United Nations Development Program

Project title: Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia		
Country: Cambodia	**Implementing Partner:** GSSD/National Council of Sustainable Development (GSSD)	**Management Arrangements :** National Implementation Modality (NIM)
UNDAF/Country Program Outcome: By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks		
UNDP Strategic Plan Output: • IRRF Output 1.4.1: Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains; • IRRF Output 2.4.1: Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources[1], in line with international conventions and national legislation.		
UNDP Social and Environmental Screening Category: **Moderate**	UNDP Gender Marker: **2**	
Atlas Project ID (formerly Award ID): **00088934**	Atlas Output ID (formerly Project ID): **00095388**	
UNDP-GEF PIMS ID number: **5770**	GEF ID number: 9781	
Planned start date: **July 2020**	Planned end date: **June 2025**	
Expected date of Mid-Term Review: December 2022	Expected date of Terminal evaluation: March 2025	
PAC meeting date: 25 June 2019		

Brief project description: The project objective is to promote integrated landscape management for the conservation and sustainable use of biodiversity, natural resources and ecosystem services in the northern part of Cambodia. The intent is to generate multiple landscape benefits including effective conservation of globally threatened species and high conservation forests, improve management of natural resources and ensure the maintenance of ecosystem services. It is aimed specifically at improving the management of protected areas and ensuring their financial sustainability, enhancing the productivity of production and agricultural lands and improving local livelihoods. Increasing demand for forest, agricultural and wildlife products, crop land and agriculture monocultures, and infrastructure and transportation development has accelerated in recent years thereby, rapidly changing the landscape with consequential threats to biodiversity and ecosystem services. The project is thus aimed at addressing these multiple threats by harmonizing socio-economic development, sustainable management of land, forests, natural resources and biodiversity conservation through an integrated management approach, with water as a catalyst, in Northern Landscapes of Cambodia. To achieve these, actions will be taken to – strengthen policies and institutional capacity at the national and sub-national levels to ensure the integration of biodiversity and ecosystem services in sector and sub-national socio-economic development planning.

This will be achieved through three inter-related components that are focussed on addressing existing barriers, these are:

- Component 1: Systemic and institutional capacity for integrated landscape management;
- Component 2: Effective management of Protected Areas and surrounding riparian and multiple use production landscapes in Northern Cambodia;
- Component 3: Knowledge management, gender mainstreaming, learning and M&E

[1] Includes oceans and marine and freshwater ecosystems, forests, biodiversity and ecosystems, land rights, and management of chemicals and waste.

FINANCING PLAN *(only cash transferred to UNDP bank account and budgeted under the same GEF project should be included under this section (1), all others should be included under section (2).*	
GEF Trust Fund	USD 3,340,320
UNDP TRAC resources	USD 200,000
Total Budget administered by UNDP	**USD 3,540,320**
PARALLEL CO-FINANCING	
Government	USD 10,000,000
Total co-financing	**USD 10,000,000**
Grand-Total Project Financing (1)+(2)	**USD 13,540,320**

SIGNATURES

Signature:	**Agreed by UNDP**	**Date/Month/Year:**
Nick Beresford Resident Representative UNDP Cambodia		24.7.20
Signature: Say Samal Chair of National Council for Sustainable Development and Minister of Environment	**Agreed by Implementing Partner**	**Date/Month/Year:** 24.7.20

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I. ACRONYMS AND ABBREVIATIONS

ABS	Access to Benefit Sharing
ACCB	Angkor Centre for Conservation of Biodiversity
ADB	Asian Development Bank
ADF	Archaeology and Development Foundation ADF
Ag/MAFF	Agriculture Administration
APSARA	Authority for the Protection and Management of Angkor and the Region of Siem Reap
AWPL	Angkor Wat Protected Landscape
CBNRM	Community Based Natural Resources Management
CBO	Community-based Organization
CBT	Community-based Tourism
CF	Community Forestry
CFi	Community Fisheries
CHM	Clearing House Mechanism
COWES	Collaborative Management for Watershed and Ecosystem Service Protection and Rehabilitation
CPA	Community-protected Area
DBD	Department of Biodiversity
EIA	Environmental Impact Assessment
ELC	Economic Land Concession
ERECON	Institute of Environment Rehabilitation and Conservation
FAO	Food and Agriculture Organization
FA/MAFF	Forestry Administration
FiA/MAFF	Fisheries Administration
FPIC	Free, Prior and Informed Consent
FSP	Full Sized Project
GDANCP	General Department of Administration for Nature Conservation and Protection
GDLC	General Directorate for Local Community
GDP	Gross Domestic Production (GDP)
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GRM	Grievance Redressal Mechanism
GSSD	General Secretariat of National Council for Sustainable Development
HCVA	High Conservation Value Area
INRM	Integrated Natural Resource Management
IP	Indigenous People
IPM	Integrated Pest management
IUCN	International Union for the Conservation of nature
KBA	Key Biodiversity Areas
KPWS	Kulen Promtep Wildlife Sanctuary
KfW	German Development Bank
LDN	Land Degradation Neutrality
M&E	Monitoring and Evaluation
MEA	Millennium Ecosystem Assessments

METT	METT (Management Effectiveness Tracking Tool
MLMUPC	Ministry of Land Management, Urban Planning and Construction
MOT	Ministry of Tourism
MOWA	Ministry of Women Affairs (MOWA)
MRC-GTZ	Mekong River Commission of the German Agency for Technical Cooperation
MRV	Measurable, reportable and verification targets
MSP	Medium Sized Project
MOU	Memoranda of Understanding
MOWRAM	Ministry of Water Resources and Meteorology
NBSAP	National Biodiversity Strategy and Action Plan
NDC	Nationally Determined Contributions
NGO	Non-Governmental Organizations
PA	Protected Area
PAP	Project Affected Person
PC	Project Coordinator
PD	Project Director
PIF	Project Identification Form
PIR	GEF Project Implementation Report
PKNP	Phnom Kulen National Park
PMU	Project Management Unit
POPP	Program and Operations Policies and Procedures
PPG	Project Preparation Grant
SALT	Sloping Agricultural Land Technology
SDG	Sustainable Development Goals
SESP	Social and Environmental Screening Procedure
SFM	Sustainable Forest Management
SFS	School for Field Studies
SIL	Stakeholder Implementation Plan
SIP	Stakeholder Implementation Plan
SLM	Sustainable Land Management
SNA	Sub-national Administrations
STAP	GEF Scientific Technical Advisory Panel
SVC	Sam Veasna Centre
UNDP-CO	UNDP Country Office
UNDP-GEF	UNDP Global Environmental Finance Unit
UNDP-GEF RTA	UNDP-GEF Regional Technical Advisor
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
WCS	Wildlife Conservation Society

II. DEVELOPMENT CHALLENGE

1. Cambodia is rich in biodiversity and its world-renowned cultural heritage has been built on its natural heritage. The Northern region of Cambodia includes Angkor Wat and the surrounding monuments, which have been recognized as World Heritage, due to their outstanding universal value and considered as the largest assemblage of monuments in the world. With good advice from sage scholars, Angkorian Kings chose sites rich in resources to plan and construct an integrated complex of temples with water management at its core. Historically, Angkor shows significant hydrological structures for water management dating back 500-900 years. Monuments have been built in locations rich in natural resources, and created dynamic socio-ecological production landscapes. Evans et al described this as "an engineered landscape on a scale perhaps without parallel in the preindustrial world".[2] Ancient Angkorian water engineering shows a significant appreciation of the importance of water management as part of a sustainable production landscape and as such may provide significant lessons for modern integrated landscape management.

2. The northern landscapes of Cambodia effectively provided the staple diet of rice and fish to hundreds of thousands of people and this allowed Khmer culture to thrive. The common Khmer greeting literally asks about your rice (soksabai) and a favored saying is 'have water have fish'. The significance of the agricultural and fisheries sectors in Cambodia is undisputed and as such water is a priority for consideration in landscape management. The fact that we have a historical production landscape should provide positive lessons, however Cambodia's strong wet and dry season variances and reliance on water, make it especially vulnerable to climate change. Surrounding forest and non-timber forest products have been a valuable resource and play a significant role, but it is the role of water that is culturally, and socio-economically most significant. The interrelationships between natural resources such as forests and water have a long history and there seem to be ebbs and flows in forest cover based on human use in the past. There has been rapid degradation and loss of natural resources over the past 10 years, however Cambodia still maintains significant natural resources and significant forests.

3. Cambodia's terrestrial, inland waters and coastal ecosystems are essential part of the country's capital. It still has one of the highest proportions of forest cover in Southeast Asia, estimated at 50% in 2014. The country is covered by an intricate mosaic of tropical ecosystems that include 6 of the Global Eco-regions defined by WWF. It hosts an exceptionally high species diversity with at least 212 mammal species, 240 reptile species, 536 bird species, 850 freshwater fish species, 435 marine fish species and more than 2,000 plant species, many of which have not yet been taxonomically identified. Among those, there are about 13 Critically Endangered, 12 Endangered, 44 Vulnerable, and 41 Near-threatened animal species3. The country's protected areas support populations of almost 2% of the globally threatened species on the International Union for the Conservation of Nature (IUCN) Red List, including 39 mammals, 34 birds, and 20 reptiles. Some of the most commercially productive areas of Cambodia include protected areas, such as Tonle Sap Lake and Angkor Protected Landscape. Among these are a number of species that are found nowhere else, such as the Critically Endangered Giant Ibis, Cambodia's National Bird.

Threats

4. The threats to biodiversity and to sustainable land management in the targeted Watersheds of northern Cambodia can be categorized as:

5. **Deforestation and forest degradation:** The rich biodiversity of Tonle Sap Lake is immediately threatened by the reduced water inflow into the lake due to deforestation of upstream watersheds. Biodiversity and fisheries depend on the 14 upstream forest watersheds, including Stung Stoeng, Stung Chikreng, Stung Siem Reap and Stung Sen, to supply water and oxygen during the five months of dry season (November to May). These forest

1 Evans D, et al. (2007) A comprehensive archaeological map of the world's largest preindustrial settlement complex at Angkor, Cambodia. Proceedings National Academy of Science USA 104(36):14277–14282.

[3] Royal Government of Cambodia (RGC), 2014. The Fifth National Report to the Convention on Biological Diversity in 2014 of the National Biodiversity Steering Committee. Phnom Penh, Cambodia

watersheds regulate year-round water inflow to the lake (40 % of annual water intake), while overflow from the Mekong supplies water only during the rainy season (60% of annual water intake). Deforestation and degradation of these upstream forest watersheds is therefore a severe threat to the lake during the dry season, with droughts, prolonged intra seasonal dry spells and floods,[4] nowadays both phenomena seem to occur more frequent than in the past.[5] Therefore, the rate of degradation was not recorded region by region; this assumption was based on the national statistic in which the forest cover has decreased from 73% in 1965 to around 50% in 2014. Between 1965 and 2014, Cambodia lost 23.56% of its forest cover.[6] Forest conversion and degradation have been driven by extensive land use changes for industrial agriculture through Economic Land Concessions (ELCs) that have been granted in Cambodia for agro-industrial plantations since the 1990s but the number of ELCs rose steeply in the 2000s, including many granted within protected areas. In 2013, the Royal Government of Cambodia (RGOC) had granted approved to almost 2,000,000ha of ELCs covering around 200 concessionaires for rubber, palm oil, cashew nuts, cassava, and livestock.[7] It is estimated that 80% of the land granted to large scale commercial agriculture and other developments is within the boundaries of national parks or other protected areas, where some of Southeast Asia's oldest, most bio diverse and valuable forest remain.[8]

6. The forest cover assessment is produced by the national technical working group [including General Department of Administration for Nature Conservation and Protection/Ministry of Environment (GDANCP/MOE), Forestry Administration/Ministry of Agriculture Forestry and Fisheries (FA/MAFF), Fisheries Administration/Ministry of Agriculture Forestry and Fisheries (FiA/MAFF)] with technical supervision provided by international expert team and selected academic institutions, the results show that the country's total area, and between 2014-2016, the annual loss rate is about 0.67%, equivalent to 121.328 ha compared to the total country's area.[9] Concerns surround ELCs including the clearing of forests outside of ELC boundaries, loss of forests for community users and the lack of transparency regarding the ELC granting process. Illegal logging, and in-migration of people to formerly remote forested areas as a result of ELCs and infrastructure development leading to increased clearance for smallholders are also key drivers of deforestation and degradation.[10] To ensure existing ELCs provide benefits for both conservation and local livelihoods, the MOE will work closely with the Forestry Administration to enhance monitoring of active ELCs and enforce legal requirements (including Environmental Impact Assessments-EIAs)[11]. Non-commercial and sustainable harvesting of natural resource products by local communities will be supported, where appropriate. Reforestation and regeneration of degraded areas will be facilitated with full community involvement. Hydropower dam construction and development of roads and other infrastructure have also accelerated rates of habitat conversion and degradation, along with mining development and social land concessions. Loss of habitats has considerable impacts on biodiversity, on the provision of ecosystem services, and on the livelihoods of forest dependent communities. Forest degradation has reduced forest quality and its regeneration capacity which in turn reduces its ability to provide socio-economic and environmental services. Degradation of habitat and biodiversity severely diminishes the richness of our forests and reduces their future use values.12 The challenge is to maintain healthy forests ecosystems and conserve endangered species.[13]

7. **Overexploitation of biological resources:** Cambodia's biodiversity is threatened by habitat loss due to deforestation, land clearance for agriculture, settlement, infrastructure development and fuelwood consumption. Despite the government's reform in forestry sector, forest cover has declined from 63.74% in

[4] YU 2008, WSMP 2008
[5] H. Kirsh, 2010 Watershed Inventory Siem Reap, Cambodia, A Combination of Social and Natural Science Methods
[6] National REDD+ Strategy 2017-2026 (May 2017)
[7] The Royal Government of Cambodia (RGC), 2014, The fifth National Report to the Convention on Biological Diversity
[8] Forest Trends: Cambodia Losing Forests at Alarming Rate. www.forest-trends.org
[9] Ministry of Environment – General Directorate of Administration for Nature Conservation and Protection, 2016, Cambodia Forest Cover
[10] H. Kirsh, 2010 Watershed Inventory Siem Reap, Cambodia, A Combination of Social and Natural Science Methods
[11] Royal Government of Cambodia (RGC), 2017. National Protected Area Strategic Management Plan 2017-2031. The Ministry of Environment. Phnom Penh, Cambodia
[12] J. Nilsson 2015, Hydropower in Cambodia, competing discursive story-lines of a contested development path, Centre for East and South-East Asian Studies, Lund University
[13] Mao, H., Matsuoka, Y., Hasegawa, T., and Gomi, K., Hoa, N. T., 2016. A Design of Low Carbon Development Plan towards 2050 in Cambodia

2000 to 50% in 2014,[14] which was below the target of maintaining the forest cover of 60% by 2015 (the target set for the CMDGs). In addition, the loss in forest quality is also high as logging activities concentrate on commercially valuable and large-size trees. Wildlife hunting is a significant threat to the preservation of biodiversity and to the integrity of Cambodia's ecosystems. The commercial trade in wildlife is well organized, widespread and increasing. Increasing regional, and likely, domestic demand for wildlife is linked to economic and population growth and globalization. Hunting is driven by demand for these species in traditional medicinal products and a thriving and probably increasing trade in bush meat. Local (household) consumption of wildlife more likely focuses on less commercially viable species, including fish and aquatic invertebrates. To reverse the trend of forest degradation and lost habitat, a logging moratorium, which was a circular issued by the RGC to suspend granting forest concession to companies for timber export purpose, was introduced by adopting the Forestry Law in 2002. The Permanent Forest Estate (PFE) has to be managed in a sustainable way in order to maximize the social, economic, and environmental benefits as well as the cultures values. However, it remains critical in implementation.

8. **Degradation of Soil Properties:** Land capability for rice production in the lowlands has been thoroughly documented, but little is known about the properties of upland soils for growing non-rice crops. Land capability for field crops in Cambodia is graded into five classes (from very low to very high) based on assessment of soil acidity, nutrient availability, soil surface condition, susceptibility of nutrient and structure decline in topsoil, rooting depth, water logging, inundation, soil water storage, soil workability, water erosion risk, and phosphate export.15 With the deforestation of land, continual adding of nutrients to soil is lost. Forest microbes are extremely efficient at breaking down and recycling waste organic matter. When there is deforestation, almost no nutrients reach the forest soil and it is consequently poor. Further, farmers in upland areas of Cambodia usually chop, burn or remove crop and weed residues from their fields before ploughing. The seedbed is normally ploughed twice or three times, to a depth of 20-25 cm. This tillage practice removes all potential sources (except fertilizer) of soil nutrients and also leaves the soil bare. The average annual rainfall in Cambodia exceeds 1400 mm and this, combined with sloping and friable forest soils, results in a high risk of soil erosion. However, proper nutrition is essential for satisfactory crop growth and production and matching soil nutrient availability to crop nutrient demand is essential for optimum yields. About 60% of the soils covered by Cambodia's soil database (mainly agricultural lowland area) are very low in total Nitrogen, about 88% are low on extractable Phosphorous, and about 86% are low in organic Carbon. At present, insufficient field evidence is available in terms of land capability and distribution.

9. Economic Land Concessions: Significant, parts of the Northern Plains Landscape have been allocated for industrial purposes as Economic Land Concessions (ELCs). Forest conversion and degradation have been driven by extensive land use changes for industrial agriculture, for rubber, sugar cane, cassava, and other commodities, both legal and illegal. ELCs have been granted in Cambodia for agro-industrial plantations since the 1990s but the number of concessions rose steeply in the 2000s, including many granted within protected areas. In 2013, the RGC had approved almost 2,000,000ha of ELCs that had been granted to more than 200 concessionaires for rubber, palm oil, cashew nuts, cassava, and livestock.[16]Concerns surrounding ELCs include the clearing of forests outside of ELC boundaries, loss of forests for community users and the lack of transparency regarding the ELC granting process. Illegal logging, and in-migration of people to formerly remote forested areas as a result of infrastructure development leading to increased clearance for small-holders are also key drivers of deforestation and degradation and because of strong and chronological land disputes that Cambodia has face and due to the lack of land use planning and the application of relevant policies and procedures is not sufficient for the effective land use management, RGC has adopted the Land Law, which aiming to establish a national system of land classification and land ownership rights and to set provisions on ELCs, which refers to a

[14] Royal Government of Cambodia (RGC), 2010b. National Forest Program (2010-2029). Forestry Administration of the Ministry of Agriculture, Forestry and Fisheries, Phnom Penh, Cambodia; And Royal Government of Cambodia (RGC), 2016b. Cambodia Forest Cover 2014, The forestry Administration, Phnom Penh, Cambodia

[15] Bell et al. 2006. Assessing Land suitability for crop diversification in Cambodia.

[16] The Royal Government of Cambodia (RGC), 2014, The fifth National Report to the Convention on Biological Diversity

mechanism to grant private state land through a specific economic land concession contract to a concessionaire to use for agricultural and industrial-agricultural exploitation[17], indigenous land rights, land registration, and land dispute resolution. The law distinguished between the state land in the public domain, such as forests and protected areas (PAs), and the state land in the private domain, which is used to provide land for economic and social development.[18]

10. **Climate Change:** Another exacerbating factor is the effect of climate change primarily through the increased intensity and frequency of disasters such as floods and droughts. The country's agriculture depends on the annual rainfall and flood recessions of the Tonle Sap Lake. Cambodia is consistently ranked within the top ten countries vulnerable to climate change. It is projected that temperature will rise with increased frequency of severe floods and erratic rainfall patterns by 2050 (NDC, 2015). According to the National Communication to the United Nations Framework Convention on Climate Change (UNFCCC), vulnerabilities of communities living around Tonle Sap have increased. The Mekong flashfloods during the wet season has become increasingly problematic and poses threats to the farming community. Historically, annual flooding recessions provide beneficial impacts to farmers by bringing fertility for crops, ground and surface water recharge and hydro pattern for fisheries. In recent years, however, heavy rainfalls during the wet season combine with the annual flooding pattern from the Mekong: Cambodia's lowland areas experience floods more often. Major flooding events occurred in 2000, 2002, 2011 and 2013. In 2000, USD157 million was recorded for damage from floods and USD30 million and USD12 million in 2002. It is excluding loss of life and injury.[19] While it was reported in 2013 that the flood estimated the total cost as USD35 millions of which USD202 millions was for loss, including USD152 millions for agriculture, and USD153 million for other infrastructure damaged.[20] These floods are swift and last for a few days but are destructive to crops, and infrastructure around the Tonle Sap plain. It is also notable that floods coupled with droughts have resulted in significant economic losses. Cambodia's temperature is projected to increase until 2050. In recent years the timing of the spring and fall monsoons has become more sporadic and unpredictable, making rain fed crop growing more risky due to prolonged drought periods. The most severe droughts observed were in 1995, 1996, 2002 and 2015 and 2016. Due to the effect of El Nino events, Cambodia experienced, a dry and hot weather event from December 2015-May 2016. Between April and May 2016 the temperature reached 41 degree Celsius and it was declared the hottest year ever recorded. The consequences of slow onset dry spell are that the most vulnerable populations cannot sustain their livelihood with farming and fishing, both affected. In some cases, family members turned to other options such as taking debt and migration. The "Modeling for Climate Change Impacts on Growth" report shows that climate change could reduce Cambodia's Gross Domestic Production (GDP) in 2050 by almost 10% (and GDP in 2030 by 2.5%).[21] The main impacts are due to reduced productivity of workers because of temperature increases, followed by impacts of extreme events on infrastructures, both of which affect all key sectors of the economy. Reduced income due to loss of crops in agriculture is the third largest impact for the period between now and 2050.

Barriers that need to be addressed

11. The long-term vision of the project is for Cambodia to achieve integrated landscape management for the conservation and sustainable use of biodiversity natural resources and ecosystem services, initially in the northern region, and ultimately on a broader scale through replication. Water management is a cross-cutting theme across the landscape, which responds to multiple threats. However, there are a number of significant barriers to achieving this goal.

[17] Royal Government of Cambodia (RGC), 2005. Sub-degree on Economic Land Concessions. Phnom Penh, Cambodia
[18] Royal Government of Cambodia (RGC), 2001. Land Law in Cambodia. Phnom Penh, Cambodia
[19] General Secretariat of the National Council for Sustainable Development (GSSD), 2015. Cambodia's Second National Communication under the UNFCCC, GSSD/MoE of Cambodia
[20] Royal Government of Cambodia (RGC), 2014. Report on Post-Flood Early Recovery Needs Assessment (PFERNA), Cambodia
[21] Addressing Climate Change Impacts on Economic Growth in Cambodia (2018)

12. Barrier 1: Insufficient regulatory framework, institutional capacity and demonstrated experiences to integrate Integrated Natural Resource Management (INRM) approaches at the landscape level: Cambodia has no working model of land use planning and land allocation in a wider landscape (with multiple catchments). For instance, forested areas are managed by different government agencies (including the MOE and MAFF) with different management arrangements. Thus, Protected Areas (PAs) and production forests outside the PAs are under the jurisdictions of MOE and the Forestry Administration (FA/MAFF) respectively. This often leads to fragmented efforts for the conservation of forested areas and biodiversity that extend beyond these jurisdictional boundaries, and a lack of functional connectivity between forested areas which is further exacerbated by the emerging and real threats of a rapidly changing climate. Two main Government institutions, including the MOE and the MAFF are managing forest resources, which has resulted in overlapping claims on forest land, emphasizing the need for long-term macro-level planning in collaboration with other economic sectors that have an influence on, or are influenced by, water management activities, such as forestry, agriculture, economic land concessions, mining concessions, and infrastructure development. A general lack of effective collaboration between line ministries and institutions further hinders the use of INRM approaches at the landscape level.

13. There is limited information dissemination on the current and future economic value of ecosystem services provided by forested areas which include: water and wildlife habitat provision, erosion prevention, carbon storage potential, and ecotourism opportunities from an ever-increasing international tourism demand. Without access to know-how and proven through demonstration, government decision-makers and resource users do not have the tools and knowledge necessary to combat land degradation, habitat fragmentation and biodiversity loss at a landscape level. Furthermore, the limitedness of economic information presents a barrier in incorporating sustainable land management into current land use practices, especially regarding upland crop production. Currently there is limited policy guidance for effective natural resources management as well as limited information on the socio-economic values of biodiversity and ecosystem services to enable implementation of an effective landscape approach for natural resource management. This includes guidelines on integrating INRM into provincial land use master plans, on development of PA management and zoning plans, and Access to Benefit Sharing (ABS) agreements.

14. Barrier 2: There is limited capacity among key government and local/community stakeholders to develop and deliver integrated solutions for effective PA management: While PAs in Cambodia have been legally designated and mapped, most still lack clearly demarcated boundaries and approved zoning and management plans. This has resulted in encroachments and land use conflicts which continue to threaten areas of high conservation value. The capacity and resources available for effective law enforcement in PAs are not adequate to prevent illegal logging, hunting or trade in wildlife products. There is a need for sustainable financing for the PA system. Capacity constraints are also evident in participatory planning and implementation for effective PA management that involves both local authorities and local communities. The contributions of existing PAs to the livelihoods of local communities residing in, or near, the protected area tend to be limited which precipitates unsustainable uses of natural resources and further degrading the values of the PAs. The government has approved the National Protected Area Strategic Management Plan (NPASMP) of 2017-2031 which provides overall policy direction and strategic objectives for the future management of PAs in Cambodia. This Project is aligned with the priority actions outlined in the NBSAP and NPASMP particularly on zoning, establishment/strengthening management planning, promoting biodiversity conservation and restoration, supporting collaborative management mechanisms, improving livelihood opportunities of the local communities, and enhancing research, planning and policy development within the PAs.

15. Since 2016, the government has embarked on an environmental jurisdictional reform program that includes delegating some of the roles and functions relating to protected areas management to sub-national administrations (MOE Prakas # 36). The reform intends to improve the effectiveness of management planning of PAs and implementation enforcement. The decentralization and deconcentrating of the public reform is not new as it has been implemented since 2002; nevertheless, the officials and staff that serve within the sub-national administrations are politicians and generally are familiar with general social and economic

development within their jurisdiction. However, they do not necessarily have knowledge and capacity on protected areas planning and management. Moreover, no additional financial resource has been transferred to support the new roles and function of sub-national administrations in protected areas management. Thus, the effective of the Prakas is questionable.

16. Barrier 3: Limited capacity in increasing upland agriculture productivity and forest management: There is inadequate capacity at farm level to arrest and reverse current trends in land degradation, specifically desertification and deforestation, to increase productivity, improve cultivation and employ SLM methods in upland conditions. For instance, many households in the Phnom Kulen National Park have turned to planting cash crops such as cashew, while indigenous and high value species such as lychee trees are being felled. People are shifting from traditional subsistence to commercial farming for shorter period and high yield. The use of chemical fertilizers is wide spread since it contributes to the increase in crop yields. However, these practices does not support soil productivity on the longer term. Soil conservation technologies in upland agriculture is generally known by extension personnel but they have limited opportunities to apply that knowledge in the field. The function of agroforestry as a land rehabilitation and climate change adaptation measure is not yet well understood. Little support is provided to farmers in regards to marketing of their products and one of the biggest problems to agricultural production is a basic lack of farming skills and knowledge. Furthermore, the knowledge and use of agriculture extension services among farmers is limited. The process of establishing Community Forests is complicated and can be a cumbersome and lengthy process to communities. The capacity and efficiency of local forest officers to develop extension strategies and deliver extension services that actively support ongoing local forest management and reforestation activities is limited. Financial constraints present a further barrier to upscaling Sustainable Land Management (SLM) levels across the landscape at the level required to successfully arrest land and forest degradation and deforestation. Baseline program resources for supporting forestry and agriculture often focus on production and technical efficiencies without weighing their negative impacts on land and forest degradation processes. In part, this is related to the lack of information on long-term costs of land degradation both in terms of loss in income and reduced ecosystem goods and services. Further, there is a disconnect between public expenditures and environmental priorities i.e. land degradation.

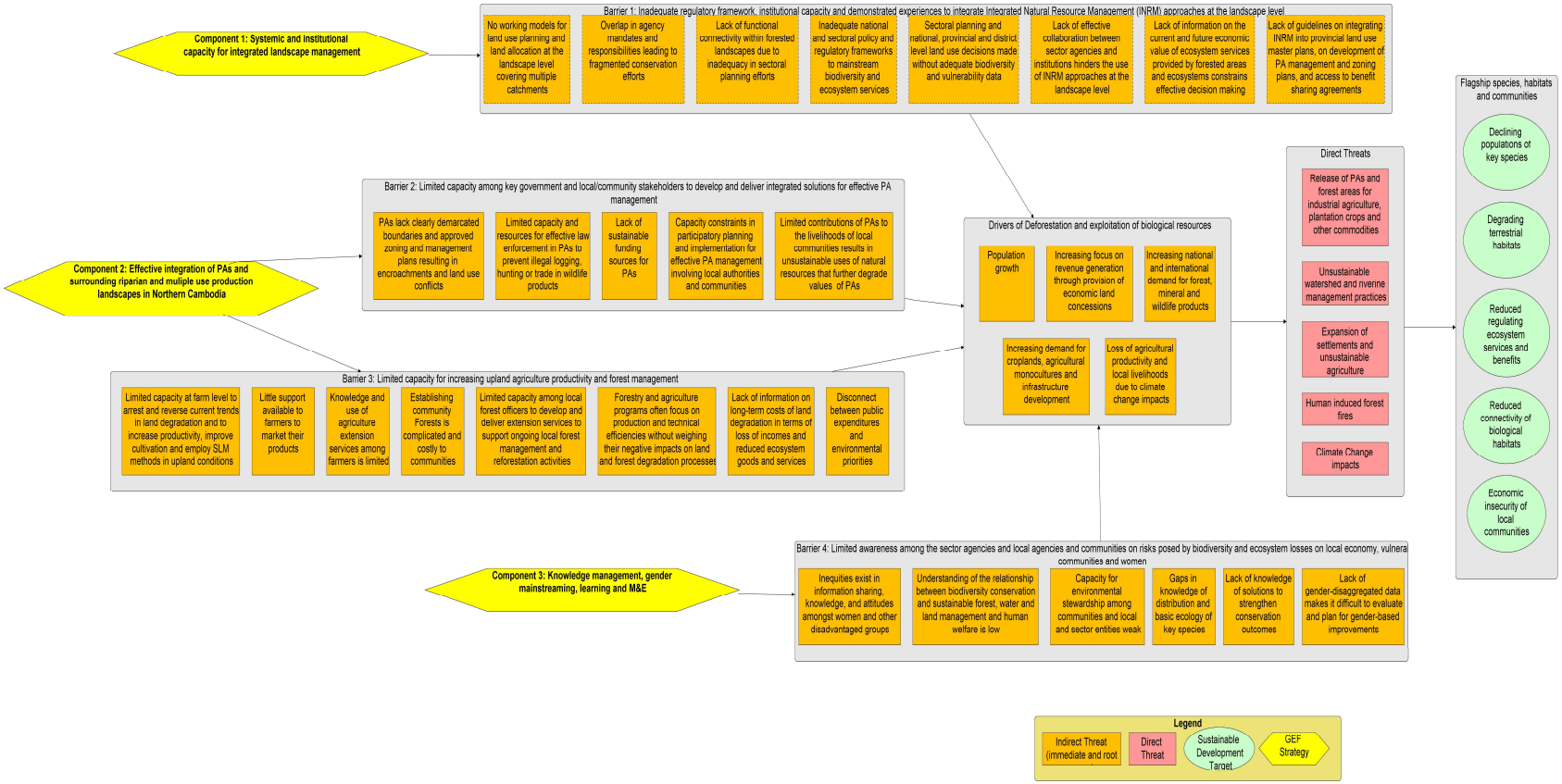
17. Barrier 4: Limited awareness among the sector agencies, public and key industrial sectors on how to integrate landscape planning and lack of awareness amongst communities, public and tourists of risks posed by biodiversity and ecosystem losses: Despite some awareness among sectors of the need for integrated planning, there is no cross-sector vision for implementing planning and little capacity in the country to lead such planning. There is limited awareness among the key sector institutions on how to integrate planning and management of landscape, so as to take into active consideration the biodiversity, natural resources and environmental factors that underpin sustainable management. Major sector agencies, including forestry, agriculture and tourism plan and manage the use of resources within their individual sectoral interests and operations, but with little cross-sector integration. Although Cambodia has already conducted a participatory process for identifying biodiversity priorities, which is articulated in the National Biodiversity Strategy and Action Plan (NBSAP) it lacks critical baseline data on the extent, location, condition and threats for many important ecosystems and species. There is an urgent need for a strategy for acquiring and distributing data, and building the institutional, technical, human, and infrastructural capacity needed to support on-going biodiversity monitoring and decision-making. Consequently, it is not surprising that the country's knowledge base on biodiversity and natural resources, and capacity for stewardship are particularly weak. Drivers of, and vulnerabilities to, climate change is also little understood. Among the local community there is little understanding of the importance of biodiversity and natural systems in providing critical ecosystem services to downstream inhabitants and the impact that deforestation could have on provisioning of such services. There is a deeply imbedded understanding of the importance of water. Tourism and other sector entities remain largely unaware of the value on maintaining existing environmental conditions and to the impacts that environmental degradation can bring to the local, regional and national economy.

18. There seems to be no single initiative in the country that is currently addressing all four aforementioned barriers. However, the proposed GEF-financed project will work in coordination with ongoing efforts and partners to

build on recent advances in land use planning and national biodiversity conservation efforts. The project is aligned with the strategic priorities of the NBSAP to 2020, Vision to 2030 and its Implementation Framework. The project is aligned with the goals of the NBSAP including: (i) Goal 1: Identify the main causes of biodiversity loss; thereby reducing the pressure directly and preventing the decline of biodiversity in protected areas; (ii) Goal 2: Properly resolve conflicts between conservation and development; (iii) Goal 3: Conserve the system of protected areas containing typical ecosystems, and various ecosystems; (iv) Goal 4: Enhance biodiversity conservation and development at the level of ecosystems, species and genetic resources; and (v) Goal 7: Benefits from biodiversity and ecosystem services should be shared fairly and equitability with participation of local communities. The GEF investment would promote closer cooperation among agencies, sectors and stakeholders in achieving mainstreaming biodiversity conservation into development sector policies and planning and management; strengthen institutional capacity; develop inter-sector collaboration in landscape planning approaches, and raise public awareness of the threat to biodiversity. In addition, the project will contribute to achieving the Aichi Targets, in particular Strategic Goal B (Reduce the direct pressures on biodiversity and promote sustainable use), Strategic Goal C (To improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity), and Target 12 (By 2020, the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has improved and sustained).

19. The project also contributes to the Sustainable Development Goals (SDG) particularly SDG 15 to halt biodiversity loss. It will also support SDG 2 to end hunger and achieve food security.

Figure 1: Situation Analysis



III. STRATEGY

19. The project's objective is **to promote integrated landscape management for the conservation and sustainable use of biodiversity, natural resources and ecosystem services in the northern region of Cambodia.** The intent is to operationalize integrated management of protection and productive landscapes to generate multiple benefits including effective conservation of globally threathened species and high conservation value forests, reduce deforestration and degradation, conserve and enhance ecosystem services and improve local livelihoods. The project recognizes that landscape is an important scale to manage significant ecosystem services in Cambodia such as water and an integrated strategy, including socio-economic and production aspects will help to enhance the sustainability. Working at a landscape scale will also help in the conservation of species through establishment of connectivity with a network of habitats and ecosystems. In addition, the considerations of social and equitable inclusion will be integrated into this strategy in order to ensure equitable opportunities and benefits in decision-making of both men and women in the project target community. To achieve this objective, the GEF alternative aims to:

    (i) Identify and reduce the mismatch between administrative boundaries and ecological processes using the interconnectivity of water as a catalyst for wider landscape management;
    (ii) Ensure that relevant national and provincial stakeholders have appropriate tools and examples to support integrated approaches to natural resource management, which in turn enhances social, ecological and production benefits from the landscape; and
    (iii) Advocate for a more participatory approaches that combine scientific and local knowledge, balancing top down and bottom up actions, to enhance sustainable land management by providing direct and indirect incentives for key stakeholders engagement in landscape management.

20. The project will be implemented over a 5-year period based on the following principles:
    - Promoting an integrated approach to natural resource management, which is based on water catchments from the northern landscape, and is adaptable and flexible to respond to dynamic situations and opportunities;
    - Supporting simple, practical and tangible catchment interventions, which have direct and indirect water benefits for stakeholders in and around the northern landscape;
    - Strengthening the participatory engagement of stakeholders, including communities and the private sector, in the identification of threats and facilitating a collaborative multi-sectoral approach to develop and implement appropriate responses
    - Strengthening institutional capacity to support the mainstreaming of landscape management through national and sub-national agencies.
    - Ensuring free prior and informed consent (FPIC) as the basis for negotiating investments for local communities, including in particular, indigenous communities, and ensuring that any displacement of incomes or access to resources is adequately compensated through alternative livelihood improvement plans;
    - Ensuring that in its development and implementation, gender is mainstreamed so that the project contributes to equality and equity, through the creation of equitable opportunities and benefits for both women and men;
    - Being selective in terms of identification of locations and nature of interventions to serve as demonstration models in the biological landscapes and in addressing the nature of challenges that operate therein taking into considerations the existing institutional capacity and resource constraints; and
    - Adaptable, replicable and scalable

21. An integrated framework for managing socio-ecological production landscapes in northern Cambodia, will guide the projects implementation strategy. This framework will engender a three-pronged, approach seeking to strategically link landscape, national and sub-national stakeholders working towards catchment management in Cambodia's northern landscape. Targeted activities will be implemented to support landscape, national and

regional approaches: (i) Improved regulatory framework and enhanced institutional capacity as foundations for an integrated landscape approach to Sustainable Land Management (SLM) and conservation of biodiversity; (ii) Improved management of selected Protected Areas and production landscapes in the northern landscape effectively managed to ensure biodiversity conservation and enhance productivity and livelihoods on a sustainable basis while safeguarding ecosystem services; and (iii) Replication and scaling up of the effective tools resulting from the pilot-scale application of the integrated landscape approach to biodiversity conservation and sustainable land management at national and provincial levels.

22. Sustainable Land Management of the northern landscapes, which takes into account social, ecological and production values, will be enhanced by combining institutional capacity with practical on the ground collaborative actions for integrated natural resource management. Through monitoring of the approaches and actions key lessons will be shared for local national and international scaling up of socio-ecological production landscape management.

23. Strategically the project will seek to utilize riparian clusters, grouping actions along key catchment areas. As there has been rapid change in the northern landscape, the specific criteria for selection of key areas and demonstration sites will be reviewed and identified as part of the baseline assessment, which uses Socio-ecological Production Landscape resilience indicators and will engage with landscape stakeholders. The project will seek to use multiple stakeholder catchment considerations, including government management of protected areas for ecosystem services, private sector management of water flows for productivity and communities' management of water for quality of life.

24. The strategy of using catchment as a core selection criterion for on the ground project investments within the landscape is based on the premise that due to climate change, water, too much and/or too little, is a key vulnerability for Cambodia. As such efforts to mitigate negative water impacts and promote catchment management, are a priority for integrated natural resource management. Strategically, water management is also a catalyst for motivating higher levels of stakeholder engagement, due to direct incentives.

25. The project objective is to be achieved through the implementation of three inter-related and mutually complementary Components that are focused at addressing the barriers discussed in the previous section of this report and represented in Figure 1. The three Components of the project are:

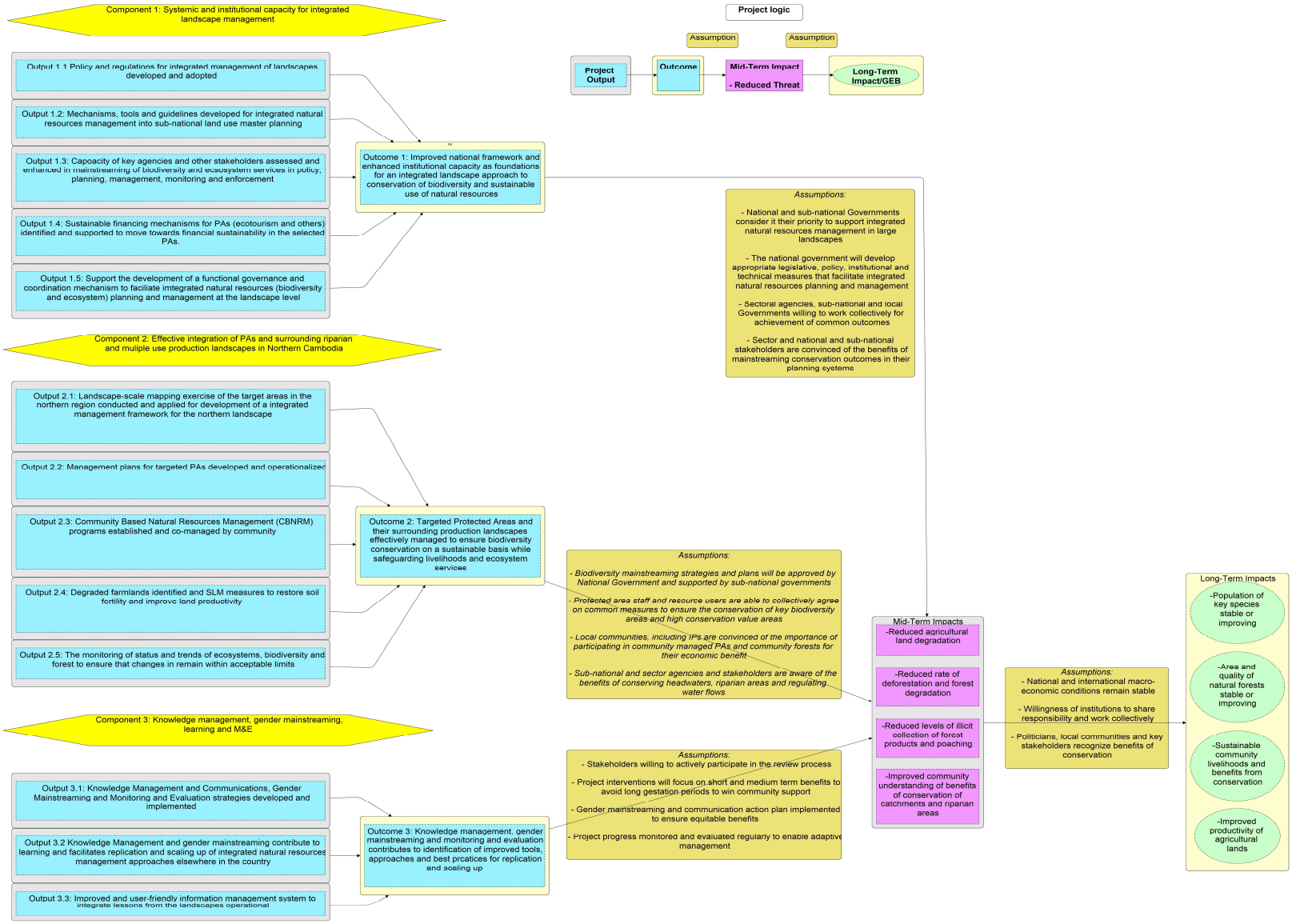
    Component 1: Systemic and institutional capacity for integrated landscape management;

    Component 2: Effective management of PAs and surrounding riparian and multiple use production landscapes in Northern Cambodia; and

    Component 3: Knowledge management, gender mainstreaming, learning and M&E

26. The project strategy was endorsed by stakeholders at well-attended national inception (August 15, 2018) and at a validation workshop (January 10, 2019) in Phnom Penh, as well as during extensive discussions at the Provincial and community levels (see Annex 14). The project objective will be achieved via three inter-related and complementary strategies (Project Components comprising Outcomes and Outputs) that focus on removing/reducing the four key barriers to accomplish the long-term solution (**Figure 1**) by means of intervention pathways shown in the theory of change diagram (**Figure 2)**. Indicators and assumptions for the accomplishment of expected Outcomes under the respective Components are given in the Project Results Framework.

Figure 2: Theory of Change



Rational for Selection of Project Area

27. The key considerations of the project are the holistically management of the social, ecological and production aspects of the northern landscape. The proximity of fourteen Key Biodiversity Areas and significant sustainable production approaches such as Ibis Rice, Sustainable Rice Platform and Community Based Ecotourism in the Northern Landscape makes this an opportune project area to support planning for integrated natural resource management. Consequently, selection of the project boundaries is driven by the need to include various land uses and management regimes in the landscape that is and through the watershed. Since the riparian zones along the rivers are natural biodiversity corridors but also points of vulnerability to the entire ecosystem it is critical for management of these landscapes. The PPG has identified poor watershed management of the Northern Landscape including, limited planning and enforcement, pollution, deforestation and illegal sand mining, as having direct negative impacts on water quality thereby impacting ecosystem health, degrading heritage areas and limiting downstream land use opportunities. Where these impacts are at the headwaters the entire landscape may be compromised. In terms of the expected climate change, of higher intensity but shorter wet season rainfall, the degradation of the waterways increases the potential for disasters such as flood and drought, while also reducing food security and livelihood options. The focus on water quality as the overarching ecosystem service is considered to be a unifying theme that will support higher levels of engagement and as such opportunities for more integrated natural resource management of the northern landscapes. Strategically, diverse stakeholders including private sector and communities will be engaged as collaborators with government authorities to integrate water management into wider sustainable land management and landscape planning. The total project landscape will include the three PAs and associated riparian areas, agricultural and forest lands and headwaters of key streams covering around 550,000 ha (around 450,173 ha comprising PAs).

28. Based on the above rationale, the focus of the project will be the three protected areas, namely the Kulen Promtep Wildlife Sanctuary (KPWS), Phnom Kulen National Park (PKNP) and Angkor Wat Protected Landscape (AWPL), serve as the headwaters for the watersheds, namely **Stung Sen, Stung Staung** and **Stung Siem Reap**. These former two Protected Areas serve as the headwaters for important water sources linked to social (heritage), ecological and production aspects of the northern landscape. All rivers (stung) flow into the Tonle Sap Lake. Amongst the proposed watersheds, Stung Siem Reap and Stung Sen are identified by the draft National Action Program to Combat Land Degradation (2018-2027) as being the most critically threatened and requiring urgent protection. In addition to their ecological values, the proposed catchment areas are believed to have a significant role in supporting foundations of the ancient monuments of Angkor Wat Protected Landscape. Some of the important ancient hydraulic systems including Kulen, Beng Melea, Kor Ker, and Preah Khan are located in the project target watersheds.

29. PKNP plays a major role for water supply to Siem Reap watershed. It attracts rains for a longer period than the low land, and thirty-six headwaters locate in the plateau[22]. PKNP provides water to surface water for the streams and rivers, and recharges regional aquifer, which plays important roles for the supporting main structure of the provincial town, Angkor Wat and other temples, in Siem Reap year-round. The watershed extends over 10 districts, 66 communes (completely or partly) and 470 villages, for an estimated population of 500,000 persons[23]. The majority of the people live within the 30km strip of the foot slope and Kulen Mountain and Tonle Sap Great Lake. Siem Reap watershed is ranked as one of the four top priority watershed in Cambodia under the Mekong River Commission of the German Agency for Technical Cooperation (MRC-GTZ) Water Management Project.[24] There are strong linkages between the Northern Plains landscape, and one of the other major landscapes in Cambodia, the Tonle Sap Lake. As highlighted above, the Northern Plain is a host of globally threatened water birds, such as Spot-billed Pelicans (*Pelecanus philippensis)*, Painted Storks (*Mycteria*

[22] Kummu, M. 2016. The Natural Environment and Historical Water Management of Angkor, Cambodia. Espoo: Helsinki University of Technology
[23] Harald Kirsch. 2010. Watershed Inventory Siem Reap, Cambodia: A Combination of Social and Natural Science Method. *Pacific News,* 34:9-14.
[24] Kalyan, H., Rotha, K.S., Luyna, U. & Socheat, M. 2004. Management of Pilot Watershed Areas in Cambodia. Baseline Survey. Part I: Framework for Land and Forest Resources Management in Cambodia. Part II: Baseline Survey Siem Reap Pilot Area. MRC-GTZ Cooperation Programme on Agriculture, Irrigation and Forestry Program

leucocephala), Greater and Lesser Adjutants breed on Tonle Sap, but disperse across the Northern Plains in the wet season. Conversely, Sarus Cranes and White-shouldered Ibis breed in the Northern Plains and return to the large permanent wetlands on the floodplain and the edge of the Northern Plains at the beginning of the dry season. In addition to providing habitats, spawning and feeding grounds for birds, mammal, fishes, and various kinds of endangered and rare species as highlighted above. It provides fish, nutrients, and water supply for agriculture, waterways for local transportation and other livelihood activities. The Angkor Wat Protected Landscape supports four bird species of conservation value, namely the Siamese Fireback Pheasant (*Lophura diardi*), Bar-bellied Pitta (*Hydrrornis elliotii*), Orange-breasted Green Pigeon (*Treron bicinctus*) and the Black-and-red Broadbill (*Cymbirhynchus macrorhynchos*). The targeted watershed provides habitat for a number of globally or near threatened bird species such as the Sarus Crane (*Grus antigone*), Lesser Adjutant (*Leptoptilos javanicus*), Giant Ibis (*Thaumatibis gigantean*), White-shouldered Ibis (*Pseudibis davisoni*), Greater adjutant (*Leptoptilos dubius*), Black-necked Stork (*Ephippiorhynchus asiaticus*) and Grey-headed fish eagle (*Ichthyophaga ichthyaetus*). The target area falls within parts of three provinces namely Preah Vihear, Kampong Thom and Siem Reap.

30. The project area is inhabited mainly by the ethnic groups of *Kuoy* and *Por* living in 10 communes in KPWS. Their main livelihood is subsistence agriculture (swidden-agriculture, growing rice, banana, corn, potato, vegetables, and others), fishing, and NTFP collection. Some families are also engaged in the Ibis rice program as well as in eco-tourism, PES, and other WCS programs. The main products from the forests are green cardamom, honey, rattan, bamboo, wild plant seeds such as wild cardamom, krokor *Sindora Sumatrana, Sterculia lychnophora*, wild fruits, mushroom, hones, beeswax, herbs and medicinal plants, live animals, fish, and materials for handicraft and construction. A profile of the project landscape area is provided in Annex 11.

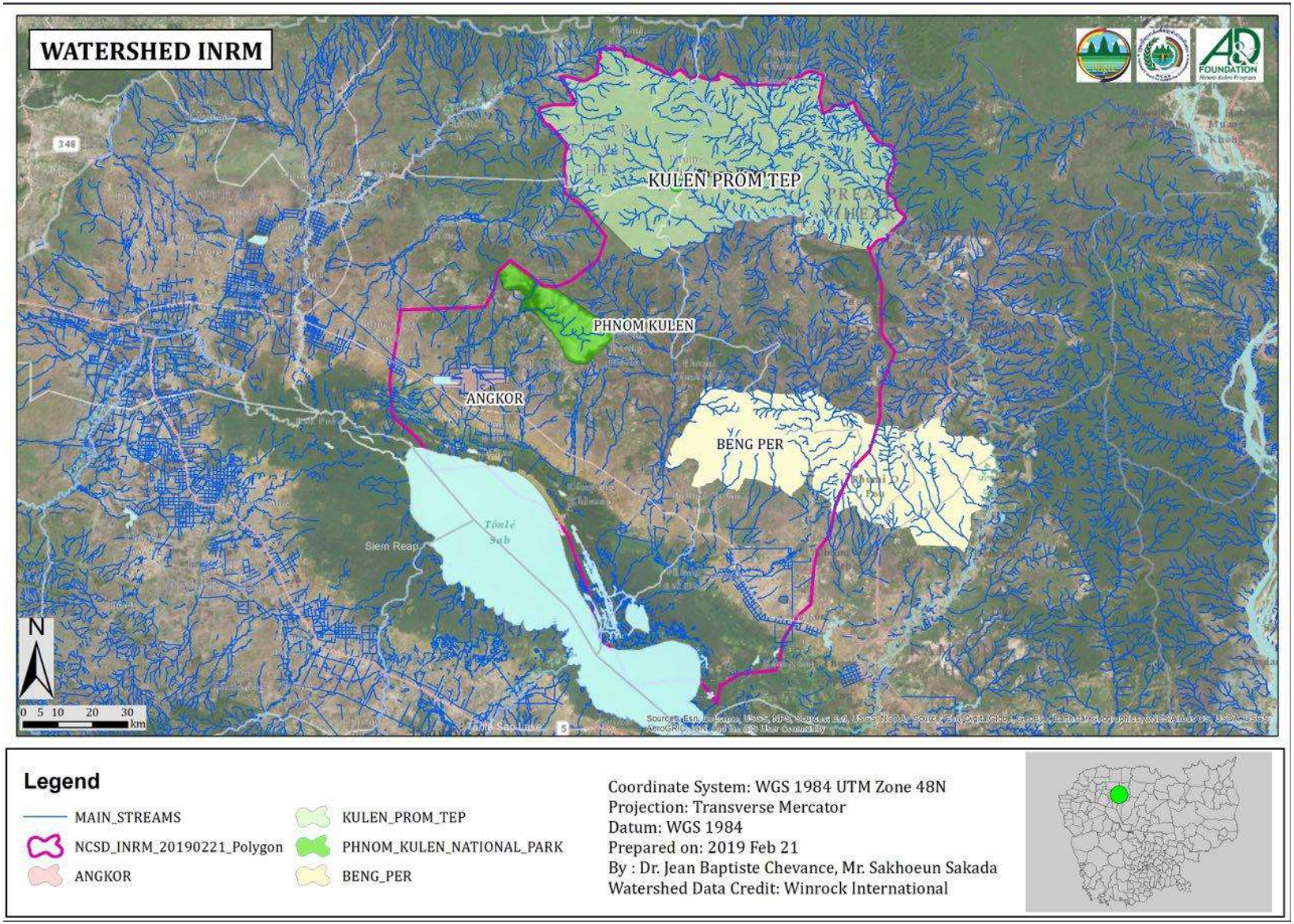


Figure 3: Map of Northern Landscape (showing Project Area with PAs, watersheds and provincial boundaries).

IV. RESULTS AND PARTNERSHIPS

i. Expected Results*:*

31. The project is designed to achieve a number of long-term environmental impacts including establishing the following institutional and regulatory measures in integrating water resource management, biodiversity conservation, technological and scientific cooperation and sustainable natural resource use into sector specific, national and provincial level and local socio-economic development planning and community resource management of biological landscapes:
    - *A gender-responsive national policy, regulatory and governance framework that enables the mainstreaming of biodiversity and in integrated natural resources management in sectoral decision-making processes in mixed-use watershed landscapes of Cambodia;*
    - *Improved site-level planning, regulatory, scientific assessment and information gathering, and monitoring and implementation framework for demonstration of integrated gender sensitive biodiversity planning and management of pilot northern biological watershed catchments; and*
    - *Improved site-level sustainable use and management systems for ecologically rich ecosystems (and their species and functions) and sustainable community and private sector use through biodiversity friendly, sustainable land, water and forest management, and sustainable community investments and business ventures that promote equitable opportunities for Cambodian people.*

32. The Long-Term Impact of the project is the reduction of direct threats on critical species, ecosystems, and ecosystem services through the promotion of sustainable water management, sustainable agriculture, forestry, tourism and other economic practices in and around the biological landscape; improved planning, regulatory, enforcement and monitoring for enhancing natural resources management; and the effective management of and reduced threats to globally significant biodiversity, including globally significant ecosystems and species in Cambodia's biological landscape. To achieve its Objective, the project is designed to test a holistic and well-integrated multi-sectoral and multi-stakeholder approach to planning and management within the pilot northern landscape. This is underpinned by mechanism(s) that address current limitations in multi-stakeholder and provincial-national integrated development planning and coordination between key stakeholders within the landscape, and improved local community (especially women, youth and under-represented groups) access and control of resource use and management within the landscape to generate improved livelihoods, incomes and benefits.

33. The project's incremental value lies in demonstrating, using the selected northern biological landscape, the development of participatory natural resources management, catchment management, enterprise based sustainable natural resource practices and sustainable livelihoods for local communities while concurrently strengthening the conservation of biodiversity, maintaining the connectivity and ecosystem values of the biological landscape, and ameliorating climate change impacts. A biological landscape Information Management System and maps will be developed for the target northern biological landscape (initially using existing information but complemented by development and implementation of a strategy to fill information gaps and sustain long-term monitoring of key indicators). This will result in listing areas of high biodiversity conservation significance and for provision of ecosystem services. The overall mapping will help define areas for undertaking sustainable agriculture practices, sustainable tourism development, forest and land rehabilitation and improvement practices, identify opportunities for climate change adaptation, and areas that are conducive for community resource use. The information system will allow for defining which ecosystems can be sustainably used and which should be conserved in order to retain critical biodiversity, habitat and ecosystem integrity and ensure productivity of agriculture, forestry, tourism and other economic activities in the long term. It will also help develop capacities required for enabling frameworks through "learning-by-doing" approaches in the selected biological landscape. Sustainable biological landscape management approaches will be based on assessments of key biodiversity and ecosystem services and will build on capacities and concepts established during the interventions of the past GEF and donor projects in Cambodia, as well as similar initiatives in the

region and elsewhere. The project will be able to develop and demonstrate a matrix of best practices for Cambodia's ecosystems and biodiversity conservation for scaling up and replication in other landscapes nationally and regionally and for the recognition of the importance of gender mainstreaming in such actions. A series of guidelines, knowledge management publications and awareness events will support the achievement of these targets.

Component 1: Systemic and institutional capacity for integrated landscape management

Total Cost: US$3,230,837; GEF project grant requested: US$884,837; Co-financing: US$2,346,000

Outcome 1: Improved national framework and enhanced institutional capacity as foundations for an integrated landscape approach to conservation of biodiversity and sustainable use of natural resources.

Baseline conditions for this outcome (without GEF project):

34. At the systematic level, Cambodia's Protected Area Law of 2008, Declaration of Protection of Natural Areas of 1994, Law of Environment Protection and Natural Resources Management of 1996, Forestry Law of 2002, Sub-Decree on Community Forest Management of 2003, Law on Protection of Cultural Heritage of 2009, Law on Water Resources Management of 2007 and the Law on Forest Concession Management of 2000 which provide regulations on biodiversity conservation and water and natural resources management will continue to provide limited guidance for identifying important/essential ecosystems (e.g. biologically rich sites and key ecosystems to be recognized within biological landscapes), for applying integrated management approaches into production sectors, for financing mechanism to ensure biodiversity conservation and for sustainable use of ecosystem services, and other aspects of conservation of natural resources. In addition, the Circular on Land Use Planning in Provinces and Municipalities of 1996, Land Law of 2001, Sub-decree on management/administration of use of agricultural lands, Sub-decree on Social Land Concessions of 2003, and the Sub-decree on Economic Land Concessions of 2005 will continue to provide a less than adequate framework for effective management of integrated water and land use and participatory planning.

35. Without the GEF financing, the integrated landscape approach will remain less formally recognized as an effective tool for management of Cambodia's watersheds and biological landscapes. Decision-making about development plans will continue to be made on an ad-hoc case-by-case basis and will not adequately take account of the cumulative impacts of a variety of land use changes across the landscape. Institutionally, the Ministry of Environment and its agencies is the focal agency for overall biodiversity conservation, but its staff will continue to need additional capacity for implementation of comprehensive integrated management approaches at a landscape level. Their responsibilities, and the institutional arrangements at national and provincial levels for planning and management of large watersheds and landscapes will remain unclear and uncertain. The General Department of Administration for Nature Protection and Conservation and Protection (GDANPC) of the Ministry of Environment (MOE) that has a role to manage and facilitate biodiversity protection and conservation, and rational and sustainable use of natural resources within national protected areas system will continue to need additional capacity for enhancing biodiversity conservation and improving community participation. At the national level, the Department of Biodiversity (DBD) of the National Council for Sustainable Development (NCSD) has roles in coordination and policy making in relation to biodiversity conservation also required support on integrated natural resources management. The Neary Rattanak IV five-year strategic plan (2014 – 2018) for Gender Equality and the Empowerment of Women in Cambodia promotes gender equality and the empowerment of women, but the Ministry of Women's Affairs (MWA) requires institutional strengthening and capacity development to fulfill its mandate as strategic gender policy advisor and facilitator with line ministries at national and sub-national levels as well as expand its role in providing effective gender analysis and responsiveness in specific context of interventions, institutional advocacy and policy advice across the entire Government. The Gender Action Plan of the Ministry of Environment (2014-2020) ensures gender mainstreaming in environmental planning and capacity strengthening, but requires improvement of gender dimensions in strategic planning and monitoring and evaluation, the latter in particular to assess the effectiveness of gender responsiveness.

36. Without the GEF financing, the key agencies in natural resources management will not be able to fully guarantee: (i) an effective multi-level integration between national, provincial and local levels in terms of landscape planning and management, (ii) an effective consultation between different institutional levels and sectors at the national and provincial levels in support of landscape conservation, (iii) an enhanced integration of biodiversity conservation and water and land management outcomes in national and provincial social and economic development planning; (vi) an enhanced means to integrate local people's knowledge and traditional resource management systems into landscape management, and (v) an expanded national-level coordination mechanism and procedures to include provincial and sector representation. Consequently, without the GEF Project, there will continue to be an incomplete institutional framework for integrated landscape management. The potential of an integrated system of protected areas, with increased facilitation of conservation of watersheds, combined with sustainable land and water resource use practices and improvements to the quality of life of residents, may not be fully realized without the GEF project. As a consequence, the trend of degradation of natural systems might not be controlled or reversed, which might further deplete the quality and quantity of ecosystem services and increase rural poverty.

Alternative for this outcome (with GEF project):

37. Under this Outcome, the GEF increment will support strengthening national framework (including improved coordination, governance, regulatory arrangements and capacities) for mainstreaming natural resource management and biodiversity conservation and facilitate gender mainstreaming objectives into national and sub-national development planning and management of landscapes. This will include establishing an institutional coordination framework for integrated landscape management in the northern areas to facilitate multi-sectoral and multi-stakeholder planning and management. The proposed national coordination mechanism will provide leadership as mandated by various existing laws and agreements. Policies, regulations, guidelines, plans and best practices for mainstreaming biodiversity and ecosystem concerns in development planning will be supported for relevant key sectors, including a set of minimum standards, to guide responsible practices in these sectors while providing a practical strategy and financing plan for their sustainable development. These plans will build on and integrate relevant and existing tools, strategies and lessons gained through the baseline work. The outcome will focus on a national coordination and governance structure (supported by improved policies, legislation, best practices and other relevant tools) that promotes an integrated landscape management approach that takes into cognizance sustainable land and water resource management, biodiversity conservation and biodiversity-friendly socio-economic planning and enforcement. It will also take into consideration climate change as well as strengthened capacity and skills within the Department of Biodiversity (DBD) of the National Council for Sustainable Development (NCSD) and GDANCP and national, sectoral, provincial institutions, civil society and local communities to facilitate and support their ability to balance development and environmental needs at the landscape level.

38. This Outcome would be achieved through five outputs, building on strong community consultations, which will contribute to achieving the overall goal of developing national frameworks for integrated landscape planning and its management and enforcement in Cambodia to conserve biodiversity and in establishing capacity for planning, implementation and monitoring of conservation outcomes and threats.

Output 1.1: *Policy and regulations for integrated management of landscapes developed and adopted*

39. Under this Output, the Project will facilitate the development of policy and regulations for promoting integrated management approaches and the mainstreaming of protected areas, biodiversity, ecosystem services and gender in development and sector planning within the biological landscapes in Cambodia. The GEF increment will support the following indicative activities under this Output:

    1.1.1 Review of existing policies and regulations to identify key gaps and opportunities to integrate PAs, biodiversity, ecosystem services and gender mainstreaming within broader landscape planning and management approaches;

1.1.2 Review existing PA strategy to identify options and develop proposals for enhancing the role of PAs within the context of broader landscape planning and management;

1.1.3 Review existing institutional arrangements and propose measures for improved coordination and decision support systems that promotes integration of PAs at the landscape level;

1.1.4 Strengthen PA management planning to incorporate ecological considerations and connectivity, improve participation and cooperation of local people and sectoral stakeholders and incorporate of PA concerns into regional planning and regulations; and

1.1.5 Support the improvement of policies and regulations for mainstreaming biodiversity, ecosystem services and gender in sectoral planning and management that could be applied at a landscape level.

Output 1.2: *Mechanisms, tools and guidelines developed for integration of natural resources management into -national land use master planning.*

40. The project will facilitate the development and implementation of tools and guidelines for integration of biodiversity conservation and ecosystem services into sub-national planning and management systems. However, institutionalization of processes for mainstreaming of biodiversity considerations into the relevant policies, plans, budgets and monitoring systems requires the adoption of planning guidelines, convergence of planning systems, capacity building and technical assistance to support update of current practices. The project will target this effort in the three provinces that are located within the project area. In particular, this Output will support the following activities:
41. Under this output the project will support the following indicative activities:

1.2.1 Review the existing mechanisms, tools and guidelines developed for mainstreaming of biodiversity conservation and ecosystem services into national land use master planning.

1.2.2 Following the above review, the project will support the development of simplified tools for national land use master planning processes to mainstream biodiversity conservation, improve habitat connectivity, ensure sustainable natural resources management and management of riparian ecosystems;

1.2.3 Work with local authorities and stakeholders to identify appropriate tool and procedures to improve stakeholder participation in planning and management decisions at the national level; and

1.2.4 Develop and support trialling of the new tools and procedures to enhance community and stakeholder participation in national land use master planning within the landscape.

Output 1.3: *Capacity of key agencies and other stakeholders (including Indigenous people and other communities) assessed and enhanced in mainstreaming of biodiversity and ecosystem services in policy, planning, management, monitoring and enforcement*

42. Output 1.3 will focus on building capacity of the key stakeholders, including staff of the respective forestry, environment, water, sustainable development, agriculture, fisheries, provincial and other relevant agencies, NGOs, Indigenous Peoples and local communities to implement existing and new land use and spatial planning tools, natural resources management and environmental guidelines and practices to mainstream biodiversity and ecosystem services into decision making and planning processes. In particular, for protected area and forestry staff, training would focus on tools and methods for identification of biodiversity and ecological sensitive sites, zoning considerations, economic evaluation methodology and tools, and evaluation of effectiveness of sustainable forest and land management approaches and participatory methods for ensuring that free, prior and informed consent is obtained from IPs before activities are considered for support. Such training will also focus on interpretation and application of laws related to protected area, forest management and IPs, surveillance and monitoring techniques, environmental (or biodiversity) impact assessments, techniques for monitoring land and forest degradation, etc. For other agencies, training will focus on integration of biodiversity and ecosystem services considerations into sectoral and national policies and practices. Training programs and curricula will be developed with, and integrated into regular training programs of key agencies

and institutions. After the training programs are implemented, the key stakeholders (including local communities and IPs) would participate in the design, implementation and planning and monitoring of landscape conservation and management plans, implementation of sustainable land, forestry and agriculture development programs, etc. In particular, this Output will support the following activities:

43. Under this output the project will support the following indicative activities:

1.3.1 Review the existing capacity and capacity needs of national and provincial land use master planning processes in Cambodia and identify opportunities for mainstreaming of biodiversity conservation, sustainable natural resources management and management of riparian ecosystems into such planning systems and institutional capacity needs.

1.3.2 Conduct training to strengthen the capacity of key agencies and stakeholders (which shall include IPs) in PA planning, management, monitoring and enforcement, mainstreaming of riparian ecosystems and mainstreaming biodiversity and ecosystem services into sectoral and sustainable development policies. In particular, project staff will be trained to identify specific consultations procedures needs to ensure that there is free, prior and informed consent from communities and IPs to project decision-making processes;

1.3.3 Identify key stakeholders from Northern landscape to learn more about the strengths and weaknesses of the current land use master planning processes through practical site visits and relevant meetings;

1.3.4 Provide training to sub-national staff to facilitate integration of biodiversity and ecosystem services into sub-national land-use planning; and

1.3.5 Support transparent and participatory national land use master planning in the project landscape as a pilot effort to test its effectiveness, identify key gaps and constraints and opportunities for further improvements.

Output 1.4: *Sustainable financing mechanisms for PAs (ecotourism and others) identified and supported to move towards financial sustainability in the selected PAs.*

44. This output focused on increasing and securing revenue generation for PA management. The project will seek best options, within the Cambodian context to improve the financial sustainability of the PAs, initially in the northern area and later extending to the country as a whole. The intent is to ensure that PAs have adequate financial resources to cover the costs of their management at an optimal level. Among other things, GEF resources will be used to support the assessment of potential revenue options, including assessing existing legal and policy barriers for the promotion of new cost-effective practices, systems and schemes, all aimed at making sites more attractive to visitors and increasing their own revenue generation capacity. Accordingly the project will seek collaborative partnerships with the private sector to promote revenue generation programs that can support conservation activities on a pilot basis. Some of the options that might be considered are: taxes, fees and fines levied on legal use of PA resources; public-private partnerships for conservation and revenue sharing from income generated from PAs; PES including payment for tourism, water and watershed services; compensation agreements with industry and establishment of conservation trust funds from revenues generated from multiple sources. However, the suitability of these options will take into consideration policy and legal requirements and management options.

45. Under this output the project will support the following indicative activities:

1.4.1 Review the existing practice financing mechanisms for PAs in Cambodia (including existing PES mechanisms) and the region to identify potential options for Cambodia. This will entail a more thorough assessment of the legal framework available or required to support the use of potential financial instruments, market analysis to determine potential income that can be generated from financial instruments, prioritization of most promising financial instruments, determination of most

appropriate management framework that supports each such instrument including the feasibility of public-private partnerships, and development of business plans to create a 3-5 roadmap for financial success;

1.4.2 Review, consult and identify process to strategic policy, legal requirements, guidelines, tool for resource mobilization and financial sustainability for selected PAs;

1.4.3 Stakeholder consultations to identify, discuss and prioritize sustainable financing mechanisms for Protected Areas (Angkor, Kulen Promtep and Phnom Kulen);

1.4.4 Pilot test a few suitable sustainable financing activities (including strengthening existing PES activities), ecotourism, promoting sustainable use of production landscape for three Protected Areas (Angkor, Kulen Promtep and Phnom Kulen) that entails engagement of the private sector to develop mechanisms for channelling of resources to conservation and local community benefit; and

1.4.5 Based of the results of pilot testing in the PAs, and assessment reports, propose new and revised policy to strengthen existing legislation related to revenue generation and use for conservation and community benefit, and recommendations for successful management of the most appropriate financial instruments for sustainable financing of PAs in Cambodia. Based on the results, GSSD/NCSD will prepare a policy brief for policy makers across relevant line ministries such as Ministry of Economic and Finance, and Ministry of Environment recommending the adoption and application of suitable one for Cambodia from a suite of financial mechanisms. Based on consultation process as described above, the project will support GSSD/NCSD to draft guidelines on Protected Areas Financing for Government endorsement and application. By its mandate, GSSD/NCSD will play the leading role in coordination with stakeholders on the drafting and endorsement process for the proposed guidelines and will oversee its subsequent implementation.

***Output 1.5**: Support the development of a functional governance and coordination mechanism to facilitate integrated natural resources (biodiversity and ecosystem) planning and management at the landscape level*

46. The Project will develop and demonstrate a planning and coordination processes to support integrated natural resources planning and management at the landscape level. Output 1.5 will recommend a inter agency planning and coordination platform at the national level (with sub-national, private sector and community representation) to facilitate multi-sector and multi-stakeholder engagement at the landscape level. This coordination mechanism will lead advocacy efforts and provide science-based policy advice for biodiversity integration in sector and national and sub-national local-level planning and define roles and responsibilities of different stakeholders in management of biological landscapes. The coordination platform will facilitate the following activities:

1.5.1 Facilitating coordination between sector entities to ensure synergies in planning and management within the landscapes as well as to ensure that sector agencies enforce agreed landscape management approaches;

1.5.2 Facilitate collaborative partnerships with sub-national governments, NGOs and local communities to achieve broad support for integrated natural resources management across landscapes;

1.5.3 Encouraging sectoral agencies to mainstream biodiversity conservation into key sectors, through a holistic approach at the landscape level;

1.5.4 Working with sector and sub-national entities to encourage new developments taking into account the values and maintenance of ecosystem services in their planning, management and monitoring; and

1.5.5 Coordinating and supporting the development and implementation of communication strategies for mainstreaming biodiversity and ecosystem services in sub-national and sector planning and budgeting.

Component 2: Effective management of PAs and surrounding riparian and multiple use production landscapes in Northern Cambodia

Total Cost: US$6,758,800; GEF project grant requested: US$1,454,800; Co-financing: US$5,304,000

Outcome 2: Targeted Protected Areas and their surrounding production landscapes effectively managed to ensure biodiversity conservation and safeguarding livelihoods and ecosystem services

Baseline conditions for this outcome (without GEF project):

47. As land-use planning would continue largely with limited consideration of ecosystem values (including watersheds and riparian areas) and biodiversity, this would lead to further forest and natural resource degradation, with a concomitant loss of high conservation value forests and critical ecosystems (water conservation and discharge) within and outside of protected areas and the critical headwaters they encompass. Sectoral approaches that prevail in terms of land use decision-making in the forest, agriculture, water and other sectors will be likely continue to require support to adequately incorporate biodiversity, ecosystem services and landscape considerations. National policies and national and provincial planning systems will pay less than the necessary attention to support land use optimization to sustain resource resilience and biodiversity, gender and ecosystem services considerations. Enforcement capacities to ensure compliance with ecological standards in land use and reduction of high levels of trespassing in use of forests will remain limited. Decision-support tools will continue to need strengthening to provide the effective planning framework needed to ensure long-term sustainability of ecosystem services and biodiversity and to secure forest-based livelihoods.

48. The project area of approximately 550,000 hectares (including 450,173 ha of the protected areas and the other approximately 100,000 ha comprising linked headwaters and riparian connections, and intervening agricultural and forest lands and other human-induced production areas) will likely continue to be managed with little consideration of the threats that emanate from within and outside its boundaries. Consequently, the forests and other natural habitats within the proposed project area will continue to degrade. Designation of new and effective biological, watershed and riparian conservation measures will likely be slow to materialize and might come too late to enable effective conservation. There will also likely be insufficient resources and capacity to properly manage these areas in an effective and efficient manner.

49. Given the limited financial resources, in absence of the GEF project, there will be slow progress in developing sustainable land, water, forestry, fisheries and agricultural management practices and alternative livelihoods within the northern landscape resulting in continued unsustainable farming systems, unsustainable production and consumption of forests products (including medicinal and oriental plants and wild animals for trade and domestic consumption) and other forms of resource extraction. Markets for agricultural, forest and tourism products will continue to be poorly developed thereby acting as a constraint for improving the lives and livelihoods of local communities. In addition, business approaches and opportunities to enhance and mobilize funds (tourism, sustainable harvesting, production of local crafts, etc.) will be largely limited. Consequently, local communities within the northern landscape will continue to depend on natural resources, resulting in further degradation of biological habitats and severing connectivity between these important biological habitats. Key biodiversity species and ecosystems will face intense pressures and threats, with likely reductions in fauna and flora diversity and species population sizes, management and conservation of watershed and riparian functions will continue to degrade thereby threatening the survival of these species in their overall biological range and reducing the capacity of the landscape to sustain its vital ecosystem services functions.

Alternative for this outcome (with GEF project):

50. Under this outcome, the GEF increment will support the improved management of at least 550,000 hectares of biologically and ecologically important areas within the northern landscape through participatory management approaches that includes PAs and associated riparian areas, agricultural and forest lands and other human induced production systems. It will also support the protection and regeneration of disturbed critical riparian habitats using ecologically sensitive assisted natural regeneration methods and improved agriculture, forestry and livelihood practices. Additionally, the project would support biodiversity-friendly enterprise developments for communities and private sector with the intent of providing incentives for local communities to conserve

their biodiversity and natural resource base. The project will also train and equip forest and environment staff, and local communities for monitoring and enforcement to reduce violations and wildlife crime. Overall, the aim of this cross-training and co-involvement between forest and environment staff and community organizations/local communities and IPs, through community-based management agreements will help to conserve their biodiversity and natural resources base and its vital ecosystem services. The project will provide an opportunity to monitor progress in implementation of METT (Management Effectiveness Tracking Tool) in order to evaluate the efficiency of management efforts.

51. Following the development of an integrated management framework for the landscape, the project will support the mainstreaming of biodiversity and ecosystem services into national, sub-national and sector planning through a variety of measures including increased awareness, development of improved management plans for the three protected areas, improved management and protection of headwaters of key rivers and their riparian areas. These plans will, *inter alia*: (a) identify high biodiversity areas within the northern PAs and riparian areas to receive specific conservation focus; (b) identify gaps and measures to enhance management effectiveness of the Protected Areas (PAs); (c) prescribe appropriate land uses and management measures in production landscapes thus avoiding, reducing and mitigating the impacts to biodiversity and vital ecosystem services; and (d) support improved biodiversity-friendly livelihoods and income generation activities through extension, training, value addition and marketing. This outcome will be achieved through the following five outputs, which will contribute to achieving the overall goal of expansion and impoved management of biological habitats and ecosystem functions within the northern landscape.

Output 2.1: *Landscape-scale mapping exercise of the target areas conducted and applied for development of an integrated management framework for the northern landscape*

52. Under this output, the Project will support the elaboration of multi-stakeholder and multi-sector integrated biodiversity management planning of the project area in the Northern landscape. The planning process will culminate in the elaboration, sharing and adoption of integrated approaches through a participatory process, involving key players (national and provincial institutions, NGOs, civil society, Indigenous Peoples groups, local communities, private sector, etc.), under the supervision of a permanent landscape-level governance and coordination mechanism.

53. Under this output the project will support the following indicative activities:

2.1.1 **Assessment and Mapping Exercise** of biological, socio-economic, environmental and institutional aspects, including assessment of biodiversity and ecosystem services values and threats, identification of Key Biodiversity Areas (KBAs) and High Conservation Value Areas (HCVAs), extent of land, forest and agricultural land degradation, and extent of biological connectivity. The mapping exercise will focus on the project landscape area, including catchment and riparian zones, multiple use areas to identify and prioritize areas for conservation, sustainable land, forest and agricultural productivity improvements, community use and threat management, etc;

2.1.2 Based on the mapping exercise, consult with key stakeholders (PA managers, watershed managers, local planning entities, and local communities and IPs) to identify a common integrated framework for management of the project landscape (developing a landscape management framework of vision);

2.1.3 Develop and monitor the socio-ecological production indicators[25] to measure community capacity to adapt to changes while maintaining biodiversity, including in particular state of ecosystem health, ecological values and vulnerabilities, agricultural productivity, state of forests, and degraded land that merits rehabilitation/restoration; and

[25] In line with socio-ecological production landscapes and seascapes (SEPLS), Satoyama Initiative

2.1.4 Utilize the resilience indicators for assessing effectiveness of integrated landscape planning and management.

2.1.5 Develop integrated landscape management framework and planning for target landscape

Output 2.2: *Management plans for targeted PAs developed and operationalized*

54. This Output will facilitate the management of three protected areas in the project area, namely Kulen Promtep Wildlife Sanctuary, Phnom Kulen National Park and the Angkor Wat Protected Landscape in the northern areas of Cambodia covering 450,173 hectares. In particular, the project will provide technical and material support for the effective management of the PAs to ensure long-term conservation objectives and to apply new more inclusive management approaches. In this way, the project aims to fill gaps in current PA management approaches in the country to encompass a more participatory and transparent process of gender sensitive planning and management processes. In addition, the project will provide some incremental support in terms of field and communication equipment; facilitate the strengthening of the PA governance structure that will ensure the participation of all relevant stakeholders, particularly the local communities and IPs in its planning, management and implementation. It will also enhance sustainable natural resource management, protection of headwaters of major streams and riparian areas as well as support benefit sharing arrangements through environmentally compatible natural resources use, ecotourism and sustainable livelihood opportunities. Feasibility analysis for conservation agreements will be carried out.

55. In facilitating the development of improved management plans for the PAs, the project will pay specific attention in ensuring that there is free, prior and informed consent (FPIC) of the expectations and outcomes from the management of the PAs and support a bottom-up planning process that seeks to address the values and aspirations of the local communities, including indigenous peoples (IP) in its planning and management. It would also ensure that any restrictions of resource use is not induced by the government entities, but defined through a mutual participatory consensus building process amongst the communities, and that such restrictions are compensated by adequate alternative livelihood measures.

56. Under this output the project will support the following indicative activities:

2.2.1 Based on the mapping exercise in Output 2.1 and mapping availability develop maps of the selected pilot Protected Areas in the Project Landscape, with a catchment overlay to show links between catchment, land uses, riparian areas and pilot protected area significance.

2.2.2 Support PA management participatory planning (zoning and action planning, management of riparian areas, sustainable natural resources management, threat management) process for Kulen Promtep WS (action planning) and Phnom Kulen NP (zoning) to support formalization and implementation of the two pilot PA Management Plans, as well as a conservation management for Angkor Wat Protected Landscape that includes catchment areas in its surroundings.

2.2.3 Implement the adopted management plans of the selected pilot PAs implemented through participatory approaches.

2.2.4 Support activities to enhance links between pilot PA Management planning and sub-national land use planning, including management of intervening riparian areas; and

2.2.5 Support for implementation of key management interventions within and outside the protected areas to improve conservation outcomes and connectivity, ecosystem services, effective management of riparian areas and sustainable community livelihoods. While activities would vary from one PA to another, based on the management plans, it would likely include: site-specific plans for soil and water conservation, non-consumptive sustainable natural resources use, fire management, sustainable harvest of medicinal and aromatic plants, and restoration of degraded ecosystems through assisted natural regeneration, within and outside the protected areas; development and implementation of protocols for conservation of key endangered species and their habitats, including monitoring of status of species and ecosystems to facilitate improved conservation management; supporting the

implementation of conservation and sustainable natural resources management interventions within PAs to enhance conservation and reduce threats, and strengthening law enforcement and enhancing staff capacity to address illegal hunting and mitigate human-wildlife conflicts, ecotourism promotion, etc. In terms of already encroached lands, the project will support communities to improve agro-biodiversity related cropping systems (e.g. introduction of agro-forestry and multi-cropping systems) that will enhance biodiversity and support biodiversity friendly agricultural systems) rather than actively supporting removal of encroachments because this is not a viable and socially acceptable solution to the problem

Output 2.3: *Community Based Natural Resources Management (CBNRM) programs established and co-managed by community.*

57. This Output will finance detailed assessments of existing Key Biodiversity Areas (KBAs), high conservation value areas (HCVAs) using range of biological and socio-ecological information such as the species distribution, habitat suitability maps and threats, on the basis of which at least 1,500 hectares of existing community-based natural resources management (CBNRM) efforts will be supported within the Northern landscape. These CBNRM efforts might include community-protected areas (CPAs), community forestry (CF), community fisheries (CFi) and community-based tourism (CBT) programs that will be largely co-managed by local communities and IPs. While conceptualizing and implementing the conservation enterprise and agricultural activities, it is critical to ensure a strong theory-of-change linking the activity to the intended biodiversity conservation impact. Practitioners can use the conservation enterprise checklist to help plan their conservation enterprise approach[26]

58. Under this output the project will support the following indicative activities:

2.3.1 Inventory existing CBNRM sites across the Northern Landscape, with a catchment overlay to show links between catchment and CBNRM.

2.3.2 Reviewing the existing CBNRM arrangements and linkages to sustainable land, water and forest management, and propose relevant improvements for developing more efficient management of such sites, including options to improve community incomes and benefits. This might include agro-forestry, sustainable forest resource harvest and use, conservation practices and species monitoring; soil and water conservation and fire management practices, rewilding of degraded lands, etc.);

2.3.3 Develop and conduct sustainable land planning and management training for CBNRM committee and its members in the target landscape.

2.3.4 Support and enhance capacity of CBNRM committee and members for effective management, enforcement and monitoring of their sites;

2.3.5 Identify opportunities for sustainable income generation from CBNRMs, including sustainable ecotourism activities (homestays, tour guides and services, handicrafts, bird watching, agro-based tourism products, green labelling, etc.); and

2.3.6 Promote equitable sharing of benefits arising from using of natural resources and ecosystem services

Output 2.4: *Degraded farmlands identified and SLM measures to restore soil fertility and improve land productivity adopted*

59. This Output will facilitate wider adoption of SLM measures and biodiversity-friendly agricultural systems as well as viable traditional farming methods. This is to ensure increased food production and income, livelihoods, whilst improving agro-ecosystems resilience and reducing pressures on PAs and natural forests, resulting in improved habitat connectivity. These may include, but not limited to simple measures such as contouring,

[26] Conservation enterprise planning checklist (see on p.21). Technical Brief: Building a conservation enterprise. https://pdf.usaid.gov/pdf_docs/pa00n41k.pdf

terracing with natural/planted hedgerows, conservation tillage, residue management, relay/cover cropping, improved fallow management, natural composting and integrated pest management (IPM), to the more complex hedgerow system, multi-strata agroforestry, and the comprehensive sloping agricultural land technology (SALT). Recognizing that smallholders and indigenous People (IP) are poorly resourced and not in a position to incur the costs associated with these measures, 'incentive mechanisms' are needed, and will be piloted to stimulate wider adoption. SLM measures and incentives are targeted to address degradation and improve the productivity of 1,000 ha of agricultural lands. Under this Output, the project will employ two parallel interventions: (i) Establishment of SLM exemplars; and (ii) Incentive mechanisms for wider adoption of SLM and biodiversity-friendly agricultural systems.

60. **SLM exemplars:** Ten SLM exemplars covering a total of around 100 ha, involving individual farmers and farmer associations/cooperatives, will be established as 'proof of practice' sites across the corridors, demonstrating the viability and benefits of a range of SLM measures and biodiversity-friendly agricultural systems, increasing at least, 15% in productivity and income while simultaneously contributing to land rehabilitation and biodiversity conservation outcomes. The exemplars will serve as 'learning nodes' that trigger farmer adaptation and innovation in wider areas. Specific activities include (i) site selection; (ii) social preparation; (iii) participatory assessment of on-farm degradation and farming systems; (iv) tree-crop suitability assessment; (v) design and management of SLM exemplars; (vi) monitoring; and (vii) knowledge management. The project will ensure that SLM measures are gender-responsive, and do no further harm or impose drudgery on women, and radically alter traditional cultures. Depending on the nature of the specific sites a range of suitable activities would be selected from a menu of available options that might incude: soil and water conservation to improve soil nutrient and water retention through vegetative treatments, low tillage, maintennance of ground cover, crop residue management, land levelling and improved drainage; improved agricultural productivity through diversification, improved crop varieties and practices, high value crops, improved planting materials, organic farming, IPM and agricultural extension and training.

61. **Incentive mechanisms for wide-scale adoption of SLM and biodiversity-friendly agricultural systems:** To bolster wide-scale adoption of SLM measures and biodiversity-friendly agriculutural systems in the corridors, the project will assist local communities develop and implement SLM incentive mechanisms through technical assistance, and leveraging project funds primarily with local governments and community resources. Performance and outcome-based incentive mechanisms, which include cash and in-kind (farm inputs, small farm implements, materials, credit access, insurance schemes, social protection and/or direct payments), will be deployed to incentivize and stimulate wider adoption of a range of SLM measures by at least 1,000 households/farmers, cultivating 900 ha of degraded agricultural lands in the northern landscape, particularly along PA edges and riparain areas. The project will also assist local governments and communities generate support and create partnerships with relevant national-regional-local government programs, non-government organizations (NGOs), and the business sector, to generate 'co-investments' for the sustainable financing of SLM, and for mainstreaming SLM goals into their regular programs. The intent is to create an umbrella of non-GEF financed programs that support farmers transition to a land degradation neutral and sustainable agricultural production, thereby contributing to forest connectivity and habitat recovery. Specific actitivities inlcude (i) mobilizing local communities; (ii) leveraging project funds with local resources; (ii) desiging and implementation of incentive mechanisms; (iv) building capacity of communities for SLM activities; and (v) monitoring.

62. In implementation of the conservation enterprise and agricultural activities, the project will ensure that the activities undertaken will not have unindended consequences on biodiversity conservation and community livelihoods. In particular, to avoid any unintended impacts, the project will ensure the following: (i) that any enterprise or activity is owned and managed by the local community; (ii) there is a strong community governance system in place with open lines of communication; (iii) partnerships are developed with national and local conservation interests and initiatives; (iv) communities have skills necessary for effective management of the enterprise; (v) success of the enterprise is directly linked to status of biodiversity with clear indicators established to monitor the health of the forests; (vi) measures in place to monitor and control the overuse of

resources; and (vii) enabling conditions are established to ensure mechanisms for equitable sharing of benefits are in place.

63. Under this output the project will support the following indicative activities:

2.4.1 Identify degraded farmlands in pilot sites with linkage between catchment and degraded lands.

2.4.2 Identify key drivers of degradation of farmlands and management approaches to rehabilitate ecosystem function;

2.4.3 Identify a few farmer fields (totalling 100ha) within the pilot sites as exemplars to test and demonstrate specific approaches to restore soil fertility and move towards environmentally sound production;

2.4.4 Following the successful demonstration of pilot farmland development activities, the promotion and uptake of such best practices at the community level in larger area (900 ha) starting by Year 3 would be defined through a consultative and participatory process that ensures that community needs and priorities are recognized and benefit from these activities.

2.4.5 Concurrently promote micro and small projects through feasibility studies, technical assistance, extension, marketing and demonstration that can have potential for scaling up and replication of productive practices;

2.4.6 Selection of economically viable culturally acceptable enterprise and value chain products and services based on a value chain analysis.

2.4.7 Identify market potential of the product/service, customer requirements, markets/customers challenges, and viability, including cost/benefit analysis;

2.4.8 Identify and design interventions to complement and enhance ongoing best practices by other stakeholders such as the government, other donor agencies, etc. The value chain product and services will be identified based on feasibility assessment, but more broadly might include promotion of agricultural and non-agricultural activities, ecotourism, small ruminant rearing, handicrafts, NTFP products, medicinal and aromatic plants, orchids, etc.

2.4.9 Implementation of project interventions for value chain promotion would require: (i) capacity building of stakeholders in the value chain, training and skill development to producers and service providers to help understand customer requirements, increase productivity, learn necessary business skills and other specific needs as per the value chain, including developing new products and services. Systems and processes will be developed to capture adequate data and monitor the functioning of the value chain; (ii) support community based producer organization and management; (iii) collaborate with national, sub-national and private sector institutions to provide producers and service providers with both technical and infrastructure (small processing, storage and marketing facilities); (iv) seek opportunities for branding and marketing that will allow producers and service providers to gain maximum value for their goods and services; (v) assess the feasibility and commercialization of specific species (e.g. including assessment of species of orchids for propagation, commercial production and marketing) and other products as they relate to the application of modern and appropriate technologies and (vi) Geographical indications (GI) registration to the extent relevant; and

2.4.10 Monitor and share lessons learned on the pilots for rehabilitation of degraded agricultural land for replication elsewhere.

Output 2.5: *The monitoring of status and trends of ecosystems, biodiversity and forest to ensure that changes remain within acceptable limits.*

63. Currently, there is no comprehensive and coordinated system for effective monitoring of key species, ecosystems, habitats and threats in the PAs. The purpose of this exercise is to ensure that information is

captured and available to support decision-making in protected areas in pursuit of effective biodiversity conservation and resource utilization.

64. Under this output the project will support the following indicative activities:

2.5.1 Review and adapt relevant protected area and landscape monitoring systems from Cambodia and the region for use in the pilot Protected Areas with links to the Northern Landscape.

2.5.2 Design of a monitoring framework, implementation plan and baseline for pilot protected Areas, including defining methodology, monitoring frequency, and staffing and financial resource requirements;

2.5.3 Engage PA staff and local authorities in the discussion and development of monitoring framework and participatory baselines;

2.5.4 Support PA staff with training and equipment for ongoing monitoring, evaluation and reporting to identify trends and ensure that any changes in biodiversity-important areas remain within acceptable limits;

2.5.5 Development and implementation of MRVs (Measurable, reportable and verification targets) and protocols for monitoring of key threatened species and their habitats, ecosystems, forest cover and threats in PAs to inform management; and

2.5.6 Review management effectiveness of the PAs, make mid-term corrections (if necessary) and promote application of monitoring framework for other PAs in the country.

Component 3: Knowledge management, gender mainstreaming, learning and M&E

Total Cost: US$2,779,620; GEF project grant requested: US$841,620; Co-financing: US$1,938,000

Outcome 3: Knowledge management, gender mainstreaming and monitoring and evaluation contributes to identification of improved tools, approaches and best practices for replication and scaling up

Baseline conditions for this outcome (without GEF project):

65. Some inequities exist in terms of gaps in information sharing, knowledge, and attitudes amongst women, men and other disadvantaged groups. Considerations on gender and biodiversity that require examining the influence of gender roles and gender relations on the access and attitudes to use, management and conservation of biodiversity by men and women are needed. Without this project, gender inequality in relation to access to resources, including time; differences in impacts that men experience in relation to agriculture and impacts of climate and disaster risks; differences in relation to knowledge at the institutional and ground level regarding biodiversity and ecosystem functions would persist. Traditional knowledge if it persists, will likely continue to be unappreciated, only partly documented and segregated by gender. While there are some on-going efforts at sharing knowledge using public media and other social networks, this is likely to continue to advance at its own slow pace. Knowledge and understanding of the relationship between biodiversity conservation, ecosystems, protected areas and sustainable forest and land management and human welfare will remain incomplete. Appreciation of the contribution of conservation to development will continue to be less recognized. Priorities for information collection will likely not fully consider gender, or the concerns of the indigenous and disadvantaged communities, NGO and vulnerable groups of people. The overall low appreciation of conservation values in general and limited understanding of the concept of landscape or landscape level planning will persist. Significant gaps in understanding of terrestrial and freshwater habitats, both at the institutional level and at the community level will continue to exist, and the impacts of poor land management and exploitative practices will remain not well understood. Management of land, forest, freshwater and biological resources data will continue to be limited. Despite its growing use of media, without the GEF increment, communications will modernize only slowly. While much information is generated through “projects”, this information is likely to continue to be compartmentalized and not widely shared outside of the close circle of project implementers.

66. Gender inequality relating to knowledge and attitude will continue as many national capacity building and information management efforts in the past decade have likely focused on enforcement and field-work. These activities in the main might have counted man and women, but did not examine and respond to the particular needs and interests of men *vis a vis* women, or take account of the power relations between them and how this would influence planning with, or resource allocation to either group. Without an approach that integrates gender considerations into the entire project cycle, very little sex-disaggregated data and gender targets will be generated. This will in turn, make it difficult to evaluate and plan for targeted gender-responsive improvements.

Alternative for this outcome (with GEF project):

67. The goals of Outcome 3 are: (i) improving knowledge and information collection and management systems to enhance awareness and sharing of best practices on conservation of terrestrial and riverine habitats and their associated biodiversity and ecosystems through communication, documentation and dissemination; (ii) ensuring gender considerations are mainstreamed into natural resources planning and management, including gender equitable access; and (iii) monitoring and evaluating project investments to ensure that these are meeting project outcomes and contribute to Cambodia's conservation and ongoing development agendas. Specifically, the project presents an opportunity for the country to address in a very strategic manner, a number of critical policy and programmatic proposals and international commitments made over the years to enhance attention to gender mainstreaming in natural resources management.

68. To achieve such an objective requires the improved understanding and participation of key target groups (decision makers and staff from key sectors), non-governmental organizations, as well as community groups, researchers and others, including in particular women and the most vulnerable segments of the population. The development of a knowledge management and communication plan early in project implementation strategy is intended to promote meaningful stakeholder awareness, understanding and participation in biodiversity conservation, sustainable natural resource use and alternative livelihood as well as to document, disseminate and scale up successful lessons and best practices in resource conservation from the target clusters in the project landscape and beyond. This will be accomplished through awareness campaigns, and creation and maintenance of an online public access database and documentation repository. Expanding the role of knowledge management is key to enabling a gender-equity perspective to inform how information is collected, prioritized, shared, communicated, and used within the landscape planning, agriculture and forest development, tourism development, and biodiversity conservation and management, according to the Gender Analysis and Mainstreaming Action Plan (Annex 6).

Output 3.1: *Knowledge Management and Communications, Gender Mainstreaming and Monitoring and Evaluation strategies developed and implemented*

69. The implementation of the Knowledge Management and Communication Plan (to be prepared in early project implementation) and Gender Analysis and Mainstreaming Action Plan (Annex 6) will be key to the overall goal of creating bridges between the stakeholders from the grass roots to the national, provincial and community levels to document best practices and results of the project. It will also ensure the flow of information, exchange of ideas and mainstreaming of gender in community-based conservation and sustainable natural resources management. The Knowledge Management (KM) and communication plan is aimed at making "mainstreaming biodiversity, ecosystem services and sustainable natural resource use including providing gender sensitive information" a national priority for large terrestrial landscapes that will help build visibility to the conservation needs of these ecosystems (as relevant depending on the landscape site). The plan will serve to connect stakeholders such as policy makers, media, research and academic institutes, the private sector, NGO's, and the general public through a comprehensive program, from consultations, brand building to outreach and information dissemination. It also intends to develop among stakeholders an ownership to the goals of the project – of shared knowledge, experiences, inputs and ideas for effective action. Objective of the gender analysis and mainstreaming action plan (Annex 6) is to enhance the role of women in conservation- and

livelihood support-based actions by ensuring their voice to be heard in the decision-making process related to conservation, sustainable resource management, livelihood from local to national level activities.

70. Under this output the project will support the following tentative activities:

    3.1.1 Develop knowledge management and communication action plan for better improvement and documentation of the interpreted landscape management;

    3.1.2 Implementation of a gender analysis and mainstreaming action plan (Annex 6);

    3.1.3 Training of staff of national and provincial agencies and other stakeholders such as NGOs and community organizations on application of gender mainstreaming in project communication and project activities;

    3.1.4 Design and develop communication and educational materials and programs relevant to biodiversity, ecosystem and sustainable land use management (local language);

    3.1.5 Conduct of awareness and outreach activities for a variety of stakeholders at the national, sub-national and local levels such as competitions, website, mass media, video and film, festivals, etc.;

    3.1.6 Preparation and implementation of an M&E plan including Identification of a suite of biological and socio-economic indicators, a strategy for collecting information on them, and for sharing information to facilitate review and regular update of M&E plan, including results framework baselines, tracking tools and Theory of Change; and

    3.1.7 Conduct mid-term and terminal evaluation in line with UNDP/GEF requirements and incorporate and adapt recommendations of Mid-Term Review (MTR) to revise project plans and monitor their implementation.

Output 3.2: *Knowledge Management and gender mainstreaming contribute to learning and facilitates replication and scaling up of integrated natural resources management approaches elsewhere in the country.*

71. Promotion of integrated natural resources management practices, including innovative approaches to conservation, sustainable land, water and forest management, and sustainable livelihoods will be facilitated through a set of recommendations that can guide and influence future national and sub-national level plans, programs and practices. Consultations with stakeholders from government, research organizations, NGOs and others would be expanded to further assess needs and gaps in policy outreach and advocacy. Gender mainstreaming knowledge and skills will be integrated into and inform all aspects of the overall project development strategy.

72. A replication strategy will be formulated in the fourth year of the project based on lessons learned at the project landscape level that will ensure that the integrated natural resources management planning approaches and models developed and tested in the project landscape can be scaled up to other landscapes within the country. This Output would support the analysis, documentation and dissemination of best practices and lessons learned from the project that deliver tangible improvements in biodiversity and natural resources status to provide examples for replication. It would also entail participation of project staff and partners in national and regional workshops, conferences and field visits to improve learning and exchange of experiences in mainstreaming biodiversity and gender considerations. Based on these best practices and lessons learned, the replication strategy will provide a basis for actions in other key landscapes and areas, identify required institutional and coordination arrangements, resources and partnership commitments.

73. The project will support the following indicative activities under this output:

    3.2.1 Documentation and dissemination of case studies, best practices and lessons learned from the project through regional coordination platforms, initially targeted at the three provinces and

3.2.2 Development of guidance notes that document and addresses current constraints, lessons learned based on project implementation to be benefits for further policies improvement of landscape management;

3.2.3 Identification means/system and facilitation for documentation and dissemination of technical reports, publications and other knowledge management products to local community, indigenous people and all relevant stakeholders;

3.2.4 National and provincial level workshops to facilitate dissemination of field lessons and help inform legal and policy reform relevant to integrated landscape conservation practice. The initial documentation of these lessons will be included as part of the participatory monitoring process, that would be complemented by additional national technical support to distil and document lessons and experiences. The project will support workshops at the landscape level (Year 5) to share lessons and experiences and a national workshop at the end of Year 5 to facilitate the sharing of lessons more widely, but importantly to be able to further develop and refine successful approaches for replication nationally;

3.2.5 Enhancement of cooperation with the private public sector, financial institutions, and development to support local associations, landowners and other land users for replication and up-scaling of integrated landscape management activities;

3.2.6 Inclusion of public engagement pages on CHM and existing websites and social media platforms that link to information about the project and its products, including development of a specific public information sharing platform;

3.2.7 Preparation of a replication and scaling up strategy based on project experiences and best practices for promotion of integrated landscape planning and management, including institutional, financial and resource requirements, partners and coordination arrangements;

3.2.8 An Implementer's Manual and Lessons Learned guide (with contributions from project partners) that captures the process of project implementation, and describes Integrated natural resources management approach, monitoring strategies for landscapes and Sustainable Forest Management (SFM) and SLM approaches, sustainable livelihood improvements, mainstreaming of biodiversity in sector planning at sub-national and local levels, etc.;

3.2.9 End of project national seminar on outcomes of the project implementation including integrated gender sensitive integrated landscape management practices in Cambodia; and

3.2.10 Facilitating reporting on progress towards Millennium Ecosystem Assessments (MEAs), Sustainable Development Goals (SDGs), Land Degradation Neutrality (LDN) of United Nations Convention to Combat Desertification (UNCCD), Cambodia's Intended Nationally Determined Contributions (NDC) and the Cambodia's NBSAP

Output 3.3: *Improved and user-friendly information management system to integrate lessons from the landscapes management developed and operational*

74. This Output would ensure that information collection and sharing is inclusive and thus highly useful for future scaling up and replication. Data collection at landscape level will be integrated along with an improvement of the existing database housed at Secretariat of National Council's for Sustainable Development (GSSD) Clearing House Mechanism (CHM). This will entail support for the collection and documentation of detailed information on species, habitats, degradation and threats, and conservation actions collected from project activities, ultimately improving the overall national and sub-national capacity and the ability to effectively target threats and risks. Initial data management will be at the project landscape level that could be later expanded at the sub-national and subsequently at the national level. Mechanisms for protecting sensitive data will be put in place.

75. The project will catalog best practices and make them available via the web. For all categories (plans and best practices), efforts will also be made to collect the discrete packages of information that are scattered throughout the project landscape.

76. Under this output the project will support the following indicative activities:

3.3.1 Update of existing database of GSSD/CHM and develop a simplified and standardized information management system for biological landscape, ecosystem and species;

3.3.2 Collect and document information on species, habitats, threats, agricultural and forest land and conservation and monitoring actions from the project's northern landscape, ultimately expanding and improving the overall national and provincial capacity and the ability to effectively target threats and risks, including data collection, input, on-line website and dissemination;

3.3.3 Setting up information collection standards that are gender and socially inclusive; identify software and devices for standardized inputting and recording of information; and provide for digital access and sharing, including compatibility with existing databases as feasible, building on the data generated from project landscape that later can be expanded nationally, where applicable to support an institutional platform to collect, digitally catalog and share biological information existing biological information

3.3.4 Development of guidelines on information needs for management of threats, apprehensions, evidence collection and prosecutions;

3.3.5 Support an institutional platform to collect, digitally catalog and share biological information existing biological information

3.3.6 Training and skills development of staff of relevant agencies (MOE, NCSD, MAFF, GDANPC, provincial administration, NGOs, local community organizations and other relevant entities) for effective mobile application and data management; and

3.3.7 Improving server facilities at GSSD/DBD to facilitate data transfer and use.

Partnerships:

77. The project is designed to complement a number of on-going national initiatives and to avoid duplication of activities. This coordination will take into account results under the project *Generating, Accessing and Using Information and Knowledge Related to the Three Rio Conventions* project, which is implemented by the NCSD and UNDP with funding support from GEF. The standardization and open access to environmental information developed by this project will be an asset to the INRM project when designing Environmental Information Management Systems (EIMS).

78. The project will also coordinate with the Food and Agriculture Organization (FAO) led GEF-5 project on *'Strengthening the adaptive capacity and resilience of rural communities using micro-watershed approaches to climate change and variability to attain sustainable food security in Cambodia*'. The project will take into account lessons learned on integrating vulnerability assessment and climate change adaption measures into watershed management plans from the FAO GEF-5 project into Component 1 of this project.

79. With support of US$ 4.5 million from the Adaptation Fund, UNEP and MOE are supporting climate resilience of communities living around Community Protected Areas (CPAs) in Kulen Prumtep Wildlife Sanctuary, Phnom Kulen National Park. The proposed GEF project will benefit from activities being implemented by the Adaptation Fund especially on pilot eco-agriculture interventions, which can be applied in the project component 2.

80. With funding support from the German Development Bank (KfW), the Wildlife Conservation Society (WCS) is implementing a project so called *Technical Support for Prek Toal (2016-2020)*. The technical support will invest $600,000 in the Prek Toal Ramsar site of the Tonle Sap Lake to protect the flooded forest habitat as well as implementing sustainable conservation financing modes (i.e. eco-tourism). The proposed project will work to ensure synergies between technical assistance provided by KfW/WCS and the conservation financing implemented under component 2 of the project. The INRM project will also expect to collaborate with the Forest Carbon Partnership Facility REDD+ Readiness II implemented by NCSD and UNDP. The project is running from

2017 till 2020 with approximate budget of $4.5M. The potential areas for collaboration include support to the sub-national level management plans for natural resource management, exchange lesson learn on the support to the CPAs and CFs, as strengthening national capacity in monitoring of forest and land use changing.

81. Another project that INRM project will closely engage is the Collaborative Management for Watershed and Ecosystem Service Protection and Rehabilitation (COWES) implemented by MAFF and UNDP. COWES is funded through GEF 5 and UNDP from 2017 to 2020 with the total financing of $1.2M. The project main objective is to restore and maintain forest cover while sustaining livelihood of the communities within the target area using watershed management approach. The project also deploys SLM approach with smallholder farmers to increase their productivity while conserving soil quality. The COWES project will benefit the INRM project with its current experience in adopting the participatory watershed management as well as suitable SLM methods for upland areas. UNDP is currently implementing a project so-called "toward environmental sustainability in Cambodia", which is funded by the Embassy of Sweden with a total of budget of $2.8M from 2019-2020. The project activities include 1) support to the community based natural resources; 2) management and operationalization of Payment for Ecosystems Services (PES) in Cambodia; and 3) support to demonstrate economically viable options for communities to engage in sustainable production of natural resources. One of the potential PES schemes under this project is identified in Phnom Kulen National Park in Siem Reap province. Where possible the INRM project will collaborate with the Embassy of Sweden funded project particularly under component 1 on financing mechanism to ensure biodiversity conservation and for sustainable use of ecosystem services.

Risks and Assumptions*:*

82. As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probablity are high (i.e. when impact is rated as 5, and when impact is rated as 4 and probability is rated at 3 or higher). Management responses to critical risks will also be reported to the GEF in the annual PIR.

Table 1: Project Risk and Mitigation Matrix

Project risks					
Description	**Type**	**Impact, Probability and Risk Level**	**Mitigation Measures**	**Owner**	**Status**
General Risks					
Risk 1: Limited capacity of sub-national authorities in the implementation of integrated landscape management	Institutional	P=3: I =3 Moderate	Component 1 will include capacity development activities for national and sub-national authorities on IEM planning, sustainable NRM management, integration of biodiversity and ecosystem services in sub-national planning. The project will establish database/system on watershed management plan for informing planning process of the sub-national authorities. The project will identify successful experience of sub-national authorities' role on landscape management from in and out of the country.	Project Director (PD)	Implementation
Risk 2: Relevant government agencies at the national and provincial levels may be reluctant to promote conservation-oriented	Institutional	P=2; I=3 Moderate	The project will work closely with relevant government agencies. The project aims to influence the national development and fiscal development planning process. An assessment of ecosystem functions and its value	PD	Implementation

financial reforms for a fear of losing other short term economic development revenues			(economic valuation) will be conducted to inform the national and sub-national authorities. Participatory planning at the local level will serve as a platform for development plans that integrate conservation priorities. It will be critical to capture the potential of ecosystem markets. The pilot project will develop necessary capacity and tools for mainstreaming biodiversity into a National Policy.		
Risk 3: The Siem Reap Water Supply Authority may be reluctant to collaborate, fearing loss of business revenue.	Institutional	P=2, I =2 Low	The project will work towards developing capacity of local government officials and stakeholders in different sectors integrating ecosystem services into local land-use and development planning. The emphasis will be that the interventions will be essential for achieving long-term sustainable, inclusive and equitable development, thereby making good business sense. The project will support development and application of a range of tools. Targeted ecosystem valuation work will be conducted, including targeted scenario as appropriate. The process will be done with full participation of stakeholders in government, non-government and the private sector, fostering understanding of the need for and benefit from striking the right balance between development and safeguarding the environment. An effective communication strategy and stakeholder involvement plan will be developed and implemented in view of increasing stakeholder support.	PD	Preparation and Implementation
Social and Environmental Risks					
Risk 4: Duty bearers do not have the capacity to meet their obligations and right holders do not have the capacity to claim their rights.	Institutional	Moderate I = 3; P = 3	A capacity needs assessment will be undertaken early in the project to define training needs and additional skills required to implementation of the project. Training will focus on key ministries including integrated natural resources planning and management approaches. Technical advice, extension services and direct learning by doing support from specialists within the relevant agencies (including external technical support) combined with demonstrations to promote adoption of sustainable practices within the target landscape to enhance capacity and participation of duty bearers and right holders. The project will seek to affirm the significance of local communities including indigenous people by facilitating	PD	Implementation

			their engagement through appropriate modalities, building their capacity and awareness for implementation of sustainable natural resources and livelihood strategies.		
Risk 5: Community members that include disadvantaged groups, minorities, poor and women might not be fully engaged in decisions that affect their land, culture and rights.	Social	Moderate I = 3; P = 3	The application of the "*Gender Analysis and Mainstreaming Action Plan*" prepared during the PPG stage will ensure that the project contributes to gender equality and creates equitable opportunities for women and men at all levels of engagement. The project will promote equal representation of women in project related decisions in communities, use of a gender and socially inclusive lens to every project activity and output to further analyze impacts on the rights of women and vulnerable peoples; support special investments based on women's requirements to ensure that they adequately benefit from project investments; use of the monitoring plan **(**RAF) with gender responsive indicators to access gender dimensions; training and capacity building to enhance gender and socially responsive knowledge at all levels of the project cycle and within the institutions; and oversight provided by the Ministry of Women's Affairs to ensure appropriate mainstreaming of gender issues.	PD	Implementation
Risk 6: Project activities to ensure conservation and sustainable natural resource use (including the cultivation of orchid species as a livelihood measure) could have unintended negative consequences on endangered species or critical habitats if not planned or implemented correctly (including insufficient enforcement of protected area management rules).	Environment	Moderate I = 2; P = 3	Project impacts are to be managed through ensuring that selection of investment sites will follow extensive biological mapping so as to conform to project's objective of 'enhancing the conservation of biodiversity and ecosystem services"; all community agriculture, productive and livelihood activities will take place within community lands and no new areas within the PAs are proposed for such activities; any interventions on community lands would take place following application of FPIC processes and protocols, appropriate zoning of the PAs to ensure that biodiversity areas are conserved with minimum interference; use of screening checklist (based on SESP for project investments to screen all investments to ensure that they comply with sound social and environmental principles; the planning process for PA management will entail establishing specific rules and regulations for location and nature of sustainable natural	PD	Implementation

			resources harvest and use and livelihood activities and supported by community capacity building efforts for implementation and enforcement of these management plans; community investments will include specific reciprocal commitments by local communities for voluntary compliance and support for conservation action; implementation of the Stakeholder Engagement Plan; and activities in PAs will be carried out with the aim of better management, higher chances of sustainability, biodiversity protection and protection of ecosystem services. Specific emphasis will be placed on integrating and supporting the Community Protected Areas as part of sustainable land management. In terms of the promotion of orchid cultivation for livelihoods that might have negative impacts on wild harvesting, the project will institute the following measures: (i) identification of habitats within PAs for priority conservation and ecological restoration; (ii) concerted monitoring and enforcement, concurrently with strengthening pathways for sustainable legal trade; (iii) propagation and cultivation by small community enterprises to ensure wild populations are not negatively impacted; (iv) licensing orchid cultivation through certification procedures to minimize risk of wild extractions; (v) improved training and awareness; etc. In addition since orchid propagation has been an ongoing program of the government, in a short period of time, it is possible to expand the production of propagation materials for cultivation by farmers and provide communities with financial benefit within the project lifetime. In terms of agricultural enterprises, the project will ensure that the activities undertaken will not have unindended consequences on biodiversity conservation and community livelihoods. Measures would be put in place to ensure that the success of the enterprise is directly linked to status of biodiversity with clear indicators established to monitor the health of the forests, along with measures to monitor and control the overuse of resources; and enabling conditions are established to ensure equitable sharing mechanisms are in place.		

Risk 7: The potential outcomes of the Project will be sensitive or vulnerable to potential impacts of climate change?	Environment	Moderate I=3; P=3	Climate change impacts on the project outcomes and interventions were factored in during the project design with emphasis on catchment and riparian management across the landscape that will be helpful in mitigating flood and drought reduction in target areas. At the local level, the project will support measures for management of climate related risks including: (i) participatory community risk assessment (including climate change; (ii) strengthening of sustainable and other conservation practices will enhance protection of ecosystem services; (iii) monitoring plan to ensure that the health of the eco-system is kept in focus and (iv) the knowledge management and communication strategy activities will help raise public awareness and involvement in climate smart actions.	PD	Implementation
Risk 8: the proposed project may result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture.	Socio-cultural	Low I =2; P =2	The risk will be managed through following measures. The Ministry of Environment Heritage Department will work closely with the APSARA Authority to propose similar heritage zones similar to those already used in Phnom Kulen National Park. The effective use of the grievance redressal system Section IV, Part *iv)* to address these specific concerns. The use of a screening checklist based on SESP (Annex 4) to screen all investments from an environmental, social and cultural perspective. Any project related economic development initiatives proposed will follow the application of FPIC procedures and agreement by the communities so as to ensure the maintenance of the integrity of their cultures, traditions, religious values, for example, in agricultural practices, eco-tourism, etc. and provisions made for the documentation by IP cultural practices to enhance biodiversity conservation after FPIC.	PD	Implementation
Risk 9: It is likely that the Project activities will be located on lands and territories claimed by indigenous peoples. Consequently, it is possible that the project can affect their land tenure arrangements and customary rights	Social	Moderate I = 3; P = 3	The project will not entail any restrictions on the current practices of the IPs, and any new investments in agriculture, sustainable natural resources activities and livelihoods will only be defined following FPIC protocols. During the participatory investment planning process, the project will support community decision making on their priorities and needs, rather than have any new practices imposed. The project will use the screening checklist defined	PD	Implementation

			through the SESP to ensure that any new investments or improvement in existing practices of IPs are socially and environmentally sound. The project will work with IPs to identify their specific needs and assess any issues related to land, community forestry, etc. Any unexpected restriction in resource access (although not a design aspect) will be compensated by the preparation and implementation of a livelihood plan to replace any lost incomes. The project design will further incorporate the need for FPIC and develop an IP plan in Year 1 of the project.		
Risk 10: Improved zoning of the corridors for multiple different uses, community human rights, including access may be restricted in PAs and surrounding lands. This will include indigenous communities living in this area	Social	Moderate I = 3; P = 3	This risk will be managed by applying the framework for INRM to ensure that project activities are detailed in collaboration with Provincial and local governments and local communities, to delineate areas to be set asides in a manner to avoid limitations on existing community resource use rights and access. The establishment of KBAs, HCVFs that will be planned and managed under community governance mechanisms will take into consideration current uses of these resources. The use of the screening checklist for project investments to ensure that investments comply with sound social and environmental principles and ensure avoidance of restriction in access to the extent feasible. Decisions regarding restrictions, if any, on resource use will not be imposed, but will involve through an informed, transparent and consultative community consensus building process (refer Annex 8), and any restrictions, if any will be adequately compensated to match or exceed loss of incomes or livelihoods. An alternative livelihood development plan will be prepared early in project implementation (Year 1) for any households that are likely to be denied access to resources or current livelihood practice and application of the project grievance redressal mechanism to address any specific community concerns.	PD	Implementation

83. The Social and Environmental Screening Procedure (SESP) was followed during project preparation, as required by the SESP Guidance Note of the UNDP. Accordingly, the social and environmental sustainability of project activities is in compliance with the SESP for the project (see Annex 4). The implementation of the management plan(s) will be overseen by the Project Director and monitoring. The SESP identified social (particularly as there are IPs in the project areas) and environmental risks for this project that would have potential negative impacts in the absence of safeguards. To avoid any potential for any likely impacts, the project will ensure Social and environmental screening of all proposed investments to determine if there are any impacts. If the impacts are

considered significant or cannot be managed by simple and practical mitigation measures that can be implemented within the capacity of the communities, these activities will be avoided. When impacts are easily manageable, the Project Management Unit (PMU) would include responsibilities for ensuring oversight for these measures and monitoring of its implementation. Annual supervision missions will assess the extent to which the risks have been identified and managed. Specific efforts would be made to ensure that planning take cognizance of the presence of IPs in the project area and the need to ensure the application of Free, Prior and Informed Consent (FPIC) procedures are instituted before any decisions regarding zoning of the landscape, restrictions of resource access and use and investments options are made (refer Annex 5 for further details regarding IP participation in project activities). Overall, the project is expected to result in positive impacts for biodiversity conservation and socio-economic benefits through the greater participation of local communities in biodiversity corridor management processes, sustainable use of forest and resources, and improved natural resource based livelihood activities.

84. Specific efforts will be made while evaluating the condition of resources that will be used in livelihood and value chain programs to ensure that extraction is permissible within sustainable limits. Harvest of non-timber forest products that are currently practiced will follow ecologically friendly and sustainable practices. The project will ensure defining specific areas and harvest rates on the basis of good practice criteria backed by scientific information and close monitoring. The project does not involve large-scale infrastructure development. The project will not support employment or livelihoods interventions that may pose a potential risk to health and safety of communities and/or individuals or to biodiversity and ecosystem functions. While the project will not propose any temporary or permanent physical displacement, nor will there be the need for land acquisition or access restrictions, in cases where this is unavoidable, the project will prepare a Livelihood Action Plan for affected households to ensure that this risk is effectively managed and affected households have access to similar or better land and livelihood options.

85. Any restrictions on access to and use of natural resources would not be imposed by the project proponents, but would evolve through a collective decision-making process amongst the community members and be supported by alternative livelihood and resource measures that adequately compensate for any loss of income or resources. Grievance redress mechanisms will facilitate the resolution of any conflict related to resource use and access. Specific institutional and administrative arrangements have been defined that encourages active participation of all households in a village and capacity building programs. For further information on social and environmental aspects and management measures refer UNDP SESP in Annex 4. A screening checklist will be developed based on the SESP during early project implementation to screen all investments to ensure that they comply with sound social and environmental principles.

86. The overall SESP risk categorization for the project is 'Moderate'. Notably, Standard 6 on Indigenous Peoples, among other SES Principles/Standards, has been triggered with a moderate risk because the project activities will take place on the lands of indigenous communities. In accordance with UNDP's SES and the requirements associated with the triggered SES Principles/Standards, further assessment of the environmental and social risks will be undertaken for the moderate risks before the project inception. This assessment will identify and be used to develop the required management measures/plans that will be undertaken during project implementation, including but not limited to: (i) the completion of further, potentially ongoing/iterative assessments; and (ii) the development of the appropriate management plan(s), as identified by the assessments (e.g. an Environmental and Social Management Plan (ESMP), or stand-alone management plans, as relevant). All project activities contributing to these risks will not commence until the assessments have been completed and the management plan(s) have been approved and put in place. The development of the assessment and management plans will involve public consultation and public disclosure. Free, Prior and Informed Consent (FPIC) will be applied for all activities involving indigenous, disadvantaged, vulnerable and minority groups, including but not limited to the implementation of the management plan(s); the project-specific FPIC requirements will be documented in and implemented based on the subsequent management plan(s). As will be described in the management plan(s), a project-level Grievance Redress Mechanism (GRM) will be established during the first year of project

implementation. The implementation of the management plan(s) will be overseen by the Project Manager and monitored throughout the duration of the project.

87. Grievance Redressal Mechanism: In line with UNDP standard procedures, the Project will set up and manage a grievance redress mechanism (GRM) as recommended by UNDP (2014) that would address project affected persons' (PAP) grievances, complaints, and suggestions. The GRM will be managed and regularly monitored by the PMU. It will comply with the following requirements.

88. When necessary, UNDP will ensure that an effective grievance mechanism is available. The mandate and functions of a Project-level grievance mechanism could be executed by the Project Board or through an Implementing Partner's existing grievance mechanisms or procedures for addressing stakeholder concerns. Where needed, UNDP and Implementing Partners will strengthen the Implementing Partners' capacities to address Project-related grievances. In addition, UNDP's Stakeholder Response Mechanism will be available to Project stakeholders as a supplemental means of redress for concerns that have not been resolved through standard Project management procedures.

89. The GRM will be managed and regularly monitored by the project board. It will comply with the following requirements:

90. ***The intent of the GRM*** is to (i) receive and address concerns, complaints, emerging situations or conflicts, grievances and any harm arising from the project; (ii) assist in resolution of grievances between and among stakeholders, including project implementing agencies; and (iii) ensure flexibility, transparency and collaboration with the aim of problem solving and consensus building.

91. ***The functions of the GRM*** would be to: (i) receive, log and track grievances; (ii) provide regular updates on grievances resolution; (iii) engage all necessary stakeholders to facilitate grievance resolution; (iv) propose solutions to resolve grievances in a defined timeframe (around 60 days); (v) recommend possible precautionary measures to avoid the more common grievances; (vi) make available bi-annual reports on grievances and resolution measures available to the public; (vii) Increase awareness, accessibility, transparency and credibility to the GRM process; (viii) collaborate with partner institutions and CSOs to increase awareness to the GRM and its access; (ix) ensure continuing education of project entities to laws and policies related to GRM; and (x) monitor grievance resolutions and solutions.

92. ***Management of GRM:*** The GRM will be managed by the Project Board, which comprise of stakeholders at the national and sub-national levels.

93. ***Communicating a Grievance through multiple locations and channels from grassroots level up to the Provincial and National Level:*** A simplified system of informing about the grievance redress system and also actual management of grievances will be developed under the project. Multiple ways (manual as well as virtual) of submitting complaints or suggestions at various levels will be provisioned in the project. Grievances and suggestions will reach the project board in person, via mail, email, and via the project website. These channels will be locally appropriate, widely accessible, and publicized in written and verbal forms on all project communication materials, and in public locations in the project areas. Since the project will be dealing with local community and IP members, natural resources based small entrepreneurs and producers of non-farm products and services at the local level, they can be facilitated to communicate their problems through their collectives like Community-based Organizations (CBOs), NGOs, IP groups, etc. They will also be able to communicate directly to the project board.

94. ***Process of informing and registering grievances at various levels:*** All grievances, whether received through project board or PMU or to a member of the project board, will be documented. The complaint will be assigned a unique tracking number upon its submission. The PMU will maintain a database with full information on all submitted complaints, responses taken and solutions of the problems.

95. ***Complaint Resolution System:*** A clear system of complaint resolution will be developed to ensure timely resolution of grievances of the stakeholders. The grievances of the stakeholders will be of different types therefore the grievance will be classified into three types -

- Local level problems related to compensation/payments etc.
- Project implementation related problems
- Grievances / Problems that require policy decisions/ decisions

96. Procedures will be developed and observed, and personnel at provincial level will be assigned to handle the grievances. The Project Board and the PMU will follow nationally developed clear and strict grievance redress procedures, and assign responsibilities. Difficult situations and conflicts will be brought to the attention UNDP CO if the government is unable to find appropriate solution.

97. ***Repository of grievances and solutions and sharing it on the project website:*** A repository of all the grievances received from the different stakeholders will be maintained at the project board for monitoring and evaluation purposes and also for learning. The grievances and their solutions will be shared through the project website so that each province will be able to learn from the other. This aspect will be facilitated through component 3 relating to communication and knowledge sharing. Further, this information will be used to assess trends and patterns of grievances across the project landscapes and for monitoring and evaluation purposes.

98. ***Maintaining Communications and Status Update and provision of feedback about the compliance of grievances:*** A system of giving feedback will be developed to give response to all registered grievances. The project board and PMU will provide feedback by contacting the complainant directly or their state coordinating committees so that complainants are aware about the status of their complaint. Once some decisions/actions are taken on the complaint, the complainant will be informed about the same. If complainants are not satisfied with the project board and PMU response to their grievance, they will be able to appeal UNDP Country Office (UNDP CO) via mail, e-mail or the Project website.

99. ***Investigation and Consensus Building:*** (i) within one week of receiving a Grievance, the implementing partner will notify the relevant manager of the GRM at local, provincial or national level Management Team of the receipt of the grievance; (ii) the relevant manager of the GRM will identify a specific team of individuals to develop a response to the Grievance; (iii) this team will engage the Claimant and any other relevant Stakeholders deemed appropriate, to gather all necessary information regarding the Grievance; (iv) make a request to the appropriate institutions any information (documents or otherwise) relevant to resolving the Grievance and avoiding future Grievances of the same nature; (v) convene a meeting relevant individuals and credible local institutions as needed; (vi) develop a thorough understanding of the issues and concerns raised in the Grievance and facilitate consensus around a proposed solution and way forward; and (vii) seek any advice required to resolve the Grievance.

100. ***Making proposed actions and solutions public and overseeing implementation:*** Communicate to the Claimant proposed actions or resolutions and clearly articulate reasons and basis and way forward, and suggest alternative options if the Claimant is not satisfied with the proposed actions.

101. ***Mediation:*** If mediation is required ensure professional expertise and impartial mediation; ensure mediation in local language; and ensure that mediators are willing to mediate without prejudice to personal relationships and interests.

102. ***Monitoring and evaluation*****:** The performance of the GRM will be regularly monitored. All information about the grievances and their resolution will be recorded and monitored. This data will be used to conduct in-depth analyses of complaint trends and patterns, identify potential weaknesses in the Project implementation, and consider improvements. Environmental and social grievances will be reported to the GEF in the annual PIR. The full Social and Environment Screening

<u>Stakeholder engagement plan</u>:

103. Wide range of consultations with stakeholders have been conducted during the PPG stage. Initial stakeholder analysis during the PIF stage was followed up with consultation during the PPG stage in terms of the design of the project. During the PPG stage, the stakeholder analysis was updated and elaborated following consultations undertaken by international and national consultants at the biological corridor sites and with the provincial and

municipal governments addressing both institutional stakeholders in the context of their statutory involvement in the project, and more broadly for non-governmental stakeholders including natural resource-dependent communities. Field level stakeholder consultations were conducted to obtain the perspective of the different stakeholders during the period August through September 2018. A number of bilateral meetings with future partners were also conducted. An Inception Workshop was conducted on August 15, 2018 and a Validation workshop in January 10, 2019, in Phnom Penh to discuss the project design and reach general consensus on project outcomes, outputs, activities and institutional arrangements for the project. Annex 5 provides a detailed stakeholder engagement plan.

104. The purpose of the Stakeholder Involvement Plan (SIP) for the project is to ensure long-term sustainability of the project achievements, based on transparency and the effective participation of the key stakeholders. The objectives include the following: (a) to identify the main stakeholders of the project and their basic roles and responsibilities in relation to the project; and (b) to take advantage of the experience and skills of the main stakeholders, safeguard their active participation in different activities, reduce obstacles in project implementation, and sustain gains after project completion. The approach is based on the principles of fairness and transparency in selection of stakeholders, ensuring consultation, engagement and empowerment of relevant stakeholders. This is to ensure: (i) better coordination between them from planning to monitoring and assessment of project interventions; (ii) access of information and results to relevant persons; (iii) accountability of stakeholders; (iv) implementation of grievance and redress mechanism; and (v) sustainability of project interventions after its completion.

105. Stakeholder involvement will enhance the planning and management of northern landscape in Cambodia. Stakeholder engagement will secure the conservation of globally and nationally important biodiversity within the northern landscape, and mainstream biodiversity and sustainable natural resource use in socio-economic activities. MOE will be responsible in ensuring that collaborative links will be established with other national and provincial governments, NGOs and local communities, while local governments will coordinate with sector and local level stakeholders. The Project may solicit the services of NGOs to implement project activities.

Identification of Potential Stakeholders

106. The Stakeholder Implementation Plan (SIP) involves the identification of stakeholders at the national and subnational levels that would be engaged as project partners. These include government entities, NGOs, local communities and IPs.

Role and responsibilities of key stakeholders and their Involvement Mechanisms and Strategies

107. Mechanisms and strategies for stakeholder involvement will ensure that relevant shareholders: (i) receive and share information, (ii) provide inputs in the planning, design, implementation, monitoring and evaluation of project initiatives, and (iii) play a role in sustaining the initiatives during and after the closure of the project. Roles and responsibilities of main stakeholders of the project are summarized in Table 1 in Annex 5 of this document. Early in project implementation, the GSSD will develop a more detailed Stakeholder Engagement plan that would ensure: (a) stakeholders' involvement in project planning, implementation and monitoring; (b) stakeholders engagement in social and environmental screening and risk monitoring; (c) free, fair and transparent methods of information sharing; (d) implementation of gender mainstreaming strategy and action plan; (e) measures to empower stakeholders and potential project beneficiaries; and (f) disclosure and accessibility of information. In terms of IPs, engagement with IPs will focus on application of principles of Free, Prior and Informed Consent (FPIC) principles. In particular efforts would be made to: (i) improve IP participation and decision making; (ii) empower and gender sensitize tribal leaders and men to ensure that women have a voice in decision making; (iii) support efforts at improving land security; (iv) improve quality of life, food security and sustainable livelihoods; (v) facilitate strengthening of tribal governance; and (vi) improve IP capacity and skills, etc.

Gender equality and empowering women:

109. This project recognizes that men and women in Cambodia play different roles in managing natural resources. While, women and men possess different knowledge(s) and transmit it in various ways due to their respective roles and responsibilities in the private and public spheres, women both historically and currently are primarily responsible for food preparation and distribution and for ensuring the short and long-term health of the family and community. Women have a greater knowledge of the flora and fauna surrounding them and play very important roles in biodiversity conservation sectors, for example, for daily livelihood, women play significant role in preserving and maintaining the generic diversity of plant species as result of selection preference based on food habits, food culture, taste, nutrition, and the health benefits of different species. However, it has frequently been considered a sector dominated by men, making it difficult for women's participation on access to natural resources and benefits arising from these resources. Men have better access to and control of forest products and agricultural machinery including access to and control of Renewable Natural Resources (RNR) training and, extension services. However, men and women have equal access to and control over agriculture, labor, credits (loans), health and, education services. With regard to livestock benefits, women have better access to and control over men. The benefits accrued from agriculture and, forestry activities were equally shared between men and women, while benefits from an off-farm contract, business and farm labor accrued more to men.

110. Indigenous women in Cambodia are highly knowledgeable about biodiversity as it relates to plants, wildlife and other natural resources that may have nutritional or medicinal value. In Mountainous regions, women and forest are strongly connected with one another because women, especially those residing in forest have a deep connection with the forest ecology since they are in charge of collection water, as well as food, fuel, fodder leaves for their family. Thus, women immediately perform a significant part in the protection of the forest that will be quite critical to the achievement of the preservation plan in addition to it using forest resources. The cultural and culinary practices of indigenous and smallholder farmers play a significant role in preserving and maintaining the generic diversity of plant species as result of selection preferences based on food habits, food culture, taste, nutrition, and the health benefits of different species

111. In general, most people in the communities, especially women and elderly women, do not have a solid understanding of ways and means of managing natural resources more sustainably, they do, however, have a sense that business patterns are changing, affecting their forest resource collection/harvesting yields and resulting in more difficult living conditions for their families. Almost all of women in Cambodia as well as in each community have no conceptual understanding of how to deal with fair or equity benefit sharing, particularly with respects to their livelihoods and development. The government has observed that women and men do not a good understanding on the sustainable utilization of a natural and genetic resource, Consequently, within their communities, there is lack of understanding of sustainable harvesting techniques and its use. This is further aggravated by the lack of proper capacity development programs. Consequently, this has resulted in inappropriate use of natural resources and the gradual depletion of biodiversity. For more detailed information on gender relationships in Cambodia refer Annex 6.

112. The government recognizes that the main considerations for ensuring gender equality are the following:
    - Ensuring women's representation and participation in natural resources management sectors;
    - Creating enabling conditions for women's participation;
    - Enhancing women's capacity to participate in decision-making processes; and
    - Maintaining gender disaggregated records to enable monitoring of policies and projects to ensure women's inclusion;

113. The project will actively seek the support of the Ministry of Women's Affairs (MWA) to ensure that gender equality is central to the definition of policies, legislation, guidelines and practices relating to INRM in the country. All documents produced through the project will be reviewed by MWA to ensure that gender aspects are well integrated and that such new policies and plans will adequately benefit women. At addition, at the national level the project will provide equal opportunity to both male and female policy makers, decision makers, and managers of the central institutions to participate in matters relating to INRM. At provincial level, the women will be encouraged to participate in discussions relating to INRM matters and in participating in training,

awareness raising and education activities. A gender-balaced involvement of participants in relevant activities including advocacy, capacity building and consultation will be promoted. During project implementation, consultation and capacity building activity planning will be specifically focused on ensuring that women are actively engaged in all aspects of policy, legislative, and skills development. Specific efforts would be made to seek the advise and guidance of the Ministry of Women's Affairs to help integrate gender equality into policies and programs, including enhancing education and awareness of gender concerns. During implementation, MWA will be actively engaged to support gender mainstreaming in project related activities. Annex 6 provides a gender analysis and mainstreaming action plan.

South-South and Triangular Cooperation

114. The GEF project will coordinate closely, through information sharing and access to learning and best practices emanating from similar projects within the country and the region. This cooperation would be further strengthened by the participation of project staff in regional learning programs that would help to actively solicit experiences from member countries under this program. The MAB Program provides an unique platform for cooperation on research and development, capacity building and networking to share information, knowledge and experiences on a number of issues that is relevant to the Cambodia project. In particular, the project will share its experiences and learn from experiences from Asian, Pacific and other developing countries on (i) monitoring and evaluation approaches to measure on management effectiveness and improve information availability; (ii) approaches that align landscape goals and local legislation, that is a key aspect of the project; (ii) guidelines and procedures for effective multi-stakeholder and multi-sector integration; (iv) integration of climate change into planning and management; (v) using sustainable management of landscape resources as a means to ensure poverty alleviation and sustain rural economic development; and (vi) approaches at certification and branding of tourism, forest and fisheries resource use.

115. Additionally, the Biosphere Smart Initiative that promotes the transition to green societies and sustainable futures by facilitating networking and information sharing of smart knowledge could serve as a good vehicle for the use of new information and communication technologies. The Biosphere Smart Initiative[27] includes a global observatory and information facility, the *Biosphere Smart Information Platform* created to facilitate sharing of ideas, best practices, and experiences. Through this network, the project can: (i) share ideas and best practices on issues related to sustainable development and climate change; (ii) share experience and lessons in using biosphere reserves as green economy models; (iii) provide an educational tool with mapping and advanced communication services; (iv) empower sustainable communities to improve their access to information and decision-making capacity; (v) improve information and response capacity for public and private decision makers and the scientific community in biosphere reserves; and (vi) share and facilitate access to the knowledge and expertise of the scientific community. In addition there are a number of GEF-financed landscape or INRM projects implemented in the Asia region that provides opportunity to share lessons, such as the Philippines biodiversity corridors, the Vietnam Biosphere Reserves, the Myanmar restoration initiative, Myanmar green landscapes, Bhutan forest and agricultural landscapes and Thailand production landscape projects.

Sustainability and Scaling Up:

116. The project will address sustainability as follows:

117. ***Financial sustainability*** will be achieved by a number of means, including: (i) ensuring that through the integrated management planning exercise for the landscape, the national, provincial and local entities that will facilitate the convergence of national, provincial and local government financial resources to support conservation and sustainable community livelihoods that would help financially sustain activities beyond the life of the project; (ii) ensure a partnership arrangement between national, provincial, sector and local institutions, communities, NGO and private sector partners within the northern landscape that will ensure

[27] http://portal.biospheresmart.org/en/

complementarity and cost-effectiveness of multiple partners and investments; (iii) develop new business models for landscape conservation, sustainable natural resources use, community livelihoods and value chains that recognize the full range of environmental ecosystem services provided by large landscapes and their attendant species and ecosystems. Developing market linkages for sustainable forest and agriculture products and services, ecotourism and local handicrafts and establishment of "brand" labels that will ensure financial sustainability of local livelihoods; (iv) support for establishment of Community level revolving funds that will help to financially sustain and expand investments beyond the project period; (v) facilitating market linkages, green certification of products and services to improve services and value addition; (vi) training of local entrepreneurs and enterprises; and (vii) linkages with financial institutions. Implementation of enterprises. Implementation of such models through carefully developed business plans could lead to a diversification of funding base from sources such as ecotourism, NTFPs and other mechanisms, when these becomes available.

118. ***Institutional sustainability*** will be improved through systematic capacity development of existing public institutions (particularly that of NCSD, DBD, MOE, GDANPC, MAFF, Provincial level sector and administrative entities, local communities and civil society organizations that operate in the northern landscape. By engaging these stakeholders in gender responsive conservation and livelihood investment planning, the project will help establish alliances for conservation and sustainable use of biological resources that is expected to continue beyond the project period. Carefully tailored training and capacity building to enhance the skills of local communities in relation to sustainable forest use, SLM, ecotourism and other local producers will provide institutional sustainability. The project's institutional arrangements will further help build coordination structures at the national and landscape level with representation from different development sectors and stakeholders (including provincial and local government entities, NGOs and private sector) to implement integrated landscape planning and to ensure that Provincial and local development plans mainstream biodiversity policies. To ensure sustainability of institutional arrangements for integrated landscape management planning and ensuring mainstreaming of biodiversity policies into socio-economic development plans, the Government of Cambodia will work towards institutionalization of these coordination mechanisms as part of its long-term strategy to streamline and support biodiversity goals. Formalization of these coordination arrangements will enable sustaining and scaling up of benefits of the project within biological landscapes in the country.

119. ***Social sustainability*** will be enhanced through the development/strengthening of stakeholder participation mechanisms for the target biological landscape. A Knowledge Management and Communication plan will be developed early during the project to facilitate awareness and enhance stakeholder participation. The project will ensure adequate consultation and participatory decision making to ensure that project activities are detailed in collaboration with local communities, so that extensive consultation including all affected groups is undertaken prior to delineation of areas to be set aside for conservation, so as to avoid excessive community resource use areas or to improve the management of such uses. Social sustainability will also be achieved by strengthening community institutions (Community Forests, Community Protected Areas, Community Fisheries, Water and Agriculture User Groups, etc.), ensuring their active participation in planning and implementation of conservation and sustainable natural resources management, improving community capacity for management of natural resources and for improving grievance redressal mechanisms that will ensure social sustainability. These objectives and measures are all to be anchored in a gender responsive approach resulting from robust mainstreaming of gender in all aspects of the project cycle.

120. ***Environmental sustainability*** will be achieved through a coordinated approach involving improved protected area management approaches, sustainable natural resources, forest and land management, watershed and riparian area management, securing improved forest restoration and sustainable forest product use, improving incentives for conservation and community participation. It would also help reduction of external threats on PAs and wildlife through landscape level partnerships, where poaching would be controlled and improve inter-provincial collaboration. The water focus of integrated landscape management will help to mitigate climate change impacts and enhance community resilience. This work at biological landscape is aimed at ensuring environmental and socio-economic sustainability through improved institutional capacity, policies and legislation.

121. ***Innovation:*** The project design is innovative in several ways. First, it proposes to pilot the first programs in Cambodia for integrated planning and management in large landscapes. The project seeks to mainstream biodiversity and water conservation outcomes in sectoral and provincial economic planning. This approach, that would involve multi-stakeholder planning and an inter-sectoral coordination approach to landscape management in Cambodia would propose the following approaches: (i) a landscape being viewed as a system in its self, comprised of various natural, cultural and socio-economic components; in turn, it is part of the bigger national, regional, thematic, and global networks of national landscapes; (ii) landscape would be appropriately zoned by ecology-based planning using a patch-matrix model for biodiversity and water conservation, taking account of landscape ecology, inter-connectedness, vegetation zoning, regional land-use planning, hydrological parameters, nature and cultural landscape integration, etc. (i.e. landscape planning); (iii) bringing actors from the provinces, communities, market and civil society sectors together to achieve mutual understanding and negotiate and implement mutually agreeable plans, combining top-down and bottom-up approaches and promotion of community participation (i.e. intersectoral coordination); and (iv) promoting a conservation and water-based economy in large landscapes, with value creation and increased economic benefits for local people; labeling of goods and services from the landscapes (e.g. tourism products and services; sustainable agricultural products; NTFPs, etc.); consumption and production in line with sustainable development; fair distribution; and awareness of conservation of nature and culture. Lessons learned on collaboration with the tourism and other sectors can be shared with other landscapes and protected areas in the region. Secondly, it is innovative because it would seek to link KBAs (and "set-asides") and forest and riparian restoration as part of a larger effort to improve biodiversity conservation outcomes in and improve connectivity of individual parts of the larger landscape. Thirdly, it would serve as a pilot to develop and test sustainable financing mechanisms at the local level (community or district level) to improve incentive for community engagement in conservation, including establishment of local level revolving funds, tourism concession fees, accommodation surcharges, etc.).

122. ***Potential for scaling up****:* The project is designed to provide demonstration models for up-scaling in Cambodia. In particular, the capacity building and the development of guidelines and regulations for each aspect of the project will strongly support up-scaling. Ensuring that activities, impacts and lessons learnt from the demonstration landscape are disseminated widely helps generate a bottom-up demand for similar activities throughout the country. The Project's investment component will seek to develop synergies among rural development actors and programs with an objective of raising additional investments that will fund and expand models of resource use and alternative livelihood activities within and outside of the targeted landscape. The financial strategy plan would facilitate replication and scaling (Output 3.2) and help assess sustainable financial and institutional arrangements for scaling up, support identification of new biological landscape sites, develop a best practice manual and conduct dissemination events to encourage uptake of integrated conservation approaches in other sites. In particular activities to be undertaken as part of the effort of scaling up include the following:

- **Develop a financial strategy** based on lessons learned at the field level that will ensure that the integrated management planning approach and models developed and pilot tested in the pilot landscape is scaled up to include all other landscapes in the country. Output 3.2 would support the analysis, documentation and dissemination of best practices and lessons learned that deliver tangible improvements in biodiversity, watersheds and natural resources status to provide examples for replication. It would also entail participation in regional workshops and best practice sharing events to improve learning and exchange of experiences in mainstreaming biodiversity considerations, and integrated water management planning and practices. Based on these best practices and lessons, the financial strategy will provide a basis for actions at other key landscapes, identify required institutional and coordination arrangements resources and partnership commitments (including with NGOs), select interventions and potential sites for replication by the fifth year of the project.
- **Annual seminars** for key staff and decision makers on best practices, experiences and needs;

- **Financial mechanisms** identified to strengthen and upscale financial support to conservation and sustainable land use/natural resource management in landscape
- **Publishing of best practice manuals/handbooks/compendiums** of integrated landscape management approaches; and
- **End of project national seminar** on outcomes and replication for integrated landscape approaches in Cambodia.

V. PROJECT MANAGEMENT

Cost efficiency and effectiveness*:*

122. The project has been designed to reflect the most cost-effective approach. A number of strategies were evaluated during the project formulation stage to identify those strategies and activities that demonstrate this cost-effective approach. The cost-effective approaches that have been applied to the project are the following:

123. *Defining a holistic approach to project formulation:* The project adopts an integrated spatial approach that connects land, water, forest and productive systems and their various interactions to maximize opportunities for synergies, such that selected actions and interventions generate multiple benefits. This is to be accomplished through development and implementation of well-designed conservation actions (protected area management with defined conservation management practices, sustainable resource use areas, non-consumptive use areas, set-asides to facilitate restoration and recovery of disturbed habitats), sustainable community resource use and management and livelihood improvement measures in agriculture, tourism, small-scale enterprises, etc. and the improved management of land and forest-based activities (based on an integrated landscape conservation approach).

124. *Sequencing of activities:* Project design and sequencing of project activities ensures that foundational activities are completed first (under Outcome 1), such as (i) establishing functional governance and coordinating mechanisms at the national and sub-national levels; (ii) policy and regulatory changes for establishing integrated landscape management and clarifying institutional responsibilities for landscape planning, management and oversight; and improved policies and practices that facilitate mainstreaming biodiversity into sector and environmental planning; and (iii) capacity improvements developed to provide the necessary groundwork for later demonstration of integrated planning and management in the selected northern landscape under Outcome 2. The project includes subsequent documentation, dissemination of best practices and knowledge management in Outcome 3 to lay the ground work for scaling up of integrated planning and management landscapes in the country and feedback mechanisms to influence further policy and legislative changes, as appropriate.

125. *Improving efficiency, effectiveness and coordination of management and enforcement actions:* The effective, efficient and coordinated use of existing national, provincial, local and NGOs capacity and resources (including manpower, budgets, equipment, etc.) based on individual agency mandates. This will ensure that landscape activities are defined within existing budgetary and institutional constraints that operate in the country and is considered a more cost- effective and sustainable strategy for management of landscapes and parts within, rather than rely on unreliable external funding that cannot be sustained beyond the project period.

126. *Models to demonstrate benefits:* Project design ensures selectivity in the identification and development of on-the-ground demonstration models (Outcome 2) focusing mainly on trialing of integrated planning and management, environmentally sustainable forest, water, riparian and land resources (including agriculture) use, livelihood best practices, trialing of community-based ecotourism best practices, so as to ensure cost-effectiveness in terms of avoiding duplication and ineffective spread of activities.

127. *Building on existing lessons and best practices:* As a measure to ensure cost-effectivity, project design focuses on use of available resource to the extent possible building on the existing Provincial management planning approaches. Rather than hire expensive external consultants, project-supported staff would work closely with Provincial level and sector staff in collaboration with local communities and local partners will make use of available information and expertise to develop plans that follow the “No Regrets” principle adopted by national policies. This results in plans that have higher levels of participation and buy-in. While they may be simpler than plans drafted by external experts, they would be more likely to be accepted and implemented by local communities. It would also build and replicate lessons from on-going and other national initiatives.

128. *Data management systems:* The project will focus on the development of standardized but simple information collection and databases at landscape level, coupled with the use of remote sensing in combination with ground-truthing methods. The Knowledge Management and Communication Strategy in particular makes use of free and widely available forms of communication in the country.

129. *Co-financing Cost-effectiveness:* The total GEF investment of US$ 3,340,320 for this project will leverage a minimum of US$ 8,461,060 in cofinancing with additional associated financing inputs anticipated during project implementation.

Project management*:*

130. The project will be managed through an adequately staffed and resourced Project Management Unit located in Phnom Penh under the Ministry of Environment. On-the-ground activities will be located in the three provinces in Northen Cambodia, namely Preah Vihear, Kampong Thom and Siem Reap.

131. Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information**:** To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy[28] and the GEF policy on public involvement[29].

[28] See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

[29] See https://www.thegef.org/gef/policies_guidelines

VI. PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s): Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss					
This project will contribute to the following country outcome included in the UNDAF/Country Program Document: By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks					
This project will be linked to the following output of the UNDP Strategic Plan: IRRF Output 1.4.1: Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains IRRF Output 2.4.1: Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources[30], in line with international conventions and national legislation.					
	Objective and Outcome Indicators (no more than a total of 15 -16 indicators)	**Baseline[31]**	**Mid-term Target[32]**	**End of Project Target**	**Data Collection Methods and Risks/Assumptions[33]**
Project Objective: ***To promote integrated landscape management for the conservation and sustainable use of biodiversity, natural resources and ecosystem services in the northern region of Cambodia***	***Indicator 1*** *(Ref: GEF Core Indicator 4.1)*: Area of landscape (excluding PAs) under improved practices to benefit biodiversity as measured by: - Completion of mapping and zoning, - Establishment of landscape management strategy, and - Functioning coordination platform for decision-making and measures in place for its integrated management	*Individual parts of landscape managed through sectoral approaches with little efforts at integration of biodiversity, ecosystem and socio-economic considerations in planning processes*	*- Integrated landscape management frameworks agreed among all stakeholders including specific long-term conservation outcomes to be achieved* *- mapping and zoning completed;* *- landscape management strategy*	*At least 100,000 ha (excluding PAs), but including riparian systems and agricultural and human influenced lands managed through an integrated approach with functional institutional, planning, management and monitoring systems in place*	*Means of verification:* *-Government gazette notification* *-PA management plan* *-SLM plans* *-Community income survey reports* *Assumptions:* *-Local communities, national and provincial governments understand livelihood benefits and ecological security from cooperation with and sustainable management of land, water, forest and other natural resources. Thus, they will participate in sustainable management and ecosystem restoration work.* *-The National and Provincial Governments consider it their priority to support integrated ecosystem management planning of its landscape and implement target oriented activities with local communities to improve conservation and sustainable use of such resources.* *-Provincial and local governments, CBOs, private sector and communities collaborate closely for*
	Indicator 2 *(Ref: GEF Core Indicator 4.3)*: Area of degraded agricultural lands under	*Agricultural lands under continued degradation due to poor*	*At least 200 ha of degraded agricultural lands under*	*At least 1,000 ha of degraded agricultural lands, under improved*	

[30] Includes oceans and marine and freshwater ecosystems, forests, biodiversity and ecosystems, land rights, and management of chemicals and waste.
[31] Baseline, mid-term and end of project target levels must be expressed in the same neutral unit of analysis as the corresponding indicator. Baseline is the current/original status or condition and need to be quantified. The baseline must be established before the project document is submitted to the GEF for final approval. The baseline values will be used to measure the success of the project through implementation monitoring and evaluation.
[32] Target is the change in the baseline value that will be achieved by the mid-term review and then again by the terminal evaluation.
[33] Data collection methods should outline specific tools used to collect data and additional information as necessary to support monitoring. The PIR cannot be used as a source of verification.

	sustainable land management in production systems	*management regimes and lack of proven and cost-effective methods of use and restoration*	*improved rehabilitation using biodiversity-friendly restoration technologies*	*rehabilitation[34] using biodiversity-friendly restoration technologies*	*preparation of Integrated landscape plans and approaches* *Risks:* *-Natural disaster/climate change may affect the restoration work.* *-Lack of capacity in government and communities to meet obligations related to project.* *-Political transitions leave plans unused.* *-Livelihood benefits from sustainable management may be limited and slow for communities to give up current unsustainable practices* *- Lack of involvement from private sector and/or resource users (including vulnerable people) with continued unsustainable practices* *-Conflicts over territorial issues between provincial and sector entities and local communities could undermine efforts at promoting integrated planning approaches*
	Indicator 3: *(Ref. GEF Core indicator 11)*: Number of direct project beneficiaries disaggregated by gender and measured by: -Average incomes of participating households.	*Baseline annual average incomes in project area assessed at US$ 850/year/ household[35] from agricultural activities amongst participating households*	*Around 500 persons composed of at least 30% women with average increase in income by 5% from agricultural activities in participating households*	*At least 5,000 persons composed of at least 30% women benefiting from improved natural resources management practices, improved livelihoods and small business development with 15% average increase in incomes from agricultural activities from average baseline in participating households*	

[34] The active implementation of a number of biodiversity-friendly agricultural land restoration and livelihood options (Output 2.3)

[35] Cambodia Socio-economic survey 2017, Ministry of Planning. These figures are calculated based on riel 306,000/month from agricultural related activities. Figures are average for rural Cambodia and not specific to the project area. Actual baseline incomes in the project area will be updated/validated in Year 1.

Component 1 ***Systemic and institutional capacity for integrated landscape management*** **Outcome 1:** ***improved national framework and enhanced institutional capacity as foundations for an integrated landscape approach to conservation of biodiversity and sustainable use of natural resources.***	***Indicator 4*** *(Ref: UNDP mandatory indicator: IRRF Output 2.5 indicator 2.5.1):* Gender-responsive measures in place for conservation, sustainable use, and equitable access to and benefit sharing of natural resources, biodiversity and ecosystems as indicated by: (a) Policy frameworks (b) Legal and regulatory frameworks and (c) Institutional frameworks	*Specific, targeted integrated biodiversity management planning and management regulations, guidelines and policies largely absent or rudimentary*	*Policy, legal and regulatory and institutional frameworks for integrated planning and management and biodiversity mainstreaming in sector planning adopted by Government for submission to National Assembly under preparation*	*At least six instruments[36] Policy, legal and regulatory and institutional frameworks[37] clarifying integrated NR planning for mainstreaming biodiversity in sectoral and local planning systems drafted and under review by National Assembly*	*Means of verification:* *-Government gazette notifications* *-Government or sector administrative orders* *-Official release of guideline notices and guideline documents* *-Updated UNDP capacity development scorecard* *-Monitoring reports* *Assumption:* *-The national government will develop appropriate legislative, policy, institutional and technical measures informed by gender analysis that facilitate integrated landscape planning and management in a timely manner.* *-Development strategies and landscape management strategies and plans will be officially endorsed by provincial governments with allocation of appropriate staff and funding for their implementation* *-The Provincial Governments will take active part in developing the strategies and implementation using new knowledge and skills provided by the project* *-Local communities are convinced mainstreaming biodiversity and gender into key development sectors is in their long-term interests* *Risks:* *-Priorities of Provincial and Sector agencies d local communities might shift if development benefits take long to manifest*
	Indicator 5: Level of institutional capacities for planning, implementation and monitoring integrated landscape management planning as measured by UNDP's capacity development scorecard comprising following agencies: NCSD, DBD, MOE, MAFF and GDANPC	*Limited institutional for planning, implementation and monitoring of multiple use integrated planning and management in landscapes as measured by UNDP Capacity Development Scorecard baseline values of 19*	*Increase of institutional capacity as measured by a 5 point increase in UNDP National Capacity Development Scorecard baseline value*	*Increase of institutional capacity as measured by at least a 12 point increase in UNDP Capacity Development Scorecard of baseline values*	

[36] These could include: PA declaration notices clarifying institutional roles and responsibilities and zoning; revised/new Development Orders to reflect mainstreaming of biodiversity in development actions; PA regulations; Guidelines for private forests management; guidelines for biodiversity mainstreaming in mining, forestry, tourism, etc.;

[37] Specifically includes decrees, circulars or guidelines to incorporate biodiversity consideration in socio-economic development planning, mainstreaming biodiversity into tourism, agriculture, forestry and other relevant sectors, biological corridor zoning, and differentiation of EIA and BIA application in different zones of biological corridors

	Indicator 6: Number of regional, provincial and local partners adopting the ILM framework to mainstream biodiversity into their planning systems as indicated by: (a) INRM guidelines adopted (b) Regional and local plans mainstreaming INRM and Biodiversity (c) Sectoral partnerships established for collaborative and integrated planning and management	*Limited engagement of multiple partners mainstreaming biodiversity consideration into their planning systems*	*INRM Guidelines to facilitate increased engagement of partners in biodiversity mainstreaming into sub-national planning systems developed*	*Fully integrated partner engagement for promotion of through ILM framework functional (as measured by (i) at least five sectors and institutions engaged; (ii) at least 5 guidelines/protocols actively applied; (iii) multi-sector and multi-stakeholder participation in annual work planning at least in two provinces; (iv) three tiered mechanisms for resolution of sectoral conflicts applied; and (v) annual sharing and dissemination of information amongst sectors and stakeholders*	*Data Collection Methods:* *Project progress reports* *INRM Meeting notes* *Assumption:* *-Political will to support engagement of multiple partners in Integrated land Management.* *-The national government will develop appropriate legislative, policy, institutional and technical measures that facilitate integrated local planning and management in a timely manner.* *-Partners will take active part in developing strategies and implementation using new knowledge and skills provided by the project* *-Plans and actions approved but not resourced.* *Risks:* *-Confusion and conflict over roles and responsibilities* *-Priorities of partners might shift if development benefits take long to manifest* *- Planning bodies that build capacity may not be adequately motivated to be engaged for change*
Component 2 ***Effective management of PAs and surrounding riparian and multiple use production landscapes in Northern Cambodia***	***Indicator 7:*** *(Ref: GEF Core Indicator 1.2):* Terrestrial PAs under improved management effectiveness as measured by METT scorecard for following PAs: 1.KPWS 2. PKNP 3. Angkor	*Baseline METT scores:* *KPWS : 33* *PKNP : 32* *Angkor PL: 59*	*Average increase by at least 10 points in METT for the PAs*	*Average increase by at least 20 points in METT from current baselines for the PAs covering 450,673 ha*	*Means of verification:* *-Updated METT Tracking Tools* *-CPA and CF co-management plans* *Co-management MOAs* *-Project progress reports* *-Annual work plans and budget reports* *Assumption:* *-Development strategies and management plans will be officially approved by Sector*

Outcome 2: Targeted Protected Areas and their surrounding production areas effectively managed to ensure biodiversity conservation on a sustainable basis while safeguarding livelihoods and ecosystem services	***Indicator 8:*** Community-based NRM initiated and operational as indicated/measured by: Extent of Community Protected Areas (CPAs) and of Community Forests (CFs) established with (i) management plans including renewal of existing CPAs, and (ii) MOAs for co-management signed and under community management with budgetary allocations for implementation	*Current CPA and CFs under co-management not fully effective due to lack of capacity, resources and extension support*	*All existing CPAs and CFs mapped, management effectiveness evaluated and proposals for improving conservation and sustainable NRM defined and agreed with communities*	*At least 1,500 ha of CPAs and CFs under improved management as measured by (i) updated management plans; (ii) revised MOAs that clearly define conservation commitments; (iv) monitoring systems in place to evaluate management effectiveness; (v) communities trained in natural resources management actions; (vi) appropriate budgets allocated for implementation of management plans, etc.*	*agencies and Provincial governments with allocation of appropriate funding for their implementation* *-Local communities are convinced that critical habitats in their vicinities will benefit livelihoods and ecological security to them and they will participate in conservation and restoration work.* *-Local community based institutions would establish an effective gender sensitive institutional mechanism to facilitate conservation outcomes* *Risk:* *-Administrative/political changes may undermine the implementation of the management plan strategies* *-Lack of capacity in government and communities to meet obligations related to project* *-Conflicts between Provincial and sector entities and local communities regarding management and access to natural resources may undermine integrated planning approaches*
	Indicator 9: Status of key species in the northern landscape as measured by increased number of nests protected and success rate over baseline values for: (i) Sarus Crane (ii) Giant Ibis (iii) Lesser adjutant Note: The greater the rate of success of nest protected, the greater the possibility of chicks hatched as validated from data collected in 2008-2009 study as follows: (Sirus Crane 57 nests protected with 90 chicks hatched; Giant Ibis a10 nests protected with 17 chicks hatched and Lesser adjutant with 261 nests protected and 489 chicks hatched)[38]	*Current baselines of success rates of protected nests (Sarus Crane 87% based on 96 nests protected; Giant Ibis 86.7% based on 60 nests protected and Lesser adjutant 94.4% based on 431 nests protected)[39]. Key species nesting and success rates validated in Year*	*30% Increase in number of nests protected and success rate stable or increasing from validated baselines*	*100% Increase in number of nests protected and success rate stable or increasing from validated baselines*	*Means of verification:* *-Nesting and survival monitoring reports* *Assumption:* *-Adequate technical capacity available for undertaking monitoring species populations* *-Wildlife populations are declining because of hunting, and improved enforcement will help increase population* *--Adequate incentives to enable local communities to take conservation actions to protect nests* *Risk:* *-External factors beyond the control of the project (e.g. climate change) might effect bird populations negatively*

[38] An evaluation of effectiveness of direct payment for biodiversity conservation" The Bird Nest Protection Program in Northern Plains of Cambodia. Biological Conservation 157 (2013)

[39] An evaluation of effectiveness of direct payment for biodiversity conservation" The Bird Nest Protection Program in Northern Plains of Cambodia. Biological Conservation 157 (2013)

		1 and monitored annually or bi-annually in defined locations			
	Indicator 10: Reduction in soil loss and run-off based on erosion/run-off plots for various SLM practices under different climatic, topographic and soil conditions in MT/ha/yr.[40]	*No information available of erosion and run-off rates for existing agricultural and land practices. Baselines for current erosion rates under selected existing land practices to be measured in Year 1*	*Establishment of erosion/run-off plots under various SLM practices to define erosion rates*	*At least an average of 30% reduction in erosion and run-off rates under varied SLM practices*	*Means of verification:* *-Erosion and run-off measurement reports* *Assumptions* *-Adequate technical capacity to establish and effective monitoring plots for measuring erosion/run-off rates* *-Capacity to design and select appropriate and varied sites for establishing monitoring plots to capture landscape diversity* *-Adequate community commitment to monitoring* *Risks:* *-Catastrophic events (flooding, landslides, etc.) can undermine the credibility of the monitoring events*
	Indicator 11: Number of local plans that mainstream objectives of integrated landscape management (IEM) frameworks as follows: 1. *Commune Development Plans;* 2. *Commune investment Plans,* 3. *District Development Plans and* 4. *District Investment Plans*	*Commune Development Plans, Commune Investments Plans, District Development Plans and District Investment Plans have limited attention to mainstreaming biodiversity consideration into their planning systems*	*Guidelines, regulations and frameworks and capacity improvements being undertaken to facilitate biodiversity mainstreaming into sub-national planning systems*	*At least 4 Commune Development and Commune Investment Plans and at least 4 District Development Plans and District Investment Plans fully integrate biodiversity considerations from ILM framework within the project landscape*	*Data Collection Methods:* *Project progress reports* *District and Commune development and investment plans* *Assumption:* *-The national government will develop appropriate legislative, policy, institutional and technical measures that facilitate integrated local planning and management in a timely manner.* *-Development strategies and management plans will be officially approved by provincial and local governments with allocation of appropriate staff and funding for implementation* *-The local government will take active part in developing strategies and implementation using new knowledge and skills provided by the project* *Risks:*

[40] The use of erosion plots (along with control plots) is intended to demonstrate to farmers the benefits of SLM on land productivity and prevention of soil loss under different climatic, terrain and soil conditions as well as to identify implementation challenges and good practices for replication. A few villages in each district will be selected for demonstration of SLM benefits. It would be difficult to develop a baseline for the entire northern landscape that required a time series data of mountain stream discharge and would be difficult to undertake. In addition, it would be difficult to quantify sediment flux due to its dependence on peak flow incidence and even if sediment flows were quantified, it will still be also challenging to attribute reduction in sediment flow in micro-watersheds to SLM activities alone

					-Priorities of provincial and local governments might shift if development benefits take long to manifest *- Plans are developed but not used, particularly by resource users* *- Planning bodies that build capacity may not be adequately motivated for change*
Component 3 ***Knowledge management, gender mainstreaming, learning and M&E*** ***Outcome 3: Knowledge management, gender mainstreaming and monitoring and evaluation contributes to identification of improved tools, approaches and best practices for replication and scaling up***	***Indicator 12:*** Increase in level of knowledge (disaggregated by gender) on INRM approaches as defined by the following: (a) Number of community members trained and adopting new technologies, practices, etc. (b) Communication strategy and action plan developed and effectively implemented; and (c) KAP survey to test knowledge and awareness of targeted groups.	*Coordinated outreach on conservation threats lacking. Limited awareness of impact unplanned development among general public. Baseline survey established in Year 1 after KAP survey*	*At least 200 community members trained in relevant INRM approaches and 50% effectively applying these measures (at least 30% women)*	*At least 1,000 community members trained in relevant INRM approaches and 50% effectively applying these measures (at least 30% women)*	*Means of verification:* *-KAP surveys* *- KM documents, best practice documents, proceedings of dissemination events and implementation reports* *Assumption:* *-Stakeholders willing to actively participate in the review process.* *-Project management will be able to identify, document and disseminate the best practices* *-Mid Term Review and End of Project Evaluation of the project will also contribute to identifying the best practices* *-Best practices from sustainable resource management readily available to resource users* *Risks:* *-Government priorities may change from due to political pressure from resource users* *-Actions among the assorted agencies and NGOs remain uncoordinated* *List the source of the data and explain how the*
	Indicator 13: Number of knowledge products that reflects best practices and lessons learned available including: (a) Newsletters and media events (b) Case studies disseminated (c) Number of policy guidance notes (d) Technical reports, publications and other KM products (e) Number of local workshops held to facilitate dissemination of field lessons	*Limited[41] number of KM products on conservation and sustainable resource management codified and disseminated nationally and regionally*	*At least five additional KM products on conservation and sustainable resource management codified and disseminated nationally and regionally*	*At least twenty additional KM products on conservation and sustainable resource management codified and disseminated nationally and regionally*	

[41] Less than 5

	(f) Inclusion of public engagement pages on national and sub-national websites and social media platforms				

VII. MONITORING AND EVALUATION (M&E) PLAN

132. The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. *Supported by Component/Outcome Four: Knowledge Management and M&E, the project monitoring and evaluation plan will also facilitate learning and ensure knowledge is shared and widely disseminated to support the scaling up and replication of project results.*

133. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. The UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the GEF M&E policy and other relevant GEF policies[42]. The UNDP Country Office is responsible for ensuring full compliance with all UNDP project monitoring, quality assurance, risk management, and evaluation requirements. Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the GEF Monitoring Policy and the GEF Evaluation Policy and other relevant GEF policies . The costed M&E plan included below, and the Monitoring plan in Annex, will guide the GEF-specific M&E activities to be undertaken by this project.

134. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably the GEF Tracking Tools) across all GEF-financed projects in the country. This could be achieved for example by using one national institute to complete the GEF Tracking Tools for all GEF-financed projects in the country, including projects supported by other GEF Agencies.[43]

M&E Oversight and monitoring responsibilities:

135. Project Director: The Project Director (PD) is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The PD will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The PD will inform the Project Board, the UNDP Country Office and the UNDP-GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

136. The PD will develop annual work plans based on the multi-year work plan included in Annex 1, including annual output targets to support the efficient implementation of the project. The PD will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. ESMP, gender action plan, stakeholder engagement plan etc.) occur on a regular basis.

137. Project Board: The Project Board will take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and

[42] See https://www.thegef.org/gef/policies_guidelines
[43] See https://www.thegef.org/gef/gef_agencies

lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

138. Project Implementing Partner: The Implementing Partner is responsible for providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used and generated by the project supports national systems.

139. UNDP Country Office: The UNDP Country Office will support the PD as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Board within one month of the mission. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual GEF PIR, the *independent mid-term review* and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

140. The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the UNDP POPP. This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the regular updating of the ATLAS risk log; and, the updating of the UNDP gender marker on an annual basis based on gender mainstreaming progress reported in the GEF PIR and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g. annual GEF PIR quality assessment ratings) must be addressed by the UNDP Country Office and the Project Manager.

141. The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).

142. UNDP-GEF Unit: Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed.

Additional GEF monitoring and reporting requirements:

143. Inception Workshop and Report: A project inception workshop will be held within two months after the project document has been signed by all relevant parties to, amongst others:

a) Familiarize key stakeholders with the details project strategy and discuss any changes that may have taken place in the overall context that since the project idea was initially conceptualized that may that influence its strategy and implementation;
b) Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms;
c) Review and familiarize with the results framework and monitoring plan;
d) Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP and other stakeholders in project-level M&E;
e) Update and review responsibilities for monitoring project plans and strategies, including the risk log; SESP, Social and Environmental Management Framework and other safeguard requirements; project grievance mechanisms; gender strategy; knowledge management strategy, and other relevant management strategies;
f) Review financial reporting procedures and budget monitoring and other mandatory requirements, and agree on the arrangements for the annual audit;

g) Plan and schedule Project Board meetings and finalize the first year annual work plan.
h) Formally launch the Project.

145. The PD will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board.

146. GEF Project Implementation Report (PIR): The PD, the UNDP Country Office, and the UNDP-GEF Regional Technical Advisor will provide objective input to the annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. The PD will ensure that the indicators included in the project results framework is monitored annually in advance of the PIR submission deadline so that progress can be reported in the PIR. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR.

147. The PIR submitted to the GEF will be shared with the Project Board. The UNDP Country Office will coordinate the input of the GEF Operational Focal Point and other stakeholders to the PIR as appropriate. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

148. Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

149. GEF Core Indicators: The GEF Core indicators included as Annex will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to MTR and TE. Note that the project team is responsible for updating the indicator status. The updated monitoring data should be shared with MTR/TE consultants prior to required evaluation missions, so these can be used for subsequent ground truthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF website. The required Protected Area Management Effectiveness Tracking Tool (METTs) have been prepared and the scores included in the GEF Core Indicators.

150. Independent Mid-term Review (MTR): An independent mid-term review process will begin after the second PIR has been submitted to the GEF, and the MTR report will be submitted to the GEF in the same year as the 3rd PIR. The MTR findings and responses outlined in the management response will be incorporated as recommendations for enhanced implementation during the final half of the project's duration. The terms of reference, the review process and the MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center (ERC). As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project under review. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the BPPS/GEF Directorate. The final MTR report will be available in English and will be posted on the UNDP ERC by December 2022. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's completion. The report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and approved by the Project Board.

151. Terminal Evaluation (TE): An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before operational

closure of the project allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The PD will remain on contract until the TE report and management response have been finalized. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center. As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the BPPS/GEF Directorate. The TE TOR and final report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board. The TE report will be publicly available in English on the UNDP ERC by March 2025. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report's completion.

152. The UNDP Country Office will include the planned project terminal evaluation in the UNDP Country Office evaluation plan, and will upload the final terminal evaluation report in English and the corresponding management response to the UNDP Evaluation Resource Centre (ERC). Once uploaded to the ERC, the UNDP IEO will undertake a quality assessment and validate the findings and ratings in the TE report, and rate the quality of the TE report. The UNDP IEO assessment report will be sent to the GEF IEO along with the project terminal evaluation report.

153. Final Report: The project's terminal GEF PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

154. Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information: To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy[44] and the GEF policy on public involvement[45].

Table 2: Mandatory GEF M&E Requirements and M&E Budget:

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[46] (US$)		Time frame
		GEF grant	Co-financing	
Inception Workshop	GSSD	5,000	5,000	Within two months of project document signature
Inception Report	Project Director	None	None	Within two weeks of inception workshop
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	UNDP Country Office	None	None	Quarterly, annually

[44] See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

[45] See https://www.thegef.org/gef/policies_guidelines

[46] Excluding project team staff time and UNDP staff time and travel expenses.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[46] (US$)		Time frame
		GEF grant	Co-financing	
Risk management	Project Director Country Office	None	5,000	Quarterly, annually
Monitoring of indicators in project results framework	Project Director and M&E Staff	None	10,000	Annually before PIR
GEF Project Implementation Report (PIR)	Project Director and UNDP Country Office and UNDP-GEF team	None	None	Annually
Lessons learned and knowledge generation	Project Director	64,000	20,000	Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Director and M&E staff UNDP Country Office	None	10,000	On-going
Stakeholder Engagement Plan	Project Director UNDP Country Office	None	10,000	On-going
Gender Action Plan	Project Director UNDP Country Office UNDP GEF team	None	10,000	On-going
Addressing environmental and social grievances	Project Director UNDP Country Office	None	10,000	On-going
Project Board meetings	Project Board UNDP Country Office Project Director	10,000 (2,000/Year)	5,000	At minimum annually
Supervision missions	UNDP Country Office	None[47]	10,000	Annually
Oversight missions	UNDP-GEF team	None[47]	10,000	Troubleshooting as needed
GEF Secretariat learning missions/site visits	UNDP Country Office and Project Director and UNDP-GEF team	None	None	To be determined.
Mid-term GEF Tracking Tool & Core Indicators to be updated by	Project Director and M&E staff	None	None	Before mid-term review mission takes place.
Independent Mid-term Review (MTR) and management response	UNDP Country Office and Project team and UNDP-GEF team	25,000	5,000	Between 2nd and 3rd PIR.
Terminal GEF Tracking Tool & Core Indicators to be updated by	Project Director and M&E staff	None	None	Before terminal evaluation mission takes place
Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response	UNDP Country Office and Project team and UNDP-GEF team	33,000	5,000	At least three months before operational closure
Translation of MTR and TE reports into English	UNDP Country Office	2,000	None	As required. GEF will only accept reports in English.
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		139,000	115,000	

[47] The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

VIII. GOVERNANCE AND MANAGEMENT

154. Roles and responsibilities of the project's governance mechanism: The project will be implemented following UNDP's national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of Cambodia, and the Country Program.

155. The **Implementing Partner** for this project is GSSD/NCSD. The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document.

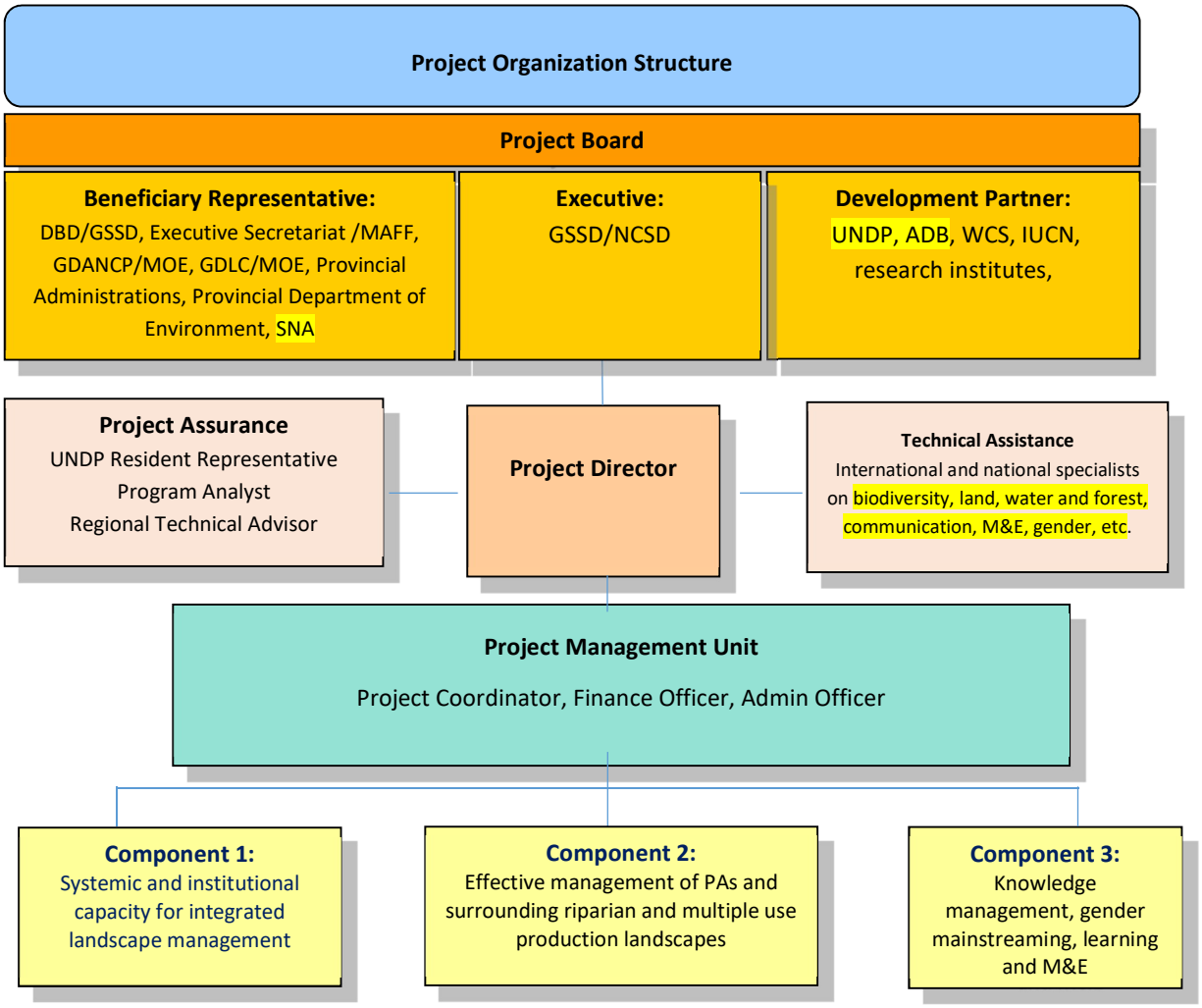
156. The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Risk management as outlined in this Project Document;
- Procurement of goods and services, including human resources;
- Financial management, including overseeing financial expenditures against project budgets;
- Approving and signing the multiyear workplan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures
- Effective integration of PAs and surrounding riparian and multiple use production landscapes in Northern Cambodia

157. Project stakeholders and target groups: Stakeholder engagement will secure the conservation of globally and nationally important biodiversity within the northern landscape, and mainstream biodiversity and sustainable natural resource use in socio-economic activities. MOE will be responsible in ensuring that collaborative links will be established with other national and provincial governments, NGOs and local communities, while local governments will coordinate with sector and local level stakeholders. The Project may solicit the services of NGOs to implement project activities. During implementation, a number of other important governance mechanisms will be established (or strengthened or used) for engaging target groups. These include: (i) Project Management Unit (PMU) that will manage the daily activities of the project, ensure engagement of relevant stakeholders, communities, researchers and the private sector, the latter to the extent relevant; (ii) the sub-national level working group (provincial, district and commune levels), that will provide technical support to the implementation of the project on the ground; and (iii) targeted Community Forests, Community Protected Areas and other Community Based Natural Resource Management that will be involved and benefited from the project activities including land use planning process and decision making, biodiversity friendly livelihood activities, and commercialization of certain species.

158. UNDP: UNDP is accountable to the GEF for the implementation of this project. This includes oversight of project execution to ensure that the project is being carried out in accordance with agreed standards and provisions. UNDP is responsible for delivering GEF project cycle management services comprising project approval and start-up, project supervision and oversight, and project completion and evaluation. UNDP is also responsible for the Project Assurance role of the Project Board/Steering Committee.

159. The project organisation structure is as follows:



158. **Project Board:** The Project Board (also called Project Steering Committee) is responsible for taking corrective action as needed to ensure the project achieves the desired results.. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.

159. In case a consensus cannot be reached within the Board, the UNDP Resident Representative (or their designate) will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed. The PB will be chaired by GSSD/NCSD and include the DBD/GSSD, Executive Secretary/MAFF, DGANCP/MOE, GDLC/MOE, MOWRAM, Representatives from Provincial Adminstration and Provincial Departments of Environment, and NGOs such as ADF, WCS, IUCN and Live and Learn.

160. Specific responsibilities of the Project Board include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project director;
- Provide guidance on new project risks, and agree on possible mitigation and management actions to address specific risks;

- Agree on project director's tolerances as required, within the parameters set by UNDP-GEF, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP-GEF;
- Ensure coordination between various donor and government-funded projects and programmes;
- Ensure coordination with various government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Review the project progress, assess performance, and appraise the Annual Work Plan for the following year;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Review combined delivery reports prior to certification by the implementing partner;
- Provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Address project-level grievances.
- Approve the project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

160. The composition of the Project Board must include the following roles:

161. Executive: The Executive is an individual who represents ownership of the project who will chair the Project Board. This role can be held by a representative from the Government Cooperating Agency or UNDP. The Executive is GSSD/NCSD.

162. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The executive has to ensure that the project gives value for money, ensuring cost-conscious approach to the project, balancing the demands of beneficiary and suppler.

163. Specific Responsibilities: (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organization structure and logical set of plans;
- Set tolerances in the AWP and other plans as required for the Project Director;
- Monitor and control the progress of the project at a strategic level;
- Ensure that risks are being tracked and mitigated as effectively as possible;
- Brief relevant stakeholders about project progress;
- Organize and chair Project Board meetings.

164. Development Partner: Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. The development partner(s) is/are: UNDP, ADB, WCS, IUCN, research institutes, etc.

165. Beneficiary Representative(s): The Beneficiary Representative is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. The Beneficiary role is held by a representative of the government or civil society. The Beneficiary is DBD/GSSD, Executive Secretariat/MAFF, GDANCP/MOE, GDLC/MOE, the three Provincial Administrations, and the three Provincial Department of Environment. Its primary function within the Board is to ensure the realization of Project results from the perspective of Project beneficiaries.

166. Project Assurance: UNDP performs the quality assurance and supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. UNDP provides a three – tier oversight services involving the UNDP Country Offices and UNDP at regional and headquarters levels. Project assurance is totally independent of the Project Management function.

169. **Project Director**: The Project Director has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Director is responsible for day-to-day management and decision-making for the project. The Project Director's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The project director (PD) will be the Deputy Secretary General of NCSD, who will be accountable to the NCSD and UNDP for the achievement of objectives and results in the assigned Project. The project director will be part of the Project Board and answer to it. The project director will be financed through national government funds (co-financing), whose appointment will be made by the Secretary General of NCSD in consultation with the UNDP CO. Overall, the project director will supervise compliance with objectives, activities, results, and all fundamental aspects of project execution. The PD will work close consultation with the assigned UNDP Program Manager for all of the Project's substantive and administrative issues. From the strategic point of view of the Project, the PD will report on a periodic basis to the Project Board, based on the PB's instruction. Generally, the PD who will be responsible for meeting government obligations under the Project, under the NIM execution modality. The PD will perform a liaison role with the government, UNDP and other UN agencies, CSOs and project partners, and maintain close collaboration with other donor agencies providing co-financing. The PD will work closely with the Project Management Unit.

170. Specific responsibilities include:

- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Plan the activities of the project and monitor progress against the project results framework and the approved annual workplan;
- Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications, and overseeing all contractors' work;
- Monitor events as determined in the project monitoring schedule plan/timetable, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments or reimbursement using the fund authorization and certificate of expenditures;
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports;
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learned during project implementation;
- Prepare the annual workplan for the following year; and update the Atlas Project Management module if external access is made available.
- Prepare the GEF PIR and submit the final report to the Project Board;
- Based on the GEF PIR and the Project Board review, prepare the AWP for the following year.
- Ensure the mid-term review process is undertaken as per the UNDP guidance, and submit the final MTR report to the Project Board.

- Identify follow-on actions and submit them for consideration to the Project Board;
- Ensure the terminal evaluation process is undertaken as per the UNDP guidance, and submit the final TE report to the Project Board.

171. **Project Coordinator:** The Project Coordinator (PC), will be locally recruited following the Implementing Partner's procedure. The position will be recruited by the project implementing agency and partly funded from the Project (sharing time with another project). The PC will run the day-to-day activities of the project on behalf of the Project Board within the constraints laid down by the Board. The Project Coordinator is responsible for day-to-day management and decision-making for the project. The Project Coordinator's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. This will entail working closely with staff of the DBD, GDANCP, GDLC, Provincial Administration and their related agency staff to guide the implementation of project activities at the landscape level and ensure institutional of such innovations at the provincial levels. Specific responsibilities of the PC are provided in Annex 3.

172. **Project Finance Officer:** The Project Finance Officer that is currently working on another donor funded project will be assigned to this project as well, thus incuring no cost to the INRM project. Under the overall supervision and guidance of the Project Director, the Finance Officer will have the responsibility for providing finance management to the Project Coordinator. Specific responsibilities of the Project Finance Officer are provided in Annex 2.

173. **Project Administrative Officer**: The Project Administrative Officer that is currently working on another donor funded project will be assigned to this project as well, thus incuring no cost to the INRM project. S/he will provide project management, administration, management and technical support to the Project Coordinator as required by the needs of the project. Specific responsibilities of the Project Administrative Officer are provided in Annex 2.

Project extensions: The UNDP-GEF Executive Coordinator must approve all project extension requests. Note that all extensions incur costs and the GEF project budget cannot be increased. A single extension may be granted on an exceptional basis and only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be covered by non-GEF resources; the UNDP Country Office oversight costs during the extension period must be covered by non-GEF resoruces.

IX. FINANCIAL PLANNING AND MANAGEMENT

176. The total cost of the project is USD 13,540,320. This is financed through a GEF grant of USD 3,340,320, USD 200,000 in cash co-financing to be administered by UNDP and USD 10,000,000 in parallel co-financing. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only.

177. Confirmed Co-financing: The actual realization of project co-financing will be monitored during the *mid-term review* and terminal evaluation process and will be reported to the GEF. The planned parallel co-financing will be used as follows:

Table 3: Co-financing

Co-financing source	Co-financing type	Co-financing amount	Planned Activities/Outputs	Risks	Risk Mitigation Measures
GSSD/NCSD (includes contributions from NCSD, GDANCP and MOE)	Grant	10,000,000	Ongoing programs for conservation, protected area and species/habitat management and land management, ecosystem and biological assessments, and provision of technical support, capacity building, etc	No significant risks	Sustainable natural resources management, Protected area and species/habitat management is its core mandate
UNDP	Cash	200,000	Staff time for monitoring and technical oversight	No significant risk	This Is a core mandate of UNDP CO
Total		**10,200,000**			

178. Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board. Should the following deviations occur, the PD and UNDP Country Office will seek the approval of the UNDP-GEF team to ensure accurate reporting to the GEF: a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more; b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.

179. Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

180. Audit: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner is an UN Agency, the project will be audited according to that Agencies applicable audit policies.

181. Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/GEF Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF Trustee

182. Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

183. Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. **Operational closure must happen with 3 months of posting the TE report to the UNDP ERC**. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

184. Transfer or disposal of assets: In consultation with the Implementing Partner and other parties of the project, UNDP program manager (UNDP Resident Representative) is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file[48]. The transfer should be done before Project Management Unit complete their assignments.

185. Financial completion: The project will be financially closed when the following conditions have been met: a) The project is operationally completed or has been cancelled; b) The Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

186. The project will be financially completed **within 6 months of operational closure or after the date of cancellation**. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

[48] See https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

X. TOTAL BUDGET AND WORK PLAN

Award ID:	00088934	Project ID(s):	00095388
Award Title:	INRM in the productive, natural and forested landscape of Northern Region of Cambodia		
Business Unit:	KHM10		
Project Title:	Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia		
PIMS no.	5770		
Implementing Partner (Executing Agency)	GSSD/ National Council of Sustainable Development		

GEF Component/Atlas Activity	Responsible Party/ (Atlas Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	See Budget Note:
COMPONENT 1: Systemic and institutional capacity for integrated landscape management	**UNDP**	**62000**	**GEF**	71200	International Consultants	45,000	57,000	30,000	30,000	0	162,000	1
	GSSD			71300	Local Consultants	25,500	69,000	16,500	16,500	10,500	138,000	2
				72100	Contractual Services - Companies	112,600	172,600	142,600	32,600	32,600	493,000	3
	GSSD			75700	Training and Workshops	6,000	12,000	12,000	12,000	8,000	50,000	4
	GSSD			71600	Travel	7,200	7,200	7,200	7,200	7,200	36,000	5
	GSSD			74500	Miscellaneous	1,100	1,100	1,100	1,100	1,437	5,837	6
					Sub-total GEF	197,400	318,900	209,400	99,400	59,737	884,837	
				Total Outcome 1		**197,400**	**318,900**	**209,400**	**99,400**	**59,737**	**884,837**	
COMPONENT 2: Effective management of PAs and surrounding riparian and multiple	**UNDP**			71200	International Consultants	33,000	39,000	30,000	30,000	0	132,000	7
	GSSD			71300	Local Consultants	27,360	84,360	73,860	49,860	48,360	283,800	8
	GSSD			72100	Contractual Services - Companies	50,100	200,100	235,100	235,100	182,600	903,000	9

use production landscapes in Northern Cambodia	GSSD	62000	GEF	75700	Training and workshops	8,000	14,000	14,000	14,000	10,000	60,000	10
	GSSD			71600	Travel	10,200	10,200	10,200	10,200	10,200	51,000	11
	GSSD			72200	Equipment and Furniture	12,000	4,000	0	4,000	0	20,000	12
	GSSD			74500	Miscellaneous	1,000	1,000	1,000	1,000	1,000	5,000	13
					Sub-total GEF	141,660	352,660	364,160	344,160	252,160	1,454,800	
				Total Outcome 2		**141,660**	**352,660**	**364,160**	**344,160**	**252,160**	**1,454,800**	
COMPONENT 3: Knowledge management, gender mainstreaming, learning and M&E	UNDP	62000	GEF	71200	International Consultants	24,000	12,000	12,000	12,000	0	60,000	14
	UNDP			71200	International consultations (Evaluations)	0	0	25,000	0	35,000	60,000	15
	GSSD			71300	Local Consultants	37,860	60,360	60,360	61,860	64,860	285,300	16
	GSSD			72100	Contractual services- Companies	0	10,000	60,000	90,000	110,000	270,000	17
	GSSD			75700	Training and Workshops	12,000	20,500	25,500	21,785	10,523	90,308	18
	GSSD			71600	Travel	10,000	10,200	10,200	10,200	10,200	50,800	19
	GSSD			74200	Audio Visual & Print Prod Costs	0	7,000	0	0	9,797	16,797	20
	GSSD			74500	Miscellaneous	1,683	1,683	1,683	1,683	1,683	8,415	21
					Sub-total GEF	85,543	121,743	194,743	197,528	242,063	841,620	
				Total Outcome 3		**85,543**	**121,743**	**194,743**	**197,528**	**242,063**	**841,620**	
PROJECT MANAGEMENT UNIT	GSSD	62000	GEF	71400	Contractual services - Individual	16,000	16,000	16,000	16,000	16,000	80,000	22
	GSSD			72500	Supplies	800	800	800	800	800	4,000	23
	UNDP			71600	Travel	2,000	2,000	2,000	2,000	1,870	9,870	24
				74100	Professional Services	0	7,527	7,527	7,527	7,527	30,108	25
	GSSD			74500	Miscellaneous	1,417	1,417	1,417	1,417	1,417	7,085	26

	UNDP			74100	Professional Services	0	7,000	7,000	7,000	7,000	28,000	27
					Sub-total GEF	**20,217**	**34,744**	**34,744**	**34,744**	**34,614**	**159,063**	
	UNDP	04000	UNDP	64397	Services to Project-CO staff	40,000	40,000	40,000	40,000	40,000	200,000	28
					Sub-total UNDP	40,000	40,000	40,000	40,000	40,000	200,000	
					Total Project Management	**60,217**	**74,744**	**74,744**	**74,744**	**74,614**	**359,063**	
					PROJECT TOTAL	**484,820**	**868,047**	**843,047**	**715,832**	**628,574**	**3,540,320**	

Summary of Funds:

	Amount Year 1	Amount Year 2	Amount Year 3	Amount Year 4	Amount Year 5	Total
GEF	444,820	828,047	803,047	675,832	588,574	**3,340,320**
UNDP	40,000	40,000	40,000	40,000	40,000	**200,000**
Government	1,500,000	2,000,000	2,500,000	2,000,000	2,000,000	**10,000,000**
TOTAL	**1,984,820**	**2,868,047**	**3,343,047**	**2,715,832**	**2,628,574**	**13,540,320**

Budget note number	Comments
Component 1	
1	(i) Technical Advisor on Biodiversity and Ecosystem Policy and Institutional Developments Specialist - (a) support improvement of national policy, regulatory, governance framework for mainstreaming biodiversity and ecosystem into the landscape planning and (b) provide technical support on institutional arrangements and measures for improved coordination and decision support systems that promotes integration of PAs at the landscape level. (Output 1.1). (220 days X $600 = $132,000) (ii) PA Financial Specialist: -To assess and facilitate PA management planning, and assess best financial mechanisms suitable for the targeted PA (Output 1.4) (50 days X $600 = $30,000)
2	(i) Biodiversity and Ecosystem Policy and Institutional Developments Specialist: to review an existing policy and regulation on biodiversity and ecosystem to support policy, regulations and institutional development; provide support to international consultant; and identify appropriate tools and measures to engage sub-national stakeholders in land use planning. (Outputs 1.1 and 1.2) (250 days X $300 = $75,000) (ii) Water Resource Management Specialist: to conduct an assessment on water resource management to support policy, regulations and institutional development. (Outputs 1.1 and 1.2) (40 days X $300= $12,000) (iii) Land Management Specialist: - To conduct an assessment and analysis and mapping land and agricultural degradation and provide support guidance for developing integrated land use planning and provide guidance for establishment of sediment and run-off plots. (Output 1.2) (40 days X $300= $12,000)

	(iv) Private Sector and Business Development Specialist: To conduct assessment on value chains, and identify opportunities for market-based approach within the project activities. .(Outcomes 1 and 2) (40 days X $300 = $12,000) (v) Gender specialist: - To analyze existing policies related to gender, biodiversity, ecosystem and socio-economic; and support policy, regulations and institutional development. (Outcome 1) (40 days X $300 = $12,000) (vi) Capacity Building Specialist: To conduct capacity need assessment for stakeholder at national and sub-national levels; and develop curriculum and tools for capacity improvements and training to strengthen the capacity of key partners. (Output 1.3) (50 days X $300 = $15,000)
3	Contractual services companies to provide the tasks: (i) Facilitate integrated natural resources (biodiversity and ecosystems) planning and management at landscape level (to support GSSD/NCSD/MOE) = $160,000 (ii) To strengthen PA management planning to incorporate ecological considerations and connectivity, improve participation and cooperation of local communities and sectoral stakeholders and PA concerns into regional planning and regulations (to support GDANCP/GLCD) = $180,000 (iii) To provide technical support and capacity building to project partners for Component 1 activities = $78,000 (iv) To provide technical support for mainstreaming biodiversity and SLM in key sector practices = $75,000
4	A range of consultation workshops and consultation related to: Inception Workshop and project launch; Policy and regulations for integrated management of landscapes developed, validated and adopted; Data collection and preparation of technical guidelines; Coordination and information sharing, training to sub-national staff; and dissemination and extension of policy and launch. (TOTAL = $50,000)
5	Travel, include airfares and per diem for project staffs, key institutions and partners, international and national consultant for data collection, conferences, workshop, training, fields visits and monitoring: (TOTAL = $36,000)
6	Cost of photocopying services, advertising and contact liaison, etc.: (TOTAL = 5,837)
Component 2	
7	Technical Advisor on Biodiversity and Ecosystem Policy and Institutional Developments Specialist: To provide technical support to improve site-level planning, regulatory, scientific assessment and information gathering; and support the mainstreaming of biodiversity and ecosystem services into national, sub-national and sector planning (Outputs 2.1, 2.2 and 2.3) (220 days X $600 = $132,000)
8	(i) Biodiversity and Ecosystem Policy and Institutional Developments Specialist: To provide support to the international consultant to identify high biodiversity areas within the northern PAs; and identify gaps and measures to enhance management effectiveness of PAs, design biological monitoring framework and provide technical support for establishing baseline for biological indicators (Outputs 2.1, 2.2 and 2.3) (250 days X $300 = $75,000) (ii) Agronomist: - To provide guidance and recommendations for rehabilitation of agriculture, soil restoration fertility and develop maps highlighting degraded farmland and identify appropriate sites/practices for establishment of sediment and run-off plots. (Output 2.4) (40 days X $300 = $12,000) (iii) Water Resource Management Specialist: To recommend strategies for protection and regeneration of disturbed critical riparian habitats using ecologically sensitive (Output 2.1, 2.2 and 2.3) (40 days X $300= $12,000) (iv) Private Sector and Business Development Specialist: To conduct an assessment and identify value chain products and services to support biodiversity-friendly enterprise developments for communities and private sector. (Output 2.4) (40 days X $300 = $12,000) (v) Capacity Building Specialist: To identify capacity development opportunities for project stakeholders; and deliver training activities amongst cross agencies to promote partnership; and provide trainings and awareness activities to local communities. (Outputs 2.2, 2.3 and 2.4) (50 days X $300 = $15,000) (vi) GIS and Information Technology Management Specialist: To prepare an integrated ecosystem mapping taking into account key natural resources, riparian's, and socio-econ within the landscape. (Outputs 2.1 and 2.2) (150 days X$300 = $45,000)

	(vii) Gender specialist: - To facilitate and provide guidance of strategies to work with IPs including application of FPIC procedures, preparation of IP framework and mainstreaming of gender responsiveness in project activities (Outcome 2) (120 days X $300 = $36,000) (viii) Grant specialist – Consultant to develop criteria and procedures for grant making and oversee and monitor its implementation and effectiveness (256 days spread over 60 months at $300 day) = $76,800
9	Costs of contractual services (under outcome 2) are for the following activities: (i) To Identify high biodiversity and ecosystem to receive specific conservation interventions, improve habitats; pilot financial mechanism for PAs (to support GSSD/NCSD/MOE) - $80,000 (ii) To undertake PA planning, management and enforcement; implementing ecotourism and livelihood activities and promote ecological linkage to heritage sites in the targeted PAs and conduct baseline and monitoring of biological indicators (to support GDANCP/GLCD) - $240,000 (iii) To promote CFs, CPAs, soil conservation, forest regeneration, and pilot sustainable land management practices with small holder farmers (to support MAFF activities) - $ 300,000 (iv) To support activities related to community institutional strengthening for effective management, enforcement and monitoring of CBNRM sites, including support for design and oversight of community monitoring of biological indicators in their CBNRM sites (to support INRM communities) - $50,000; and (v) To provide technical support and capacity building to targeted communities for livelihood and agricultural activities (with NGO support) - $233,000 Contractual services shall follow the Government's rules and regulations which will be based on the following principles: (i) competitive assessment; (ii) accordance with transparent criteria; and (iii) payment in installments and verification of successful completion of work. Based on accountability and transparency principles, payments will be disbursed based on the following criteria: (i) entities directly accountable for the delivery of proposed project activities shall submit regular financial statements of expenditure; (ii) Disbursements will be in at least 2-3 tranches based on plans, budget estimates, activities and projected milestones agreed to.
10	Conference, Workshops, trainings, meetings: (TOTAL = $60,000)
11	Travel, include airfares and per diem for project staffs, key institutions and partners, international and national consultant for data collection, conferences, workshop, training, fields visits and monitoring: (TOTAL = $51,000)
12	Office furniture, computers, communication equipment, etc. to be purchased: (TOTAL = $20,000)
13	Photocopy, postage and related costs: (TOTAL = $5,000)
Component 3	
14	Technical Advisor on Biodiversity and Ecosystem Policy and Institutional Developments Specialist: To provide technical support to the development of communication, documentation and dissemination of experience on conservation of terrestrial and riverine habitats and their associated biodiversity and ecosystems. (Output 3.1) (100 days X $600 = $60,000)
15	(i) Conduct of mid-term evaluation: (TOTAL: $25,000) (ii) Conduct Terminal evaluation: (TOTAL: $35,000)
16	(i) Biodiversity and Ecosystem policy and Institutional Developments Specialist: - to support to the development of knowledge management and communication action plan related landscape planning: (Outputs 3.1, 3.2 and 3.3) (100 days X $300 = $30,000) (ii) Gender specialist: - support roles of women in conservation-based actions (Outcome 3) (120 days X $300 = $36,000) (iii) GIS and Information Technology Management Specialist: - Improving servers' facilities GSSD to facilitate data transfer and use; training and skill development of staff or relevant agencies for effective mobile application and data management; and maintenance GSSD CHM. (Output 3.3) (150 days X$300 = $45,000)

	(iv) Communication Specialist: - Prepare communication and KM plan, support KAP survey and coordinate communications development activities; support awareness and outreach activities for a variety of stakeholders at the national, sub-national and local levels (60 months X $1,200 = $72,000) (v) M & Specialist: - To support monitoring of project activities, impacts, RAF and tracking tools (48 months X $1,600 = $76,800) (vi) National Consultant to support MTR evaluation (40 days X $300) = 12,000 (vii) National Consultant to support TE evaluation (45 days x $300) = 13,500
17	Contractual services – firms for: (i) Design and produce of communication materials and programs (local language, teaching materials, etc.) =$20,000 (ii) Videography/photography/story production = $50,000 (iii) To support replication of biodiversity conservation and sustainable land management approaches (to support GSSD/NCSD/MOE/GDANCP/GLCD) = $100,000 (iv) To provide technical support and capacity building to project partners in support of documentation and dissemination (NGOs) = $100,000
18	Workshops, trainings, meetings and consultations with key institutions and partners, and local stakeholders: (TOTAL = $90,308)
19	Travel, include airfares, and per diem for project staffs, key institutions and partners, international and national consultant for data collection, monitoring, conferences, workshop, training: (TOTAL = $50,800)
20	Report Printing and Publication: (TOTAL = $16,797)
21	Photocopy, postage and related costs: (TOTAL = $8,415)
Project Management	
22	(i) Project Technical Coordinator = $80,000 (workload and cost will be shared with another on-going project) (ii) Administrative and Financial Management Support will be financed through other projects
23	Stationary, etc.: (TOTAL = $4,000)
24	Travel cost of project staff = $9,870
25	Audit fee (4 times X $7,527 = $30,108) – Audit to the responsible parties who receive funds from IP through MoU. Audit process will be managed by the IP
26	Bank transfer fees, telephone and communication costs, postage, insurance and security, etc.: (TOTAL = $7,085)
27	Audit fee (Project Annual Audit) (4 years x 7,000 = $28,000)
28	UNDP co-financing in terms DPC and M & E support (5 years x $40,000 = $200,000)

XI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Royal Government of Cambodia and UNDP, signed on 19 December 1994. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by GSSD/ National Council of Sustainable Development ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

XII. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
   a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

   (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

      i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

    Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

13. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

    Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

    Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

14. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

16. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XIII. MANDATORY ANNEXES

1. Multi year Workplan *(attached with this Prodoc)*
2. Overview of technical consultancies/subcontracts *(attached with this Prodoc)*
3. Terms of Reference for Key Staff
4. UNDP Social and Environmental and Social Screening Template *(attached with this Prodoc)*
5. Stakeholder Engagement Plan
6. Gender Analysis and Action Plan
7. UNDP Risk Log *(attached with this Prodoc)*
8. Results of the capacity assessment of the project implementing partner and HACT micro assessment (to be completed by UNDP Country Office)
9. (a) Additional agreements: Co-financing Letters
   (b) Additional agreements: Letter of Agreement
10. UNDP Project Quality Assurance Report (to be completed in UNDP online corporate planning system by UNDP Country Office, does not need to be attached as separate document)
11. Target landscape profile
12. Capacity Assessment scorecard
13. GEF Tracking Tool (s) at baseline
14. GEF Core Indicator Worksheet
15. PPG Consultations
16. Project Map and geospatial coordinates of the project area *(attached with this Prodoc)*
17. Monitoring Plan *(attached with this Prodoc)*

Annex 1: Multiyear Workplan

Task	Responsible Party	YR 0	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Pre-Planning Phase (PPG Phase)																						
Constituting of Project Board/Steering Committee																						
Hiring of Contractual Staff for National and Regional PMUs and PITs																						
Establishment of Project Special Accounts and Fund Flow Arrangements																						
Planning and Implementation Phase																						
Component 1: Systemic and institutional capacity for integrated landscape management																						
Outcome 1: Improved national framework and enhanced institutional capacity as foundations for an integrated landscape approach to conservation of biodiversity and sustainable use of natural resources.																						
*Output 1.1. **Policy and regulations for integrated management of landscapes developed and adopted***																						
Activity 1.1.1																						
Activity 1.1.2																						
Activity 1.1.3																						
Activity 1.1.4																						
Activity 1.1.5																						
Output 1.2: Mechanisms, tools and guidelines developed for integrated natural resources management into sub-national land use master plans.																						
Activity 1.2.1																						
Activity 1.2.2																						
Activity 1.2.3																						
Activity 1.2.4																						
Output 1.3: Strengthening capacity of key environmental, agriculture, forestry, fisheries and sustainable development agencies for mainstreaming of biodiversity and ecsosystem services in policy, planning, management, monitoring and enforecement																						
Activity 1.3.1																						
Activity 1.3.2																						
Activity 1.3.3																						
Activity 1.3.4																						
Activity 1.3.5																						

Output 1.4: Best practice financing mechanisms for PAs (ecotourism and others) identified and supported to move towards financial sustainability in the selected PAs.																							
Activity 1.4.1																							
Activity 1.4.2																							
Activity 1.4.3																							
Activity 1.4.4																							
Activity 1.4.5																							
Output 1.5: Support the development of a functional governance and coordination mechanism to faciliate imtegrated natural resources (biodiversity and ecosystem) planning and management at the landscape level																							
Activity 1.5.1																							
Activity 1.5.2																							
Activity 1.5.3																							
Activity 1.5.4																							
Activity 1.5.5																							
Activity 1.5.6																							
Component 2: Effective integration of PAs and surrounding riparian and multiple use areas in Northern Cambodia																							
Outcome 2: Selected Protected Areas and their surrounding production areas effectively managed to ensure biodiversity conservation on a sustainable basis while safeguarding livelihoods and ecosystem services																							
Output 2.1: Landscape-scale mapping of the target areas in northern Cambodia to identify/confirm state of ecosystem health, ecological values and vulnerabilities, agricultural productivity, state of forests, and degraded land that merits rehabilitation/restoration and developed of a integrated management framework for the northern landscape																							
Activity 2.1.1																							
Activity 2.1.2																							
Activity 2.1.3																							
Activity 2.1.4																							
Activity 2.1.5																							
Activity 2.1.6																							
Output 2.2 Management plans for the selected pilot PAs covering 450,673 ha developed and implemented through integrated and participatory approaches with defined management zones and prescriptions based on clearly defined conservation and sustainable use outcomes, ecosystem health targets, status of species at risk and indicator species and targets for conservation and effective management of riparian areas within and outside the PAs.																							
Activity 2.2.1																							
Activity 2.2.2																							
Activity 2.2.3																							

Activity 2.2.4																							
Activity 2.2.5																							
Output 2.3 Community Based Natural Resources Management (CBNRM) programs established and managed in collaboration with communities and other stakeholders including opportunities for sustainable income generation from PAs identified; and equitable sharing of benefits arising from using of natural resources and ecosystem services ensured.																							
Activity 2.3.1																							
Activity 2.3.2																							
Activity 2.3.3																							
Activity 2.3.4																							
Activity 2.3.5																							
Activity 2.3.6																							
Activity 2.3.7																							
Output 2.4: Degraded farmland in 2-3 pilot sites in the upland agricultural sector (including vegetable and fruit producers, honey, mushrooms, medicinal herbs, spices, etc) rehabilitated by farmers and others (both women and men), to restore soil fertility and move towards environmentally sound production																							
Activity 2.4.1																							
Activity 2.4.2																							
Activity 2.4.3																							
Activity 2.4.4																							
Activity 2.4.5																							
Activity 2.4.6																							
Activity 2.4.7																							
Activity 2.4.8																							
Output 2.5: The monitoring of status and trends of ecosystems, biodiversity and forest to ensure that changes in remain within acceptable limits																							
Activity 2.5.1																							
Activity 2.5.2																							
Activity 2.5.3																							
Activity 2.5.4																							
Activity 2.5.5																							
Activity 2.5.6																							
Component 3: Knowledge management, gender mainstreaming, learning and M&E																							
Outcome 3: Replication and scaling up of the effective tools resulting from the pilot-scale application of the integrated landscape approach to biodiversity conservation and sustainable land management at national and provincial levels																							
Output 3.1: Knowledge Management and Communications, Gender Mainstreaming and Monitoring and Evaluation strategies developed and implemented																							

Activity 3.1.1																							
Activity 3.1.2																							
Activity 3.1.3																							
Activity 3.1.4																							
Activity 3.1.5																							
Activity 3.1.6																							
Activity 3.1.7																							
Output 3.2 Knowledge Management and gender mainstreaming contribute to learning and facilitates replication and scaling up of integrated natural resources management approaches elsewhere in the country.																							
Activity 3.2.1																							
Activity 3.2.2																							
Activity 3.2.3																							
Activity 3.2.4																							
Activity 3.2.5																							
Activity 3.2.6																							
Activity 3.2.7																							
Activity 3.2.8																							
Activity 3.2.9																							
Activity 3.2.10																							
Activity 3.2.11																							
Output 3.3: Improved and user-friendly information management system to integrate lessons from the landscapes operational																							
Activity 3.3.1																							
Activity 3.3.2																							
Activity 3.3.3																							
Activity 3.3.4																							
Activity 3.3.5																							
Activity 3.3.6																							
Activity 3.3.7																							
Supervision, Monitoring and Evaluation																							
Monitoring social and environmental risks	MONRE																						
Supervision	UNDP																						
MTR tracking tool update	MONRE and MBs																						

Final tracking tool update	MONRE and MBs																					
Audits	UNDP																					
MTR Independent Review	UNDP																					
Final Project Review	UNDP																					

Annex 2: Overview of technical consultancies/subcontracts

Consultancy Theme and Main Tasks	Deliverables	Qualifications	Person days
INTERNATIONAL CONSULTANTS			
Technical Advisor on Biodiversity and Ecosystem Policy and Institutional Developments Specialist (Output 1.1)	(a) Support improvement of national policy, regulatory, governance framework for mainstreaming biodiversity and ecosystem into the landscape planning and (b) Provide technical support on institutional arrangements and measures for improved coordination and decision support systems that promotes integration of PAs at the landscape level.	• Masters degree in environment and natural resources management, public administration, and other related courses. • At least 10 years progressive experience in planning and managing large-scale NRM oriented government programs • Proven track record • Experience with GEF and /or other UN assisted projects.	220 days $132,000
PA Financial Specialist: - (Output 1.4)	To assess and facilitate PA management planning, and assess best financial mechanisms suitable for the targeted PA	• Masters degree in environment and natural resources management, public administration, and other related courses. • At least 10 years progressive experience in conservation financing oriented projects • Proven track record in similar assignments • Experience with GEF and /or other UN assisted projects	50 days $30,000
Technical Advisor on Biodiversity and Ecosystem planning and management Specialist: - (Outputs 2.1, 2.2 and 2.3)	(a) To provide technical support to improve site-level planning, regulatory, scientific assessment and information gathering; and (b) Support the mainstreaming of biodiversity and ecosystem services into national, sub-national and sector planning	• Masters degree in environment and natural resources management, public administration, and other related courses. • At least 10 years progressive experience in INRM or related field oriented projects • Proven track record in similar assignments • Experience with GEF and /or other UN assisted projects	220 days $132,000
Technical Advisor on Biodiversity and Ecosystem Communication Specialist:	(a) To provide technical support to the development of communication plans and strategy and advise on communication tools and methods, and	• Masters degree in environment and natural resources management, public	100 days $60,000

Consultancy Theme and Main Tasks	Deliverables	Qualifications	Person days
	(b) Guidance on documentation and dissemination of experience on conservation of terrestrial and riverine habitats and their associated biodiversity and ecosystems.	administration, and other related courses. • At least 10 years progressive experience in conservation or natural resources communication and documentation • Proven track record in similar assignments • Experience with GEF and /or other UN assisted projects	
M & E Specialist for MTR	(a) To conduct mid-term review based on UNDP GEF guidelines and TORs	• Masters degree in environment and natural resources management, public administration, and other related courses. • At least 5 years progressive experience in conduct of evaluation of UNDP or other donor funded projects • Proven track record in similar assignments • Familiarity with GEF and UNDP procedures	25 days $15,000
M & E Specialist for Terminal Evaluation	(a) To conduct terminal review based on UNDP GEF guidelines and TORs	• Masters degree in environment and natural resources management, public administration, and other related courses. • At least 5 years progressive experience in conduct of evaluation of UNDP or other donor funded projects • Proven track record in similar assignments • Familiarity with GEF and UNDP procedures	30 days $18,000
Local Consultants			
Biodiversity and Ecosystem Policy and Institutional Developments Specialist: -	To review an existing policy and regulation on biodiversity and ecosystem to support policy, regulations and institutional development; provide support to international consultant; and identify appropriate tools and measures to engage sub-national stakeholders in land use planning.	• Masters degree in environment and natural resources management, public administration, and other related courses.	250 days $75,000

Consultancy Theme and Main Tasks	Deliverables	Qualifications	Person days
		• At least 8 years progressive experience in planning and managing large-scale NRM oriented government programs • Proven track record in similar assignments • Familiarity with GEF and UNDP procedures an advantage	
Water Resource Management Specialist: (Outputs 1.1 and 1.2)	To conduct an assessment on water resource management to support policy, regulations and institutional development.	• Masters degree in environment and water resources management public administration, and other related courses. • At least 8 years progressive experience in planning and managing large-scale water resources management programs • Proven track record in similar assignments • Familiarity with GEF and UNDP procedures an advantage	40 days $12,000
Land Management Specialist	To conduct an assessment and analysis and mapping land and agricultural degradation and provide support guidance for developing integrated land use planning.	• Masters degree in environment and natural resources management, public administration, and other related courses. • At least 8 years progressive experience in planning and managing large-scale NRM and land oriented government programs • Proven track record in similar assignments • Familiarity with GEF and UNDP procedures an advantage	40 days $12,000
Private Sector and Business Development Specialist: (Outcomes 1 and 2)	To conduct assessment on value chains, and identify opportunities for market-based approach within the project activities	• Masters degree in business administration, public administration, and other related courses. • At least 8 years progressive experience in development of private sector programs, preferably in natural resources or agricultural related fields government programs	40 days $12,000

Consultancy Theme and Main Tasks	Deliverables	Qualifications	Person days
		• Proven track record in similar assignments • Familiarity with GEF and UNDP procedures an advantage	
Gender specialist: (Outcome 1)	To analyze existing policies related to gender, biodiversity, ecosystem and socio-economic; and support policy, regulations and institutional development.	• Masters degree in sciences, , public administration, and other related courses. • At least 8 years progressive experience in gender related programs • Proven track record in similar assignments • Familiarity with GEF and UNDP procedures an advantage	40 days $12,000
Capacity Building Specialist: (Output 1.3)	To conduct capacity need assessment for stakeholder at national and sub-national levels; and develop curriculum and tools for capacity improvements and training to strengthen the capacity of key partners.	• Masters degree in public administration, and other related courses. • At least 8 years progressive experience in undertaking capacity assessments and training • Proven track record in similar assignments • Familiarity with GEF and UNDP procedures an advantage	50 days $15,000
Biodiversity Specialist: (Outputs 2.1, 2.2 and 2.3)	To provide support to the international consultant to identify high biodiversity areas within the northern PAs; and identify gaps and measures to enhance management effectiveness of PAs	• Masters degree in related field • At least 8 years progressive experience in undertaking activities in related field • Proven track record in similar assignments	250 days $75,000
Agronomist: (Output 2.4) (40 days X $300 = $12,000)	To provide guidance and recommendations for rehabilitation of agriculture, soil restoration fertility and develop maps highlighting degraded farmland.	• Masters degree in related field • At least 8 years progressive experience in undertaking activities in related field • Proven track record in similar assignments	40 days $12,000
Water Resource Management Specialist	To recommend strategies for protection and regeneration of disturbed critical riparian habitats using ecologically sensitive information strategies	• Masters degree in related field • At least 8 years progressive experience in undertaking activities in related field • Proven track record in similar assignments	40 days $12,000

Consultancy Theme and Main Tasks	Deliverables	Qualifications	Person days
Value Chain Specialist: - (Output 2.4)	To conduct an assessment and identify value chain products and services to support biodiversity-friendly enterprise developments for communities and private sector.	• Masters degree in related field • At least 8 years progressive experience in undertaking activities in related field • Proven track record in similar assignments • Familiarity with GEF and UNDP procedures an advantage	40 days $12,000
Training and Institutional Specialist: (Outputs 2.2, 2.3 and 2.4)	To identify capacity development opportunities for project stakeholders; and deliver training activities amongst cross agencies to promote partnership; and provide trainings and awareness activities to local communities.	• Masters degree in related field • At least 8 years progressive experience in undertaking activities in related field • Proven track record in similar assignments	50 days $15,000
GIS and Information Technology Management Specialist: (Outputs 2.1 and 2.2)	To prepare an integrated ecosystem mapping taking into account key natural resources, riparian's, and socio-econ within the landscape.	• Masters degree in related field • At least 8 years progressive experience in undertaking activities in related field • Proven track record in similar assignments	150 days $45,000
Participatory and Gender specialist: (Outcome 2)	To facilitate and provide guidance of strategies to work with IPs including application of FPIC procedures, preparation of IP framework and mainstreaming of gender responsiveness in project activities	• Masters degree in related field • At least 8 years progressive experience in undertaking activities in related field • Proven track record in similar assignments	120 days $36,000
Biodiversity and Ecosystem policy and Institutional Developments KM Specialist: - (Outputs 3.1, 3.2 and 3.3)	To support to the development of knowledge management and communication action plan related landscape planning:	• Masters degree in related field • At least 8 years progressive experience in undertaking activities in related field • Proven track record in similar assignments	100 days $36,000
Gender specialist: - KM m=and Communications. (Outcome 3)	To support improved awareness and strengthen roles of women in conservation-based actions.	• Masters degree in related field • At least 8 years progressive experience in undertaking activities in related field • Proven track record in similar assignments	120 days $36,000
GIS and Information Technology Management Specialist: -Data management (Output 3.3)	Improving servers' facilities GSSD to facilitate data transfer and use; training and skill development of staff or relevant agencies for effective mobile application and data management; and maintenance GSSD CHM.	• Masters degree in related field • At least 8 years progressive experience in undertaking activities in related field • Proven track record in similar assignments	150 days $45,000
Contractual Services - Firms			

Consultancy Theme and Main Tasks	Deliverables	Qualifications	Person days
Communication Design Firm	Design and produce of communication materials and programs (local language, teaching materials, etc.):	• Firm with at least 8 years experience in design and development of communication materials	LS $20,000
Video-graphic Firm	Videography/photography/story production: (TOTAL: $50,000)	• Firm with at least 8 years experience in design and development of video documentation	LS $50,000

Annex 4: UNDP Social and Environmental and Social Screening Template

Project Information

Project Information	
1. Project Title	Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia
2. Project Number	5770
3. Location (Global/Region/Country)	Cambodia

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project fully incorporates the human-right based approach, in particular the principles of participation and inclusion, equality and non-discrimination, accountability and rule of law. Articles 31 and 35 of the Constitution recognize human rights and participation of all people in political, economic and social actions. The Land law of 2001 provides for collective ownership rights of IPS to their land. The PA law maintains that management of PAs guarantee rights of local communities indigenous ethnic minorities and others. In keeping with these policies, the project will ensure the following:

- In particular for the Indigenous communities living within the project area, participatory process and the use of FPIC principles will ensure that local cultural norms and practices are maintained and promoted while protecting natural resources.
- Effective consultation takes place prior to defining the nature of project investments so that existing tenure/community rights arrangements and traditional and cultural practices are maintained
- The participation of civil society down to village and community level, will be given priority during both project planning and implementation. The project will work with targeted Community Forestry and Community Protected Areas management groups to strengthen their capacity in forest protection, engagement in sustainable agricultural practices and other livelihood options. Meaningful opportunities for the participation of local communities through co-management will also be provided.
- The project will also work with farmers and others in the upland agricultural sector in 2-3 pilot sites to restore soil fertility, water retention and move towards environmentally sound production.
- The project will identify opportunities for sustainable income generation from PAs and equitable sharing of benefits arising from protected resources and ecosystem services. It will also assist communities and individuals to set up eco-friendly enterprises. All this will be in recognition that communities depend on the environment and its resources for their livelihoods and that given the chance and the means, communities are able to manage these resources sustainably, as it is in their own interest.
- The project is grounded in expanding the choices and enlarging the responsibilities of men and women for their own collective development related to natural environment and the conservation of resources to which they are inextricably linked. Extensive consultations with communities have informed the approach in designing demonstration projects in the selected project investment sites that respond to both biodiversity conservation and sustainable livelihoods strengthening. As such, the synergies, inter-dependence, rights and responsibilities are embedded in the activities.
- The planning process will ensure equitable distribution of development opportunities and benefits, including to women, youth and safeguarding the rights and interests of IP community and other special interest groups.
- The project includes a grievance and redress process to address any conflicts in resource use and benefit sharing, etc.
- The project interventions will contribute to sustaining livelihoods and improving wellbeing of local communities and beneficiaries with sustainable management of natural resources as a central theme. This effort will further improve the economic and social rights of the local communities and will also be responsive to their cultural traditions.
- The project strategy will ensure that female -headed households, lower income and minority and vulnerable groups benefit from demonstration activities.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

A gender responsive perspective has guided the development of the project and is manifested in specific measures to promote social inclusion and in particular to enhance gender equality and the empowerment of women and girls. (See Annex 6 - "Gender Analysis and Mainstreaming Action Plan"). This has been shown in the following:

- Mainstreaming gender at the institutional, policy, programs/projects levels and in monitoring and evaluation.

- The work plans and budgets of the project to reflect the commitment to the implementation of the gender mainstreaming action plan and to securing the UNDP Gender Marker 2- namely making a significant contribution to gender equality.
- Implementing a targeted capacity building plan to ensure that staff across the critical sectors and agencies responsible for the project, have the necessary knowledge and tools to integrate gender issues in their work and that gender equity governs selection of personnel for technical training for example, regarding the economic valuation of biodiversity resources.
- Ensuring active and targeted involvement of women and men in defining their specific concerns and proposals for addressing them. This can be achieved through measures such as innovative labor-saving technologies, incentives and strong outreach through recruitment of local women in planning and outreach teams to enhance participation of women and marginalized groups;
- Women-specific investments will be instituted to address their practical and strategic needs and interests and systematize approaches responsive to specific needs and situations, for example, childcare facilities at selected meetings, etc.
- Support for the capacity building and strengthening of civil society/community based organizations, including women's groups and the Local Forest Management Committees, through structured programs and in partnership with responsible agencies;
- Implementation of programs to raise awareness and support behavior change around gender and development issues among community members and to promote social inclusion.
- Address gender inequalities, biodiversity threats/loss and climate change impacts through pilot projects with strong partnerships, for example, in community-based natural resources and forest management and or in community Protected Areas Management.
- Promotion of adequate representation and active participation of women in project specific committees, technical workshops, strategic planning events, etc.
- Ensuring support from the Ministry of Women's Affairs to coordinate implementation of the Action Plan from the national level and to support coordinated inter- agency implementation at the local level is proposed.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The Objective of the project is to conserve biodiversity and safeguard natural resources and the ecosystem services they provide though protected area management and sustainable land and forest management in the Northern Region of Cambodia.

Promotion of improved management of natural resources in the project area will be achieved through a number of strategies, namely:

- Increasing the awareness of local communities, including resource dependents on the need to reduce threats to biodiversity and ecosystem services that have implications for human survival in these areas.
- Increasing awareness of public, national and provincial entities, decision makers and private sector of the need for integration of biodiversity considerations into provincial, district and sector planning and programs to ensure that the biological wealth is safeguarded for ensured economic prosperity.
- Facilitating local communities in the improved planning and management of forest, land, water and natural resources that takes into consideration sustainable ecological and environmental considerations;
- Providing better tools and techniques for management of natural resources, including appropriate zoning, establishing sustainable harvest rates, conserving (reducing harvest) of critical species and protection of critical habitats and breeding areas of key species;

At the national/sub-national levels, the project will support the implementation of national environmental sustainability priorities by strengthening national and provincial capacity for sustainable management of natural resources and to address risks to biodiversity and ecosystems. Specifically, the project will directly contribute to strengthening the management of the northern landscape to support the conservation of globally significant species and ecosystems through:

- Improved governance, policy and institutional capacity for planning and management of landscapes**.**
- Development of tools and techniques (including guidelines, best practices and operational manual) to facilitate the application of an integrated approach to planning and management of terrestrial resources in the northern area so as to ensure balanced and sustainable economic development.
- Strengthening capacity within national and sub-national institutions to facilitate coordination of investments to promote environmental sustainability and improved species and ecosystem conservation
- Demonstrating sustainable natural resources uses, ecotourism and environmentally friendly livelihood technologies with local communities and private sector in the targeted areas to sustain ecosystem services as a means to promote sustainability and replication within the country

In addition, under its first Outcome, the project will develop an enabling environment for sustainable land management and biodiversity conservation. The existing integrated land use planning approach in Cambodia will be enhanced and will incorporate new goals of biodiversity conservation and sustainable land management. Survey results and information generated by pilot activities and other knowledge will be collected, organized and stored in a new Environmental Information Management System on a GIS platform which will be accessible to all and which will serve as a strong foundation for decision-making thus ensuring the protection on a sustainable basis of biodiversity and vulnerable land. It is aimed at addressing the increased degradation of natural habitats from deforestation and conversion to agriculture and climate change that is becoming an ever-increasing threat to critical habitats and ecosystems and their attendant biodiversity. Facilitating integrated natural resource management at landscape scale, with a focus on catchment/water management is a significant step toward enhanced ecosystem services and as such sustainability.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*			**QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?**
Risk Description	***Impact and Probability (1-5)***	***Significance (Low, Moderate, High)***	***Comments***	***Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.***
Risk 1: Duty bearers do not have the capacity to meet their obligations and right holders do not have the capacity to claim their rights. **Referred to SESP attachment 1: Principle 1, Question 5 & 6.**	I = 3 P = 3	**Moderate**	The capacity and efficiency of local forest officers to develop extension strategies and deliver extension services that actively support ongoing local forest management and reforestation activities is limited. Local communities including indigenous people in the target	***In order to address the risk posed by the lack of capacity among duty bearers (Principle 1, Question 5) and lack of capacity among local communities (including IPs) to claim their rights (Principle 1, Question 6) the project will undertake the following actions:*** (i) A capacity needs assessment will be undertaken early in the project to define training needs and additional skills required to implementation of the project. Thereafter, the project will focus on strengthening capacity of the key ministries including integrated natural resources planning and management approaches that would seek to ensure sustainable natural resources development outcomes while conserving biodiversity, ecosystems and species.

			landscapes may be unable to claim their rights owing to low levels of literacy, education and poverty.	(ii) The project will provide technical advice and direct learning by doing support from specialists within the relevant agencies (including external technical support) combined with demonstrations to promote adoption of sustainable practices within the target landscape to enhance capacity and participation of duty bearers and right holders. (iii) Extension strategies will be implemented to promote integrated management approaches based on the existing national Sustainable Land Management Guidelines, and linkages with relevant Ministry of Environment communications and education campaigns. The capacity of managers and stakeholders to support relevant activities will be enhanced by demonstration activities. (iv) The project will seek to affirm the significance of local communities including indigenous people by facilitating their engagement through appropriate modalities, building their capacity and awareness for implementation of sustainable natural resources and livelihood strategies.
Risk 2: Women or vulnerable groups might not be fully engaged in decision that affect their land, culture and rights. **Referred to SESP attachment 1: Principle 2, Questions 1, 2 and 4.**	I = 3 P = 3	**Moderate**	While, women in the Mekong region, are often at the forefront of protecting forests, and are particularly dependent on ecosystem goods and services for livelihoods and domestic responsibilities, landowners and other influential persons, mainly men, may have more control on local level decision-making.	***To ensure that project activities do not have adverse impacts on gender equality (Principle 2, Question 1); potentially cause discrimination against women based on gender (Principle 2, Question 2), and limit women's ability to use, develop and protect natural resources (Principle 2, Question 4) the project will institute the following actions:*** (i) The application of the "*Gender Analysis and Mainstreaming Action Plan*" (Annex 6) prepared during the PPG stage to ensure that the project contributes to gender equality and creates equitable opportunities for women and men at all levels of engagement; (ii) Promote equal representation of women in project related decisions in communities (iii) The use of a gender and socially inclusive lens to every project activity and output to further analyze impacts on the rights of women

				and vulnerable peoples, as well as support land reform initiatives that benefit women and indigenous groups; (iv) Special investments would be planned based on women's requirements to ensure that they adequately benefit from project investments and that there is responsiveness to their practical needs and strategic interests; (v) The use of the monitoring plan **(**RAF) with gender responsive indicators to access gender dimensions, including that the project scores a Gen. 2 Marker. (v) Needs assessments' followed by training and capacity building to enhance gender and socially responsive knowledge at all levels of the project cycle and within the institutions; (vi) Guidelines and tools to strengthen gender responsiveness of local organizations to ensure the participation of women and vulnerable groups in decision—making including in respect of the allocation of resources to activities within the clusters; provision for women and youth only investment activities; (vii) Technical expertise on gender mainstreaming to support project implementation and monitoring and evaluation; budgets to secure gender responsiveness in the project, including the collection of sex-disaggregated data with oversight provided by the Ministry of Women's Affairs to ensure appropriate mainstreaming of gender issues.
Risk 3: Project activities to ensure conservation and sustainable natural resource use could have unintended negative consequences on endangered species or critical habitats if not planned or implemented correctly (including insufficient enforcement of protected area management rules).	I = 2 P = 3	**Moderate**	Project interventions in terms of biodiversity conservation, sustainable natural resources use and livelihood improvements could occur within and adjacent to protected areas and critical habitats. If these interventions are poorly planned there is the risk	***To ensure that project activities will not cause negative impacts to habitats and ecosystems (Principle 3, Standard 1, Question 1); proposed within or adjacent to critical habitats (Principle 3, Standard 1, Question 2); does not adversely involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and livelihoods habitats (Principle 3, Standard 1, Question 3), pose risks to endangered species (Principle 3, Standard 1, Question 4), that harvest are within sustainable limits and restoration actions are biodiversity-friendly (Principle 3, Standard 1, Question 6) and utilization of genetic materials are managed (Principle 3, Standard 1, Question 9), the project has considered the following:***

Referred to SESP attachment 1: Standard 1, Questions 1, 2, 3, 4, 6 and 9			of adverse impacts on species and ecosystems. The probability of this occurring is low as specialist biodiversity expertise has contributed to the design of project activities, and biodiversity expertise at BDB will support PA management planning during implementation. However, there is some risk with a lack of community awareness and/or capacity to implement and enforce PA management plans, resulting in a higher overall risk rating.	(i) Criteria for the selection of investment sites will follow extensive biological mapping so as to conform to project's objective of 'enhancing the conservation of biodiversity and ecosystem services" through mainstreaming of biodiversity into planning policies and practices in the northern landscape. (ii) All community agriculture, productive and livelihood activities will take place within community lands and no new areas within the PAs are proposed for such activities. Appropriate zoning of the Protected Area will be undertaken to ensure that biodiversity areas are conserved with minimum interference. (iii) The use of a screening checklist based on SESP for project investments developed (Annex 4) to screen all investments to ensure that they comply with sound social and environmental principles and is sustainable. Such a checklist would also include the identification of investment location in relation to high biodiversity location within the protected areas. (iv) The planning process for PA management will entail establishing specific rules and regulations for location and nature of sustainable natural resources harvest and use and livelihood activities (and that ensure that these activities will not endanger habitats or species). This will be supported by community capacity building efforts for implementation and enforcement of these management plans. (v) Project community investments will include specific reciprocal commitments by local communities for voluntary compliance and support for conservation actions. (vi) The project will include training to equip community members to monitor changes in local biodiversity and over use of natural resources to ensure community rules are complied with (vii) The implementation of the Stakeholder Engagement Plan (Annex 5) completed during the PPG stage will help promote awareness towards the key features of PA management, from local to national

				level, for flow of information and exchange of ideas between resource users and management staff. (viii) Project activities in Protected Areas will be carried out with the aim of better management, higher chances of sustainability, biodiversity protection and protection of ecosystem services. Specific emphasis will be placed on integrating and supporting the Community Protected Areas as part of sustainable land management.
Risk 4: The outcomes of the Project might be sensitive or vulnerable to the potential impacts of climate change? **Referred to SESP attachment 1: Standard 2, Question 2**	I=3 P=3	**Moderate**	Potential climate change risks include – increase precipitation both in terms of intensity and frequency, floods and droughts. vulnerabilities of communities living around Tonle Sap have increased. The Mekong flash floods during wet seasons have become increasingly problematic and poses threats to the farming community. Floods coupled with droughts have resulted in significant economic losses in the recent years.	***To ensure that the activities of the project are sensitive to potential climate change impacts (Principle 3, Standard 2, Question 2),*** the project will ensure the following: (i) Climate change impacts on the project outcomes and interventions was factored in during the project design. The projects emphasis on catchment and riparian management across the landscape will support climate change mitigation through flood and drought reduction in target areas. Working with production aspects of the landscape on water management will help to promote adaptive responses to climate change. (ii) At the local level, the project will support measures for management of climate related risks including: (a) participatory community risk assessment (including climate change) and planning that will, inter alia, influence the choice of climate smart investment projects; (b) strengthening of sustainable and other conservation practices will enhance protection of ecosystem services; (c) monitoring plan to ensure that the health of the eco-system is kept in focus and (d) the knowledge management and communication strategy activities will help raise public awareness and involvement in climate smart actions. (iii) In terms of the Monitoring Plan, the condition of the natural ecosystems would be monitored to ensure that activities do not damage these sensitive ecosystems so that it is in a better overall situation to manage climate changes.

				(iv) The Management Knowledge and Communications Plan to be developed under the project will include specific information about climate risks and measures to improve climate resilience
Risk 5: the proposed project may result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture. **Referred to SESP attachment 1: Standard 4, Question 1 and Standard 6, Question 6**	I =3 P =2	**Moderate**	The project target areas may include heritage sites.	***To ensure that the activities of the project are sensitive to cultural heritage (Principle 3, Standard 4, Question 2) the project will manage this risk by the following measures:*** (i) The Ministry of Environment Heritage Department will work closely with the APSARA Authority to propose heritage zones similar to those already used in Phnom Kulen National Park. (ii) In keeping with the Law for the Protection of Cultural Heritage of January 25, 1996, Section 7 "Chance Discoveries" any chance finds will be subjected to Articles 37, 38 and 39 of the above-mentioned legislation (iii) The effective use of the grievance redressal system Section IV, Part *iv)* to address these specific concerns; (iv) The use of a screening checklist based on SESP (Annex 4) to screen all investments from an environmental, social and cultural perspective to ensure that these take into consideration all potential impacts and implementation would be monitored to ensure that there is no impacts on cultural, religious or traditional of either local communities (including IPs) and historical sites. (v) Any project related economic development initiatives proposed by communities will rest on the maintenance of the integrity of their cultures, traditions, religious values, for example, in agricultural practices, eco-tourism, etc. (vi) Provision has also been made for the documentation by IP cultural practices to enhance biodiversity conservation after FPIC.
Risk 6: It is likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples. Consequently, it is possible that the	I = 3 P = 3	**Moderate**	There are Kuoy and Por communities in the Kulen Promtep Wildlife Sanctuary. Rights of access and tenure could	***To ensure that the activities of the project that are located in areas where indigenous peoples are present (Principle 3, Standard 6 Question 1); likely that parts of the project will be located on lands claimed by indigenous peoples (Principle 3, Standard 6 Question 2); that the proposed project could potentially affect human rights, lands,***

project can affect land tenure arrangements and customary rights of IPs **Referred to SESP attachment 1: Standard 6, Question 1, 2, 3, 4, 5, 6 and 7**			possibly be affected unless these are clarified, affirmed and documented during the integrated biodiversity corridor planning processes	***natural resources and traditional livelihoods of indigenous peoples (Principle 3, Standard 6 Question 3); could potentially involve utilization of natural resources on lands claimed by indigenous peoples (Principle 3, Standard 6 Question 5), partial displacement of livelihoods (Principle 1, Question 6); and could possibly affect development priorities of IPs (Principle 1, Question 7); the project will manage these risks through the following measures:*** (i) While no additional lands will be brought under the PA network, these are IP communities living in the PA that will continue to depend on subsistence agriculture, fishing and NTFP collection for their living. The project will not entail any restrictions on the current practices of the IPs, and any new investments in agriculture, sustainable natural resources activities and livelihoods will only be defined following FPIC protocols. To the extent feasible the Ministry of Environment will work with APSARA to propose heritage zones to protect IP cultural practices and norms. (ii) The project will further incorporate the need for FPIC and develop an Indigenous Peoples plan (IPP) in Year 1 of the project. (iii) During the participatory investment planning process, the project will support community decision making on their priorities and needs, rather than have any new practices imposed. Consultation will take place and community consent based on FPIC procedures prior to deciding on specific location, nature and scope of project investments to reduce potential for conflict and ensure that these do not infringe on human rights, lands, natural resources on land under ancestral domains. (iv) The project will use the screening checklist defined through the SESP to ensure that any new investments or improvement in existing practices of IPs are socially and environmentally sound and done with their consent, and do not adversely impact their cultural heritage, TK, etc.

				(v) The project will work with IPs to identify their specific needs and assess any issues related to land, community forestry, etc. that would affect the Kuoy and Por communities. (vi) As to be defined in the forthcoming IPP, any unexpected restriction in resource access (although not a design aspect) would be done only with FPIC and would be managed through a Livelihood Action Plan
Risk 7: Improved zoning and management of the PAs and corridors could restrict access to resources from PAs and surrounding lands. This will include indigenous communities living in this area ***Referred to SESP Attachment 1: Principle 1, Questions 1, 2, 3, and 4; and Standard 5, Questions 2 and 4***	I = 3 P = 3	**Moderate**	With the improved management of existing PAs and creation of other Community managed areas and improved zoning of the landscape for multiple different uses, community rights of access may be restricted in specific areas.	***To manage the risk from potential adverse impacts on human rights (Principle 1, Question 1); adverse impacts on affected populations (Principle 1, Question 2); restriction of availability, quality of access to resources (Principle 1, Question 3), exclude any potentially affected people (Principle 1, Question 4) and risk of economic displacement (Principle 3, Standard 5, Question 2) and affect on land tenure arrangements and/or community property/customary rights (Principle 3, Standard 5, Question 4) the Project will undertake following mitigation measures:*** (i) Apply a framework approach to INRM to ensure that project activities are detailed in collaboration with Provincial and local governments and local communities, to delineate areas to be set asides in a manner to avoid limitations on existing community resource use rights and access; (ii) The establishment of KBAs, HCVFs that will be planned and managed under community governance mechanisms will take into consideration current uses of these resources (iii) The development and use of a screening checklist for project investments based on SESP to screen all investments (including set-asides) to ensure that they comply with sound social and environmental principles and ensure avoidance of restriction in access to the extent feasible; (iv) Project planning will ensure that decisions regarding restrictions, if any, on resource use will not be imposed, but will involve through an informed, transparent and consultative community consensus building process (refer Annex 8), and any restrictions, if any will be adequately compensated to match or exceed loss of incomes or livelihoods. An

				alternative livelihood action plan will be prepared early in project implementation (Year 1) for any households that are likely to be denied access to resources or current livelihood practices. (v) The project grievance redressal system (refer Section IV, Part iii of UNDP Project Document) provides a mechanism to address any specific community concerns. (vi) Use of FPIC procedures to obtain consent from IPs regarding project investments

	QUESTION 4: What is the overall Project risk categorization?		
	Select one (see SESP for guidance)	**Comments**	
	Low Risk	☐	
	Moderate Risk	☑	A total of seven risks have been identified, all of which are assessed as being of moderate significance. The following safeguards are triggered: Principle 1: Human Rights, Principle 2: Gender Equality and Women's Empowerment, Principle 3, Standard 1: Biodiversity Conservation and Natural Resource Management; Standard 2: Climate Change Mitigation and Adaptation; Standard 4: Cultural Heritage and Standard 5: Displacement and Resettlement; and 6 Indigenous Peoples The overall project risk categorization is moderate. In accordance with this SESP, a targeted assessment of potential economic displacement will be assessed during cluster planning and any additional management measures detailed. Any displacement of resource access and incomes will include the completion of a livelihoods action plan early in the project implementation period The application of FPIC principles that will govern any decisions regarding PA management, resource access and use, community investments and related aspects. An Indigenous Peoples Plan will be developed early in the project period. This SESP (Annex 4) prepared during the PPG stage will form the basis of the targeted assessment and will be updated as

			required. If the impacts are considered significant or cannot be managed by simple and practical mitigation measures that can be implemented within the capacity of the communities, these activities will be avoided. When impacts are easily manageable, the INRM Framework would include responsibilities for ensuring oversight for these measures and monitoring of its implementation. Implementation of any social and environmental mitigation measures will be monitored by the NCSD MOE and PMU and reported annually, including actions taken. Annually supervision missions will assess the extent to which the risks have been identified and managed A gender assessment and action plan (Annex 6) has been completed along with a gender mainstreaming action plan. Implementation of the project gender action plan has been integrated in all capacity building, livelihoods and other activities to ensure that institutions and individuals optimize gender outcomes. Oversight will be provided by the Ministry of Women's Affairs to ensure appropriate mainstreaming of gender issues. Support for safeguards and gender has been built into the project budget, the monitoring and evaluation framework and specific responsibilities allocated to Project Management Unit staff. In the case of chance discoveries, these will be subjected to Articles 37, 38 and 39 of the Law for the Protection of Cultural Heritage of January 25, 1996 The independent Mid-Term Review and Terminal Evaluation will assess whether these mitigation measures have been met. This will be explicitly stated in the Terms of Reference of these consultancies.
	High Risk	☐	

	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		**Comments**
	Principle 1: Human Rights	☑	Referred to SESP attachment 1: Principle 1, Question 5 & 6 and *Principle 1, Questions 1, 2, 3, and 4; and Principle 3, Standard 5, Questions 2 and 4* See Risks 1 and 7. In relation to capacity of duty bearers to meet their obligations and the right holders to claim their rights, the project will support capacity needs assessments, skills development, technical support and direct learning through field demonstrations, extebnsion support and stakeholfder engagement. In terms of general human rights concerns, the project will apply SESP checklist to screen investmets to ensure limited or no social and environmental impacts, have GRM procedures in place, ensure use of FPIC procedures and prepare a livelihood plan if any people's livelihoods are affected
	Principle 2: Gender Equality and Women's Empowerment	☑	Referred to SESP attachment 1: Principle 2, Questions 1, 2 and 4. See Risk 2: Application of Gender Analysis and Mainstreaming Action Plan that was developed at PPG stage, The use of the monitoring plan **(**RAF) with gender responsive indicators to access gender dimensions, use of guidelines and tools to strengthen gender responsiveness of local organizations and public institutions, technical expertise on gender mainstreaming to support project implementation and monitoring and evaluation; budgets to secure gender responsiveness in the project, including the collection of sex-disaggregated data with oversight provided by the Ministry of Women's Affairs to ensure appropriate mainstreaming of gender issues.
	1. Biodiversity Conservation and Natural Resource Management	☑	Principle 3, Standard 1, Questions 1, 2, 3, 4, 6 and 9 See Risk 3: Criteria for the selection of investment sites will follow extensive biological mapping, project investments within community lands and no new areas within the PAs are proposed for such activities, zoning to ensure biodiversity safeguards, screening using SESP,

			PA management establishing specific rules and regulations for harvest and forest use and livelihood activities, reciprocal commitments by communities to conservation, training of community members to monitor changes in local biodiversity and over use; support for community PAs, and improving conservation of waterways to facilitate biodiversity connectivity and management across the landscape.
	2. Climate Change Mitigation and Adaptation	☑	Principle 3, Standard 2, Question 2 See Risk 4: Application of participatory community risk assessment and planning that will, inter alia, influence the choice of investment projects with considerations of their risks. Monitoring plan to ensure that the health of the eco-system and implementation of knowledge management and communication strategy to enhance public awareness and involvement in climate smart actions.
	3. Community Health, Safety and Working Conditions	☐	
	4. Cultural Heritage	☑	Principle 3, Standard 4, Question 2 Risk 5: The project target areas include heritage sites. The project will bring on board the national Authority in charge of the site to avoid potential activities that lead to negative impacts on the heritage sites and propose specific zoning and management in the management plans. It will apply SESP screening and ensure consultation with IPs through FPIC mechanism to ensure that there is no cultural risks
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	☑	Principle 3, Standard 6, Question 1, 2, 3, 4, 5, 6 and 7 Risk 6: The project will consult with indigenous communities and identify their specific needs, including any issues related to land conflict, community forestry, etc., and measures must be included to ensure that the issues concerning the IP are fully incorporated into the project plans, and appropriate oversight mechanisms are put in place.

			It will also apply FPIC procedures to delineate areas to be set asides in a manner to avoid limitations on existing community resource use rights and access; use of a screening checklist for project investments based on SESP to screen all investments, ensure decision regarding restrictions, if any, on resource use will not be imposed, but will involve through an informed, transparent and consultative community consensus building process and any restrictions, if any will be adequately compensated to match or exceed loss of incomes or livelihoods. An alternative livelihood development plan will be prepared early in project and use of grievance redressal system
	7. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Signature	***Date***	***Description***
QA Assessor  So Lida Programme Analyst	July 25, 2020	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver  Rany Pen Head of Programme Results Unit	July 25, 2020	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair  Nick Beresford Resident Representative	July 26, 2020	UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	**Answer (Yes/No)**
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	Yes
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [49]	Yes
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	Yes
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	Yes
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	Yes
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	Yes
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Yes
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	Yes
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	

[49] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	Yes
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	Yes
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	Yes
1.4	Would Project activities pose risks to endangered species?	Yes
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Yes
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant[50] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	Yes
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No

[50] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	Yes
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	Yes
5.3	Is there a risk that the Project would lead to forced evictions?[51]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	Yes
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	Yes
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?	Yes

[51] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	Yes
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	Yes
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	Yes
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	Yes
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	Yes
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 7: UNDP Risk Log

Project risks					
Description	**Type**	**Impact, Probability and Risk Level**	**Mitigation Measures**	**Owner**	**Status**
General Risks					
Risk 1: Limited capacity of sub-national authorities in the implementation of integrated landscape management	Institutional	P=3: I =3 MODERATE	Component 1 will include capacity development activities for national and sub-national authorities on IEM planning, sustainable NRM management, integration of biodiversity and ecosystem services in sub-national planning. The project will establish database/system on watershed management plan for informing planning process of the sub-national authorities. The project will identify successful experience of sub-national authorities' role on landscape management from in and out of the country.	PD	Implementation
Risk 2: Relevant government agencies at the national and provincial levels may be reluctant to promote conservation-oriented financial reforms for a fear of losing other short-term economic development revenues	Institutional	P=2; I=3 MODERATE	The project will work closely with relevant government agencies. The project aims to influence the national development and fiscal development planning process. An assessment of ecosystem functions and its value (economic valuation) will be conducted to inform the national and sub-national authorities. Participatory planning at the local level will serve as a platform for development plans that integrate conservation priorities. It will be critical to capture the potential of ecosystem markets. The pilot project will develop necessary capacity and tools for mainstreaming biodiversity into a National Policy. Moreover, key relevant agencies such as MAFF, MoE, and MOWRAM, who have decision making roles in landscape planning and management will be invited to be members of the project board. They will also have active role in the project implementation through provision of grant agreements on certain activities.	PD	Implementation
Risk 3: The Siem Reap Water Supply Authority may be reluctant to collaborate, fearing loss of business revenue.	Institutional	P=2, I =2 LOW	The project will work towards developing capacity of local government officials and stakeholders in different sectors integrating ecosystem services into local land-use and development planning. The emphasis will be that	PD	Preparation and Implementation

			the interventions will be essential for achieving long-term sustainable, inclusive and equitable development, thereby making good business sense. The project will support development and application of a range of tools. Targeted ecosystem valuation work will be conducted, including targeted scenario as appropriate. The process will be done with full participation of stakeholders in government, non-government and the private sector, fostering understanding of the need for and benefit from striking the right balance between developments and safeguarding the environment. An effective communication strategy and stakeholder involvement plan will be developed and implemented in view of increasing stakeholder support.		
Social and Environmental Risks					
Risk 4: Duty bearers do not have the capacity to meet their obligations and right holders do not have the capacity to claim their rights.	Institutional	Moderate I = 3; P = 3	A capacity needs assessment will be undertaken early in the project to define training needs and additional skills required for the implementation of the project. Training will focus on key ministries including integrated natural resources planning and management approaches. Technical advice, extension services and direct learning by doing support from specialists within the relevant agencies (including external technical support) combined with demonstrations to promote adoption of sustainable practices within the target landscape to enhance capacity and participation of duty bearers and right holders. The project will seek to affirm the significance of local communities including indigenous people by facilitating their engagement through appropriate modalities, building their capacity and awareness for implementation of sustainable natural resources and livelihood strategies.	PD	Implementation
Risk 5: Community members that include disadvantaged groups, minorities, poor and women might not be fully engaged in decision that affect their land, culture and rights.	Social	Moderate I = 3; P = 3	The project devises a stakeholder engagement plan (annex 5) which will ensure opportunities for women and men at all levels of engagement. The project will promote equal representation of Community members that include disadvantaged groups, minorities, poor and women in project related decisions in communities. Capacity development activities will be provided to enhance	PD UNDP	Implementation

			local communities' participation at all levels of the project cycle. Partnership with representative organizations of local communities such community forestry, community protected areas, farmer groups, and community eco-tourism will be established for them to implement relevant project activities. Furthermore, the project will also apply FPIC process to ensure real needs and priorities of the local communities are integrated into the project activities.		
Risk 6: Project activities to ensure conservation and sustainable natural resource use could have unintended negative consequences on endangered species or critical habitats if not planned or implemented correctly (including insufficient enforcement of protected area management rules).	Environment	Moderate I = 2; P = 3	Project impacts are to be managed through ensuring that selection of investment sites will follow extensive biological mapping so as to conform to project's objective of 'enhancing the conservation of biodiversity and ecosystem services"; all community agriculture, productive and livelihood activities will take place within community lands and no new areas within the PAs are proposed for such activities; appropriate zoning of the PAs to ensure that biodiversity areas are conserved with minimum interference; use of screening checklist (based on SESP for project investments to screen all investments to ensure that they comply with sound social and environmental principles; the planning process for PA management will entail establishing specific rules and regulations for location and nature of sustainable natural resources harvest and use and livelihood activities and supported by community capacity building efforts for implementation and enforcement of these management plans; community investments will include specific reciprocal commitments by local communities for voluntary compliance and support for conservation action; implementation of the Stakeholder Engagement Plan; and activities in PAs will be carried out with the aim of better management, higher chances of sustainability, biodiversity protection and protection of ecosystem services. Specific emphasis will be placed on integrating and supporting the Community Protected Areas as part of sustainable land management. In addition, the project will apply FPIC procedures to avoid negative impacts resulting from the project activities in the community owned land areas.	PD UNDP	Implementation

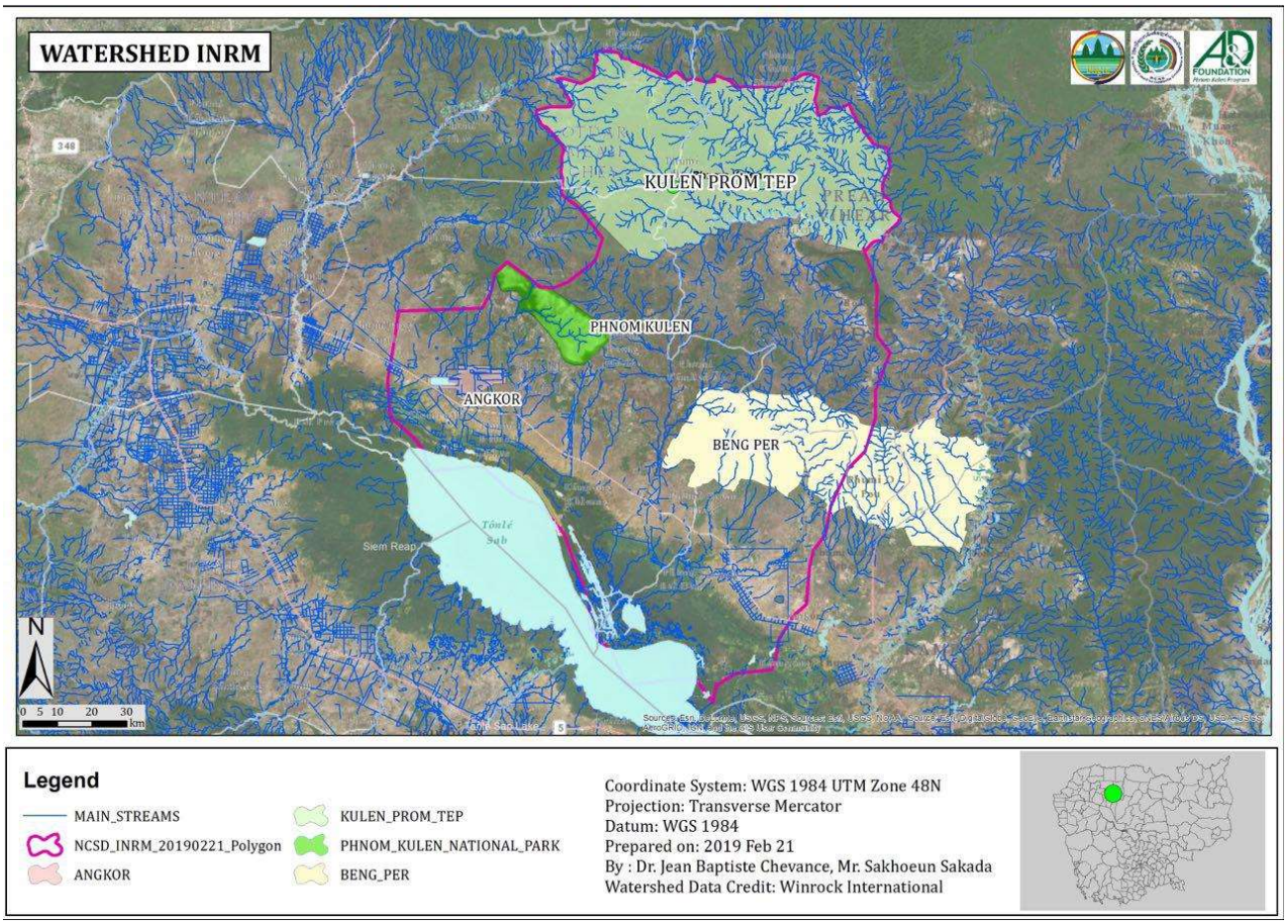
Risk 7: The potential outcomes of the Project will be sensitive or vulnerable to potential impacts of climate change?	Environment	Moderate I=3; P=3	Climate change impacts on the project outcomes and interventions were factored in during the project design with emphasis on catchment and riparian management across the landscape. The project approach is centered around water management to reduce climate change effect such as drought within the project targeted area. At the local level, the project will support measures for management of climate related risks including: (i) participatory community risk assessment (including climate change; (ii) strengthening of sustainable and other conservation practices will enhance protection of ecosystem services; (iii) monitoring plan to ensure that the health of the eco-system is kept in focus and (iv) the knowledge management and communication strategy activities will help raise public awareness and involvement in climate smart actions.	PD	Implementation
Risk 8: Project interventions may pose risks to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture.	Socio-cultural	Low I =2; P =2	The risk will be managed through following measures. The Ministry of Environment Heritage Department will work closely with the APSARA Authority to propose similar heritage zones similar to those already used in Phnom Kulen National Park. The effective use of the grievance redressal system Section IV, Part *iv)* to address these specific concerns. The use of a screening checklist based on SESP (Annex 4) to screen all investments from an environmental, social and cultural perspective. Any project related economic development initiatives proposed by communities will rest on the maintenance of the integrity of their cultures, traditions, religious values, for example, in agricultural practices, eco-tourism, etc. and provisions made for the documentation by IP cultural practices to enhance biodiversity conservation after FPIC.	PD UNDP	Implementation
Risk 9: It is likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples. Consequently, it is possible that the project can affect land tenure	Social	Moderate I = 3; P = 3	The project will not entail any restrictions on the current practices of the IPs, and any new investments in agriculture, sustainable natural resources activities and livelihoods will only be defined following FPIC protocols. During the participatory investment planning process, the project will support community decision making on their priorities and needs, rather than have any new	PD UNDP	Implementation

arrangements and customary rights			practices imposed. The project will use the screening checklist defined through the SESP to ensure that any new investments or improvement in existing practices of IPs are socially and environmentally sound. The project will work with IPs to identify their specific needs and assess any issues related to land, community forestry, etc. Any unexpected restriction in resource access (although not a design aspect) will be compensated by the preparation and implementation of a livelihood plan to replace any lost incomes. The project design has incorporated the need for FPIC and develop an IP plan in Year 1 of the project.		
Risk 10: Improved management including zoning and enforcement within the targeted landscape may result in restriction of in PAs and surrounding lands. This will include indigenous communities living in this area	Social	Moderate I = 3; P = 3	This risk will be managed by applying the framework for INRM to ensure that project activities are detailed in collaboration with Provincial and local governments and local communities, to delineate areas to be set asides in a manner to avoid limitations on existing community resource use rights and access. The establishment of KBAs, HCVFs that will be planned and managed under community governance mechanisms will take into consideration current uses of these resources. The use of the screening checklist for project investments to ensure that investments comply with sound social and environmental principles and ensure avoidance of restriction in access to the extent feasible. Decisions regarding restrictions, if any, on resource use will not be imposed, but will involve through an informed, transparent and consultative community consensus building process (refer Annex 8), and any restrictions, if any will be adequately compensated to match or exceed loss of incomes or livelihoods. An alternative livelihood development plan will be prepared early in project implementation (Year 1) for any households that are likely to be denied access to resources or current livelihood practice and application of the project grievance redressal mechanism to address any specific community concerns.	PD	Implementation

Annex 16: Project map and Geospatial Coordinates of project sites

Geospatial Coordinates of project demonstration sites[52]

Sites	Latitudes	Longitudes
Phnom Kulen	13° 36' 27.59" N	104° 06' 27.00" E
Kulen Prom Tep	14° 01' 2.64" N	104° 31' 28.20" E
Beng Per	13° 14' 0.60" N	104° 51' 3.60" E



Map of Northern Landscape (showing Project Area with PAs, watersheds and provincial boundaries).

[52] https://latitude.to/map/kh/cambodia

Annex 17: Monitoring Plan

This Monitoring Plan and the M&E Plan and Budget of this project document will both guide monitoring and evaluation at the project level for the duration of project implementation.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods[53]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
Project Objective: ***To promote integrated landscape management for the conservation and sustainable use of biodiversity, natural resources and ecosystem services in the northern region of Cambodia***	***Indicator 1*** *This will be confirmed during IW*	**Mid-term:** - Integrated landscape management frameworks agreed among all stakeholders including specific long-term conservation outcomes to be achieved - mapping and zoning completed; - landscape management strategy **End of the Project:** At least 100,000 ha (excluding PAs), but including riparian systems and agricultural and human influenced	Area of landscape (excluding PAs) under improved practices to benefit biodiversity as measured by: - Completion of mapping and zoning, - Establishment of landscape management strategy, and - Functioning coordination platform for decision-making and measures in place for its integrated management	Data collection method will be discussed with IP and stakeholders during the IW and confirm.	Annually Reported in DO tab of the GEF PIR	*Project Management Unit (PMU), Project Communication Officer* *Project Consultant*	- *Government gazette notification* - *PA management plan* - *SLM plans* - *Community income survey reports* - *Progress reports*	*Risks:* *- Natural disaster/climate change may affect the restoration work.* *- Lack of capacity in government and communities to meet obligations related to project.* *- Political transitions leave plans unused.* *- Livelihood benefits from sustainable management may be limited and slow for communities to give up current unsustainable practices* *- Lack of involvement from private sector and/or resource users (including vulnerable people) with continued unsustainable practices* *-Conflicts over territorial issues between stakeholder including provincial and sector entities and local communities could undermine efforts at*

[53] Data collection methods should outline specific tools used to collect data and additional information as necessary to support monitoring. The PIR cannot be used as a source of verification.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods[53]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
		lands managed through an integrated approach with functional institutional, planning, management and monitoring systems in place						*promoting integrated planning approaches* *<u>Assumptions:</u>* *- Local communities, national and provincial governments understand livelihood benefits and ecological security from cooperation with and sustainable management of land, water, forest and other natural resources. Thus, they will participate in sustainable management and ecosystem restoration work.* *- The National and Provincial Governments consider it their priority to support integrated ecosystem management planning of its landscape and implement target-oriented activities with local communities to improve conservation and sustainable use of such resources.* *-Provincial and local governments, CBOs, private sector and communities collaborate closely for preparation of Integrated*
	<u>Indicator 2</u>	**Mid-term:** At least 200 ha of degraded agricultural lands under improved rehabilitation using biodiversity-friendly restoration technologies **End of the project** At least 1,000 ha of degraded agricultural lands, under improved rehabilitation[54] using biodiversity-friendly restoration technologies	Area of degraded agricultural lands under sustainable land management in production systems	*This will be confirmed during IW and Y1*	Annually Reported in DO tab of the GEF PIR	*Project Management Unit (PMU), Project Communication Officer* *Project Consultant*		
	<u>Indicator 3</u>:	**Mid-term:**	Number of direct project		Annually	*Project Management*		

[54] The active implementation of a number of biodiversity-friendly agricultural land restoration and livelihood options (Output 2.3)

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods[53]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
		Around 500 persons composed of at least 30% women with average increase in income by 5% from agricultural activities in participating households **End of the project:** At least 5,000 persons composed of at least 30% women benefiting from improved natural resources management practices, improved livelihoods and small business development with 15% average increase in incomes from agricultural activities from average baseline in participating households	beneficiaries disaggregated by gender and measured by: -Average incomes of participating households.	*This will be discussed during the IW and confirm survey method in Y1.*	Reported in DO tab of the GEF PIR	*Unit (PMU), Project Communication Officer* *Project Consultant*		*landscape plans and approaches*
Outcome 1: *improved national*	***Indicator 4***	**Mid-term:** Policy, legal and regulatory and	Gender-responsive measures in place for conservation,	*This will be discussed during IW & confirm in Y1*	Annually	*Project Management Unit (PMU)*	*- Social Media* *- Government or sector*	*Risks:* *- Priorities of Provincial and Sector agencies d local*

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods[53]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
framework and enhanced institutional capacity as foundations for an integrated landscape approach to conservation of biodiversity and sustainable use of natural resources.		institutional frameworks for integrated planning and management and biodiversity mainstreaming in sector planning adopted by Government for submission to National Assembly under preparation **End of the project:** At least six instruments[55] Policy, legal and regulatory and institutional frameworks[56] clarifying integrated NR planning for mainstreaming biodiversity in sectoral and local planning systems drafted and under	sustainable use, and equitable access to and benefit sharing of natural resources, biodiversity and ecosystems as indicated by: (d) Policy frameworks (e) Legal and regulatory frameworks and (f) Institutional frameworks		Reported in DO tab of the GEF PIR	*Project Consultant*	*administrative orders* *- Official release of guideline notices and guideline documents* *- Updated UNDP capacity development scorecard* *-Monitoring reports*	*communities might shift if development benefits take long to manifest* *<u>Assumption:</u>* *- The national government will develop appropriate legislative, policy, institutional and technical measures informed by gender analysis that facilitate integrated landscape planning and management in a timely manner.* *- Development strategies and landscape management strategies and plans will be officially endorsed by provincial governments with allocation of appropriate staff and funding for their implementation* *- The Provincial Governments will take active part in developing the strategies and implementation using new*

[55] These could include: PA declaration notices clarifying institutional roles and responsibilities and zoning; revised/new Development Orders to reflect mainstreaming of biodiversity in development actions; PA regulations; Guidelines for private forests management; guidelines for biodiversity mainstreaming in mining, forestry, tourism, etc.;

[56] Specifically includes decrees, circulars or guidelines to incorporate biodiversity consideration in socio-economic development planning, mainstreaming biodiversity into tourism, agriculture, forestry and other relevant sectors, biological corridor zoning, and differentiation of EIA and BIA application in different zones of biological corridors

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods[53]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
		review by National Assembly						*knowledge and skills provided by the project*
	Indicator 5:	**Mid-term:** Increase of institutional capacity as measured by a 5-point increase in UNDP National Capacity Development Scorecard baseline value **End of the project** Increase of institutional capacity as measured by at least a 12-point increase in UNDP Capacity Development Scorecard of baseline values	Level of institutional capacities for planning, implementation and monitoring integrated landscape management planning as measured by UNDP's capacity development scorecard comprising following agencies: NCSD, DBD, MOE, MAFF and GDANPC	*UNDP Capacity Development Scorecard baseline values of 19*	Annually Reported in DO tab of the GEF PIR	*Project Management Unit (PMU),* *Project Consultant*		*- Local communities are convinced mainstreaming biodiversity and gender into key development sectors is in their long-term interests*
	Indicator 6:	Mid-term: *INRM Guidelines to facilitate increased engagement of partners in biodiversity*	Number of regional, provincial and local partners adopting the ILM framework to mainstream biodiversity into their planning	*Method of data collection to be confirmed in Y1*	Annually Reported in DO tab of the GEF PIR	*Project Management Unit (PMU),* *Project Consultant*	- *Drafted and approved guideline* - *Project progress reports*	*Risks:* *- Confusion and conflict over roles and responsibilities* *- Priorities of partners might shift if development benefits take long to manifest*

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods[53]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
		mainstreaming into sub-national planning systems developed End of the project Fully integrated partner engagement for promotion of through ILM framework functional (as measured by (i) at least five sectors and institutions engaged; (ii) at least 5 guidelines/protocols actively applied; (iii) multi-sector and multi-stakeholder participation in annual work planning at least in two provinces; (iv) three tiered mechanisms for resolution of sectoral conflicts applied; and (v) annual sharing and dissemination of information	systems as indicated by: 1) INRM guidelines adopted 2) Regional and local plans mainstreaming INRM and Biodiversity 3) Sectoral partnerships established for collaborative and integrated planning and management				- *INRM Meeting notes*	*- Planning bodies that build capacity may not be adequately motivated to be engaged for change* *<u>Assumption:</u>* *- Political will to support engagement of multiple partners in Integrated land Management.* *- The national government will develop appropriate legislative, policy, institutional and technical measures that facilitate integrated local planning and management in a timely manner.* *- Partners will take active part in developing strategies and implementation using new knowledge and skills provided by the project* *- Plans and actions approved but not resourced.*

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods[53]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
		amongst sectors and stakeholders						
Component 2 ***Effective management of PAs and surrounding riparian and multiple use production landscapes in Northern Cambodia*** ***Outcome 2: Targeted Protected Areas and their surrounding production areas effectively managed to ensure biodiversity conservation on a sustainable basis while safeguarding livelihoods and***	***Indicator 7:***	Mid-term: Average increase by at least 10 points in METT for the PAs End of the Project*:* Average increase by at least 20 points in METT from current baselines for the PAs covering 450,673 ha	Terrestrial PAs under improved management effectiveness as measured by METT scorecard for following PAs: 1.KPWS 2. PKNP 3. Angkor	METT assessment	Annually Reported in DO tab of the GEF PIR	*Project Management Unit (PMU),* *Project Consultant*	*-Updated METT Tracking Tools* *-CPA and CF co-management plans* *Co-management MOAs* *-Project progress reports* *-Annual work plans and budget reports*	*Risk:* *- Administrative/political changes may undermine the implementation of the management plan strategies* *- Lack of capacity in government and communities to meet obligations related to project* *- Conflicts between Provincial and sector entities and local communities regarding management and access to natural resources may undermine integrated planning approaches* *Assumption:* *- Development strategies and management plans will be officially approved by Sector agencies and Provincial governments with allocation of appropriate funding for their implementation* *- Local communities are convinced that critical habitats in their vicinities will benefit livelihoods and ecological security to them and they will*
	Indicator 8:	**Mid-term:** All existing CPAs and CFs mapped, management effectiveness evaluated and proposals for improving conservation and sustainable NRM defined and agreed with communities **End of the project*:*** At least 1,500 ha of CPAs and CFs under	Extent of Community Protected Areas (CPAs) and of Community Forests (CFs) established with (i) management plans including renewal of existing CPAs, and (ii) MOAs for co-management signed and under community management with budgetary	PA authority & LGs/data collection method to be confirmed during Y1	Annually Reported in DO tab of the GEF PIR	*Project Management Unit (PMU),* *Project Consultant*		

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods[53]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
ecosystem services		improved management as measured by (i) updated management plans; (ii) revised MOAs that clearly define conservation commitments; (iv) monitoring systems in place to evaluate management effectiveness; (v) communities trained in natural resources management actions; (vi) appropriate budgets allocated for implementation of management plans, etc.	allocations for implementation					*participate in conservation and restoration work.* *- Local community-based institutions would establish an effective gender sensitive institutional mechanism to facilitate conservation outcomes*
	Indicator 9:	Mid-term: 30% Increase in number of nests protected and success rate stable or increasing from validated baselines End of the project	Status of key species in the northern landscape as measured by increased number of nests protected and success rate over baseline values for: (i) Sarus Crane (ii) Giant Ibis	MoE, PA Authority & NGO/ Data collection method to build on the survey method of 2009.	Annually Reported in DO tab of the GEF PIR	*Project Management Unit (PMU),* *Project Consultant*	- *Nesting and survival monitoring reports*	*Risk:* *- External factors beyond the control of the project (e.g. climate change) might effect species populations negatively* *Assumption:* *- Adequate technical capacity available for undertaking monitoring species populations*

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods[53]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
		100% Increase in number of nests protected and success rate stable or increasing from validated baselines	(iii) Lesser adjutant Note: The greater the rate of success of nest protected, the greater the possibility of chicks hatched as validated from data collected in 2008-2009 study as follows: (Sirus Crane 57 nests protected with 90 chicks hatched; Giant Ibis a10 nests protected with 17 chicks hatched and Lesser adjutant with 261 nests protected and 489 chicks hatched)57					*- Wildlife populations are declining because of hunting, and improved enforcement will help increase population* *- Adequate incentives to enable local communities to take conservation actions to protect nests*
	Indicator 10:	**Mid-term:** *Establishment of erosion/run-off plots under various SLM practices to define erosion rates*	Reduction in soil loss and run-off based on erosion/run-off plots for various SLM practices under different climatic, topographic and	*MoE and partners/data collection method to confirm in Y1 by setting up experimental and control plots in the*	Annually Reported in DO tab of the GEF PIR	*Project Management Unit (PMU),* *Project Consultant*	*Erosion and run-off measurement reports*	*Risks:* - *Catastrophic events (flooding, landslides, etc.) can undermine the credibility of the monitoring events*

[57] An evaluation of effectiveness of direct payment for biodiversity conservation" The Bird Nest Protection Program in Northern Plains of Cambodia. Biological Conservation 157 (2013)

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods[53]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
		End of the project: At least an average of 30% reduction in erosion and run-off rates under varied SLM practices	soil conditions in MT/ha/yr.[58]	*project's target areas.*				<u>*Assumptions*</u> *- Adequate technical capacity to establish and effective monitoring plots for measuring erosion/run-off rates* *- Capacity to design and select appropriate and varied sites for establishing monitoring plots to capture landscape diversity* *- Adequate community commitment to monitoring*
	<u>Indicator 11</u>:	**Mid-term:** Guidelines, regulations and frameworks and capacity improvements being undertaken to facilitate biodiversity mainstreaming into sub-national planning systems **End of the project:**	*Number of local plans that mainstream objectives of integrated landscape management (IEM) frameworks as follows:* *5. Commune Development Plans;* *6. Commune investment Plans,*	MoE and LG/data collection method to be confirmed in Y1.	Annually Reported in DO tab of the GEF PIR	*Project Management Unit (PMU),* *Project Consultant*	*Project progress reports District and Commune development and investment plans*	<u>*Risks:*</u> *- Priorities of provincial and local governments might shift if development benefits take long to manifest* *- Plans are developed but not used, particularly by resource users* *- Planning bodies that build capacity may not be adequately motivated for change* <u>*Assumption:*</u>

[58] The use of erosion plots (along with control plots) is intended to demonstrate to farmers the benefits of SLM on land productivity and prevention of soil loss under different climatic, terrain and soil conditions as well as to identify implementation challenges and good practices for replication. A few villages in each district will be selected for demonstration of SLM benefits. It would be difficult to develop a baseline for the entire northern landscape that required a time series data of mountain stream discharge and would be difficult to undertake. In addition, it would be difficult to quantify sediment flux due to its dependence on peak flow incidence and even if sediment flows were quantified, it will still be also challenging to attribute reduction in sediment flow in micro-watersheds to SLM activities alone

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods[53]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
		At least 4 Commune Development and Commune Investment Plans and at least 4 District Development Plans and District Investment Plans fully integrate biodiversity considerations from ILM framework within the project landscape	*7. District Development Plans and* *8. District Investment Plans*					*- The national government will develop appropriate legislative, policy, institutional and technical measures that facilitate integrated local planning and management in a timely manner.* *- Development strategies and management plans will be officially approved by provincial and local governments with allocation of appropriate staff and funding for implementation* *- The local government will take active part in developing strategies and implementation using new knowledge and skills provided by the project*
Component 3 ***Knowledge management, gender mainstreaming, learning and M&E*** ***Outcome 3: Knowledge management,***	***<u>Indicator 12</u>:***	**Mid-term:** At least 1,000 community members trained in relevant INRM approaches and 50% effectively applying these measures (at least 30% women) **End of the project:**	Increase in level of knowledge (disaggregated by gender) on INRM approaches as defined by the following: a) Number of community members trained and adopting new	*GSSD/Data collection method trough KAP survey in Y1.*	Annually Reported in DO tab of the GEF PIR	*Project Management Unit (PMU),* *Project Consultant*	*-KAP surveys* *- KM documents, best practice documents, proceedings of dissemination events and implementation reports*	*<u>Risks:</u>* *- Government priorities may change from due to political pressure from resource users* *- Actions among the assorted agencies and NGOs remain uncoordinated* *<u>Assumption</u>:* *- Stakeholders willing to actively participate in the review process.*

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods[53]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
gender mainstreaming and monitoring and evaluation contributes to identification of improved tools, approaches and best practices for replication and scaling up		At least 1,000 community members trained in relevant INRM approaches and 50% effectively applying these measures (at least 30% women)	technologies, practices, etc.; b) Communication strategy and action plan developed and effectively implemented; and; c) KAP survey to test knowledge and awareness of targeted groups.					*- The project management will be able to identify, document and disseminate the best practices* *- Mid Term Review and End of Project Evaluation of the project will also contribute to identifying the best practices* *- Best practices from sustainable resource management readily available to resource users*
	Indicator 13:	**Mid-term:** *At least five additional KM products on conservation and sustainable resource management codified and disseminated nationally and regionally* **End of the project:** At least twenty additional KM products on conservation and	Number of knowledge products that reflects best practices and lessons learned available including: a) Newsletters and media events b) Case studies disseminated c) Number of policy guidance notes d) Technical reports,	*GSSD and project partners/annual survey or by taking stock of knowledge products generated to be undertaken by PMU.*	Annually Reported in DO tab of the GEF PIR	*Project Management Unit (PMU),* *Project Consultant*		

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods[53]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
		sustainable resource management codified and disseminated nationally	publications and other KM products e) Number of local workshops held to facilitate dissemination of field lessons Inclusion of public engagement pages on national and sub-national websites and social media platforms					
Add indicators included in gender action plan, stakeholder engagement plan or other monitoring plans as needed. ***possible, should consider adding indicator relating to ecosystem services that and financing opition from integrated land-use planning because these PAs are generating sizeable amount of money form tourism, agriculture and natural resources, but investment in the landscape remains very low.***								