                       | Completed   | Danida/FLD       |
| <b>Biomass baseline information study using case studies to compare domestic and regional demand for rubber wood, rice husk and wood chips</b> | Medium                         | -                                       | Completed   | Danida           |
| <b>Timber Demand and Supply in Cambodia</b>  | Medium                         | Low                                     | January 2009<br>( <i>scheduled deadline March 08</i> )                      | Danida           |
| <b>Demarcation and Classification study report</b>   | Medium                         | Low                                     | February 2009<br>( <i>scheduled deadline July 08</i> )                      | Danida           |
| <b>NFP capacity building needs assessment for the forest sector</b>  | Medium                         | Medium                                  | 15 March 2009   |                  |
| <b>Formulation of the UNDP supported National Forest Management Project</b>  | High                           | Low                                     | March?  | UNDP             |
| <b>Management and evaluation system</b>  | Medium                         | Medium                                  | 1 May 2009  |                  |
| <b>Strategic orientation of</b>  | High                           | Low                                     |   | none             |

|   |        |        |               |  |
|---|--------|--------|---------------|--|
| <b>the sector</b>   |        |        |               |  |
| <b>Gender studies in the forest sector</b>  | Medium | Low    | 15 March 2009 | Danida   |
| <b>Sustainable Financial System</b>   | High   | Medium | 1 April 2009  | Danida   |
| <b>NFP Awareness raising and four early consultations (in addition to Task Force and TWG consultations)</b> | High   | Medium | 1 March 2009  | FAO (running costs)<br>Danida<br>(Coordinator's base salary) |
| <b>Consultations at the end</b>   | Medium | Low    | September     | FAO  |

### **Other needed elements, possibly to be added-on later:**

A modern sustainable national forest programme should have included the following. These are elements that, if necessary, may be delayed for completion until 2010.

- **A management monitoring and evaluation system** (if funding is not committed immediately)
- **Analysis of the wider sector capacity needs** and requirements need the targeted delivery obligations by the natural resource management educations (if the capacity needs assessment tender is not passed)
- **A Conflict Resolution Scheme**
- **An information-knowledge sharing modality** and communication strategy.
- **Protected Area Management Programme inclusion.**

### **Risk/Uncertainties:**

The inputs from programme groups and resource group are not all sufficient strategic/future oriented and sufficiently self-critical towards former implementation modalities,

Input from high official levels is only limited forthcoming and it may be insufficient, in order to develop a genuine cross-sectoral NFP and sustainable forestry.

Studies not completed soon and in time and their findings can therefore not be utilised.

Delays, changes or “surprises” at any step, including other time periods for TWG or TF meetings (or last minute changes) will affect the road map negatively.


That the feed-back and contribution from NFP Task Force and Core Group members and other key stakeholders will not be sufficient intensive and comprehensive to ensure a broad and qualitative elimination of information gaps and weaknesses and ensure long term consensus.


YEAR 2009 National Forest Programme - Road Map - Main implementation schedule

Overall Framework (Lane II) + Programmes and Subprogrammes (Lane I)

| NO   | STUDIES   | Facilitators   | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OKT | NOV | NOV | DEC | STATUS     |
|--|---|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------------|
| 1  | A Decade in Forestry ...a synthesis of forestry reviews and studies   | Arvid Sloth/Sokh Heng(FLD)   |     |     |     |     |     |     |     |     |     |     |     |     |     | completed  |
| 2  | Review of Int. Forest Policy  | Hang Suntra/Arvid (FLD)  |     |     |     |     |     |     |     |     |     |     |     |     |     | completed  |
| 3  | Organisational Analysis   | Christensen (FLD)  |     |     |     |     |     |     |     |     |     |     |     |     |     | completed  |
| 4  | Biomass baseline.   | Baskoro/Guidal (Geres)   |     |     |     |     |     |     |     |     |     |     |     |     |     | completed  |
| 5  | Timber demand   | Hang Suntra, (FA)  |     |     |     |     |     |     |     |     |     |     |     |     |     | ?completed |
| 6  | NFP Sector Capacity Assessment  |  |     |     |     |     |     |     |     |     |     |     |     |     |     | uncertain  |
| 7  | Demarcation and Classification  | FA/WCS x 2 (FA)  |     |     |     |     |     |     |     |     |     |     |     |     |     | ongoing    |
| 8  | Gender study  | Kiv Lakkhena, FA   |     |     |     |     |     |     |     |     |     |     |     |     |     | ongoing    |
| <b>DEVELOPMENT and ROAD MAP IMPLEMENTATION</b> |   |  |     |     |     |     |     |     |     |     |     |     |     |     |     |            |
| 9  | Awareness media   | Sokh Heng(Danida),Arvid(FLD)   |     |     |     |     |     |     |     |     |     |     |     |     |     | initiated  |
| 10   | Road Map and Plan   | Arvid (FLD)  |     |     |     |     |     |     |     |     |     |     |     |     |     | completed  |
| 11   | NFP Management Monitoring & Evaluation System   | Later  |     |     |     |     |     |     |     |     |     |     |     |     |     | uncertain  |
| 12   | NFP Task Force Meeting  | Chea Sam Ang (FA)  |     |     |     |     |     |     |     |     |     |     |     |     |     | ongoing    |
| 13   | - Re. first five programmes and their subprogrammes: Technical inputs to programmes and subprogrammes. General upgrading of programmes.<br>- Formulate background and base for the problem analysis,<br>- The first outline of the NFP Framework Document.<br>- Facilitation of hearings among key stakeholders, the NFP Core Group and the NFP Task Force, TWG members and others with an interest. Other coordinated process inputs as necessary.   | Arvid + subject wise specialists (FLD) in collaboration with working groups and Core NFP Group   |     |     |     |     |     |     |     |     |     |     |     |     |     | ongoing    |
| 14   | Formulation of a sustainable forest financing programme (no 6).   | Commissioned through FLD/FA  |     |     |     |     |     |     |     |     |     |     |     |     |     |            |
| 15   | Provincial consultations with all stakeholders including civil society, networks, communities   | Sokh Heng, (FAO/Danida)  |     |     |     |     |     |     |     |     |     |     |     |     |     | planned    |
| 16   | Formulation of national Sustainable Forest Management Project   | UNDP – formulation team  |     |     |     |     |     |     |     |     |     |     |     |     |     |            |
| 17   | - Work on the Strategic NFP Framework Document and associated research. Ensuring the coherence and linkages of the inputs and outputs.<br>- Finalisation of Framework document. Incorporation of relevant information from the 14-15 studies, sector reviews and other relevant works;according to the Road Map and other relevant studies and reviews.<br>- Linking up the framework document to the programmes. Process facilitation including dialogues and coordination as a continuation of lane I.<br>- Inputs to national consultation, launching etc. | Steffen Johnson as strategic facilitator (Nordecco) and Arvid Sloth (FLD) assisted by Core Group |     |     |     |     |     |     |     |     |     |     |     |     |     | Started    |

|    |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |
|----|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---------|
| 18 | Undertaking and incorporation of the problem Analysis on overall forest governance, forest management and other relevant themes  | Steffen Johnsen as strategic facilitator                                  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |
| 19 | Designing of mechanisms that link the NFP up with international UN and Asean processes. Overall sustainable orientation on NFP Framework Doc and Programmes  | Bernd Liss (AGEG)/Steffen Johnson (FLD)                                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |
| 21 | Incorporation of the findings and recommendations from: --NFP Management, Evaluation and Monitoring System, the Sector Capacity Needs Assessment, the four regional consultations, the cross-sectoral meetings, the national consultations, the Core Group, Task Force, TWG, civil society, FA officers, various workshops, and from the Desk Appraisal etc, into the Framework Document and Programmes and Subprogrammes. | Steffen Johnsen (Nordecco)and Arvid Sloth in consultation with Core Group |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |
| 22 | Desk Appraisal   | A panel team (Lars Graudal, Bernd Liss, WB and FAO)                       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |
| 22 | Translation  | TWG Secretariat   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |
| 24 | Consultation September   | Chea Sam Ang, Sokh Heng (Danida)  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |
| 25 | Support to consultations, meetings, discussion, reviews, integration of cross-sectoral factors, launching finishing etc  | Chea Sam Ang assisted by: Sokh Heng, Arvid Sloth, Steffen Johnsen         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | ongoing |
| 26 | Layout, proof-reading, finishing, printing   | Arvid (FLD) Sokh Heng   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |
| 27 | Launching  | Chea Sam Ang  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |
| 28 | Overall NFP leading, direction and approvals   | Chea Sam Ang (FA)   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | ongoing |
| 29 | Team Leading, supervision and coordination support to the multiple actors and activities   | Arvid Sloth (FLD)   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | ongoing |
| 30 | NFP Coordinator  | Sokh Heng (Danida)  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | ongoing |
| 31 | NFP Adm Assistance   | Various   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |
| 32 | Local TA, various ad-hoc assistance  | Local TA(FLD,Danida,FAO)  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |
| 33 | Approval of NFP Documents by MAFF/RGC., Council of Ministers   | Ty Sokhun-Chea Sam Ang  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |

 = Low-medium intensity

 = High intensity