



United Nations Development Programme Global Environment Facility Kingdom of Cambodia

Terminal Evaluation Report for the
Integrated Natural Resource Management (INRM) in
the productive, natural and forested landscape of the
Northern Region of Cambodia

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Acronyms

APR	Annual Project Reports
AWPL	Angkor Wat Protected Landscape
BD	Biodiversity
BTWG	Biodiversity Technical Working Group
CBNRM	Community-Based Natural Resources Management
CDR	Combined Delivery Report
CEO	Chief Executive Officer
CF	Community Forestry
CHM	Clearing House Mechanism
CPA	Community-Protected Area
CTA	Chief Technical Advisor
EIMS	Environmental Information Management Systems
ELC	Economic Land Concession
FA	Forestry Administration
FACE	Funding Authorization and Certificate of Expenditure
GAP	Gender Action Plan
GDLC	General Directorate of Local Communities
GDNPA	General Directorate of Natural Protected Areas
GDPS	General Directorate of Policies and Strategies
GDT	General Department of Taxation
GEF	Global Environment Facility
GMS	General Management Support
GRM	Grievance Redress Mechanism
GSSD	General Secretariat of the National Council for Sustainable Development
IPLC	Indigenous Peoples and Local Communities
KAP	Knowledge, Attitude and Practices
KII	Key Informant Interviews
KPWS	Kulen Promtep Wildlife Sanctuary
LD	Land Degradation
LOA	Letter of Agreements
MAFF	Ministry of Agriculture, Forestry, and Fisheries
METT	Management Effectiveness Tracking Tool
M&E	Monitoring and evaluation
MOE	Ministry of Environment
MTR	Mid-term Review
NCS	National Council for Sustainable Development
NGO	Non-Government Organization
NICM	National Institutional Coordination Mechanism
NIM	National Implementation Modality
NPD	National Project Director
NTFP	Non-Timber Forest Products
QPR	Quarterly Project Report
PA	Protected Area
PC	Project Coordinator
PES	Payment for Ecosystem Services
PIF	Project Identification Form
PIR	Project Implementation Review
PKNP	Phnom Kulen National Park
PMC	Project Management Cost
PMU	Project Management Unit
PSC	Project Steering Committee
RGOC	Royal Government of Cambodia
SEP	Stakeholder Engagement Plan
SESP	Social Environment Screening Procedure
SFM	Sustainable Forest Management
SLM	Sustainable Land Management
TE	Terminal Evaluation
TOC	Theory of Change

TOR	Terms of Reference
UNDP	United National Development Programme
UNEG	United Nations Evaluation Group

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Executive summary

The Multi-Focal Area project¹ *Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of the Northern Region of Cambodia* was implemented under the GEF-6 replenishment cycle through a national implementation modality (NIM) with the General Directorate of Policy and Strategy (GDPS) of the Ministry of Environment (MOE) as the Implementing Partner (IP), supported by the UNDP as the GEF agency.

As part of the mandatory requirement of UNDP, the project should be evaluated via a Terminal Evaluation within the last year of project implementation and the current report is the presentation of the Terminal Evaluation findings of said evaluation that was undertaken between 14 March and 01 June 2025, with a field mission in Cambodia between 31 March and 11 April. The Terminal Evaluation (TE) aimed to assess the achievement of project results against expectations, drawing lessons to improve the sustainability of benefits from this project and enhance overall UNDP programming. Specifically, the TE assessed progress towards the strategic objectives and outcomes of the Cambodia INRM project, as outlined in the Project Document. The evaluation also examined signs of success, challenges, and failures, reviewed the project's strategy for addressing multiple threats, assessed efforts related to gender equality, women's empowerment, and other cross-cutting issues, and reviewed the project's strategy and risks to sustainability. A key focus was on reviewing and assessing the project's overall achievements and impacts against its intended outputs and outcomes, evaluating its efficiency in performing activities and effectiveness in achieving outcomes, and determining the overall likelihood of the sustainability of its interventions, processes, and impacts.

The overall approach for the TE of the Cambodia INRM project followed the methodical approaches outlined in relevant UNDP manuals and guiding materials, with a key reference to the *Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-financed Projects*. The evaluation provided credible, reliable, and useful evidence-based information obtained through a consultative and participatory approach in close collaboration and engagement with UNDP, the Implementing Partner, key project partners, and other relevant stakeholders, including community members and beneficiaries. A key element of the Terminal Evaluation was the desk review of 350 documents and other relevant information sources, as well as data collection via Stakeholder consultations, and project analysis and reporting. As part of this, the stakeholder interviews, field missions, and community consultations were done via Key Informant Interviews and Semi-Structured Interviews in smaller group settings. Data collection emphasized triangulation and verification through semi-structured interviews, workshops, and site visits. The analysis incorporated cross-cutting themes and systematic assessment of outcomes, with findings reviewed and finalized through iterative feedback with UNDP and project management units. And although some minor limitations to the Terminal Evaluation have been identified, these were not seen as having any impact on the evaluation or its findings.

Project Description

The Cambodia INRM project was signed by UNDP and the Government of Cambodia in July 2020 with a planned closing date on 27 July 2025. The project sought to address two general categories of threats that affected the Northern Region of Cambodia: 1) Deforestation and habitat degradation of natural and productive ecosystems; and 2) Loss of biodiversity and ecosystem services, hereby providing a long-term solution via the facilitation of a transformative shift from unsustainable to integrated sustainable land and forest management in three watersheds in the Northern Region of Cambodia, namely Stung Sen, Stung Staung, and Stung Siem Reap. To do this, the project engaged in maintaining a continuous flow of multiple ecosystem services, and to support rural development and livelihood opportunities and, through that, secure wildlife habitat and conserve biodiversity. In this, the project focused on four major barriers 1) Insufficient regulatory framework, institutional capacity and demonstrated experiences to integrate Natural Resource Management (INRM) approaches at the landscape level; 2) Limited capacity among key government and local/community stakeholders to develop and deliver integrated solutions for effective PA management; 3) Limited capacity in increasing upland agriculture productivity and forest management; and 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.

¹ Following the CEO Endorsement Request the project focal areas are BD-1 Program 1, LD-1 Program 1 and LD-3 Program 4.

The project's Objective was 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 of the project was 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*. To achieve this objective, the project focused on three strategies or Project Components under which the project's activities and outputs were to deliver three distinct project outcomes namely 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*; Outcome 2: *Targeted Protected Areas and their surrounding production landscapes effectively managed to ensure biodiversity conservation and safeguarding livelihoods and ecosystem services*; and 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*.

Global Environment Benefits

The project has been instrumental in bringing about several global environmental benefits, including ensuring improved management in two protected areas Kulen Promtep Wildlife Sanctuary and the Phnom Kulen National Park, totaling 491,853 ha. In addition, the project facilitated improved management in Community Protected Areas (CPA) and in Community Forests (CF) covering an area of 16,658 ha and 5,771 ha, respectively. The project also initiated a reforestation process of forest land through the re-planting of 996 ha.

More than 12,304 direct beneficiaries (52% Women) have been involved in the project, the largest proportion of which has been from the communities living in the project-engaged CPAs/CFs. Said communities have been involved in not only CPAs/CFs management planning, but also protecting and patrolling work and the undertaken reforestation efforts. Furthermore, the communities have been involved in various livelihood development initiatives in the areas of husbandry and agriculture, as well as various vocational initiatives.

The project has via its interventions supported the Sustainable Development Goals 1, 2, 5, 8, 13, and 15; the Aichi targets 5, 7, 11, 12, 14, 15 and 19; as well as Kunming-Montreal Global Biodiversity Framework targets 1, 2, 5, 9, 11, 14, 21, 22 and 23.

Conclusion

The project demonstrated a strong commitment to adaptive management and collaboration, especially in its later stages following the project's mid-term. The project, which was launched amid the COVID-19 pandemic, experienced a slow start and was unable to pick up speed until 2023. This was not only due to the negative impact of COVID-19, but also due to different and persistent management-related issues. Overall, it could be said that the project's noteworthy turnaround was expedited by the findings of the Mid-term Review (MTR), which ignited a new approach with regard to the project's implementation. Here it has to be pointed out that this was greatly facilitated by the new National Project Director, who was onboarded in December 2023), as well as the leadership change within the Ministry of Environment, following the national elections. An important adaptive management response, which was instigated after the national elections, was that UNDP and the Ministry of Environment started having regular monthly meetings, at senior/management level, that resulted in an increased level of engagement and appreciation for collaboration, something which has been further built on over time. The change process was also facilitated by that a new Project Coordinator (PC) was onboarded in June 2023 (one month prior to the MTR). It should also not be overlooked that the project's progress in part is due to the PC's ability to adjust and make decisions, as well as the ability to positively interact with the PMU team, project consultants and Letter of Agreement (LOA) Partners. The practical management level engagements between the Project Management Unit (PMU) and UNDP have also been critical in consolidating the working relationship and launching the project forward.

The project remained highly relevant throughout its duration, aligning with national policies, UNDP strategies, and international commitments. Strong stakeholder and community engagement at the local level, resulted in increased management and area protection of CPAs and CF Areas through improved patrolling and monitoring, as well as increased livelihood activities. Capacity building played a central role, with institutional strengthening

efforts reaching government departments and community structures alike. This capacity development, particularly for Protected Areas staff and CPA/CF committees, is expected to sustain benefits beyond the life of the project. Community ownership and the capacity building of the communities and their governance structures have laid a solid foundation for ongoing environmental stewardship. The preparation of the Kulen Promtep Wildlife Sanctuary Management Plan and the project's work on developing Community Protected Areas management plans, of which two have been approved, were important project outputs. The approval of the two CPA management plans reflected the project's success in supporting community-based conservation. Furthermore, knowledge products produced by the project offered valuable resources for future initiatives, especially upcoming UNDP projects in Siem Reap.

The environmental impacts achieved by the project, particularly the expansion and formal management of protected areas, are likely to endure. Community capacities in reforestation, patrolling, and site monitoring, as well as the strengthened governance structures, suggest that local environmental benefits will be sustained. While broader financial mechanisms did not fully materialize, local livelihood schemes and the foundation for Payment for Ecosystem Services provide a stepping-stone for future sustainability. Ultimately, despite early setbacks, the project demonstrated resilience, adapted effectively, and achieved notable outcomes in environmental management, institutional strengthening, and community engagement, offering valuable lessons and foundations for future conservation efforts in Cambodia.

The proactive approach by the project in addressing the project delays and the lack of achievements at the project mid-term is one of the project's big achievements. The proactive and consolidated engagement by the Ministry of Environment (MOE) and UNDP leadership, as well as at the project level, must be emphasized as being the main reason for the project managing to end on a high note, which was not foreseen at the time of the Mid-term Evaluation.

Based on the TE Teams review of the *Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of the Northern Region of Cambodia* project, the main findings can be summarized as follows (Table ES 1):

Table ES 1: Evaluation ratings

Overall Combined Project Terminal Evaluation Rating	Moderately Satisfactory
Monitoring and Evaluation (M&E)	<i>Rating</i>
M&E design at entry	Satisfactory
M&E plan implementation	Satisfactory
Overall quality of M&E	Satisfactory
Implementing Agency (IA) implementation and Executing Agency (EA) Execution	<i>Rating</i>
Quality of UNDP Implementation/ oversight	Moderately Satisfactory
Quality of implementation partner execution	Moderately Satisfactory
Overall quality of implementation/ execution	Moderately Satisfactory
Assessment of Outcomes	<i>Rating</i>
Relevance	Satisfactory
Effectiveness	Moderately Satisfactory
Efficiency	Moderately Unsatisfactory
Overall project outcome rating	Moderately Satisfactory
Sustainability	<i>Rating</i>
Financial sustainability	Moderately Unlikely
Social political sustainability	Moderately Unlikely
Institutional framework and governance sustainability	Moderately Unlikely
Environment sustainability	Likely
Overall likelihood of sustainability	Moderate Unlikely

Lessons Learned

As part of the project's implementation, a subset of lessons learned has materialized, and the most predominant have been presented, in summarized form, in Table ES 2 below

Table ES 2: Summary of Lessons Learned

Strong Project Ownership and Coordination between Partners: Enhanced collaboration and adaptive management between MoE and UNDP significantly boosted project performance, especially post-midterm, through joint planning and regular coordination.
Involving Partners in New Approaches is Time-consuming but Beneficial: Though initially time-intensive, engaging LOA Partners built capacity, strengthened collaboration, and expanded project reach and community impact through improved local implementation.
Free, Informed and Prior Consent as a Vital Part in Community Work: Ensuring community ownership through bottom-up, consent-based engagement built trust, aligned expectations, and secured lasting participation beyond the project's active support.
The Involvement of CPAs and CFs is Strategically Important: CPAs/CFs offered structured, community-endorsed entry points, enabling effective outreach, governance alignment, and integration of conservation practices across broader community landscapes.
Adapting Management is Needed to Address External/Internal Challenges: Faced with major disruptions, adaptive management, including strategic pivots and virtual solutions, enabled the project to overcome setbacks and achieve effective finalization.
Robust Monitoring, Reporting, and Flexibility to Engage in Adapting Management are Important: Stronger output tracking, flexible decision-making, and responsive reporting enabled timely adjustments, prevented risks, and significantly improved project delivery and activity implementation.
Documenting and Disseminating Knowledge is a Key Task: Knowledge sharing is important to build stakeholder capacity, and the dissemination of materials should be done widely through accessible formats and diverse media channels.
Integration of Gender and Women Mainstreaming is an Important Aspect of Implementation: Actively promoting gender equality and ensuring women's participation in decision-making, capacity building, and livelihoods results in increased household income and women's empowerment.

Recommendations

Finally, based on the Terminal Evaluation findings and observations, the Terminal Evaluation team has proposed a series of 16 recommendations for consideration. These are presented in Table ES 3.

Table ES 3: Recommendation

Recommendation 1 - Ensure strong coordination and collaboration between UNDP and IP: The project's progress and achievements in the latter part of its implementation provide clear reasoning for looking at which factors have been influential in the project's overall management. The attention towards the project from the leadership at both MOE and UNDP Country Office (CO) is an important aspect of this. The monthly meetings at the senior management level provided for a strong modality which not only provided for a forum to coordinate and cooperate on the joint project portfolio, it also built relationships, trust and a sense of common ownership. Something which appears to be appreciated by all parties concerned. In a similar manner has the close working relationship between the PMU and the UNDP (management level) has been instrumental in moving things forward. Because of this, it is recommended that UNDP CO and future Implementing Partners engage in a similar close working relationship, as it has proved to be instrumental for project implementation.	UNDP CO/IP	Future and ongoing projects
Recommendation 2 - International project staff to be hired by UNDP: The UNDP hiring of an International Chief Technical Adviser (CTA) was an additional, important factor in moving the project forward. The CTA in many ways acted as the bridge between UNDP, the PMU and MOE at the working level and can be seen as a key reason in the project's successful conclusion. It is therefore recommended for future projects that UNDP hire and manage all international contracts, including the project CTA.	UNDP CO	Future projects
Recommendation 3 - Provide PMUs with sufficient scope for decision-making: There are strong indications that the provision of sufficient decision-making space provided to the Project Coordinator (PC) during the latter half of the Cambodia INRM project greatly facilitated the project's progress. The ability to act on project implementation matters shortens the reaction time and allows for constructive adaptive management approaches in the day-to-day sphere of the project. It is therefore recommended that MOE continue to provide the PC and CTA under future projects with ample decision-making power to effectively manage and take day-to-day decisions on project implementation.	UNDP CO/MOE	Future projects
Recommendation 4 - Continuation of PMUs in new projects: As the Cambodia INRM PMU is fully versed in UNDP, MOE and GEF related management procedures and reporting	MOE	2025-> onwards

requirements etc. it is recommended that the PMU be maintained (placement, institutional setup and staff) and tasked with the implementation of the <i>Restoring ecosystems for sustainable development in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape and Building resilient livelihoods through nature-based solutions in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape</i> projects. Retaining the key PMU staff would ensure that the PMU's implementation knowledge is maintained facilitating for instance a speedy project upstart, as well as, high-quality implementation from the get-go. In addition, the PMU's familiarity with the INRM project's produced knowledge library will ensure that the two projects will build on the already prepared work.		
<p>Recommendation 5 - Develop comprehensive project understanding among project partners: In addition to the customary project inception workshop, which for most projects are very general introduction workshops publicizing the initiation of the new project, it is recommended that as part of its inception phase, a series of in-depth meetings (or workshops) attended by the IP (including the PMU) UNDP and relevant stakeholders should be convened to review and discuss the project in detail in full (i.e. the activities, outputs, outcomes, TOC, M&E Safeguards etc.). This is to ensure that all parties have a full and comprehensive understanding of what the project aims at, what the targets are, as well as understand the overall scope of the project. More importantly, agree on what is needed from the individual actors to ensure that the project is successfully implemented.</p> <p>It is recognized that such an approach might appear "time-heavy" up front, but having common agreements and "marching orders" will/should ensure that complications will not materialize at a later stage and will need attention.</p>	UNDP CO/IP PMU	Project design and within 3 months of future projects
<p>Recommendation 6 - Ensure early engagement of project coordination structures: The comprehensive project review mentioned in recommendation 5 will also ensure an early identification of new (or existing) coordination structures to be involved in the project. It is recommended that the PMU engage with said entity/ies as early as possible to ensure that the entity/ies have sufficient time to prepare themselves for project initiation/implementation (and the tasks under it). This is recommended because in the worst case scenario, the entity/ies are not fully aware that they are to play a key role in the project².</p>	UNDP CO/IP PMU	Project design and within 3 months of future projects
<p>Recommendation 7 – Selection of the right project partners during project formulation and implementation: In Cambodia, there is a distinct separation between different ministries' intervention areas. MOE, for instance, works only inside protected areas, whereas MAFF only works in areas outside PAs. For instance, with the inclusion of the biodiversity corridors into the PAs the Community Forests (which are under MAFF) are to be re-registered as Community Protected Areas (which are under MOE). Because of this it is important that both MOE and MAFF are an integrated part of any landscape level project such as the <i>Restoring ecosystems for sustainable development in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape and Building resilient livelihoods through nature-based solutions in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape</i> projects. Because of this, it is recommended that MAFF be selected as a project partner already during the design phase of new projects (to be implemented by MOE). If not (as is the case for the two aforementioned projects) MAFF should be included early on during the project implementation via, for instance, an LOA modality, as was the case under the Cambodia INRM project. Such early engagement of MAFF would provide the needed focus on the productive landscape outside projected areas, which the UNDP Project Documents call for. The current recommendation would be determinant for whether the two mentioned projects would meet the respective projects' indicators, and support the overall focus of the projects.</p>	PMU	2025-> onwards
<p>Recommendation 8 – Ensuring a context-specific and reality-based approach in project formulation: For future project formulations and project design processes it is recommended that a more a more context-specific and reality-based approach is adopted. This to ensure that the projects are manageable and targeted at specific and clearly identified Government/ministry priorities and needs, which are aligned with ongoing and planned Government engagements, as well as being designed in such a way that the project's outputs</p>	UNDP CO/IP	Project design

² This recommendation has been made because, building relationships and reaching common ground take time and for planning projects (watershed planning, land use planning, etc) time is not a luxury the projects have due to the inherent slow development and decision-making processes involved. This particularly, when these planning endeavors follow new processes, use new technologies, and/or new conceptual approaches – as is often the case in GEF projects. Similarly, if the project is to rely on cooperation between local entities (across districts/provinces) these need to be brought together to ensure that constructive working modalities and community of practice are established (again early on).

<p>and outcomes can realistically be obtained. It is also recommended that the project design work ensures that assumptions and proposed planned interventions are aligned with the actual capacities, needs, and institutional landscape of the implementing partners and target beneficiaries. This includes incorporating lessons learned from on-the-ground implementation challenges and engaging stakeholders meaningfully from the outset. Equally important would it be to ensure that the funding envelope matches the proposed activities and vice versa to ensure that there are sufficient funds available for the implementation of said activities and their underlying actions. All too often, funding requirements are underestimated. To ensure this it will be important to have early and ongoing consultations, via workshops/work sessions with key stakeholders/implementors, ensuring full engagement in the formulation process to obtain full project buy-in and project realism.</p>		
<p>Recommendation 9 – Initiate the development of project’s long-term sustainability strategy/plan in year 1: While this recommendation relates to the early project implementation, it is also recommended that the prescription for developing and embedding a long-term sustainability strategy/plan is an integrated part of a project’s design and is specifically listed in the project’s activity set. This is because leaving the development of the long-term sustainability strategy/plan towards the end of the project implementation, more often than not, makes it too late to ensure the needed ownership and commitment for long-term engagement and funding. While projects often focus on enabling institutions to perform tasks and manage systems, they frequently overlook the importance of securing ownership and long-term commitment at the senior levels of the involved entities. The day-to-day implementers are usually fully engaged in project activities and may not hold the authority or influence to guarantee sustainability. Therefore, efforts must be made to engage senior management and decision-makers early on to foster enduring support and institutionalization of project results. It is thus recommended that, to secure full ownership and ensure a successful transition, the strategy for how key partners will prepare for a complete handover of project responsibilities should be initiated at the earliest stages of the project. Early planning allows sufficient time for building capacity, securing commitments, and addressing institutional requirements, thereby increasing the likelihood that project benefits will be sustained well beyond the project’s lifespan. Generally speaking, the long-term sustainability strategy/plan should be seen as a living document that should be firmed up over time, and should as a minimum be reviewed at project mid-term.</p>	<p>UNDP CO/IP PMU</p>	<p>Project design and within year 1 of future projects</p>
<p>Recommendation 10 - Anchor project engagements with local communities via the existing CPA/CF committees: The Cambodia INRM project’s use of Community Protected Areas (CPA) and Community Forests (CF) as its anchoring point for its community-level engagement. Building local capacity and ownership in conservation and sustainable livelihoods has been a key reason for the project’s constructive local-level engagements. Central to this is that the CPA/CF has established committees that provide for an existing collaboration and governance platform with which the projects can engage. Also, as the CPA/CF committees are part of the overall community governance system, these committees are prime vehicles to instigate discussions (and introduce new ideas and activities) into the community at large. Because of this it is recommended that for conservation and landscape level projects, for instance, that CPA/CF are used as project entry points in their community work. However, it is also recommended that, instead of spacing out project support throughout larger geographical areas, to spread the project’s “wealth”, it would optimize the project’s impact by working with clusters of CPAs/CFs within specific communes or districts. The selection of the communes or districts could be based on a subset of criteria identified by the national government. This could include the level of biodiversity, poverty levels, presence of ethnic minorities etc. or a combination of these. Such clustering would concentrate the project’s message and work within respective communes and districts to which the CPA/CFs belong – providing for a stronger influence on these, through more frequent interaction with and sensitization of the communes and districts governments.</p> <p>In this regard, an early involvement with local communities is recommended as it is vital for ensuring long-term effect and sustainability of the project interventions. It is also recommended that such engagement is written directly into the project documentation and is part of the project’s activity set.</p>	<p>UNDP CO/IP PMU</p>	<p>Project design and within year 1 of future projects</p>
<p>Recommendation 11 – Increase conservation funding via the Government’s financial systems: While MOE and UNDP are already exploring options for establishing sustainable financing mechanisms for protected areas and broader conservation efforts, for instance via the UNDP/BIOFIN initiative, these are smaller-scale and rely on non-government funding. It is therefore recommended that increased efforts be made into how such funding mechanisms would be supported via the Government’s financial systems. It is recognized</p>	<p>IP</p>	<p>Future projects</p>

that this is a long-term and complicated exercise, but having a common understanding of the need for an “ <i>agreement to</i> ” would be an important first step. This naturally has to be followed by a roadmap/plan outlining what the steps/processes going forward would be.		
Recommendation 12 – Inclusion of Government projects/programs as GEF Co-financing: While it has been possible in the past, it is foreseen that it will be impossible for any project of a reasonable size (in GEF-9, for instance) to ensure the right level of co-financing via In-kind contributions. It is therefore recommended that the Government proactively look at how Government projects/programs align with new GEF projects’ planned outputs and outcomes to ensure that these are included as project co-financing in a way that upholds the incremental cost principle of the GEF.	IP	Future projects
Recommendation 13 – Use project communication and knowledge management to ensure project “Brand” status: As GEF/Government/UNDP projects are about creating change, including influencing/informing decision makers, politicians, project stakeholders and the public at large about the sustainable development agendas, it is recommended that any new projects, as part of their core knowledge management and information dissemination work, engage in the current/new influencing trends that are used in Cambodia. Projects should view themselves as brands/ products and should sell themselves in a cost-effective manner (time and funding-wise). Engagement of young people, such as interns, students, UNV Volunteers etc. who are readily using current platforms, could help a project gain traction.	UNDP CO/IP PMU	Project design and ongoing and future projects
Recommendation 14 – Create a plethora of local storytellers and project outreach persons: Taking the lead from the Cambodia INRM project’s very small pilot initiative of success story formulation and photo story development by local stakeholders it is recommended that future projects include similar interventions to assist local communities/beneficiaries in capturing/creating their own stories and communication products. This would not only create a plethora of local stories, it would also assist local communities in building their capacity in promoting their own community, local products, as well as their area’s natural wealth.	UNDP CO/IP PMU	Project design and ongoing and future projects
Recommendation 15 – Include gender equality and women’s empowerment as a central aspect of project design: While gender equality and women’s empowerment were reasonably addressed/engaged in via the Cambodia INRM project’s activity implementation, it did nonetheless display a certain level of gender imbalance and gender biases. This, in large part, is because gender was not sufficiently written into the project documentation and made an integrated part of the project design. It is therefore recommended that future projects have a much stronger gender focus, which is aligned with the UNDP Corporate requirements for GEN2 projects, including those laied out in the Gender Equality Strategy 2022-2025. It is recognized that this recommendation is somewhat mute recommendation, as the integration of gender equality and women’s empowerment in all new project formulations is to follow the UNDP Corporate requirements – and undergoes rigorous screening processes, including the Social and Environmental Screening Procedures, which also includes screening of the Gender Analysis and Action Plan. That said, projects can propel women’s empowerment, for instance, if designed correctly instead of merely ensuring that gender equality etc. are appropriately addressed.	UNDP CO/IP	Project design
Recommendation 16 - Include ethnic minorities, and vulnerable groups as a central aspect of project design: As with recommendation 12 and gender, it is recognized that human rights, ethnic minorities, and vulnerable groups, including people with disability, are much better safeguarded and incorporated in project documentation anno 2025. The very vigorous social and environmental reviews and screening processes currently in place provide important safeguards for UNDP projects. However, the safeguards in place are to ensure that “ <i>no harm is done</i> ”, it is therefore recommended that projects are designed in such a way that they better cater for the more vulnerable segments of society, to the extent feasible, by including them in, for instance, livelihood activities. Doing this would enable projects to better contribute to UNDP’s focus on leaving no one behind in an integrated and cost-effective manner.	UNDP CO/IP	Project design

1 Introduction

1.1 Terminal Evaluation objective and scope

1. The Terminal Evaluation (TE) focused on the project's outcomes, outputs, processes and products/achievements and followed the UNDP and GEF guidelines, including the *Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-financed Projects*³. Specifically, the TE determined whether the project results were achieved and drew out lessons learned from the project, which could provide further guidance to future implementation of other UNDP/GEF projects. The TE assessed the effectiveness, efficiency, sustainability and relevance of the project with regard to its achievements related to the project outputs, outcomes and objective and their effects, as outlined in the project document. The review period for the TE was from the time of the project's CEO Endorsement Request approval until the timing of the TE itself.

2. Overall, the TE had the following complementary purposes:

- ✓ To promote accountability and transparency.
- ✓ To synthesize lessons that can help to improve the selection, design, and implementation of future UNDP-supported GEF-financed initiatives; and to improve the sustainability of benefits and aid in the overall enhancement of UNDP programming.
- ✓ To assess and document project results and the contribution of these results towards achieving GEF strategic objectives aimed at global environmental benefits.
- ✓ To gauge the extent of project convergence with other development priorities, including poverty alleviation, strengthening resilience to the impacts of climate change, reducing disaster risk and vulnerability, as well as cross-cutting issues such as gender equality, women's empowerment, and supporting human rights.

3. In line with the assignment TOR the project was assessed with regard to:

- Monitoring and evaluation (M&E) including M&E design at entry and M&E plan implementation.
- Implementation and execution, including quality of UNDP implementation/oversight and quality of implementation partner execution.
- Assessment of outcomes including their relevance, effectiveness and efficiency of implementation, and;
- Sustainability: financial, socio-economic, environmental, institutional framework and governance risks to sustainability.

4. More specifically, the Terminal Evaluation Team reviewed and assessed the overall achievements and impacts of the project against its intended outputs and outcomes as well as analysed and assessed how COVID-19 impacted the project implementation and to what extent the project addressed them. Further, the TE Team assessed the extent to which the Cambodia INRM project contributed to the national priorities, development goals, strategies and plans, and the UNDP Country Program Document (CPD) 2019-2023, and its update cycle 2024-2028. The TE Team reviewed the relevance of the project interventions and processes within the existing context of the national, sub-national and local levels. The TE Team reviewed the extent to which the project was efficient in performing its activities and effective in achieving its output and outcomes. In addition, the TE Team determined whether the sustainability of the project interventions, processes, and impacts was achieved, as well as identified lessons learned (including unsuccessful practices) in relation to the design, implementation, monitoring, and management of the Cambodia INRM project. As part of this, the TE Team aimed to identify any best practices that could be fed into national or sectoral policies or have shown significant potential for replication and inform the design of new relevant programs/projects.

5. The TE was an evidence-based assessment, which relied on feedback from individuals who have been involved in the implementation and supervision of the project. As part of the tasks of the TE, the TE Team

³ http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

undertook a review of documents made available to the TE Team. A full list of the documents reviewed is provided in **Annex 1**.

1.2 Terminal Evaluation methodology for data collection and analysis

6. The overall approach for the TE of the Cambodia INRM project has been laid out in the TOR (**Annex 9**) and followed the methodical approaches outlined in relevant UNDP manuals and guiding materials, with a key reference to the *Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-financed Projects*. The evaluation provided credible, reliable and useful evidence-based information obtained through a consultative and participatory approach in close collaboration and engagement with UNDP, the Implementing Partner, key project partners and other relevant stakeholders.

7. As noted above, the Terminal Evaluation, as outlined in the TOR, focused on:

- Monitoring and evaluation (M&E) including M&E design at entry and M&E plan implementation.
- Implementation and execution, including quality of UNDP implementation/oversight and quality of implementation partner execution.
- Assessment of outcomes, including their relevance, effectiveness and efficiency of implementation, and
- Sustainability: financial, socio-economic, environmental, institutional framework and governance risks to sustainability.

8. In particular, the evaluation effort was framed using the following criteria with relevant questions:

- **Relevance:** Is the project relevant with respect to the environmental and development priorities at the local, regional and national levels? The review of the project relevance will assist in the Terminal Evaluations assessment of the project Outcomes.
- **Effectiveness:** To what extent have the expected outcomes and objectives of the project been achieved? A key aspect of this is the assessment of **Project Impact:** Are there indications that the project has contributed to, or enabled progress toward long-lasting desired changes? The review of the project Effectiveness (including project impact) will assist in the Terminal Evaluations assessment of the project Outcomes.
- **Efficiency:** Was the project implemented efficiently, in line with international and national norms and standards? A key aspect of this includes the review of the **Financial planning:** Was the project implemented in accordance to agreed norms for financial management and implementation? The review of the project Efficiency (including financial planning) will assist in the Terminal Evaluations assessment of the project Outcomes.
- **Sustainability:** To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?
- **Monitoring & Evaluation:** Was the project implemented in accordance to agreed norms for monitoring and evaluation? This includes the review of the project's **Supervision and Backstopping:** Was the project adequately supervised and managed for effective implementation?
- **Mainstreaming:** Did the project have a gender focus and ensured adequate involvement of local stakeholders?

9. In addition, the TE, as mentioned, took a critical look at the project implications of the Covid-19 pandemic and the project's management responses towards addressing the changed project situation. In addition, as both the project reporting and the project Mid-term Review mention the Cambodian Election in 2023 and the South East Asian Games in the same year as factors that have impacted project implementation and performance, the TE also reviewed these aspects.

10. The evaluation was carried out by a TE Team, consisting of a national consultant and an international consultant, during the period of 14 March to 1 June 2025. The aforementioned duration of the TE included preparatory activities, desk review, interviews of stakeholders and project partners, field mission and the completion of the Terminal Evaluation report.

Desk review of available relevant information sources

11. The TE team undertook an in-depth desk review of relevant information sources available to the TE Team. The project management Unit (PMU) uploaded project documentation onto a share-drive enabling easy access. A total of more than 350 documents were made available to the TE Team, of which some were draft versions of final documents also provided. A list of 327 documents is presented in **Annex 1**. This included substantial documentation on project indicator progress/achievements and project products; the project Annual Project Reports (APR), Project Implementation Reviews (PIR), partner reports and Project Steering Committee (PSC) meeting minutes; the Projects financial data including budget revisions, Funding Authorization and Certificate of Expenditure (FACE) forms, Combined Delivery Reports (CDR) Audit documentation etc. The reviewed documentation was cross-referenced and verified, including through the Key Informant Interviews (KII) with the project partners and stakeholders. Please see below.

12. To support the data collection and provide the TE with a supporting analysis tool, an evaluation matrix was developed (see **Annex 4**), which guided the review process. In addition to this a set of interview questions was developed (**Annex 5**) that was used during the Informant Interviews and TE consultation meetings. The questions listed in **Annex 5** should be seen as initial questions from which further questions/conversations would spring. The information gathered during the TE desk review and fact-finding phase was cross-referenced between as many sources as possible to verify the findings. This included cross-referencing during the TE interviews, which were held during the Terminal Evaluation mission to Cambodia between 31 March – 11 April 2025, that included a field mission to engage with regional and local partners as well as ground truthing a subset of the project's community engagement sites. The mission engaged with between 120-140 people via its 30 stakeholder engagements/meetings/consultations (see **Annex 3**). Aside from the PMU and UNDP with which the TE Team has had substantial engagements, the TE Team interacted with the National Project Director (NPD), PSC members, project partners, including the project's strategic partners and small grants partners. The TE Team also had active engagements with a subset of local communities that have been supported under the project, as well as visited site-level interventions. This all provided the TE Team with opportunities to verify, cross-check and evaluate project results and identify lessons learned. For each engagement, the encounter was designed to be specific to the individual interaction, and the conversations held generally took the form of semi-structured interviews. These interviews, particularly with project partners, were followed up with specific requests for information/documentation and/or follow-up meetings/conversations, in cases where further clarification was needed. The mission agenda is provided in **Annex 2** and the people met during the mission are listed in **Annex 3**.

13. Financial data, including data on co-financing, was provided by the PMU and the UNDP Country Office and is presented in the findings section 3.2.3 of this report. At the time of the TE report submission, the co-financing data were still in the process of being collected by the PMU.

14. Progress toward results and project implementation and adaptive management was rated according to a 6-point scale, ranging from highly satisfactory to highly unsatisfactory. Sustainability was evaluated across four risk dimensions, which include financial risk, socio-economic risk, institutional framework and governance risk, and environmental risks. According to the UNDP-GEF evaluation guidelines, all risk dimensions of sustainability are critical (i.e. the overall rating of sustainability cannot be higher than the lowest-rated dimension). Sustainability was rated according to a 4-point scale: likely, moderately likely, moderately unlikely, and unlikely. The used rating scales are presented in **Annex 7**.

Data collection via Stakeholder consultations

15. An important component, which was vital for the success of the TE was the engagement of, and with, stakeholders who have project responsibilities, as well as project beneficiaries. Said engagements provided not only for crucial input to the TE, but also an important tool for cross-reference and verification. The main stakeholders included, but were not limited to, UNDP, the Implementing Partner, Responsible Parties, senior officials and task managers from key project partners, experts in the subject area, the Project Board and local communities. A full list of the stakeholders engaged with is listed in **Annex 2**. As mentioned, the stakeholder meetings provided cross-reference input to the TE Team in their verification of the validity in, for instance, the project reporting. As the stakeholders were quite different, different approaches were used, but were generally structured around semi-structured Key Informant Interviews. For the community meetings, which also included on-the-ground site visits (verifying site interventions), a very flexible interview approach was used, ensuring the needed cultural sensitivity was observed. For the small grant partners/implementors, a workshop format was engaged in. For reference, **Annex 5** contains the main interview questions used by the Terminal Evaluation team

in the Key Informant Interviews and stakeholder consultations.

16. With regard to the TE stakeholder consultations and interviews, these were confidential and anonymous to the extent feasible and interview participants were informed that their views and/or concerns would not be traced back to them, allowing them to provide their opinions in an open and safe setting.

17. The national and provincial level consultations, including with LOA Partners⁴, were primarily conducted through key informant and small group interviews with the key stakeholders. Whilst several categories of stakeholders were consulted, consistent lines of qualitative inquiry across interviews were kept and, where relevant, included quantitative questions to enable comparisons and triangulation.

18. The Key informant interviews (KIIs) and consultations with stakeholders combined cut across all evaluation criteria of relevance, effectiveness, efficiency and sustainability as well as gender equality, human rights etc. and were used to facilitate discussion around several of the evaluation questions. To ensure triangulation, sampling was as wide as feasible. These stakeholder consultations also provided reflections on key lessons learned from a national operational and policy level perspective.

19. Community consultations facilitate discussion around several of the evaluation questions, including gender, free, prior and informed consent processes related to the community engagement. The local consultations were also used to further triangulate and verify processes and information provided by national and provincial stakeholders, as well as the project's LOA Partners. The community consultations consisted of local (group) discussions with community leaders and beneficiaries, which took approximately 1 – 1.5 hours, followed by village/site visits where beneficiaries were also interviewed. During field visits, the consultant observed how beneficiaries had engaged with the project and asked questions accordingly to verify and triangulate information and observation from other sources, including project reporting.

Project Analysis

20. While not stringently, the analysis of the project, its implementation and its results followed a Cross-Cutting Theme Matrix approach where cross-cutting issues/themes (i.e. gender, stakeholder engagement, Risks including Social and Environmental risks) as well as the project's outcomes and outputs were systematically impact assessed. This was combined with thematic analysis of the qualitative data sources (i.e. interviews and reports) and analyzed for patterns that cut across different domains. The analysis work included critical reviews of the project's monitoring data and results reporting in form of the project's Annual Project Reports (APR), Project Implementation Reviews (PIR), partner reports and Project Steering Committee (PSC) meeting minutes, for instance. The Project's financial data, including budget revisions, Funding Authorization and Certificate of Expenditure (FACE) forms, Combined Delivery Reports (CDR) Audit documentation etc. was also analyzed.

Report writing

21. Following this, an initial draft of the Terminal Evaluation report was drafted and circulated with the PMU and the UNDP Country Office on 27 April 2025. This was followed by internal discussions and clarifications, after which the Terminal Evaluation report was officially submitted on 12 May 2025. The report was reviewed by the UNDP Cambodia Country Office, the PMU, and the UNDP Regional Bureau, and comments on the report were received on 26 May. The report was resubmitted on 1 June 2025.

22. Overall, the Terminal Evaluation team engaged in a customized approach to assess the project under each of the TOR required criteria. The evaluation effort was, as mentioned, framed using relevant questions for each criterion, such as the project's relevance, effectiveness, efficiency, sustainability, impact, financial planning, supervision, and monitoring & evaluation. The developed evaluation matrix and Key Informant Interviews (KII) /consultation questions guided the review process, linking these criteria to data collection and analysis. The Terminal Evaluation team assessed the project against its intended outputs, outcomes, and objective, and their effects, as outlined in the project document. This systematic approach was put in place to ensure that each required criterion was addressed through a tailored and organized review process.

⁴ LOA Partners: Department of Community Livelihood; Department of Biodiversity; Department of Science and Technology; General Department of Natural Protected Area; Forest Administration; Director of Phnom Kulen National Park Seam Reap Provincial Department, Ministry of Environment; Preah Vihear Provincial Department, Ministry of Environment Royal University of Phnom Penh; Fishing Cat Ecological Enterprise; Buddhist Foundation for Community Development Peacetime Organization; Tekdeysovanphum Organization

23. The Terminal Evaluation team collected insight from the various target groups through 1) an in-depth desk review of over 350 relevant documents, including project reports, financial data, and meeting minutes, as well as 2) Key Informant Interviews (KII) /consultation. The Key Informant Interviews (KII) /consultation was also used as a means of verification and information triangulation. The overall methodical approaches adhered followed the methodology outlined in UNDP and GEF guiding materials, and followed a comprehensive and context-appropriate data collection strategy.

24. As such, the Terminal Evaluation team systematically cross-referenced and verified all gathered information "between as many sources as possible" to ensure the credibility and reliability of findings. This triangulation was a core aspect of the data analysis, including during the Key Informant Interviews for instance. The evaluators employed, as mentioned, an evaluation matrix as a supporting analysis tool to organize and guide the review process. To generate insights for cross-cutting issues, the Terminal Evaluation team had a separate but specific focus on gender equality, women's empowerment, and human rights, and assessed the project's cross-cutting issues such as gender, stakeholder engagement, and Social and Environmental risks were systematically impact assessed alongside project outcomes and outputs. This was complemented by thematic analysis of qualitative data sources, including reports and deliverables, to identify patterns related to these cross-cutting themes. Additionally, the Terminal Evaluation team critically examined the project implications of the COVID-19 pandemic, the 2023 Cambodian Election, and the South Asia Games.

25. In this, the Terminal Evaluation team was an evidence-based assessment, deriving insights from feedback from individuals involved in the project's implementation and supervision, coupled with an in-depth review of over 350 available documents. The report was structured to assess three specific categories: project design/formulation, project implementation, and project results, with detailed elaborations on clarity of objectives, SMART criteria compliance, adaptive management, financial management, effectiveness, relevance, efficiency, and sustainability. Project progress and adaptive management were rated on a 6-point scale, while sustainability was evaluated across four critical risk dimensions using a 4-point scale, with the overall sustainability rating capped by the lowest dimension. This structured approach allowed for comprehensive analysis and systematic rating against the established criteria.

1.3 Structure of the Terminal Evaluation Report

26. The TE report provides, in the form of an introduction, a brief description of the project, its duration, main stakeholders and the project's immediate and development objectives. The TE then proceeds to assess three specific categories of project progress (i.e. project design/formulation, project implementation and project results). Each of the three categories is further elaborated on below:

27. **Project design/formulation:** The project design assessment focused on the clarity and applicability of the project's objectives and whether components were well formulated, and if the project outcomes/outputs comply with the SMART criteria – with regard to the identified project indicators:

S: Specific: Results should describe a specific end-of-project condition in change language;

M: Measurable: Results are measurable making it possible to assess whether the indicator results were achieved or not;

A: Achievable: Results are possible to achieve;

R: Relevant: Results must make contributions to selected priorities and;

T: Time-bound: Results should have an expected date of accomplishment and not be open ended.

28. The **design assessment** also covered whether national priorities and country-driven-ness were sufficiently considered in the project design, as well as whether the management arrangements were adequate and in line with UNDP policies. In addition, the project's Theory of Change, outlining the project logic and strategy and the Results Framework and its underlying indicators were assessed. Finally, gender equality and women's empowerment, Social and Environmental Safeguards and project assumptions and risks were reviewed.

29. **Project implementation:** The quality of project implementation and execution was evaluated and rated. This assessment reviewed the performance of the Implementing Partner (Ministry of Environment) and Executing Agency (UNDP) and considered whether adaptive management during project implementation had been engaged in, in connection with the project's risk/issues management responses, including the Social and

Environmental Standards risks. The project’s monitoring and evaluation design and implementation were also reviewed, as was the project’s financial management, including co-financing.

30. **Project results:** The assessment of project results included a review of the direct project outputs, short to medium-term outcomes and long-term impacts. Local effects, replication efforts and global environmental benefits were considered in this regard. The project results were rated according to effectiveness, relevance, efficiency and sustainability as well as their progress towards impacts. More specifically, effectiveness was viewed in terms of the extent to which the project objective and outcomes have been achieved. Relevance was reviewed for whether the project’s engagement was suited to local and national development priorities and organizational policies. The assessment of the project’s efficiency looked at the extent to which results were delivered in a cost-effective manner. In this regard, the efficiency review also looked at the project’s compliance to GEF’s incremental cost concept.

31. The TE rates the project using the *Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-financed Projects* outlined six-level rating scale (i.e. **Highly Satisfactory (HS)**; **Satisfactory (S)**; **Moderately Satisfactory (MS)**; **Moderately Unsatisfactory (MU)**; **Unsatisfactory (U)**; **Highly Unsatisfactory (HU)**). However, for the rating of the project’s sustainability, a four-level rating scale will be used (i.e. **Likely (L)**; **Moderately Likely (ML)**; **Moderately Unlikely (MU)** and **Unlikely (U)**). Furthermore, the TE report focuses on the project’s achievements of outcomes against the projects end-of project targets.

32. The TE Team also assessed whether the project results were likely to be sustained after the project termination (i.e. after GEF funding ceases). The review looked at financial resources, institutional setups, as well as governance, socio-economic, and environmental sustainability. The progress towards impacts was assessed as to whether the project results had led to the long-term impacts predicted in the project document.

33. In addition to the above, the project’s M&E systems and approaches, including financial monitoring, were reviewed, including compliance with M&E plans, appropriateness of M&E reporting, and the project’s adaptive management approaches were reviewed.

34. The report ends with a set of recommendations for future considerations as to how project benefits, good practices, and lessons learned could be reinforced and brought forth in other UNDP and UNDP/GEF financed projects.

1.4 Ethics

The TE was conducted in accordance with the UNEG Ethical Guidelines for Evaluators, and the UNEG ‘Code of Conduct for Evaluation. Accordingly, the TE Team has signed the UNEG Code of Conduct for Evaluators (**Annex 8**). In particular, the TE team ensured the anonymity and confidentiality of the individuals who were interviewed and surveyed.

1.5 Limitations

35. In connection with the Terminal Evaluation, a subset of limitations should be noted, although the below-mentioned limitations are seen, by the TE Team, to have only minor (if any) impact on the TE Team’s findings presented in the current report:

36. The project has been subject to substantial personnel changes both within the PMU, UNDP as well as within the MoE, including changes in the NPD. These changes, in terms of time, by and large coincide with the Mid-term Review (i.e. 2022-2023). This change in personnel has led to a certain “past knowledge” vacuum in terms of project decisions, as well as the reasons why adjustments to project performance, highlighted and documented in the Mid-term Review Report, were not sufficiently engaged in. This vacuum also impacted to some degree the TE Team’s understanding of the impacts of the COVID-19 pandemic, the National Elections and the South East Asian Games on the project’s initial performance. To mitigate this limit in resource personnel who had been involved in the first half of the project, and who had observed the effects on the project implementation, the TE Team had to rely more on the few people “who were actually there”. In addition, with regard to impacts of COVID-19, for instance, the TE Team relied on more general conversations about people’s experiences on projects they were involved with at the time, as well as COVID-19 related documentation highlighting impact trends in Cambodia.

37. The TE Team’s approach to stakeholder engagement, which, to ensure a diverse and as comprehensive consultation as possible, consisted of stakeholder meetings/focus groups and smaller partner meetings (only a few individual interviews were undertaken). And while confidentiality has been ensured throughout the process, and stakeholders were informed that their engagement with the TE Team was done in a “safe space”, the format (i.e. group setting) might not have enable individual grievance holders sufficiently to voice their concerns related to the for instance human right violations, gender discrimination, or other potential wrongdoing by the PMU, Project partners, or UNDP. This, therefore, could be seen as a limitation, although not one affecting the scope of the terminal evaluation. Very little could be done in terms of mitigation as side from what the TE Team did in that it ensured that no outside entities i.e. PMU, UNDP or Government representatives etc. were present at the meetings/consultations and that only the TE consultants were engaged in said meetings/consultations and as mentioned had clearly communicated that the meetings/consultations were done in full confidence. While perhaps not a limitation, it is nonetheless mentioned as the group meetings/consultations set-up has the inherent caveat that not all feel empowered to speak in such settings.

38. Related to the stakeholder consultations and the meetings held by the Terminal Evaluation team, in general, the team sought to have as much gender balance as possible. To ensure this, to the extent possible, the Terminal Evaluation team requested that the PMU, which was to set up the on-the-ground meetings via their LOA Partners, to facilitate participation of both men and especially women in the meetings/consultations. Despite the best efforts, gender imbalance was observed during the TE field mission meetings/consultations, where 35% of the people engaged with were women. In addition, during the group meetings/consultations, mostly the community leader (male) would be speaking, and the Terminal Evaluation team made efforts to circumvent/mitigate this by directing questions to the female participants, particularly on their involvement in the project. However, had time been available, it would have been optimal to have had separate meetings with the community women.

39. Due to the project realities, the PMU and the LOA Partners were still in a “mad rush” to finalize a range of assignments and deliverables that had not been finalized by the time of the Terminal Evaluation Report submission. While this is generally speaking a limitation, because the TE Team did not have full access to all project-prepared documentation. However, because of the overall strong push to finalize, facilitated by the focused adaptive management undertaken by the project (i.e. PMU), these “straggling” deliverables should be considered a minor subset of the project’s deliverables. Because of this, the Terminal Evaluation team did not have to review the full set of project documentation nor review the complete on-the-ground deliverables. However, the impact of this limitation should be seen as very minor – but should nonetheless be mentioned.

40. The Khmer/English language barrier should be noted as it did, particularly at the local and community level, result in the International Consultant was not in a position to engage in direct communication with, for instance, rangers and farmers. This drawback was, however, mitigated by the full and active engagement of the National Consultant, who would provide translation/interpretation where needed. In addition, the TE team had also, before the meetings, engaged in meeting preparations, including determining the meeting focus, identifying key questions, and determining optimal meeting takeaways that would steer the meetings in cases where the discussions would become too substantial or interactive for translation to be useful. In addition, meeting notes were taken during the sessions.

2 Project Description

2.1 Project Timing and Milestones

41. The CEO approval of the Cambodia *Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of the Northern Region of Cambodia* project, hereafter referred to as the Cambodia INRM project, was granted on 09 June 2020 for incorporation into the GEF Council Work Programme for the GEF-6 replenishment cycle. Following the project preparation phase, the project obtained approval for implementation by the GEF CEO in 2020. The official start date of the project was 27 July 2020 when the Project Document was signed by UNDP and the Government of Cambodia. The inception workshop was held on 06 August 2020 and the planned operational closing date of 60 months following project signing (i.e. 27 July 2025).

Project title:	Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of the Northern Region of Cambodia		
Project Details:		Project Milestones:	
UNDP Project ID (PIMS #):	5770	PIF Approval Date:	30 Nov 2017
GEF Project ID:	9781	ProDoc Signature Date (project start):	27 Jul 2020
Quantum Award/Project ID:	00088934/00095388	Date Project Manager hired:	01 Aug 2020
Country/Countries:	Cambodia	Inception Workshop date	06 Aug 2020
Region:	Asia Pacific	Midterm Review Completion date:	31 Oct 2023
Focal Area:	Multi-focal Areas	Terminal Evaluation Completion date:	1 June 2025 ⁵
GEF Operational Programme or Strategic Priorities/ Objectives	GEF6 BD-1 Program 1, LD-1 Program 1 and LD-3 Program 4.	Operational Closure date (planned)	27 Jul 2025
Trust Fund:	GEF Trust Fund		
Implementing Partner (GEF Executing Entity):	Ministry of Environment		
Financial Information: (cut-off data 01/06/ 2025)			
PPG:	at approval (USD)	at PPG completion (USD)	
GEF grant for preparation:	130,000	129,472	
Co-financing for preparation:	-	-	
Project:	at CEO Endorsement (USD)	at TE* (USD)	
[1] UNDP contribution:	200,000	221,072	
[2] Government:	10,000,000	3,738,485	
[3] Others:	-	-	
[4] Private sector:	-	-	
[5] NGOs:	-	-	
[6] Total co-financing [1+2+3+4+5]:	10,200,000	3,959,557	
[7] Total GEF funding:	3,340,320	2,754,177	
[8] Total project funding [6 +7]:	13,540,320	6,713,734	
Notes: *Actual expenditures reported through the time of the Terminal Evaluation.			

2.2 Development Context

42. The UNDP Project Document⁶ noted that 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 significance of the agricultural and fisheries sectors in Cambodia is undisputed, and as such, water is a priority for consideration in landscape management, 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 (NTFP) 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.

43. Cambodia's terrestrial, inland waters, and coastal ecosystems are an essential part of the country's natural capital. It still has one of the highest proportions of forest cover in Southeast Asia, estimated at 50% in 2014⁷. The country is covered by an intricate mosaic of tropical ecosystems that include 6 of the Global Ecoregions 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 the species richness, there are about

⁵ The terminal Evaluation was undertaken between 14 March and 1 June 2025, with a field mission in Cambodia between 31 March and 11 April

⁶ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 01 UNDP Project Document "Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of the Northern Region of Cambodia"

⁷ Ibid.

13 Critically Endangered, 12 Endangered, 44 Vulnerable, and 41 Near-threatened animal species⁸. 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 reptiles⁹. Among these are a number of species that are found nowhere else, such as the Critically Endangered Giant Ibis, Cambodia's National Bird.

44. The Tonle Sap Lake is immediately threatened by the reduced water inflow into the lake due to the deforestation of upstream watersheds. These forest watersheds regulate year-round water inflow to the lake (40 % 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,¹⁰ which both seem to occur more frequently than in the past.¹¹ The "Modeling for Climate Change Impacts on Growth" report shows that climate change could reduce Cambodia's Gross Domestic Product (GDP) in 2050 by almost 10% (and 2.5% by 2023).¹² However, 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 (RGO) had approved almost 2,000,000 ha of ELCs covering around 200 concessionaires for rubber, palm oil, cashew nuts, cassava, and livestock.¹³ Between 1965 and 2014, Cambodia lost 23.56% of its forest cover,¹⁴ where 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. ELCs establishment was suspended in 2002 via the 2002 Forestry Law¹⁵.

45. The UNDP Project Document¹⁶ also noted that hunting is driven by demand for wildlife species, including species related to traditional medicine and that hunting is thriving and probably driven via an increase in outsiders' demand. At the same time local (household) consumption of wildlife more likely focuses on less commercially viable species, including fish and aquatic invertebrates. Further, with the deforestation of land, the forests' nutrient contribution to soil is lost. Also, farmers in upland areas of Cambodia usually chop, burn or remove crop and weed residues from their fields before ploughing, removing potential soil nutrients and leaving the soil bare. This and the high average annual rainfall (exceeds 1400 mm), combined with sloping of forest and farmlands, results in a high risk of soil erosion.

46. The headwaters of key watersheds Stung Sen, Stung Staung, and Stung Siem Reap, which all flow into the Tonle Sap Lake forms the conceptual area of the project. 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 part of the most critically threatened watersheds and requiring urgent protection. The importance of the identified watersheds can be exemplified via the Siem Reap watershed that extends over 10 districts, 66 communes (completely or partly) and 470 villages, for an estimated population of 500,000 persons¹⁷. The majority of the people live within the 30 km strip of the foot slope and Kulen Mountain and Tonle Sap Great Lake. The project sites for its on-the-ground interventions are located within the mentioned watersheds in the Cambodia's Northern Landscape and were planned to encompass a diverse and ecologically significant area that spans approximately 550,000 hectares, including three protected areas—Kulen Promtep Wildlife Sanctuary (KPWS), Phnom Kulen National Park (PKNP), and Angkor Wat Protected Landscape (AWPL). Some of the most commercially productive areas of Cambodia include protected areas, such as Tonle Sap Lake and Angkor Protected Landscape. The project landscape is defined by its ecological importance, cultural heritage and is home to globally threatened species, including the Giant Ibis and Sarus Crane¹⁸.

⁸ Ibid

⁹ Ibid

¹⁰ YU 2008, WSMP 2008

¹¹ H. Kirsh, 2010 Watershed Inventory Siem Reap, Cambodia, A Combination of Social and Natural Science Methods

¹² Addressing Climate Change Impacts on Economic Growth in Cambodia (2018)

¹³ The Royal Government of Cambodia (RGC), 2014, The fifth National Report to the Convention on Biological Diversity

¹⁴ National REDD+ Strategy 2017-2026 (May 2017)

¹⁵ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 01 UNDP Project Document "Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of the Northern Region of Cambodia"

¹⁶ Ibid

¹⁷ Ibid

¹⁸ Ibid

47. The rural population within the project area is inhabited mainly by Khmer people, but a smaller subset of local communities consists of other ethnic groups such as *Kuoy* and *Por* that live 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 and other livelihood programs. The main products from the forests are green cardamom, honey, rattan, bamboo, wild plant seeds such as wild cardamom, wild fruits, mushrooms, honey and beeswax, herbs and medicinal plants, live animals, fish, and materials for handicraft and construction¹⁹.

2.3 Problems the Project Seek to Address

48. The Project Document described that the threats to the productive, natural and forested landscape of the Northern Region of Cambodia can be defined under two general categories: 1) Deforestation and habitat degradation of natural and productive ecosystems; and 2) loss of biodiversity and ecosystem services. It also noted that the long-term solution sought by the project was to facilitate a transformative shift from unsustainable to integrated sustainable land and forest management in three watersheds in the Northern Region of Cambodia, namely Stung Sen, Stung Staung, and Stung Siem Reap. To do this, the project sets out to maintain a continuous flow of multiple ecosystem services, and to support rural development and livelihoods opportunities and, through that secure wildlife habitat and conserve biodiversity. The Project Document, however, underlines that there were four major barriers to implementing this solution.

- Barrier 1: Insufficient regulatory framework, institutional capacity and demonstrated experiences to integrate Natural Resource Management (INRM) approaches at the landscape level.
- Barrier 2: Limited capacity among key government and local/community stakeholders to develop and deliver integrated solutions for effective PA management.
- Barrier 3: Limited capacity in increasing upland agriculture productivity and forest management.
- 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

49. The aforementioned barriers have been further broken down in the UNDP Project Document and are graphically represented in the project's Situation Analysis Diagram reproduced on page 14 below (Figure 1)

2.4 Immediate and development objectives of the project

19. The project's Objective was to *promote integrated landscape management for the conservation and sustainable use of biodiversity, natural resources and ecosystem services in the northern part of Cambodia*. To achieve this objective, the project focused on three strategies or Project Components. The Project Document summarizes that 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*. The project was 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 Cambodia²⁰. To achieve these, actions were to 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*²¹. It goes on to underline that to achieve this objective, the GEF alternative aimed 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;

¹⁹ Ibid

²⁰ Ibid

²¹ Ibid

- (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 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

50. The project had three interrelated components, and the component descriptions from the UNDP Project Document can be summarized as follows. **Component 1** *Systemic and institutional capacity for integrated landscape management* sought to improve the national framework and enhance the institutional capacity, hereby creating the needed foundation for the said institutions to adopt and implement an integrated landscape approach to conserve biodiversity and ensure the sustainable use of natural resources. A linchpin in this was to establish a national institutional coordination mechanism (NICM) for integrated landscape management that would provide leadership in development planning, broadly and by sector. The project would support the NICM in developing policies, plans and guidelines, 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. The NICM would also strengthen the capacity and skills of Government institutions at the national and provincial levels, as well as within civil society and local communities to facilitate and support their ability to balance development and environmental needs at the landscape level. The project, in this connection, was to identify gaps in the existing policies and regulations and at least suggest avenues for how integrated management approaches and the mainstreaming of protected areas, biodiversity, ecosystem services, as well as gender could be integrated into development and sectoral planning. As part of this, the suggested approach would aim at strengthening the incorporation of ecological considerations and connectivity into Protected Area (PA) planning and enhance the role of PAs within the context of the broader landscape planning and management. Furthermore, the project sought to develop and implement the use of simplified tools and guidelines for the integration of biodiversity conservation and ecosystem services into national/sub-national planning and management systems. This included working with local authorities and stakeholders to identify appropriate tools and procedures to improve stakeholder participation in planning and management decisions, at the national level. The project also sought to build the capacity of the key stakeholders, including staff of relevant Government agencies at national and provincial level, NGOs, Indigenous Peoples and local communities (IPLC) for effectively utilizing existing and new land use and spatial planning tools, natural resources management and environmental guidelines and practices for mainstreaming biodiversity and ecosystem services into sectoral and sustainable development decision-making and planning processes. A specific focus was to train protected area and forestry staff in the use of tools and methods for identifying biodiversity and ecological sensitive sites, undertake zoning, use economic evaluation methodology and tools, and evaluate the effectiveness of on-the-ground sustainable forest and land management approaches, among other. Training programs and curricula were to be developed and integrated into regular training programs of key agencies and institutions. In addition, the project was to identify financing mechanism options for PA financing based on assessments of the legal framework, market analysis etc. The work would also include review of taxes, fees and fines levied on legal use of PA resources and the possibilities of public-private partnerships for conservation and revenue sharing. Engagement in payment for ecosystem services (PES) and the establishment of conservation trust funds from revenues generated from multiple sources were also to be looked into. Subsequently, the project was to test a few suitable sustainable financing activities (including PES) and develop business plans/arguments for the most promising financial mechanisms. The project was also to prepare policy briefs 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 financial mechanisms. Furthermore, the project would prepare draft guidelines on Protected Areas Financing for Government endorsement and application.

51. **Component 2** *Effective management of PAs and surrounding riparian and multiple use production landscapes in Northern Cambodia* sought to manage PAs and their surrounding riparian areas (agricultural and forest lands and other human induced production systems) effectively to strengthen the biodiversity conservation within these areas, as well as safeguard local livelihoods and ecosystem services. The project's focus was to support the improved management of at least 550,000 ha of biologically and ecologically important areas within the northern landscape through participatory management approaches that included 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 the private sector by providing incentives for local communities to conserve their biodiversity and natural resource base. The project would also, through community-based management agreements, train and equip forest and environment staff, and local communities for their monitoring and enforcement activities aimed at reducing violations and wildlife crime. The project would assess, map and prioritize areas for conservation, sustainable land, forest and agricultural productivity improvements, community use and threat management, etc. This followed by stakeholder consultations to identify and develop the common integrated framework/vision for management of the project landscape and relevant resilience indicators to measure the effectiveness of its implementation. A key part of this, would be the development and implementation of improved management plans for the PAs (i.e. Kulen Promtep Wildlife Sanctuary, Phnom Kulen National Park and the Angkor Wat Protected Landscape), which would include mapping and zoning. The project was also to support activities to enhance links between the PA management plans and the sub-national land use planning (see Component 1), including the management of the PAs riparian areas. In addition, the project sought to support the implementation of key management interventions within and outside the protected areas such as soil and water conservation, fire management, sustainable harvest of medicinal and aromatic plants, and restoration of degraded ecosystems through assisted natural regeneration. The support would also include monitoring of status of species and ecosystems and strengthening law enforcement and enhancing staff capacity to address illegal hunting/harvesting/ encroachment etc. As a key vehicle for the project's local level engagement, it would focus its engagement in what it termed as community-based natural resources management (CBNRM) sites, but which in essence was the community-protected areas (CPAs) and community forestry (CF) areas within the project's above-mentioned intervention area. In this regard, the project would support and enhance the capacity of the CPA/CF, covering a combined area of at least 1,500 ha, to effectively engage in sustainable land planning and effective management of their sites, including enforcement and monitoring. The project also sought to identify sustainable income generation opportunities and promote the equitable sharing of benefits. In addition, the project specifically sought to facilitate wider adoption of SLM measures and biodiversity-friendly agricultural systems as well as viable traditional farming methods on a combined area of 1,000 ha. This was to be done via a subset of small-scale interventions aimed at increased food production, income and livelihoods, whilst also improving agro-ecosystems' resilience and reducing pressures on PAs and natural forests as well as facilitating habitat connectivity. Part of the project's proposed menu was, among other, soil and water conservation to improve soil nutrient and water retention through vegetative treatments, low tillage, maintenance of ground cover, crop residue management, improved agricultural productivity through diversification, high-value crops, and organic farming. Included in this community support was the identification, based on assessments, of value chain products and services. Finally, the project would under component 2 review and design a landscape monitoring systems/framework that could be used in PAs coupled with support to PA staff training and equipping for ongoing monitoring, evaluation and reporting.

52. **Component 3** *Knowledge management, gender mainstreaming, learning and M&E* sought to ensure that the project's knowledge management, gender mainstreaming and monitoring and evaluation (M&E) were integrated into the project's improved tools, approaches and best practices for replication and scaling up. In this, the project aimed at (i) improving the knowledge and information collection and management systems to enhance awareness and sharing of best practices on conservation of biodiversity, habitats and ecosystems through communication, documentation and dissemination; (ii) ensuring that gender considerations were mainstreamed into natural resources planning and management; and (iii) adequately monitor and evaluate the project's engagements, investments and deliverables. The project was also to develop a knowledge management and communication plan early on in the project implementation to promote meaningful stakeholder awareness and engagement in its efforts towards biodiversity conservation, sustainable natural resource use and alternative livelihoods. The knowledge management and communication plan were also to guide the project's dissemination of successful lessons and best practices in resource conservation. Coupled with this, the project was to develop communication and educational materials and programs relevant to biodiversity, ecosystem and sustainable land use management, as well as conduct stakeholder awareness and outreach activities for audiences at the national, sub-national and local levels such as competitions, website, mass media, video and film, festivals, etc. Furthermore, the project sought to develop guidance notes, technical reports, publications and other knowledge management products for all relevant stakeholders, including IPLCs. To facilitate the dissemination of field lessons and help inform legal and policy reform relevant to integrated landscape conservation practices, the project was to hold national and provincial workshops, including a landscape-level workshop in year 5 meant to assist in the further development and refinement of successful

approaches for replication nationally. A national-level seminar would subsequently be held. The workshops/seminars, as well as the project’s general engagements, were to be aimed at enhancing public/private sector initiatives and financial institutions’ cooperation towards supporting local associations, landowners and other land users in their replication/upscaling of integrated landscape management activities. An important aspect of this would be the project’s replication and scaling-up strategy, which the project sought to develop in year 4. Another centerpiece would be an Implementer’s Manual and Lessons Learned guide that captured the process of project implementation and would describe the developed integrated natural resources management approaches and monitoring strategies, Sustainable Forest Management (SFM) and Sustainable Land Management (SLM) approaches, sustainable livelihood improvements, mainstreaming of biodiversity in sector planning at sub-national and local levels, etc. Finally, the project sought to ensure that it obtained appropriate knowledge management and dissemination via, for instance inclusion of its documentation (or parts thereof) on the Cambodia Clearing House Mechanism (CHM) and other relevant websites and social media platforms and depositories.

53. The project was/is aligned with both national strategies and plans, UNDP Country Office strategic directions as well as with past and ongoing international commitments. Please see Table 1 for the project’s complementarity below

Table 1: Summary table of project complementarity

National policy, strategy and plans (examples)	UNDP Country Program	SDGs ²²	Aichi targets ²³	KM-GBF targets ²⁴
National Circular Strategy for Environment.	CPD (2019-2023) Outcome 3.2.3.	SDG 1:	Objective 5:	Target 1:
Pentagonal Strategy Phase I	CPD (2024-2028) Output 3.1.:	SDG 2:	Objective 7:	Target 2:
National Strategy Development Plan (2024-2028)		SDG 5:	Objective 11:	Target 5:
Protected Areas Law		SDG8:	Objective 12:	Target 9:
Forestry Law		SDG 13:	Objective 14:	Target 11:
National Protected Area Strategy and Management Plan		SDG 15:	Objective 15:	Target 14:
National Biodiversity Strategy and Action Plan (2016-2025) and its update.			Objective 19:	Target 21:
Cambodia’s updated National Determined Contribution				Target 22:
National REDD+ Strategy 2017-2026				Target 23:

2.5 Expected results

54. The project was designed to ensure a variety of global, national and local benefits in the area of Land Degradation (LD) and Biodiversity (BD). The project was to support capacity development at national and provincial levels, empowering government agencies, civil society, and local communities to balance development needs with biodiversity conservation²⁵. The project was to identify policy and regulatory gaps, proposing ways to integrate ecological, biodiversity and INRM considerations into planning processes²⁶. It aimed at mainstreaming protected areas within the wider landscape through their integration into land use management planning tools and guidelines. Stakeholder engagement in the project’s processes was prioritized as was training for government staff, NGOs, and IPLCs²⁷. An important part of this training was the training of protected area and forestry staff (as well as community members in the project’s CPAs/CFs, in ecological site identification, zoning, and sustainable management practices). To support financial sustainability, the project was to assess and pilot mechanisms such as payment for ecosystem services, conservation trust funds, and public-private partnerships²⁸.

²² <https://sdgs.un.org/goals>

²³ <https://www.cbd.int/sp/targets>

²⁴ <https://www.cbd.int/gbf/targets>

²⁵ c

²⁶ Ibid

²⁷ Ibid

²⁸ Ibid

55. Furthermore, the project were to target the improved management of at least 550,000 hectares including in protected areas (i.e. 450,000 ha) and their surrounding productive landscape (i.e. 100,000 ha) via PA management plans (i.e. Kulen Promtep Wildlife Sanctuary, Phnom Kulen National Park, and Angkor Wat Protected Landscape) and local community engagement in assisted natural regeneration and promotion of sustainable agriculture, forestry, and biodiversity-friendly livelihood practices²⁹. Community-based management agreements were to guide and equip local communities for conservation and forest monitoring and enforcement. The aforementioned restoration activities were sought to address ecosystem degradation, fire management, and the sustainable use of natural resources, while supporting habitat connectivity and reducing pressures on forests. The project aimed to strengthen the capacity of community-protected areas and forestry groups across 1,500 hectares and introduce sustainable land management and traditional farming on an additional 1,000 hectares to improve food security and income³⁰. It would also identify income-generating value chains, promote equitable benefit sharing, and develop a landscape monitoring framework supported by staff training, to ensure effective and ongoing evaluation of conservation and land use outcomes

56. The project’s approaches were not only expected to provide for LD and BD benefits, over time, but also provide tangible local benefits, including increased dry season water availability and a reduction in the extent and severity of erosion and flooding. The community engagements were expected to provide employment and income and would enable rural communities to sustain their livelihoods without overexploiting the forest ecosystems³¹. Capacity building and raising awareness would be a key lever in this regard. The project would, through the development of innovative new financing mechanisms and improved financial coordination and planning, increase funding for PA management, thereby securing long-term conservation engagements for the PAs in the Northern Cambodian Landscape.

57. The main Global Environmental Benefits (i.e. GEF Core Indicators) are presented in Table 2 and display the discrepancy between the GEF-6 Core Indicator tracking tool (Annex 14 to the UNDP Project Document) and the targets listed in the project’s Results Framework. For the Results Framework and its other key project deliverables/targets, please refer to the Results Framework discussion in section 3.3.1 below. Also, please see **Annex 6** for a review of the GEF-6 Core Indicators, as well as the separately submitted GEF-8 Core Indicator Tracking Tool Annex.

Table 2: GEF Core Indicator table

Project Core Indicators		End of Project Target	
		Project Document	GEF Tracking Tool
1	Terrestrial protected areas created or under improved management for conservation and sustainable use (Hectares)	450,673 ³²	452,173 ³³
3	Area of land restored (Hectares)	1,000	1,000 ³⁴
4	Area of landscapes under improved practices (excluding protected areas)(Hectares)	100,000	101,000 ³⁵

²⁹ Ibid

³⁰ Ibid

³¹ Ibid

³² The hectareage for the protected areas under improved management is not listed as an indicator, although a figure of 450,673 ha has been mentioned as part of the project’s end-of-project target. However, the 1,500 ha of new protected areas (envisaged to be stemming from new CPAs/CFs has not been included). The Results Framework mentions this hectareage as part of the project’s end-of-project target for project Indicator 8.

³³ The 425,173 ha derives from 450,673 ha of protected areas with improved project management (measured via the Management Effectiveness Tracking Tool (METT)) (GEF Core Indicator 1.2) and 1,500 ha of new protected areas (GEF Core Indicator 1.1).

³⁴ GEF Core Indicator 3.1

³⁵ The 101,000 ha derives from 100,000 ha of area of landscapes under improved management to benefit biodiversity (hectares, qualitative assessment, non-certified) (GEF Core Indicator 4.1) and 1,000 ha of area of landscapes under sustainable land management in production systems (via certification) (GEF Core Indicator 4.1). The latter might be a GEF Portal entry mistake as the project does not engage in third-party certification and the 1,000 ha listed are related to the project’s on-the-ground SLM activities.

Project Core Indicators		End of Project Target	
		Project Document	GEF Tracking Tool
11	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	5,000	5,000 ³⁶

³⁶ 1,500 women and 3,500 men.

Figure 1: UNDP Project Document Situation Analysis Diagram

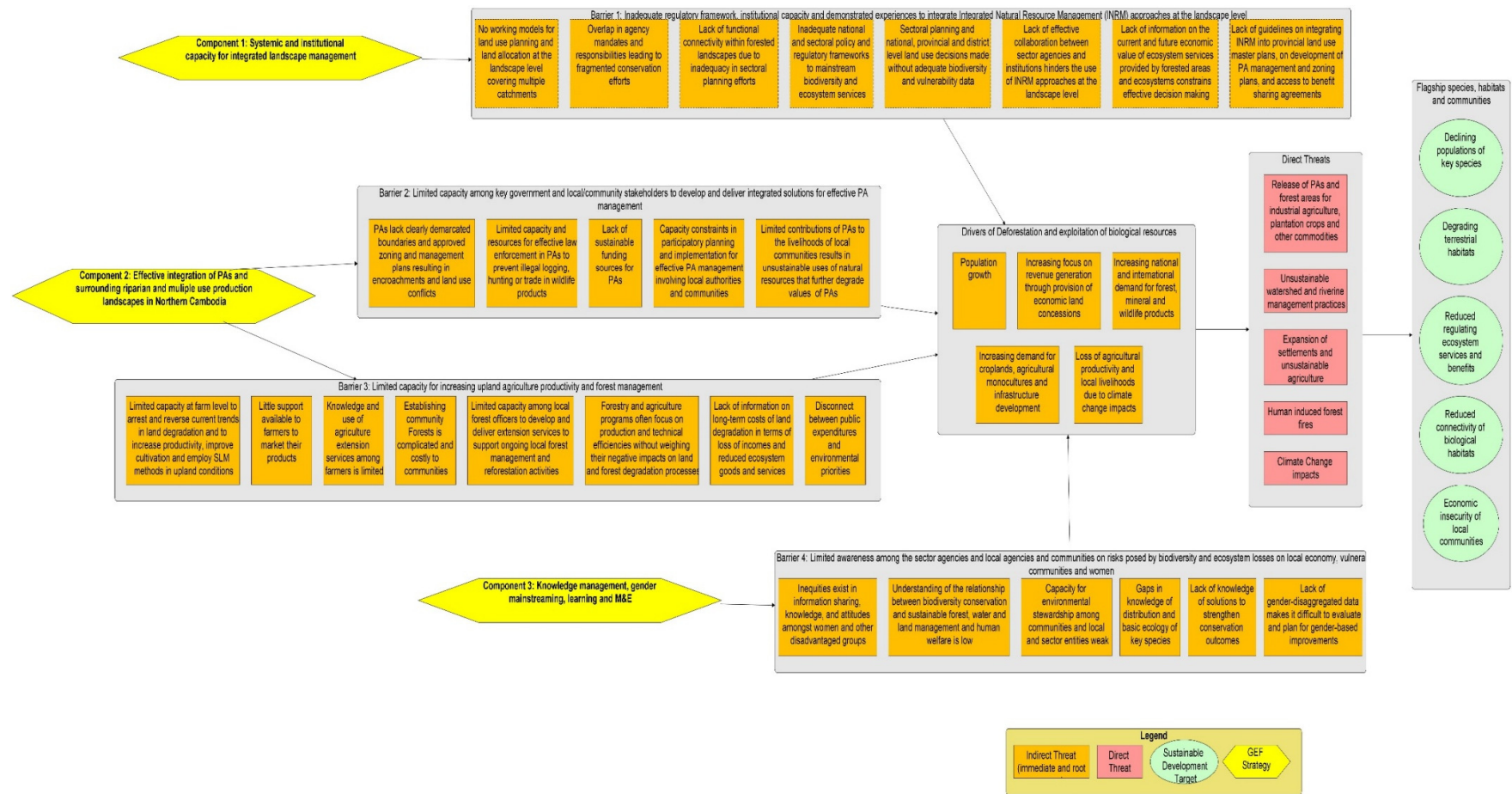
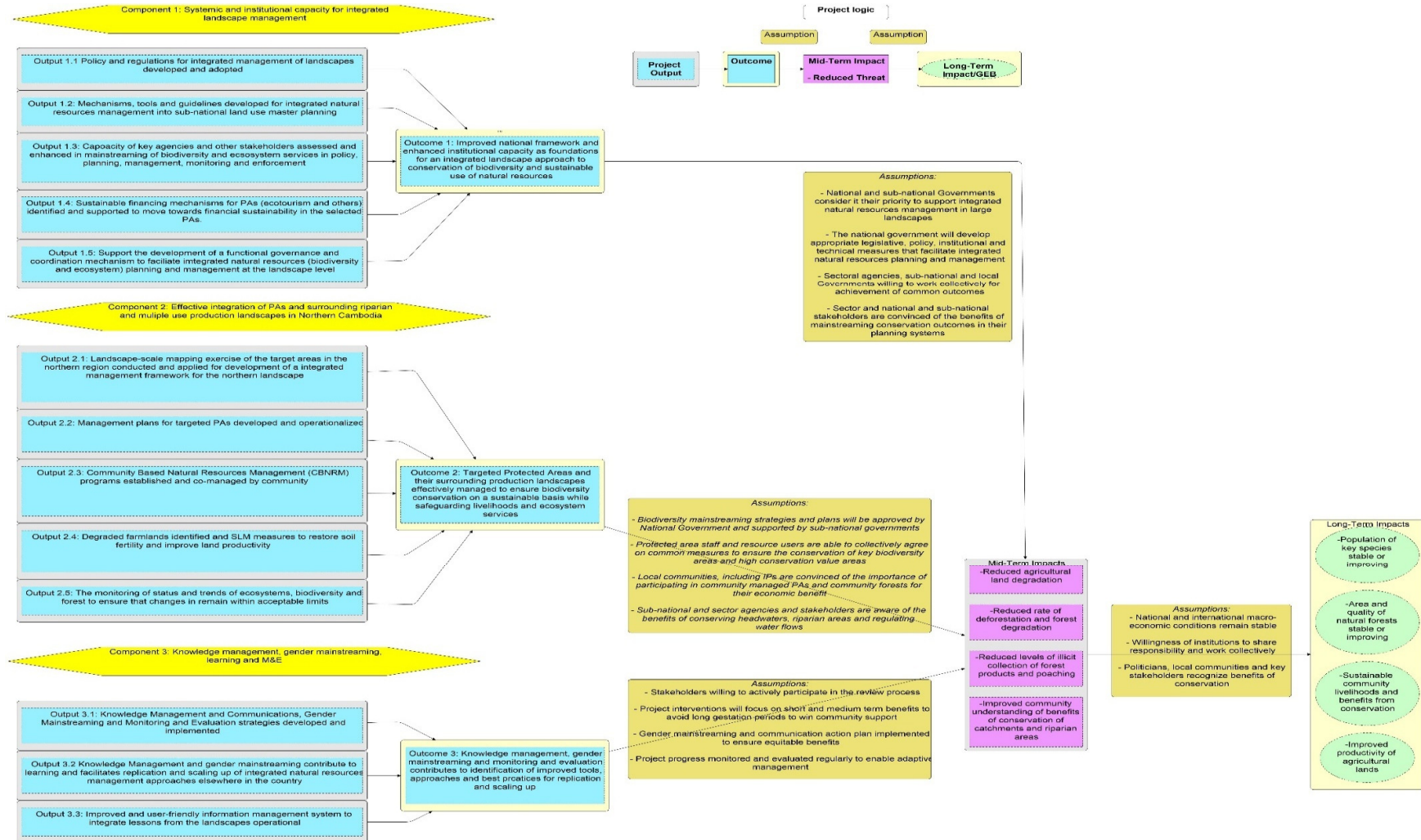


Figure 2: Theory of Change



2.6 Project Theory of Change

58. The project addresses the four main barriers (paragraph 44) that were seen, in the project design, as hindering the integration of natural resource management into planning and practices needed to ensure long-term preservation and sustainable use of the biodiversity and ecosystem services they provide. Furthermore, the project's situation analysis (Figure 1 above) listed an additional 26 sub-barriers/issues that all impacted the status quo. The inclusion of the situation analysis greatly supported the Theory of Change (TOC) argument and presentation. This is because it highlights the underlying issues that the project was set to address, in quite substantial detail. Thus, it provided the project implementors with specific guidance on where to focus the scope of the project activities to ensure that the resulting outputs address the said issues, which should have led to the elimination or reduction of the identified project barriers.

59. The TOC (Figure 2) was prepared to map and illustrate various pathways by which the project intended to achieve the desired results. The TOC was intended to provide a platform for analysis, reflection and decision-making during project implementation, and as such it does so. As noted, the TOC outlines the project's engagements (i.e. activities leading to the TOC listed outputs) to address the identified barriers (figure 1), leading to the intermediate state and the ultimate long-term impacts following the achievements of the project outcomes. It is important to note that without the Figure 1 (i.e. Situation Analysis diagram), the TOC Diagram (Figure 2) is incomplete and would provide little or no guidance to the project implementors. The direct link between the two diagrams is briefly noted in the Project Document. The underlying assumptions with regard to the project's anticipated direction were also outlined and are perceived as valid. For the full list of assumptions, see Figure 2. While the project's TOC is discussed/ presented via the two mentioned diagrams (i.e. Situation Analysis and Theory of Change (Figure 1 and 2, respectively)) the document could have been strengthened by discussing the logical pathways that support the TOC (i.e. the If/Then/ Because argumentation). The absence of this is a drawback because, as without it, the link between the information in the situation analysis and the TOC is unclear and has the potential to create an incorrect focus on the project's three components and their underlying outputs and outcomes. The fact that the project is to correct or at least minimize the effects of the barriers could be easily overlooked. This, although the project was in fact designed to address the identified barriers via target activities aimed at providing outputs and outcomes aimed at creating the necessary changes to enable stakeholders to engage in change management and implementation. That said, the project's TOC does provide relevant and needed guidance for how the project would/could alter the status quo by breaking down/reducing barriers that hindered effective management of the project's identified underlying problems and root causes negatively affecting nature resource management and biodiversity conservation in Cambodia.

2.7 Management Arrangements

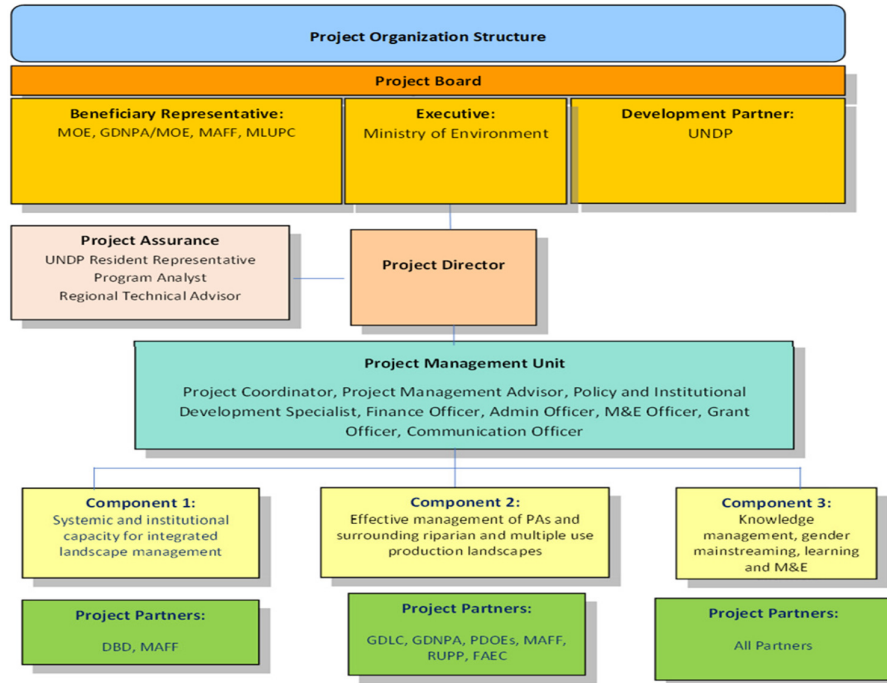
60. The project was to be executed under a National Implementation Modality (NIM). The project document stated that the execution was to be done by the Cambodia National Council for Sustainable Development (NCSD) via its General Secretariat (GSSD). However, in the project's inception report³⁷ (August 2020) it was noted that the Ministry of Environment (MOE) was to replace NCSD/GSSD as the project's Implementing Partner. Relevant changes to the signed Project Document reflecting this were agreed to by the Project Steering Committee (PSC) in a meeting on 6 August 2020³⁸. In accordance with the new mandate, the project's organizational structure is as shown in Figure 3. An interesting twist, in this connection, is - that the Project Identification Form (PIF) (i.e. the project concept document approved by GEF on 30 November 2017) lists MOE as the Implementing Partner but this was changed during the Project Preparation Grant (PPG) phase. Where the NCSD/GSSD was introduced with the justification that *given the nature of the project requiring coordination with multi-government agencies such as Ministries of Agriculture, Forestry, and Fisheries (MAFF); Water Resource and Meteorology; Land Management, Urban Planning and Contracting; the NCSD has the right mandate in taking the lead in implementing to ensure that coordination. The NCSD is an inter-ministerial body in charge to sustainable development issues including biodiversity and climate change. In addition, the Minister of Environment is the chair of the NCSD, so the NCSD can provide more effective leadership and guidance during*

³⁷ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 06 Inception Report

³⁸ Ibid

the implementation³⁹.

Figure 3: INRM project’s organizational structure



61. The PSC served as the project’s coordination and decision-making body, and was to provide guidance and oversight for the implementation of the project and ensure that the project remained on course to deliver the desired outcomes of the required quality. The PSC was to play a critical role in project monitoring and evaluations by quality assuring these processes and products and using evaluations for performance improvement, accountability and learning. The PSC was set up to provide strategic oversight and ensure coordination among project stakeholders. Here it is worth mentioning that the head of the PSC was, in the initial phase of the project, the Secretary of State and in the latter stages of the project, the Under-Secretary of State (in both cases from the Ministry of Environment), signaling a strong project interest and ownership. For the INRM project’s organizational structure, please see Figure 3.

2.8 Main Stakeholders

62. The main project stakeholders and their indicative roles and involvement in the project are presented in Table 3 below (source: Revised UNDP Project Document Annex 5 *Stakeholder Engagement Plan, 2024*)

Table 3: Stakeholder Participation in Project Implementation

Key Stakeholder	Role in the project and involvement mechanism
National Council for Sustainable Development (NCSD)	The project is implemented under the direct guidance of the MoE Under Secretariat of State who is an assigned project manager and then in 2024 handed over to Director General of Environment Policy and Strategy of MoE until now
Ministry of Environment (MOE)	MOE will provide overall coordination through the assigned project steering committee to oversight the project with its membership included from UNDP CO, General Directorates (General Directorate of Nature Protection and Conservation; General Directorate for Local Community), FA/MAFF, etc.
Department of Biodiversity (DBD) of MOE	Now the DBD is structured under the Directorate General of Environment Policy and Strategy (MOE) provides a technical coordination role between project components with relevant stakeholders and ensure that the project design and implementation is in line with the national and international priorities on biological diversity including be responsible for the policy tool and strategy development

³⁹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 08 Project Identification Form

Key Stakeholder	Role in the project and involvement mechanism
	as well as for data/information management. The DBD also obligates in the implementation for the LoA with the INRM project as the pre-identified partner typed service provider to undertake number of the project activities and achieved number of the project outcomes and outcomes when it is now demonstrating on-going progress. Also lead and facilitate INRM technical working group.
General Directorate of Nature Protected Areas (GDNPA) of MOE	The GDNPA plays a critical role in project related activities particularly on protected area management of the targeted Pas, the development and implementation of related policy, law enforcement and zoning of the 2 Pas including the following responsibilities: 1) Provide overall INRM project proponent; 2) Manage the Protected Areas; and 3) Provide strategic engagement of stakeholders including Community Protected Area sites. The GDNPA also obligates in the implementation for the LoA with the INRM project as the pre-identified partner typed service provider to undertake number of the project activities and achieved number of the project outcomes and outcomes when it is now demonstrating on-going progress.
General Directorate for Local Community (GDLC) of MOE	The GDLC also obligates in the implementation for the LoA with the INRM project as the pre-identified partner typed service provider to undertake number of the project activities and achieved number of the project outcomes and outcomes in supporting local communities living in the targeted protected areas, promoting the voice of communities and ensuring communities are benefit from the PES activities and other alternative livelihood.
Forestry Administration (FA) of MAFF	The project is working with FA through preidentified partner LoA who mainly contributed to the project outcome and output in particular on forest restoration in the target watersheds in Siem Reap and Kampong Thom including strengthening the target Community Forestry management capacity through various forms. Moreover, the participants from the FA will be included in the upcoming training courses provided by the INRM project. The representative of FA/MAFF is also a member of the PSC when it meets in annually basis to review the project, and provide strategic direction on the implementation gaps and provide strategic recommendations for project critical issues.
Ministry of Women Affairs (MOWA)	The project focuses on the support mainstreaming gender into INRM activities and so the working approaches for the achievement of the project results integrated gender was determined through consultancy inputs to those who their work and results get inputs from MoWA. The project would also utilize existing gender working group of MoE to mainstream gender in both national and sub-national levels while a technical proposal through a small grant typed agreement is under discussion although the first proposal is submitted in Q2 of 2024. The main tasks would be likely to strengthening national and sub-national gender mainstreaming and capacity building activities.
Sub-national administrations (SNA) and provincial development and planning agencies etc.	The SNA in the target provinces is engaged in the development of provincial Watershed Management Plans and other related activities as needed by the project partners. The provincial development and planning agencies participate in Landscape spatial planning and conflict resolution platforms, in particular through the sub-committee on Forest, Biodiversity, and Development. Formal adoption of Landscape spatial plan to ensure principles embedded in day to day infrastructure planning decisions. Provincial Departments of Water Management engages in water resource planning across priority landscape areas. Supporting capacity building efforts to build skills for integrated water planning and management and stakeholder networks
APSARA	APSARA (Authority for the Protection and Management of Angkor and the Region of Siem Reap) will be the key partner in the Angkor Protected Landscape and Phnom Kulen National Park. Now the PA of the Angkor Protected Landscape is transferred the authority to APSARA and so it is managed totally by the APSARA.
Protected area staff	Training and education activities and increased support for law enforcement and management activities including support CPA law enforcement. Involvement in PA management effectiveness actions and monitoring in regular basic. Two PAs staff participated in the METT assessment recently who is observed they are interested and provided excellent inputs on the METT results. In addition, through the METT workshop, they not only represented in the assessment, but they can know and capture very well what it was done and what are main gaps to strengthen the PA capacity management and planning.
Private sector agencies	Participants in Landscape spatial planning process. Contribute to improved productive activities (ecotourism, value chains, etc.) within landscape
Wildlife Conservation Society (WCS)	Under the current project, WCS is supporting MoE and PDOEs in the implementation of the project in KPWS but their support was discontinued since second semester of 2024. This would be an issue to take into consideration for the PA management and so any new project should be taken this into the project planning and support for filling the gaps.
International Union for Conservation of Nature (IUCN)	Under this project, IUCN is a partner of the project in protected area management especially in the project zoning and development of management plans as well as national guidelines on zoning of natural protected areas although the GDNPA pre-identified actively involved in the tasks but IUCN experiences and inputs is remaining inserted in the project development process and result. The project still uses IUCN METT modality for its PA management tracking and assessment.

Key Stakeholder	Role in the project and involvement mechanism
Community based organizations	Strong participation in Landscape spatial plan development and CPA committee and capacity strengthening. Several communities-based organizations such as FAEC, FECC, etc. through the project and their funding supports are working and participation in local projects in the buffer zones and community protected areas in the target landscape regions.
Local communities	More than hundreds CPA and CFs were established and some of them are under supporting several CPAs and CFs (list of CPAs, CFs benefits from the project are available) involved in the project planning and implementation including the project monitoring as well as supporting strengthening of the committee, their business plans, including training on SLM, SFM and livelihood activities provided by the project.

3 Terminal Evaluation Findings

3.1 Project Design/ formulation

3.1.1 Project Strategy

63. The project was designed to support three GEF-6 Replenishment focal areas and provide input to four different outcomes as follows: **BD-1 Programme 1 Outcome 1.1. Increased revenue for protected area systems and globally significant protected areas to meet total expenditures required for management and Outcome 1.2: Improved management effectiveness of protected areas;** **LD-1 Programme 1 Outcome 1.1. Improved agricultural, rangeland and pastoral management;** **LD-1 Programme 4 Outcome 3.2: Integrated landscape management practices adopted by local communities based on gender sensitive needs.**⁴⁰

64. In addition, the project was, as shown in Table 1, well aligned with the national policies, strategies and plans, as well as the UNDP Country Programs for the period. In addition, the project had a clear alignment with global goals and targets (i.e. SDGs, Aichi and KM-GBF targets). The project's overall objective of *promoting integrated landscape management for the conservation and sustainable use of biodiversity, natural resources and ecosystem services in the northern part of Cambodia*, is in the view of the Terminal Evaluation (TE) Team, equally relevant today as it was at the project approval.

65. Overall, the project was well designed with defined barriers (and sub-barriers) and had an adequately argued situation analysis and TOC. The project's suggested outputs and outcomes (and the underlying activities) provided for what appeared as a reasonable change pathway. However, closer inspection of the Project Document including a review of the project budget, reveals that the project was financially overextended. In addition to that, parts of the project's responses should/could be considered as not taking Cambodian realities sufficiently into consideration. For one, under component 1 it was foreseen that a functional governance and coordination mechanism was to be established (output 1.5) which was to lead the project's *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 support guide*⁴¹. Although the National Council for Sustainable Development (at the time of formulation) was expected to be the project's Implementing Partner (via its General Secretariat) the NCS was not to be said coordinating entity/mechanism. Instead, the project opted for establishing a new structure⁴². A decision that, due to the complexities involved with developing new structures, would/could place the project at a disadvantage from the get-go. Up-front, it should have been questioned if the establishment of said coordination mechanism would even be possible within the timeframe of the project, due to Governmental approval processes, especially due to its cross-sectoral nature. This, however, was not done. In fact, there seems to have been a certain amount of confidence in the expediency with which the establishment could be done because output 1.5's activities were to be facilitated by the coordination platform⁴³. Meaning that it would be engaged in the coordination etc. of the four preceding outputs (i.e. outputs 1.1 to 1.4).

66. While the Project Document's described pathway nonetheless can be seen as valid, it however, does not adequately take into account the project duration, nor the complexity of the tasks the project were to

⁴⁰ <https://www.thegef.org/sites/default/files/documents/GEF-6%20Programming%20Directions.pdf>

⁴¹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 01 UNDP Project Document Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

⁴² Ibid

⁴³ Ibid

engage in (i.e. **Output 1.1: Policy and regulations for integrated management of landscapes developed and adopted**; and **Output 1.4: Sustainable financing mechanisms for PAs (ecotourism and others) identified and supported to move towards financial sustainability in the selected PAs**). Although these outputs were achievable, given sufficient time, the TE Team believed that it was unrealistic to assume that they could be achieved within a five-year timeframe. The project's two other components were not faced with similar complications/complexities.

67. Adding to the complications, there was a discrepancy between the holistic and embrative project component/outcome narrative and the project budget. Again, using Component 1 as the springboard, all of the five outputs (and their underlying 24 activities) were to be implemented via a total budget of only USD 884,837⁴⁴. More importantly, when reviewing the budget only a subset of the needed interventions seems to be financed, such as the *facilitation of integrated natural resources (biodiversity and ecosystems) into planning and management at landscape level* (USD 160,000); *provision of technical support and capacity building to project partners* (USD 78,000); and the *provision of technical support for mainstreaming biodiversity and SLM into key sector practices* (USD 75,000). However, there was, for instance, no funding available for the work under Output 1.4 aside from *undertaking assessments and facilitating PA management planning, and assessing the most suitable financial mechanisms for the targeted PA* (USD 30,000)⁴⁵. In this regard, it should, however, also be noted that for Component 1 there was a Government co-financing commitment of USD 2,489,470⁴⁶, but even so, the UNDP Project Document/ CEO Endorsement Request provided no guidance on the project's linkage to said co-financing. Regardless, the UNDP Project Document was to list the activities etc. to be undertaken via the GEF funding support and, as mentioned, there seems to be a mismatch between what the project's planned activities were and the funding allocated under the components

68. In connection with the above, it should be mentioned that both the scope/project timeline and scope/budget were commented on in the Mid-term Review (MTR) but only in passing where it was noted (in the conclusion) that *the original Project Results Framework Indicator targets in the ProDoc are very ambitious and unrealistic to achieve given the project budget and timeline and that the total project area is relatively large for the project with the GEF budget like this*⁴⁷ (presumably referring to the project's 550,000 ha large on-the-ground intervention area). Although mentioned in the conclusion, the MRT does not make any recommendations as to how the project potentially could manage its inherent discrepancies. This is, in the TE Team's view, a major drawback of the MTR as the MTR was meant to provide guidance and recommendations towards how the project could, via adaptive management, have adjusted the project implementation so that it could have met its objective and targets as best as possible at the time of project closure. This particularly when the MTR provided an overall rating of the project of Moderately Unsatisfactory.

69. There was another design feature of the project, which had the potential to raise questions as to the scope of the project. The project narrative in the Project Document was, as noted, very holistic and embrative, giving the impression that large-scale interventions would be undertaken in the three project-identified watersheds (i.e. Stung Sen, Stung Staung, and Stung Siem Reap) in the northern region of Cambodia, particularly via the project's macro level planning element (Component 1). At the same time the Project Document specifies that its on-the-ground engagements would be centered around 550,000 ha of land consisting of approximately 450,000 ha of Protected Areas and 100,000 ha of productive landscape surrounding these PAs (i.e. Kulen Promtep Wildlife Sanctuary, Phnom Kulen National Park, and Angkor Wat Protected Landscape). But while the PIF had clearly separated the PA and the productive area's work in two separate Outcomes⁴⁸ the UNDP Project Document/CEO Endorsement Request merged the two PIF Outcomes into one, with the potential of causing some misconceptions as to which project interventions/activities were to be done where. Here it should be noted that, the Project Document's strong focus on the productive landscape could also, in the Cambodian context, be misconstrued, as protected areas in Cambodia consists of four zones (i.e. core, conservation,

⁴⁴ Ibid

⁴⁵ Ibid

⁴⁶ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 02 CEO Endorsement Request Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

⁴⁷ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 07 Mid-term Review Report Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

⁴⁸ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 08 GEF-6 Project Identification Form

sustainable use and community zones) where the community zone and to some degree also the sustainable use zones can for all intent and purposes be considered productive landscapes/areas⁴⁹. This, coupled with the fact that the project's on-the-ground activities within the productive landscape/areas were to be implemented on no more than 2,500 ha of land (i.e. 1,500 ha of restoration and 1,000 ha of SLM), making it questionable how the 100,000 ha of improved management within the productive landscape were to be obtained. Also, it should be noted that the 100,000 ha of productive landscape under improved management was not part of the PIF submission⁵⁰ but was included during the PPG.

3.1.2 Analysis of the project's Results Framework

70. An important part of the Terminal Evaluation was to assess the project's results framework against the "SMART" criteria to identify whether the project's indicators and their targets were sufficiently Specific, Measurable, Achievable, Relevant and Time-bound. In connection with the time-bound aspect, the end-of-project targets are designed to be achieved by the end of the 5-year project period and can thus all be considered as time-bound.

71. With regard to the Project Document indicators, these were reviewed as part of the project's inception and 7 out of the 13 indicators/indicator targets were revised, omitted or replaced. Most of these were minor changes related to, for instance, correcting that it would be MOE and not the National Assembly that would review instruments, Policy, legal and regulatory and institutional frameworks. As part of the indicator changes the specific and species centred 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* was omitted it was deemed to specific and not per se outcome related⁵¹. 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.* was also removed due to its specificity and the complication and cost of managing the indicator as soil traps and comparison sites were to be established. As changes to the indicators, although not recommended, are permissible as long as they do not result in major changes for the project, most of the suggested changes were as such valid in the view of the TE Team. A similar point had been provided by the UNDP-E&E Team during the 4 PSC meeting held in February 2024⁵². However, the suggested end-of-project target reduction of Indicator 1 *Area of landscape (excluding PAs) under improved practices to benefit biodiversity* from 100,000 ha to 50,000 ha, constitutes a major change. This change was noted by the UNDP-E&E Team and it was explained that for such a drastic change (50%) GEF approval had to be sought and was thus not formally approved/cleared by the RTA. As a result, indicator 1 was not changed. The revised indicators, aside from indicator 1, were adopted by the project and were used up until the MTR and beyond. At the MTR, the reviewers noted that changes to the indicators had been made and also noted that these changes had not been submitted to the GEF for approval. At the same time, the MTR recommended further revisions to the indicators, including the PMU-promoted indicator 1 area reduction, as well as making an approval submission to the GEF. In its MTR management response (see **Annex 10**), the Government/UNDP declined the recommendations. As mentioned above the TE Team believed that, aside from the Indicator 1 revision, the changes to the indicators would not need GEF approval. Besides, the project's revised indicators have been part of the PIR reporting since the first PIR in 2021, where the deletion of Indicator 10 is specifically mentioned in the PIR section C Development Objective Progress (i.e. *This indicator was removed following the inception workshop in Aug 2020*⁵³) – hence, indicating a general acceptance of the indicator changes. As a curiosity in the main body of the CEO Endorsement Request (project description summary), neither indicator 9 nor 10 is mentioned, although they are included in the document via the document's Results Framework Annex. Regardless, for the current Terminal Evaluation, the TE Team was specifically instructed to review the project based on the original

⁴⁹ Terminal Evaluation Key Informant Interview/Consultations

⁵⁰ Ibid

⁵¹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 6 Inception Report Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

⁵² Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 16 Project Steering Committee meeting minutes meeting 4

⁵³ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 09-12 Project Implementation Reviews in the period 2021-2024

Results Framework listed in the UNDP Project Document, and the following indicator reviews were therefore done based on that specific version of the Results Framework.

72. With regard to the review of the project’s Results Framework, it should be noted that all GEF-6 projects being finalized near the end of the GEF-6 cycle (i.e. 2014-2018) were requested to conform to/use the 11 GEF-7 Core Indicators. The current review therefore, took this into account.

Objective Indicators

73. There were three indicators at the project objective level, as described below in Table 4. However, as the GEF Core Indicators generally were included in the Results Framework as objective indicators the GEF Core Indicator 1 *Terrestrial protected areas created or under improved management for conservation and sustainable use (Hectares)* should have been included. As this indicator most often uses the increase in METT scores as its measure, this indicator is by and large, the same as/similar to the current Results Framework Indicator 7. Generally speaking, the objective indicators were at their core SMART compliant, however, the inclusion of a subset of underlying “measured by” sub-indicators made the indicators confusing and more difficult to manage – particularly for the project implementers as the sub-indicators added to the complexity (making the indicators less simple). In addition, the end-of-project targets for indicator 3, for instance, was multi-layered, making it much harder to obtain. As such it is easier to obtain 1,500 women and 3,500 men as direct beneficiaries, than 1,500 women and 3,500 men who have *benefited 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*⁵⁴. As mentioned, the objective indicators were at their core SMART compliant, but the TE Team nonetheless found it prudent to discuss Indicator 1 a bit further – please see below.

Table 4: SMART analysis of project results framework (Project Objective)

Indicator	Baseline	End-of Project Target	TE SMART analysis				
			S	M	A	R	T
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: a) Completion of mapping and zoning; b) Establishment of landscape management strategy; and c) 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	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	Y	Y	Y	Y	Y
Indicator 2 (Ref: GEF Core Indicator 4.3): Area of degraded agricultural lands under sustainable land management in production systems	Agricultural lands under continued degradation due to poor management regimes and lack of proven and cost-effective methods of use and restoration	At least 1,000 ha of degraded agricultural lands, under improved rehabilitation using biodiversity-friendly restoration technologies	Y	Y	Y	Y	Y
Indicator 3 : (Ref: GEF Core Indicator 11): Number of direct project beneficiaries disaggregated by gender and measured by: a) Average incomes of participating households.	Baseline annual average incomes in project area assessed at US\$ 850/year/ household from agricultural activities amongst 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	Y	Y	Y	Y	Y

⁵⁴ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 01 UNDP Project Document Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

Indicator	Baseline	End-of Project Target	TE SMART analysis				
			S	M	A	R	T
		with 15% average increase in incomes from agricultural activities from average baseline in participating households					
SMART: Specific, Measurable, Achievable, Relevant, Time-bound							
Green: SMART compliant (YES); Yellow: Questionable SMART compliance (?); RED: Not SMART compliant (N)							

74. As noted, **indicator 1** could be seen as SMART compliant. However, the inclusion of the “measured by” sub-indicators *a) Completion of mapping and zoning; b) Establishment of landscape management strategy; and c) Functioning coordination platform for decision-making and measures in place for its integrated management*⁵⁵, provided for complications. As such, the provided sub-indicators were in essence, yes/no output indicators. Secondly, none of the sub-indicators would, if achieved, by themselves ensure that improved management of 100,000 ha would be achieved or could be expected to be achieved as part of the project’s interventions. The verifier for target achievements could, for instance, be signed (or signed and implemented) community agreements or a population survey confirming project trainees' active engagement in SLM on their land (which then totals the ascribed 100,000 ha). As such, for this indicator, the verifier should be the total hectares of CPAs/CFs with which the project had actively engaged, in regard to on-the-ground implementation.

Outcome 1 indicators

75. There were three indicators under Outcome 1, as described below in Table 5. Two of the three indicators were SMART compliant, although there was a question as to whether the gender focus of indicator 4 reduces the overall relevance of the indicator, as the gender focus reduces the importance of obtaining INRM related *Policy, Legal, regulatory and institutional frameworks*. One indicator (i.e. indicator 6) was not SMART compliant and has been discussed further below.

Table 5: SMART analysis of project results framework (Outcome 1)

Indicator	Baseline	End-of Project Target	TE SMART analysis				
			S	M	A	R	T
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 <i>mandatory indicator: IRRE Output 2.5 indicator 2.5.1</i>): 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	<i>Specific, targeted integrated biodiversity management planning and management regulations, guidelines and policies largely absent or rudimentary</i>	<i>At least six instruments Policy, legal and regulatory and institutional frameworks clarifying integrated NR planning for mainstreaming biodiversity in sectoral and local planning systems drafted and under review by National Assembly</i>	Y	Y	Y	Y	Y
Indicator 5: Level of institutional capacities for planning, implementation and monitoring integrated landscape management planning as measured by UNDP’s capacity development	<i>Limited institutional for planning, implementation and monitoring of multiple use integrated planning and management in landscapes as measured by UNDP Capacity Development</i>	<i>Increase of institutional capacity as measured by at least a 12 point increase in UNDP Capacity Development Scorecard of baseline values</i>	Y	Y	Y	Y	Y

⁵⁵ Ibid

Indicator	Baseline	End-of Project Target	TE SMART analysis					
			S	M	A	R	T	
scorecard comprising following agencies: NCS, DBD, MOE, MAFF and GDANPC	Scorecard baseline values of 19							
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; and c) Sectoral partnerships established for collaborative and integrated planning and management	Limited engagement of multiple partners mainstreaming biodiversity consideration into their planning systems	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	N	N	N	?	Y	
SMART: Specific, Measurable, Achievable, Relevant, Time-bound Green: SMART compliant (YES); Yellow: Questionable SMART compliance (?); RED: Not SMART compliant (N)								

76. While **Indicator 6** initially appears SMART compliant in that it was to measure numbers of something, which is generally a trademark of a SMART indicator, it fails in that it refers to the number of regional, provincial and local partners without any specification as to who or what these partners were. This was further complicated by the fact that the “measured by” sub-indicators did not provide any guidance to this, but rather added to the confusion by providing indications towards what was meant by planning systems (which it also failed to do). The perplexity was completed with the listing of five end-of-project targets that only have partial links to the indicator at best. To top it all off, there is a question as to what the end-of-project target description actually means - *Fully integrated partner engagement for promotion of through ILM framework functional*⁵⁶.

Outcome 2 indicators

77. There are five indicators under Outcome 2, as described below in Table 6, all of which, per se, were SMART compliant. That said end-of-project text for indicator 9 (i.e. *100% Increase in number of nests protected ...*) was imprecise as it states that there will be twice as many nests protected compared to the baseline figures. However, this is not possible since between 86.7 to 94. 4 percent of the nests at baseline were protected. The TE Team therefore, believed that the end-of-project target was expected to be that all nests (i.e. 100% of nests) were protected and had successful hatchlings at the end of the project. In addition, it should be noted that although SMART compliant, indicator 9 and 10 were, in the opinion of the TE Team, in fact activity indicators and not outcome indicators (not even output indicators). Protection of nests (indicator 9) relates to a very specific action – this even though it potentially could have been traced back to a community agreement. The trapping of soil was also very specific and at best could be construed as proof of concept and not a means to broad-based verification of the success of the project’s SLM/SFM engagements at community level.

Table 6: SMART analysis of project results framework (Outcome 2)

Indicator	Baseline	End-of Project Target	TE SMART analysis				
			S	M	A	R	T
Outcome 2: Targeted Protected Areas and their surrounding production landscapes effectively managed to ensure biodiversity conservation and safeguarding livelihoods and ecosystem services							
Indicator 7: (Ref: GEF Core Indicator 1.2): Terrestrial PAs under	Baseline METT scores: KPWS : 33	Average increase by at least 20 points in METT from current	Y	Y	Y	Y	Y

⁵⁶ Ibid

Indicator	Baseline	End-of Project Target	TE SMART analysis					
			S	M	A	R	T	
improved management effectiveness as measured by METT scorecard for following PAs: 1. KPWS 2. PKNP 3. Angkor	PKNP : 32 Angkor PL: 59	baselines for the PAs covering 450,673 ha						
Indicator 8: Community-based NRM initiated and operational as indicated/measured by: a) Extent of Community Protected Areas (CPAs) and of Community Forests (CFs) established with (a1) management plans including renewal of existing CPAs; and (a2) MOAs for co-management signed and under community management with budgetary allocations for implementation	<i>Current CPA and CFs under co-management not fully effective due to lack of capacity, resources and extension support</i>	<i>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; (iii) monitoring systems in place to evaluate management effectiveness; (iv) communities trained in natural resources management actions; (v) appropriate budgets allocated for implementation of management plans, etc.</i>	Y	Y	Y	Y	Y	Y
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: a) Sarus Crane; b) Giant Ibis; and c) Lesser adjutant	<i>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).</i>	<i>100% Increase in number of nests protected and success rate stable or increasing from validated baselines</i>	Y	Y	Y	Y	Y	Y
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.	<i>No information available of erosion and run-off rates for existing agricultural and land practices.</i>	<i>At least an average of 30% reduction in erosion and run-off rates under varied SLM practices.</i>	Y	Y	Y	Y	Y	Y
Indicator 11: Number of local plans that mainstream objectives of integrated landscape management (IEM) frameworks as follows: a) Commune Development Plans; 2) Commune Investment Plans; 3) District Development Plans; and 4) District Investment Plans	<i>Commune Development Plans, Commune Investments Plans, District Development Plans and District Investment Plans have limited attention to mainstreaming biodiversity consideration into their planning systems</i>	<i>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</i>	Y	Y	Y	Y	Y	Y
SMART: Specific, Measurable, Achievable, Relevant, Time-bound Green: SMART compliant (YES); Yellow: Questionable SMART compliance (?); RED: Not SMART compliant (N)								

Outcome 3 indicators

78. There are two indicators under Outcome 3, as described below in Table 7, which were both SMART compliant. This, although indicator 12 had a subset of add-ons, which made the indicator more complicated than it needed to be. That said, Indicator 12 and its “measured by” sub-indicator a) fit well with the listed end-of-project targets, even if this target was somewhat convoluted. Indicator 12’s end-of-project target would actually

be 150 female and 350 male community members trained and effectively applying these measures. It is unclear what the purpose was for adding “measured by” sub-indicators b) and c) to Indicator 12 as they do not relate to the end-of-project target.

Table 7: SMART analysis of project results framework (Outcome 3)

Indicator	Baseline	End-of Project Target	TE SMART analysis				
			S	M	A	R	T
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.	<i>Coordinated outreach on conservation threats lacking. Limited awareness of impact unplanned development among general public.</i>	<i>At least 1,000 community members trained in relevant INRM approaches and 50% effectively applying these measures (at least 30% women)</i>	Y	Y	Y	Y	Y
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; and e) Number of local workshops held to facilitate dissemination of field lessons	<i>Limited number of KM products on conservation and sustainable resource management codified and disseminated nationally and regionally</i>	<i>At least twenty additional KM products on conservation and sustainable resource management codified and disseminated nationally and regionally</i>	Y	Y	Y	Y	Y
SMART: Specific, Measurable, Achievable, Relevant, Time-bound Green: SMART compliant (YES); Yellow: Questionable SMART compliance (?); RED: Not SMART compliant (N)							

79. In conclusion, close to all of the project indicators could be seen as SMART compliant, but a subset of these were “hampered” by the inclusion of “measured by” sub-indicators which reduced the simplicity of the indicator and made them more difficult to manage particularly in the cases where they were not specifically link to the main jest of the indicator. Overall, only one indicator (indicator 6) was, in practical terms, non-functional due to its complexity, including in its end-of-project target description. Finally, indicators 9 and 10 seemed very much out of place in that they were activity indicators and the initial intent of the project to exclude these seemed well-founded.

3.1.3 Project’s risks and social and environmental safeguards.

80. Ten risks are listed in the Project Document Risk and Assumption section, which are presented in table 8 below, of which seven are Social and Environmental Safeguard risks.

Table 8: Project risks identified in the Project Document.

IDENTIFIED RISKS AND CATEGORY	RISK ASSESSMENT
General Risks	
Risk 1: Limited capacity of sub-national authorities in the implementation of integrated landscape management	Moderate
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	Moderate
Risk 3: The Siem Reap Water Supply Authority may be reluctant to collaborate, fearing loss of business revenue.	Low

IDENTIFIED RISKS AND CATEGORY	RISK ASSESSMENT
Social and Environment Safeguard 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. Principle 1, Question 5 & 6	Moderate
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. Principle 2, Questions 1, 2 and 4	Moderate
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). Standard 1, Questions 1, 2, 3, 4, 6 and 9	Moderate
Risk 7: The potential outcomes of the Project will be sensitive or vulnerable to potential impacts of climate change? Standard 2, Question 2	Moderate
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. Standard 4, Question 1 and Standard 6, Question 6	Low
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 Standard 6, Question 1, 2, 3, 4, 5, 6 and 7	Moderate
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 Principle 1, Questions 1, 2, 3, and 4; and Standard 5, Questions 2 and 4	Moderate

81. As can be noted in Table 8, there were only three risks, aside from the Social and Environmental Safeguard risks and the UNDP Project Document, which provided evidence for that only a very minimal reflection and risk evaluation had been provided for the project⁵⁷. As can be seen, the Risk Table in the UNDP Project Document it includes the risks from the Social Environment Screening Procedure (SESP) document (Annex 4 of the UNDP Project Document)⁵⁸. However, the SESP risks were not all transferred to the Risk Table one to one. Risk 5 in the Risk table is listed as *Community members that include disadvantaged groups, minorities, poor and women might not be fully engaged in decisions that affect their land, culture and right*⁵⁹, but the same risk (risk 2 in the SESP) was *Women or vulnerable groups might not be fully engaged in decision that affect their land, culture and rights*⁶⁰. In a similar manner was risk 10 wording in the Risk Table revised to *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*⁶¹ - from the original risk statement in the SESP (risk7) *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*⁶². This discrepancy between the SESP and the risks description in the UNDP Project Document Risk Table affected five out of the seven Social and Environmental risks. While the discrepancies were minor and, generally speaking, do not affect the risk per se, it was unnecessary and raised concerns about consistency within the project's documentation overall⁶³.

⁵⁷ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 01 UNDP Project Document Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

⁵⁸ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 167 SESP 2019 (Annex 4 UNDP Project Document)

⁵⁹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 187 UNDP Riks Log INRM (Annex 7 UNDP Project Document)

⁶⁰ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 167 SESP 2019 (Annex 4 UNDP Project Document)

⁶¹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 187 UNDP Riks Log INRM (Annex 7 UNDP Project Document)

⁶² Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 167 SESP 2019 (Annex 4 UNDP Project Document)

⁶³ With regard to sections 3.1.3, 3.1.4 and 3.1.5 below (i.e. Project's risks and social and environmental safeguards, Gender responsiveness and Planned stakeholder participation) it should be noted that UNDP has significantly strengthened its social and environmental safeguard standards since the design of this project, including enhancements to the Stakeholder Engagement Plan and Gender Action Plan requirements and quality assurance processes. Additionally, UNDP has improved

82. More concerning was it that the rating for the Risk Table's risk 8 (SESP risk 5) was changed from a Moderate rating in the SESP⁶⁴ to a rating of Low in the UNDP Project Document Risk Table⁶⁵. As UNDP engages in a very thorough SESP approval process, ad hoc changes to the SESP ratings should simply not occur.

83. In the UNDP Project Document Risk and Assumption section, it was correctly noted that Standard 6 on Indigenous Peoples was triggered by the moderate risk rating for risks 8 and 9 (SESP risks 5 and 6). It was also correctly mentioned that an additional environmental and social risks assessment was to be undertaken before project inception. Although not specifically mentioned, this in all likelihood, referred to an Environment Social Management Framework since the UNDP Project Document mentioned that this assessment would be prepared and used to develop the required management measures/plans that would be undertaken during project implementation. This included potentially stand-alone and site-specific management plans (i.e. Social and Environment risk management plans) or even an Environmental and Social Management Plan⁶⁶. It also included the establishment of Free, Prior and Informed Consent (FPIC) procedures as well as the establishment of a project-level Grievance Redress Mechanism (GRM) that was to be established during the first year of project implementation. The UNDP Project Document included in this regard a clear outline for the GRM establishment.

84. The directions for a consolidated risk management, including Social and Environmental risks, were adequately outlined in the UNDP Project Document. As part of this was also that the project would follow the general UNDP guidance/requirements and that the Project Coordinator was to, quarterly, monitor risks and report the risk status to UNDP. The UNDP Country Office would in turn manage the online risk log. Finally, management responses to critical risks were also to be reported in the annual GEF PIR⁶⁷.

3.1.4 Gender responsiveness.

85. The UNDP Project Document had a UNDP Gender Marker of 2⁶⁸, indicating a targeted engagement towards ensuring gender equality and the mainstreaming of women into the project's activities, its engagement with stakeholders and interactions and guidance with project partners, consultants and contractors. One of the Project's implementation principles states *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*⁶⁹. The project indicators also capture the gender aspects through Indicator 3 *Number of direct project beneficiaries disaggregated by gender*, Indicator 12 *Increase in level of knowledge (disaggregated by gender) on INRM approaches* and Indicator 4 *Gender-responsive measures in place for conservation, sustainable use, and equitable access to and benefit sharing of natural resources, biodiversity and ecosystems*⁷⁰ although indicator 4 seemed to be a somewhat misplaced attempt of showing gender inclusion.

86. While the wording gender and gender mainstreaming/balance/concerns etc. can be found throughout the UNDP Project Document there does not seem to be a specific focus of for instance the inclusion of women and ensuring their mainstreaming. For instance, there are no indications that women groups were to be specifically targeted as part of the project activity implementation. This was however, briefly mentioned in the

its capacity to provide guidance and oversight on the application of Social and Environmental Standards, stakeholder engagement, and gender integration, both at the design stage and throughout project implementation. As a result, the gaps identified in this project are not expected to recur in future UNDP-supported initiatives.

⁶⁴ Ibid

⁶⁵ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 187 UNDP Riks Log INRM (Annex 7 UNDP Project Document)

⁶⁶ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 01 UNDP Project Document Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

⁶⁷ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 01 UNDP Project Document Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

⁶⁸ Ibid

⁶⁹ Ibid

⁷⁰ Ibid

project's Gender Assessment and Action Plan (Annex 6 of the UNDP Project Document)⁷¹ where it was stated under its second strategic approach *Integrate gender concerns and interests of women in the design, implementation of project activities* that the project would *Ensure women-headed households and lower income groups are given prioritized access to support through sustainable income generation activities for PAs identified.*

87. With regard to the Gender Assessment and Action Plan it is commendable that it outlines a subset of 15 gender actions, under four strategic directions, which the project was to engage in. The GAP thus used a gender lens to ensure gender inclusion in its policy development/improvement, eco-tourism, resource management, and income-generating activities. However, these activities were in principle a set of "add-on" activities, which the project needed to implement in addition its already identified activities outlined in the UNDP Project Document. This created a certain disconnect. It would have been more constructive if the Gender Action Plan (GAP) had been focused on the project's activities and identified for each (or at least at the output level) how the project would ensure gender equality and facilitate the mainstreaming of women. Another, and much more important, drawback was that the GAP did not have a link to the SESP findings/mitigation measures. This was unfortunate as the GAP was to be a key instrument for guiding the work towards mitigating the SESP-identified risks.

3.1.5 Planned stakeholder participation.

88. In preparation for the project, it was mentioned in the CEO Endorsement Request and the UNDP Project Document that the *initial stakeholder analysis during the PIF stage was followed up with a wide range of consultations with stakeholders.* This could, however, not be verified as the UNDP Project Document's PPG Consultations annex (13) in actual fact only is a combined report for the project's PPG inception meeting and the PPG validation workshop. Where only the validation workshop had a gender-segregated list of participants (150 people: 55 Women/95 Men)⁷² and the document therefore did not have a full list of people consulted during the PPG phase – as it is supposed to be. In this connection, both the CEO Endorsement Request and the UNDP Project Document noted that *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*⁷³.

89. To prepare the project's involvement of project stakeholders, the project developed a Stakeholder Engagement Plan (i.e. UNDP Project Document Annex 5)⁷⁴. However, while the Stakeholder Engagement Plan (SEP), did identify the main project stakeholders, and provided information on their role in Integrated Natural Resource Management, in general, and how they were to engage with the project (and its activities) specifically, it did so in very superficially terms (the longest entry in this regard was 59 words)⁷⁵. In the view of the TE Team the framing and descriptions of the stakeholders should have been much more substantial.

90. In addition, the SEP only provided a little over a page of guidance (out of a 7 page total) as to how stakeholders are to be engaged. The directions included *Quarterly Meetings with key stakeholders; Sharing Progress reports, work-plans and information materials; and Stakeholder consultation and participation in project implementation*⁷⁶. As with the GAP the SEP should have been focused on the project's activities and identified for each (or at least at output level) how the project would involve the respective stakeholders in the project engagements to, not only benefit from their respective areas of expertise, but also to ensure that the project optimized its influence on relevant entities/institutions in an attempt to increase the likelihood of INRM absorption/ integration in said entities/ institutions work. Another drawback was that the SEP did not have a link to the SESP findings/mitigation measures. This was unfortunate as the SEP was to be a key instrument for

⁷¹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 17 UNDP Project Document Annex 6

⁷² Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 19 UNDP Project Document Annex 19

⁷³ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 01 and 02 UNDP Project Document and CEO Endorsement Request - Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

⁷⁴ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 18 Stakeholder Engagement Plan (UNDP Project Document Annex 6)

⁷⁵ Ibid

⁷⁶ Ibid

guiding the work towards mitigating the SESP-identified risks. Also, the SEP did not link up with the GAP, which was an important missed opportunity, as ensuring that various project stakeholders actively (on a day-to-day basis) included gender aspects into their engagements under the INRM project, would have been important.

91. A final note to make is that although local communities are featured throughout the short document, the two ethnic groups briefly mentioned in the CEO Endorsement Request and the UNDP Project Document (i.e. *Kuoy* and *Por*) are not mentioned in the SEP (nor is the wording ethnic groups). To recompense, indigenous peoples have been mentioned once in the SEP stakeholder engagement “actions” namely under *Agreements with NGOs and local community groups: MOUs/contractual agreements will be executed between GSSD, GDANPC and other agencies with local and IP communities to implement project interventions on-the-ground in the project area*⁷⁷.

3.1.6 Lessons from other relevant projects.

92. The UNDP Project Document/CEO Endorsement Request documentation did not provide any specific information on lessons learned from other relevant projects and how these were used in the design of the project. That said, in the UNDP Project Document section on partnerships a smaller subset of projects were listed including the project’s *Generating, Accessing and Using Information and Knowledge Related to the Three Rio Conventions (NCSD/ UNDP/ GEF)*; *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 (FAO/GEF)*; *Technical Support for Prek Toal (2016-2020) (KfW/WCS)*; and *Collaborative Management for Watershed and Ecosystem Service Protection and Rehabilitation (COWES) (MAFF/UNDP/GEF)*⁷⁸. In this connection, references were made towards the specific project components where the INRM project anticipated that lessons learned and engagement approaches could be absorbed. Although far from certain, the knowledge of these projects (and their documentation) could have assisted in shaping the INRM project document. This, although the documentation stated that it had taken into account existing lessons and best practices, the project document did not specify what specific lessons and best practices from other projects and programs were used to design it

3.1.7 Linkages between the project and other interventions.

77. Somewhat interlinked with the above section, the project foresaw that it would work closely with a subset of projects as follows. Via the *Generating, Accessing and Using Information and Knowledge Related to the Three Rio Conventions* project, the INRM project would seek to obtain various environmental information which could be included into the Environmental Information Management Systems (EIMS) to be developed under Component 3⁷⁹. The INRM project also expected to collaborate with the *Forest Carbon Partnership Facility REDD+ Readiness II* project implemented by NCSD and UNDP, where potential areas for collaboration were foreseen to be support to the sub-national level management plans for natural resource management, support to the CPAs and CFs, and strengthening national capacity in monitoring of forest and land use change (i.e. Component 1 and 2)⁸⁰. For the *Collaborative Management for Watershed and Ecosystem Service Protection and Rehabilitation (COWES)* project the collaboration was anticipated to be around the adoption of participatory watershed management approaches, as well as suitable SLM methods in upland areas⁸¹. As a final example, the INRM was to seek collaboration with a Swedish Embassy-funded project *Toward environmental sustainability in Cambodia* where the INRM project’s work on financial mechanisms would be linked to the Swedish-funded project engagements on management and operationalization of Payment for Ecosystems Services (PES) in Cambodia⁸².

93. While the above-mentioned initiatives do initially seem to provide for a broad-based collaboration

⁷⁷ Ibid

⁷⁸ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 01 UNDP Project Document

⁷⁹ Ibid

⁸⁰ Ibid

⁸¹ Ibid

⁸² Ibid

between the INRM project and other on-going initiatives, it is worth noticing that most of these projects (if not all) were planned to end in 2020 – the same year the INRM project was approved and initiated. Hence, the potential for actual collaboration would be rather limited, although if pursued intelligently, the project could use the results of these projects as springboards.

94. Interestingly enough, the project documentation did not mention initiatives and ongoing programs/projects of its planned project partners (i.e. project Pre-Identified Partners). Even the SEP did not touch upon this. While DBD, GDLC GDNPA and FA were mentioned as project beneficiaries in the UNDP Project Document Governance section, there was no references to Pre-Identified Partners (or partners for that matter), not even in the partnership section of UNDP Project Document. However, as mentioned, their existence was, as noted earlier, hinted in the UNDP Project Document /CEO Endorsement Request (i.e. *A number of bilateral meetings with future partners were also conducted*)⁸³ and the project had by the time of the Terminal Evaluation four Pre-identified Partners⁸⁴, two Strategic Partners and eight Small Grant Partners (i.e. LOA Partners). As such, the skill set and engagement areas of, particularly, the four Pre-identified Partners would have been relevant to describe in detail. This would include the work of the *Department of Geospatial Information Service (DGIS)* under MOE as they should be seen as an important partner for the project's engagement under Component 3 regarding the Information Management System.

3.1.8 Replication approach.

95. The project's replication approach was well embedded in the project, where the UNDP Project Document noted that *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*⁸⁵. That the upscaling and replication was part of the project's conceptual approach and its sustainability strategy could be seen in that Outcome 3 sought to ensure that the project's tools, approaches and best practices were used for replication and scaling up of *integrated natural resources management approaches*. Under the outcome the project would enhance cooperation with public sector and financial institutions, and support local associations and landowners in engaging in the upscaling/replication of integrated landscape management activities. A specific allocation of USD 100,000 for this replication was mentioned in the Project Budget⁸⁶. Supporting this would be the preparation of a Replication Strategy, to be formulated in year 4 of the project, outlining how the project's tested approaches and models for INRM could be scaled up to other landscapes within the country, and would include guidance on the needed institutional and coordination arrangements, resources and partnership commitments. The project's Replication Strategy was to be accompanied by a Financial Strategic Plan that would outline various financial sources and how these could be used for project replication⁸⁷. In addition, the establishment of the National Institutional Coordination Mechanism would be a central actor in the broad upscaling/replication of the project's interventions and facilitating the wide use of the project-developed guidelines, tools and trainings. The project's capacity building of key actors would also be an important part towards ensuring that the relevant entities were fully capacitated to support future dissemination and implementation of the project's developed interventions

⁸³ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 01 UNDP Project Document and reference document nr. 02 CEO Endorsement Request

⁸⁴ Department of Biodiversity (DBD); General Department Local Communities (GDLC); General Department of Nature and Protected Areas (GDNPA) all under the Ministry of Environment and the Forest Administration (FA which is under the Ministry of Agriculture, Forestry and Fisheries)

⁸⁵ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 01 UNDP Project Document

⁸⁶ Ibid

⁸⁷ Ibid

3.2 Project Implementation

3.2.1 Adaptive Management.

96. When reviewing the project reporting, including the financial reporting, it stands out that the project had a difficult time getting off the ground, something which is not unheard of as projects' upstart phase are generally slow as recruitment of, for instance, the PMU staff, takes time as does setting up the physical PMU office. However, based on the Combined Delivery Report (CDR) data for 2020 it is apparent that the staffing of the PMU and a subset of key consultants that were to support the project technically were onboarded early on⁸⁸. While this boded well for the project, the project implementation was very slow, remained slow in both 2021 and 2022 and did only pick up speed in 2023.

97. A major global event that had a substantial impact on the project was the outbreak of the COVID-19 Pandemic. The complications to the project are visible in the quarterly and annual project reports (QPR and APR), this although in the initial phase of the pandemic, the health impact in Cambodia was limited compared to most other countries⁸⁹. While the closure of schools and other restrictions were imposed, smaller meetings and gatherings were possible. In fact, the project's Inception Workshop held in August 2020⁹⁰ and the first Project Steering Committee Meeting in November 2020⁹¹ were held in person. The lower-than-planned project delivery was, at least in part, ascribed to the initial national COVID-19 restrictions. This because key project activities, including training and field research, had been affected. The project had, in this connection, initiated a practice of doing online meetings (Zoom), and followed the Government Health and Hygiene recommendations such as wearing face masks, keeping physical distancing and frequently washing hands with alcohol or gel⁹². In February 2021, lockdowns and travel restrictions were intensified following the so-called "20-February-Community Transmission Event"⁹³. This further impacted project activities such as postponement of consultation workshops, field site visits and data collection/information from key informants at the grassroots-level. Part of the project's response was to rely more on desk-related research and an extended use of online engagements. While online work facilitated the process, it was not a "fix-all" solution because internet connection to the remote rural areas of the project was not stable, and in some instances did not exist.

98. In part due to a successful rollout of its national vaccination program as well as changes in the COVID-19 variants the project's implementation in 2022, based on the project reporting⁹⁴, was not affected by the pandemic. However, while implementation activity levels did rise in 2022 (1.6 times higher⁹⁵ compared to 2021) it was still below par of what would be expected of a project in its second/third year of operations. Indicating that there were some other, more systemic, issues affecting the project implementation which could not be explained by the obvious COVID-19 related setbacks. For one, while COVID-19, due to the nature of things, would impact many of the local level activities under Component 2, Component 1 and in part Component 3 relates to activities which were more desk/computer based and could therefore have been engaged in a normal manner. This however, did not happen and the work related to the establishment of the coordination mechanism that would provide leadership and active participation in the development of broad and sectoral-level planning, for instance, was not engaged in. Other similar macro-level work was also not engaged in to any marked extent

⁸⁸ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 172 INRM CDR 2020

⁸⁹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 25 Projected Impacts of COVID-19 on the 2020 Human Development Index in Cambodia and its Neighbors

⁹⁰ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 06 Inception Report Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

⁹¹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 13 Project Steering Committee Meeting Minutes. Meeting 1

⁹² Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 29 INRM Project First Annual Project Report

⁹³ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 38 INRM Project First Quarterly Report 2021

⁹⁴ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 31 INRM Project Third Annual Project Report

⁹⁵ Measured via rise in budget spending

prior to the Mid-term Review. A fact that would impact the project and the project's approach during the latter years of its implementation.

99. To evaluate the impact of COVID-19 the TE Team had hoped to obtain comparative portfolio-level data for the period covering the years 2017-2024. Such data was, however, not readily available. In an attempt to draw from some comparative data the TE Team obtained data from the UNDP online PIMS system and was therefore able to compare the INRM project performance (delivery) with a few other projects in Cambodia (provided in PIMS).

100. The review revealed that while the INRM project had a delivery rate of 18 % in 2020, other projects had an average delivery rate of 87.3%, (ranging from 65 to 99%). In 2021, the similar data was as follows INRM project's 23% other projects 66% (ranging from 61 to 71%). For 2022, PIMS only list two projects the INRM project and the Cambodia ABS: Practical Implementation of the Nagoya Protocol project (PIMS #5769), where the Nagoya Protocol project's delivery rate was 96 % whereas the INRM project only had a delivery rate of 28%. It should be noted that the Nagoya Protocol project, while experiencing the same COVID-19 related restrictions regardless managed to a comparatively much higher delivery than the INRM project. It should also be noted that one of the COVID-19 related impacts was that the Nagoya Protocol project ended up requesting (and received) a project extension from the GEF⁹⁶. However, the extension was for only three months, which is comparatively a much shorter duration than the project and MTR suggested, year and a half extension. While the PIMS provided for limited comparative data, the data nonetheless provided some insight to how the UNDP portfolio overall reacted to the COVID-19 pandemic. In a similar way, delivery data per project indicated how well the INRM project performed compared to other UNDP projects. The obtained financial data thus, to some extent, verify what some interviewees had noted (although vaguely) - that indecisiveness within the PMU coupled with a strong top-down project control via the project's institutional set-up, might in part explain the overall lack of performance by the project⁹⁷.

101. What cannot be escaped is that although the COVID-19 clearly had an impact on the INRM project it did not manage to adapt sufficiently to the challenges it was faced with. It is very noticeable that the main project response was to front-load the project's workplan (and budget) so as to absorb activities (and budget spending) not implemented in the past year. This was, however, done, in the TE Team's view, without a realistic view of how the identified activities in the workplan were to be practically implemented. Overall, there seems to have been a lack of project management foresight at various levels, hereby overextending the project's capacity – again in the TE Team's point of view. One of the problems for the project could be exemplified in the apparent difficulty for the project team to develop the mechanism for how to engage with the project' pre-identified and strategic partners. Overall, it took two years to establish the INRM grant implementation guideline, which was approved on 8 April 2022. In contrast the project moved rapidly forward once the guidelines were in place, where the first three LOAs were signed in August 2022⁹⁸. Another three LOAs were signed in September and November⁹⁹.

102. The Project Mid-term Review held in August 2023 noted that by June 2023 the project expenditure merely USD 803,746 the equivalent to 24% of the entire GEF project budget (i.e. USD 3,340,320)¹⁰⁰. *The MTR notes that the COVID-19 pandemic and associated government restrictions had a very significant negative impact on the project implementation at national and landscape levels. The pandemic was the key reason of the project implementation delay, so the project team lost 1.5 years (2020 and 2021) unable to launch and implement the project activities at national level and in the project sites. Almost all project activities, except a few preparatory ones, could not be implemented in 2020-2021 due to strict government travel and meeting restrictions and high*

⁹⁶ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 186 Terminal Evaluation – Cambodia ABS Project *Developing a Comprehensive Framework for Practical Implementation of the Nagoya Protocol*

⁹⁷ Terminal Evaluation Key Informant Interview/Consultations

⁹⁸ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 51, 52 and 53 LOA 2022 Seam Reap Provincial Department, Ministry of Environment; LOA 2022 Preah Vihear Provincial Department, Ministry of Environment; and LOA 2022 Department of Community Livelihood

⁹⁹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 54, 55 and 56 LOA 2022 Department of Biodiversity, LOA General Department of Natural Protected Area and LOA 2022 Royal University of Phnom Penh

¹⁰⁰ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 07 Mid-term Review Report Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

level of health threat for target local communities¹⁰¹. While the TE Team does not want to diminish the impact of COVID-19 pandemic it is the belief of the TE Team that other factors played an equally important part in the project's slow progress. Also, COVID-19 does not explain why the project did not pick up speed in the period between early 2022 and early 2023¹⁰². Providing approximately a year for the project to optimize its activity implementation (and budget spendings).

103. The MTR do to some extent recognize this in its use of statements such as *"despite COVID-19 pandemic and other issues with the project implementation"*¹⁰³ something which is also echoed in the project's quarterly and annual reporting. The MTR also notes that *no changes in the plans and activities were suggested for approval by the Project Steering Committee to address COVID-19 challenges and fast-track the project delivery in 2022-2023*. It further notes that *the delivery of the project Outputs to achieve the expected Outcomes is significantly delayed due to COVID-19, national election, and management issues (MTR Conclusion 7.2)*¹⁰⁴. The focus on COVID-19 impacts on the project implementation by the MTR might in part also be linked with the MTRs recommendation to submit an extension request to GEF (a recommendation which was not acted upon). Generally speaking, the MTR does not take a detailed/critical look how/why a large subset of activities were not engaged in by the project. Nor were the *"management issues"* of the PMU and the project's institutional framework reviewed in any detail. Even the MTR section 6.3 *Project Implementation and Adaptive Management* was strangely quiet about this¹⁰⁵.

104. To exemplify this, the MTR noted that the 32nd South East Asian Games and National Election Campaign in Cambodia were to be held in 2023 and that these were *expected to heavily impact the implementation of the project activities, including involvement of national and provincial government agencies, and local communities*. Further noting that *at least 3-4 months were lost for the project implementation in the first half of 2023*¹⁰⁶. As such, this is the extent of the MTR's analysis on the matter. As the MTR was undertaken just following the National Elections, it would have been reasonable to provide some exemplification as to how the Elections and the Games had had an impact. The TE Team was, for instance, informed via its consultations¹⁰⁷, that 3-4 months prior to the elections it had been difficult to have/arrange meetings within the Ministry of Environment because staff and key people would be engaged in the election preparations¹⁰⁸. This also affected meetings in the provinces. Travel and meetings at local level were also affected¹⁰⁹. While not at "COVID-19" levels, the project's difficulties in this regard were similar and the responses were in many ways the same, with an increased online engagement. This was not only a project-level issue, but the pre-Election activities impacted all projects in the country (not only UNDP's). While the mechanism and reasons for this encompassing institutional engagement, which included the Ministries, is not entirely clear (to the TE Team) it clearly was a fact.

105. While the pre-election impacted the project, so did the post-election. With the new Government, there was also a change in Government Ministers and a new Minister of Environment was appointed. The changes did not stop there, as most of the project's upper management such as the National Project Director and the head of the Project Steering Committee, among others, were changed¹¹⁰. Furthermore, the new Minister of Environment immediately initiated a 100-day plan for a redirection of the Ministry's engagement, placing a strong focus on the policy direction of *"Clean, Green and Sustainable"*¹¹¹. In addition, the newly elected minister spent time on understanding and engaging with the ministry's multiple departments and projects. As part of the engagement was to review all of the ministries' projects to ensure that they were in line with the Ministry's mandate, including a renewed focus on ensuring that Cambodia would reach a forest cover target of 60%. As a result, many projects, including the INRM project, were requested (although not via official communication) to

¹⁰¹ Ibid

¹⁰² As discussed in the text the INRM project was further disrupted by the National Elections in 2023.

¹⁰³ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 07 Mid-term Review Report Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

¹⁰⁴ Ibid

¹⁰⁵ Ibid

¹⁰⁶ Ibid

¹⁰⁷ Terminal Evaluation Key Informant Interviews/Consultations

¹⁰⁸ Ibid

¹⁰⁹ Ibid

¹¹⁰ Ibid

¹¹¹ Ibid

include/intensify their engagement in forest restoration activities¹¹². All in all, the 2023 elections caused a slowdown in project implementation across the board, not only for the INRM project, but nonetheless, the project managed to deliver 25% more than in 2022.

106. One additional change should be mentioned, in that it changed the project's reality. In 2022 the then Minister of Environment requested that the biodiversity corridors around the Kulen Promtep Wildlife Sanctuary and the Phnom Kulen National Park were to be included in the two protected areas. The inclusion of these areas was finalized in 2023¹¹³. With that, a substantial area of what previously had been surrounding productive areas to the aforementioned PAs were now with a stroke of the pen included into said PAs. More importantly they were now included under the PA management as they now in principle fell under the two PA zones (i.e. the community and the sustainable zones)¹¹⁴.

107. As such, the Mid-term Review was a wake-up call, that in no uncertain terms stated/demonstrated that the project was considerably behind in its implementation and resulting in a *Progress Towards Results* rating of unsatisfactory, and where 8 of the 13 project indicators were not deemed to be on target to be achieved¹¹⁵. As such, only one indicator was seen as being on target, as two indicators were not rated (i.e. indicators 9 and 10). That the project was not performing well, was not surprising, although the degree to which was. This was in part due to the use of "positive" reporting, where project achievements/progress were described, but where little information on what had not been done was moved to the periphery of the project's reports if at all, including the national reporting in the PIRs. With regard to the PIRs, though, the UNDP-E&E team did voice concerns and did increasingly so the further the project fell behind. And although guidance, from UNDP Country Office and the UNDP-E&E team, was provided early on, it was not adhered to in a sufficient way to result in an initial project turnaround.

108. The MTR thus became the "spark" that ignited a new approach with regard to the project's implementation. This was greatly facilitated by the new National Project Director (December 2023), as well as the leadership within the Ministry of Environment. The change process was also facilitated by that a new Project Coordinator was onboarded in June 2023 (one month prior to the MTR). Finally, it should be noted that by the end of 2023 eight of the project's 19 LOAs had been signed.

109. A first step in the project's adaptive management approach was to design and execute an accelerator plan in response to the findings of the Midterm Review. This plan was developed jointly by the UNDP-E&E team, the Country Office, the Project Management Unit, and the Implementing Partner. This plan played a key role in changing the project's trajectory and guiding the project moving forward. This was further facilitated by two missions, six months apart, by the Regional Technical Advisor, where the first mission focused on establishing the project baseline following the Midterm Review, and the second assessed progress toward the targets set for 2024 and beyond¹¹⁶. Also part of the overall adaptive management approach was for the UNDP Country Office to more actively engage with the Ministry of Environment and monthly meetings became part of the ongoing practice¹¹⁷. These meetings were not only for the INRM project but revolved around all of UNDP's engagements and strategic work. While meeting with the Ministry of Environment was not a new thing, the level of engagement and appreciation for collaboration increased and has been further built on over time¹¹⁸. This was followed up at the more practical management level, where UNDP was able to consolidate the working relationship with the new Project Coordinator (PC). UNDP and the project also engaged in more concrete discussions on how the project should approach/proceed in its current situation (following the MTR) and subsequently¹¹⁹. In this regard, the project's progress in part is due to the PC's ability to adjust as well as make decisions within a still rigid Governmental system. The PC's ability to positively interact with the PMU team, project consultants and sub-contractors, as well as LOA Partners, should also not be overlooked¹²⁰. A final "accelerator key" to be mentioned is the recruitment of a new Chief Technical Advisor (CTA) after the former

¹¹² Ibid

¹¹³ Ibid

¹¹⁴ Ibid

¹¹⁵ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 07 Mid-term Review Report Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

¹¹⁶ Terminal Evaluation Key Informant Interviews/Consultations

¹¹⁷ Ibid

¹¹⁸ Ibid

¹¹⁹ Ibid

¹²⁰ Ibid

CTA resigned following a long sick leave¹²¹. The new CTA was specifically tasked with ensuring expediency in project implementation and ensuring the “fulfillment” of the project’s main targets outlined in the project Results Framework¹²². The CTA, which was a UNDP hire, provided an important link between UNDP and the project.

110. One last thing that should not be overlooked, is that the UNDP Country Office with its engagement with the project and the Ministry of Environment have for all intent and purposes provide office support to NIM , and it is the TE Teams belief that without the strong support provided during the latter part of the project the project would not be in its current position ^{123 124}.

111. Whether it was based on clear strategic thinking or born out of necessity, could not be established by the TE Team, but the matter of the fact is that a subset of adaptations to the project focus has been engaged in to address two key aspects. 1) the lack of any substantial engagement at the macro-level in the time prior to the MTR¹²⁵ and 2) large portions of the productive landscape were included in the Kulen Promtep Wildlife Sanctuary and the Phnom Kulen National Park which previously had been outside¹²⁶.

112. The project’s main adaptations were to 1) move away from the macro-level focus related to integration of INRM into landscape planning and management and focus on the inclusion of INRM aspects and principles at local level, focusing on small community protected areas (i.e. CPAs/CFs) within a district and commune approach¹²⁷; 2) Increase the local engagement via LOAs (local partners) to boost engagement and ensure more direct impact, as well as build local relationships that had the potential to be extended beyond the project life¹²⁸; 3) Continue to build on the policy and capacity building work of the project to build a substantive INRM knowledge base, which could be used by Government institutions at national and provincial levels (as well as by other stakeholders). A knowledge base which could/would facilitate future projects/programs related to landscape/watershed planning and management¹²⁹; and 4) Focus its community work within CPAs/CFs, knowing that the project would deviate from the initial project focus of ensuring improved management of 100,000 ha of productive lands¹³⁰. However, it was noted that, as the PAs’ community zones and sustainable use zones by and large are productive landscapes/areas, the resulting approaches and underlying works would in practical terms be the same. This, even though CPAs engaged with would be inside protected areas and not outside¹³¹.

113. Although these are changes to the project’s conceptual approach, they were, in the TE Team’s point of view, also reasonable and well-founded. In addition, even though the project, with its revised focus, no longer had a specific macro-focus, the TE Team believed that the project’s theory of change was still valid as the project addresses most, if not all, of the project’s four barriers and its 26 sub-barriers. However, the needed “strategic” change, dictated to the project due to its circumstance, it found itself in at the time of the MTR, also came at a cost. This because parts of the project’s indicators have clear references to landscape level results, something that the TE Team simply could not ignore in its review of the project.

3.2.2 Actual stakeholder participation and partnership arrangements.

114. In the initial part of the project (2020-2022) the project’s engagement of stakeholders and partners was

¹²¹ Ibid

¹²² Ibid

¹²³ Ibid

¹²⁴ TE Team NOTE: However, the TE was informed that the support has come at a financial cost to the Country Office, particularly because the provided General Management Support (GMS) is seen as limited. *(A GEF Agency fee of 9.5% of the GEF Grant is provided to the GEF Agency (i.e. UNDP) – this fee is often referred to as General Management Support (GMS). Due to the nature of the fee (i.e. percentage of grant) smaller project grants will result a smaller GMS amount. For instance, a USD 10 million project would result in USD 900,000 of GMS, whereas a USD 3 million project would result in USD 317,330 .)*

¹²⁵ Terminal Evaluation Key Informant Interviews/Consultations

¹²⁶ Ibid

¹²⁷ Ibid

¹²⁸ Ibid

¹²⁹ Ibid

¹³⁰ Ibid

¹³¹ Here, it should be noted that Community Protected Areas (CPA) are all community areas inside Protected Areas, whereas Community Forests (CF) are all outside protected areas. With the inclusion of the biodiversity corridors into the Kulen Promtep Wildlife Sanctuary and the Phnom Kulen National Park a process started to convert the CF into CPAs

comparatively low. This can, to a large extent, be explained by that the project was heavily affected by the COVID-19 pandemic, which placed restrictions upon project gatherings and travel, etc., making it difficult to engage with community stakeholders at the local level. The project's difficulties/delay in setting up the planned partnership agreements resulted in the late signing of the first LOA in August 2022. That said, engagement of stakeholders was done via the project's online meetings and workshops. But as indicated above, the project did not place sufficient efforts into the implementation of, particularly activities under Component 1, which would have involved an important subset of national and provincial partners/ stakeholders. The limited stakeholder engagement was also reported in the MTR¹³².

115. Beginning from 2022 the project increased its stakeholder participation at the local and community level, mainly spearheaded by the signing and subsequent implementation of the Project's LOAs with the project's Pre-identified partners, strategic partners, and small grant partners. Through the LOAs the project actively worked with 13 different partners (i.e. LOA Partners)¹³³ that implemented key project activities on behalf of the project. In this connection, it is important to note that the PMU in fact oversaw and managed (both financially and technically) the large partner portfolio, which at the time of the Terminal Evaluation had reached a number of 19. The project's partnerships, which were established via the aforementioned LOAs, were a central part in the project's active engagement with local stakeholders, particularly at the community level.

116. Although the project had both a Stakeholder Engagement Plan and a Gender Action Plan, neither document provided for much/any guidance as to how to engage with the project's stakeholder groups in a targeted and strategic manner. Nonetheless, in the view of the TE Team, the project managed to circumvent this drawback adequately. For instance, in the engagements with the local communities, a general Free Prior and Informed Consent (FPIC) approach was followed in all communities, including ethnic communities. In the community approach, the LOA Partners would present suggestions, community engagements, and the communities, via village meetings, would discuss and agree on specifics. Subsequently, full agreement between the LOA Partners and the Communities would be drawn up. In some cases, specific agreements with individual participants would be prepared, for instance, in the cases of chicken and pig raising, where the initial recipient was to "pay forward" parts of the offspring to a new recipient, thereby making the intervention long-term sustainable, benefiting a broader subset of the community. With regard to the community level engagement, it should, however, be noted that no specific focus was placed on the mainstreaming of women nor on ensuring the inclusion of ethnic minority groups in the project's support. A main reason for this is that women, vulnerable groups, ethnic groups etc. were not mentioned as an area of focus in the grant applications¹³⁴ which form the basis for the LOAs. This is in the view of the TE Team, a clear missed opportunity as the community interventions, particularly those related to the various livelihood interventions, could have been more inclusive in their design. This is not to say support to women and ethnic communities/peoples was not provided, but this was more by chance than design, where women were involved in the more female-oriented livelihood interventions such as chicken raising, thereby supporting an already existing gender bias. Regardless, it should also be emphasized that the project did manage to ensure an overall engagement of women of 52% and did facilitate the mainstreaming of women, for instance, via some LOA partner engagements in small business start-ups and fruit/vegetable processing¹³⁵. While this is encouraging, it should also be noted that the level of women's engagement in training and technical workshops does not match this. A total of 3,750 people were trained of which only 1,063 (28%) were women. This disparity is to a larger part explained via the screwed women/men ratio in the respective government departments working on the technical issues related to the project. With regard to the project's awareness-raising work, it has not been possible to gauge how well it has been perceived and what impact it has had, as the follow-up Knowledge, Attitude and Practices survey was not available at the time of the Terminal Evaluation.

¹³² Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 07 Mid-term Review Report Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

¹³³ LOA Partners: Department of Community Livelihood; Department of Biodiversity; Department of Science and Technology; General Department of Natural Protected Area; Forest Administration; Director of Phnom Kulen National Park Seam Reap Provincial Department, Ministry of Environment; Preah Vihear Provincial Department, Ministry of Environment Royal University of Phnom Penh; Fishing Cat Ecological Enterprise; Buddhist Foundation for Community Development Peacetime Organization; Tekdeysovanphum Organization

¹³⁴ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 178 Grant Proposal and Implementation Guideline for INRM/MoE Projects

¹³⁵ Key Informant Interviews/Consultations

117. Although the involvement of local stakeholders and the engagement of Government partners at national and provincial levels, as well as the involvement of NGO, should be seen as far-reaching, the project had not had any engagement of note with other projects/programs/initiatives. As such, the project could be seen as having been implemented in a sort of vacuum. That said, stakeholders from other projects, NGOs and other actors working in the same sphere have been involved with the project via participation in workshops, for instance. However, linkages and broader collaboration were not established neither by the INRM project nor by other potential partners. While this might be seen as a missed opportunity, it is understandable as projects get swept up in their day-to-day management and its myriad of tasks that broader strategic partnerships are often not pursued or even thought of. That said, the TE Team firmly believed that the project should in the closing stages of the project ensure that linkages are established to the UNDP/GEF-8 project *Restoring ecosystems for sustainable development in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape* (hereafter mentioned as the UNDP/GEF project) and the upcoming UNDP/LDCF project *Building resilient livelihoods through nature-based solutions in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape* (hereafter mentioned as the UNDP/LDCF project). This approach could be facilitated by UNDP.

3.2.3 Project financing and co-financing.

Project finances

118. Based on the combined delivery reports (CDR) and the 2025 FACE, provided by the project, a cumulative total of USD 2,754,177 out of the USD 3,340,320 GEF grant had been expended from the project start until quarter 1, 2025 (i.e. the time of the TE) providing for a delivery rate of 82% – please see table 9. In addition, the project had requested USD 483,080.51 to cover the period from April to June 2025, and if fully spent, this would bring the total delivery up to close to 96.9 %. To this should be added funds managed by UNDP. In total, the project expects to deliver USD 3,337,298 or 99.91 % of the project funds by the time of financial closure.

Table 9: Planned and actual expenditures for 2020-2025¹³⁶

	2020 (USD)	2021 (USD)	2022 (USD)	2023 (USD)	2024 (USD)	Q1 2025 (USD)	Total budget (2021 Budget Rev)	Budget in ProDoc
<i>Component 1 planned (2021 Budget Rev.)</i>	31,328	257,404	184,600	209,100	177,100	90,095	949,626	884,837
Component 1 actual	31,328	76,805	206,426	159,786	319,436	100,146	893,926	
<i>Component 2 planned (2021 Budget Rev.)</i>	11,248	345,100	300,950	291,950	270,100	182,950	1,402,298	1,454,800
Component 2 actual	11,248	39,484	99,089	159,807	577,943	259,253	1,146,824	
<i>Component 3 planned (2021 Budget Rev.)</i>	2,916	136,880	194,320	192,250	229,879	73,087	829,332	841,620
Component 3 actual	2,916	18,244	37,920	89,317	251,138	180,408	579,943	
<i>Sub-total planned (2021 Budget Rev.)</i>	45,492	739,384	679,870	693,300	677,079	346,132	3,181,257	3,181,257
Sub-total actual	45,492	134,532	343,435	408,910	1,148,517	539,807	2,620,693	
<i>Project Management (2021 Budget Rev.)</i>	21,375	21,005	33,639	59,763	20,281	3,000	159,063	159,063
Project Management actual	21,375	3,015	15,777	42,405	42,695	8,256	133,524	
<i>TOTAL Budget planned (2021 Budget Rev.)</i>	66,867	760,389	713,509	753,063	697,360	349,132	3,340,320	3,340,320
TOTAL Budget actual	66,867	137,547	359,211	451,316	1,191,212	548,063	2,754,177	

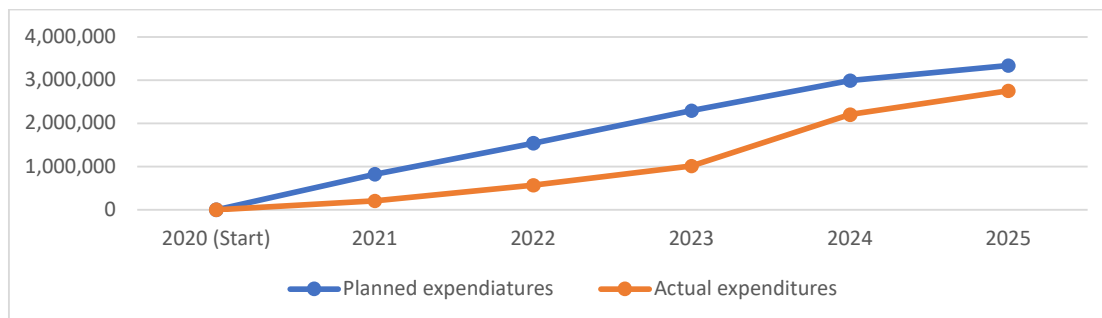
119. With regard to the data in table 9, it should be noted that the 2020 planned budget data is, as such, not correct, as it is, in fact, the actual expenditure taken from the 2020 CDR. This was done because it was not possible to determine the planned expenditure for 2020, because the project budget in the UNDP Project Document lists the expenditures in Year1; Year2 etc. However, as the project implementation started on July 27,

¹³⁶ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 20-24 UNDP Checklist for Budget Revision 2021-2025

2020, the project would only be implementing the first five months of the listed 12-month period.

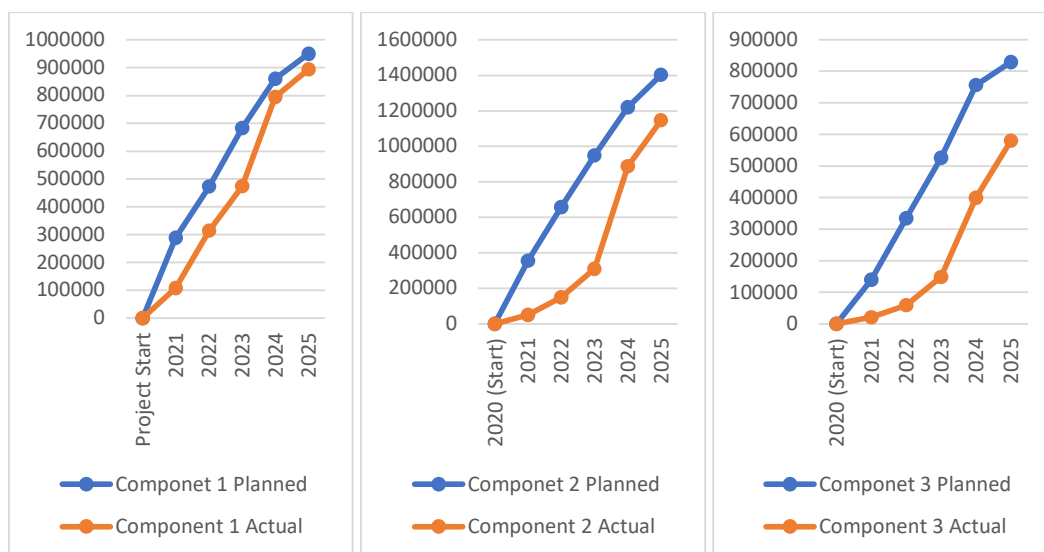
120. A review of the five budget revisions undertaken so far (mainly as part of the preparations of the annual workplans etc.) revealed that changes between the project components have been made compared to the initial budget revision (i.e. 2021). From table 9 it can be seen that these changes between the different component budgets were, however, minor and are within the allowable range for fund movements within the budget. A review of the planned and actual budget spendings (using the 2021 budget revision as the basis for the project’s planned spending) revealed that the project had been underdelivering during the first years of the project, but also that delivery had been increased substantially in the project’s latter years, bringing the project close to a full delivery by the time of project operational closure. Figure 4 provides a graphic overview of the project planned and actual spending at the time of the Terminal Evaluation¹³⁷.

Figure 4: Overall project planned and actual spending (in USD)



121. In a similar way, Figure 5 portrays the project’s progress under the three project components¹³⁸.

Figure 5: Project planned and actual spending (in USD) per project component



122. When reviewing the project spending per year it was noticeable that in 2020 the bulk of the USD 66,867 (GEF funding) was spent on two budget lines 71800 (USD 33,042 49.4%) and 71300 (USD 10,296 15.4 %) where 71800 relates to the Project Coordinator and the project’s finance and Admin persons. 71300 related to the national project experts¹³⁹. In this connection, it was worth noting that the first year’s budget (in the UNDP

¹³⁷ Ibid

¹³⁸ Ibid

¹³⁹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 20 UNDP Checklist for Budget Revision 2021

Project Document) was set at USD 484,820. As noted above, it would be unreasonable to expect that the project would be spending this full amount, as it in reality would only be operational for five out of the available twelve months. Also, having in mind that project start-up is often slow, it would be reasonable to believe that the project would have been able to implement for more than a quarter of the first year's budget (i.e. USD 121.820). However, the project was no way near this figure by the end of 2020. One of the reasons for this, which has been discussed elsewhere, is that the project, like all of society, was negatively affected by the COVID-19 pandemic, which made its entrance on the world's stage in early 2020. In 2021, the project had a yearly implementation rate of 18.1% of which 25.7% stemmed from budget line 71800 and another 40.8% from budget line 71300 (i.e. national consultants)¹⁴⁰. While more consultants were brought on board and engaged in respective assignments, the project nonetheless was by the end of 2021 substantially off target, both in terms of delivery but also in terms of starting up (and finalizing) assignments. The project was aware of this and in its planning, they maintained a strong focus aimed at making up for lost ground by creating ever more ambitious workplans (and resulting changes to the budget plans) as is illustrated by table 10. This approach, which was initiated in 2021, was maintained throughout the project period.

Table 10: Planned and actual expenditures for 2021-2025¹⁴¹

	2021 (USD)	2022 (USD)	2023 (USD)	2024 (USD)	2025 (USD)
Annual budget as per the approved workplan/budget	760,389	1,078,127	816,493	1,624,466	1,084,033.80
Project expenditure	137,547	359,211	451,315	1,191,212	(at TE) 548,063
Delivery rate	18.1%	33.3%	55.3%	73.3%	50.6%

123. By 2022, the project had gained some momentum compared to previous years by more than doubling its budget spending compared to the year before. Equally important was it that the project's spending on consultants and sub-contracts reached USD 124,828 of the overall spending or 34.7%¹⁴². In addition, the inclusion of the budget line 72100 Contractual services-companies verifies that the LOAs with the LOA Partners had finally been initiated and that implementation had begun. In 2023, the project's engagement began in earnest, even though it was negatively impacted by the National Elections and the Southeast Asia Games held in Cambodia, something which can also be seen from the project's budgetary spending and reporting. The project's expenses on consultants and sub-contracts reached USD 307,177, representing 68.1% of the annual expenditure¹⁴³. Although 2024 can only boast of an overall delivery of 73.3% for the year, it represents a year of fundamental change for the project in that it managed to implement for USD 1,191,212¹⁴⁴. This is not only 33.7% of the total GEF grant. It is 8.7 times more than the delivery in 2021 and 3.3 and 2.6 times larger than in 2022 and 2023, respectively¹⁴⁵.

124. As part of the general management of the project, its budget was revised annually. While some fluctuations in the budget allocations between project components do occur, these have been minor and within allowable limits. When the UNDP Project Budget was compared with the 2025 budget revision document, it can be deduced that there has been a budget decrease of 4% in Component 3 and a 6% decrease in Component 2. The fund movement benefited Component 1, whereas no changes occurred with regard to the Project Management Cost (PMC), which remained at USD 159,063 – and thus has stayed under the 5% allowable GEF threshold for the PMC.

125. When the budget spending related to travel, equipment, and workshops was reviewed, the project

¹⁴⁰ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 21 UNDP Checklist for Budget Revision 2022

¹⁴¹ Table 10 only covers the period from 2021-2025, because as noted the initial project revision (at project start) was not available to the Terminal Evaluation team. Hence Table 10 is based on the 2021 annual budget revision.

¹⁴² Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 22 UNDP Checklist for Budget Revision 2023

¹⁴³ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 23 UNDP Checklist for Budget Revision 2024

¹⁴⁴ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 24 UNDP Checklist for Budget Revision 2025

¹⁴⁵ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 20-24 UNDP Checklist for Budget Revision 2021-2025

spending compared to the original budget in the UNDP Project Document had very little deviation. In fact, the travel-related expenditure was a little lower than originally planned. The workshop cost was, however, 25% higher than anticipated, but with an overall cost of app. USD 244,408 the expense cannot be seen as excessive.

126. Regarding the project expenditures, it should be noted that the project, at the time of the TE, had undertaken two full audits in 2021¹⁴⁶ and 2023¹⁴⁷ and two spot checks in 2022¹⁴⁸ and 2024¹⁴⁹. A total of 15 issues were identified, where all but four were rated as low, and management responses for all of these were provided/undertaken. Three issues identified as medium (i.e. Weakness in payment processes (2022), Delay in payment of expenses and Delay in submitting deliverables by consultants (2024)) were also addressed. Two issues remained persistent throughout all of the audits and spot checks and these were the Underutilization of Budget and Non-payment and withholding taxes to the General Department of Taxation (GDT). The first is a systemic issue derived from the slow start to implementation and the subsequent slow implementation rate (in part brought about by the COVID-19 pandemic), which the project has struggled to make up for. The second issue is somewhat outside the TE Team's expertise and comprehension, but the project, including the NDP has on an ongoing basis worked on solving the matter. As noted, aside from the two persisting issues, which is being dealt with by the Project and UNDP all of the irregularities identified, during the project audits were addressed as part of UNDP's management response in the time immediately following the audits. In this sense, the project has had a solid and consistent fund management throughout the project duration.

Project Assets

127. The Statement of Assets and Equipment, as per 22 April 2025, provided by the project team and had an overall purchase value of USD 33,161 and the assets/equipment are located within the premises of the project's pre-identified partners and the General Department of Policy and Strategy, which houses the PMU. With regard to the purchase equipment etc. it is recommended that the UNDP, via its handover protocols, ensures that the entities that received equipment under the project are also the ones who are to maintain said equipment following the operational and financial closure of the project.

Project Co-financing

128. As mentioned, the project did sufficiently track the project's co-financing contributions and obtaining confirmation letters from the co-financing partners. While there is a co-financing letter from the NPD dated 18 August 2023 this has been the only letter made available to the TE team for the period prior to the Mid Term Review. However, the letter is very ambiguous in that the letter states that during the period from project start to June 2023 partners and stakeholders confirm the co-financing commitment of USD 1,826,175. Commitment, not expenditure. However, the TE Team has, as did the MTR Team, interpreted this as meaning co-financing spent. From the letter, it is, however, not possible to determine what entities have contributed which amounts to the overall co-financing delivery.

129. Following the Mid-term Review, the PMU managed to have a very robust tracking of the co-financing, and the Co-financing letters obtained by the PMU from the respective Co-financing partners. In this connection, it should be noted that for the DBD, GDLC and GDNPA Co-financing confirmation letters have been received in 2023, 2024, and 2025 (April). Hence, for these three co-financing partners, data since July 2023 has been obtained. The data from the obtained Co-financing confirmation letters are presented in table 11.

130. In connection with Table 11, it should be mentioned that General Department of Policy and Strategy has been listed in the table instead of the General Secretariat for the National Council for Sustainable Development that was listed in the final Co-financing letter submitted as part of the Document package for GEF approval. This is based on the change of the project's Implementing Partner from NCSD to MOE, where the PMU

¹⁴⁶ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 71 Audit Report 2021

¹⁴⁷ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 71 Audit Report 2023

¹⁴⁸ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 71 Spot Check Report 2022

¹⁴⁹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 71 Spot Check Report 2023

now is housed within the GDPS

Table 11: Obtained co-financing at the time of the Terminal Evaluation (per entity)

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized/ Recurrent expenditures	Amount (\$) (Planned)	Amount (\$) ¹⁵⁰
Confirmations covering the period August 2020 -June 2023					
Government	MOE (Combined)	In Kind	Recurrent expenditures		1,826,175 ¹⁵¹
Confirmations covering the period July 2023 -June 2024					
Government	MOE (Combined)	In Kind	Recurrent expenditures		1,282,219 ¹⁵²
Confirmations covering the period July 2024 -April 2025					
Government	General Directorate of Policy and Strategy (MoE) (formerly NCSD)	In Kind	Recurrent expenditures	1,746,100	102,708
Government	Department of Biodiversity (MoE)	In Kind	Recurrent expenditures	2,592,100	264,800 ¹⁵³
Government	General Department of Nature and Protected Areas (MoE)	In Kind	Recurrent expenditures	2,169,600	161,013 ¹⁵⁴
Government	General Department of Local Communities (MoE)	In Kind	Recurrent expenditures	1,746,100	101,590 ¹⁵⁵
Government	Sub-national administrations of the target provinces	In Kind	Recurrent expenditures	1,746,100	¹⁵⁶
Other	LOA Partners	In Kind	Recurrent expenditures		¹⁵⁷
GEF Agency	UNDP	Grant	Investment Mobilized	200,000	221,072 ¹⁵⁸
Total Co-financing				10,200,000	3,959,557

131. In addition to this, the remaining nine LOA Partners have all made co-financing commitments in their

¹⁵⁰ The cumulative Co-financing contribution provided by the time of the Terminal Evaluation (i.e. first quarter 2025)

¹⁵¹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 198 NPD Cofinancing confirmation letter 2023-2024, Cofinancing letters from DBD, GDNPA and GDLC are provided Nr 188, 194 and 191 respectively

¹⁵² Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 197 NPD Cofinancing confirmation letter 2020-2023 Cofinancing letters from DBD, GDNPA and GDLC are provided Nr 189, 195 and 192 respectively

¹⁵³ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. DBD Cofinancing confirmation letter 2025

¹⁵⁴ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 196 GDNPA Cofinancing confirmation letter 2025

¹⁵⁵ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 193 GDLC Cofinancing confirmation letter 2025

¹⁵⁶ Requests for Co-financing data from the provincial departments have been sent out by the PMU and are forthcoming as part of the overall approach to the LOA Partners, however, co-financing letters had not been received at the time of the Terminal Report submission

¹⁵⁷ Requests for Co-financing data from the LOA Partners have been sent out by the PMU and are forthcoming as part of the overall approach to the LOA Partners, however, co-financing letters had not been received at the time of the Terminal Report submission

¹⁵⁸ The USD 221,072 UNDP co-financing contribution covers the period from project start until the time of the Terminal Evaluation.

grant applications to a total of USD 1,242,400¹⁵⁹. The PMU was, at the time of the TE, in the process of obtaining co-financing confirmation letters from the relevant LOA Partners. Further, with regard to the last pre-identified partner (i.e. Forest Administration) FA's engagement started in 2024 and the PMU was expected to receive FA's Co-financing confirmation letter in June 2025. FA has made a co-financing commitment of USD 600,000, which is close to half of the overall outstanding LOA Partner co-financing confirmations.

132. With this in mind, the project's recorded co-financing contribution at the time of the Terminal Evaluation was USD 3,959,557. However, this could increase as the LOA Partners, including FA, with the future submission of confirmation letters. Thus, with a cautious estimation that 50 % of this co-financing will materialize, the combined total of the obtained co-financing would be approximately USD 4,580,777 or 44,9% of the planned Co-financing contribution.

133. The limited provision of project Co-financing has to be seen as a major concern, as Co-financing is one of the key arguments in the GEF incremental cost narrative, even at the time of GEF-6 where the project managed to get approved with a co-financing ratio of 3.1. To put this in perspective, GEF is now under GEF-8, aiming for an overall portfolio ratio of 7.5 %. In this connection, it is possible that the obtained co-financing will be higher than the one identified by the TE Team, as it has relied on the data made available to it. There might be outstanding letters which could assist in increasing the Confirmed Co-financing figures and it is recommended that the PMU takes steps to ensure that all co-financing is documented.

3.2.4 Monitoring and evaluation

M&E design at entry

M&E design at entry is rated as:	Satisfactory
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134. UNDP/GEF rules and regulations related to M&E have been observed, including the reporting on Project Risks. The M&E plan and budget were developed, and the M&E budget was USD 139,000, which is approximately 4.2 % of the overall GEF contribution, which is within the allowed 5% for projects below USD 5 million. The UNDP Project Document did not include a specific M&E plan but made a reference to the Results Framework, which is the main part of a M&E plan. However, the M&E plan, in addition to outlining the indicators and the project targets, also described the data source and collection methods, the frequency with which data is collected, risk and assumptions related to the indicator, as well as who would be responsible for the data collection. It is, therefore, somewhat problematic (form and M&E point of view) that said M&E plan is not included.

135. In addition, as mentioned above, while most indicators are SMART some indicators have been complicated by the inclusion of "measured by" sub-indicators. Furthermore, two of the indicators were in fact activity indicators, and it would have been to the project's advantage if these aspects had been corrected prior to UNDP Project Document signing. Overall, though, a range of monitoring-relevant documentation was prepared as part of the project documentation 1) Project Risks tracking tool, including Social and Environmental Risks, 2) Project Tracking Tools (*METT* and *GEF Core Indicator*), 3) Capacity Development Scorecard, and 4) the Project's Results Framework. Furthermore, the UNDP Project Document outlines the general M&E processes, including the provisions of annual PIRs, as well as the project oversight structures (and their responsibilities), including the NPD, UNDP, and the Project Steering Committee. In addition, the UNDP Country Office, as part of the overall UNDP structure, has a fully functional monitoring setup, including an online risk monitoring system, as well as a dedicated Quality Assurance Expert attached to the office. With this in mind, the TE Team found that the project's M&E setup, as outlined in the UNDP Project Document, as **Satisfactory**

M&E Implementation

M&E implementation is rated as:	Satisfactory
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136. The project had a strong monitoring setup centered around frequent communications between the

¹⁵⁹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 51-69 LOA documents from LOA Partners

PMU and activity implementors, including LOA Partners and relied on frequent local-level monitoring and activity support missions. The project had a strong reporting tradition, which included consultancy and LOA Partner reporting as well as quarterly and annual progress reporting (including the annual PIR). Although these are UNDP/GEF requirements, the level of detail in the reporting was good. In supporting its work, the project, in 2022, developed the M&E Plan for 2023-2025, but as noted by the MTR this plan contains only monitoring activities (without budgets) and a calendar plan¹⁶⁰.

137. UNDP/GEF rules and regulations related to M&E have been observed, including the reporting on Project Risks, Tracking Tools and the Results Framework. However, although the Tracking Tools and the Results Framework reporting were undertaken, it appears that they have not been used as project monitoring tools per se. Meaning it was not used in a circular way to regularly review *what is our project targets -> are we on track to reach the targets -> and if not how do we ensure that we will meet the set targets*. This seems to have been an issue throughout the project implementation. This, in part, might be due to the focus of the project reporting, which emphasizes the project progress (what has been achieved) and where what has not been achieved is left unreported or hidden under general statements, such as that the project was behind schedule due to COVID-19 complications. Granted, COVID-19 was a major predicament that complicated the project's implementation, but constructive steps could have been taken to move activities under particular Components 1 and 3 along. Another area where the project, at least initially, has done little in terms of monitoring is with regard to the tracking of the project's co-financing contributions from the listed project's co-financiers.

138. Although requested, more or less since the project start by the UNDP-E&E Team, the SESP was not updated before 2024. Also in 2023, a Grievance Redress Mechanism (GRM) of sorts was prepared for the project, which until then had relied on the National and General UNDP GRM setup. The project's GRM in practical terms meant that local stakeholders and others were informed, through printed materials and online correspondence and platforms, that they could bring project-related grievances up with the project in cases where they did not feel that the existing system had not responded in a satisfactory manner¹⁶¹. The project established GRM modality does not live up to a fully fledged project GRM mechanism as outlined in the UNDP Project Document¹⁶² and can therefore be seen as a "GRM-light" setup

139. The project monitoring was reported to UNDP on a regular basis, via the project's quarterly and annual reports as well as the PIRs. This reporting included reporting on risks, which also included management measures. While the reporting was undertaken particular the risk registration and management should be seen as somewhat erratic and incomplete as risks were often repeated quarter by quarter with little evidence that the risks had actually been addressed/managed. Also, although important project risks the SESP risks were not reported on a regular basis.

140. Although more related to adaptive management the project monitoring and evaluation work should have paid more attention to the changes to the project's realities including the inadequacy/complications of the project's indicators and the inclusion of the biodiversity corridors adjacent to Kulen Promtep Wildlife Sanctuary and the Phnom Kulen National Park, as these factors should have been recognized to have impact on the project's conceptual approach. In a similar way should the need for the project to "pivot" following the Mid-term Review have been visible in the project's monitoring and evaluation work.

141. While perhaps difficult to decipher from the related M&E documentation, it was the belief of the TE Team that the project had nonetheless undertaken more than adequate project monitoring and had indeed engaged in adaptive management to address transpiring risks to ensure that they did not reach fruition. It was also felt, by the TE team, that UNDP has done its due diligence with regard to its M&E functions, hence a rating of **Satisfactory** has been provided.

¹⁶⁰ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 07 Mid-term Review Report Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

¹⁶¹ Terminal Evaluation Key Informant Interviews/Consultations

¹⁶² Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 01 UNDP Project Document "Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of the Northern Region of Cambodia"

Overall assessment of M&E

Overall quality of M&E is rated as:

Satisfactory

142. The overall rating of the quality of the project monitoring and evaluation was rated as satisfactory. In spite of some minor weaknesses in the original M&E design (outlined in the UNDP Project Document), particularly with regard to the lack of the project's Monitoring Plan, the project has worked well to ensure a strong project implementation. The project's ability to pick up speed following the COVID-19 and the National Election that plagued the first half of the project was a testament to the project's PMU (and UNDPs) ability to adapt and adjust. Further examples of the project's ability to engage in adaptive management have been provided in section 3.2.1. And although there were noticeable shortcomings in the effective use of the monitoring tools, the PMU has had solid monitoring of the project at the activity level.

3.2.5 Project implementation and execution

UNDP Implementation oversight

Quality of UNDP implementation/oversight is rated as:

Moderately Satisfactory

143. UNDP provided reliable and persistent oversight and implementation assistance to the project and has been active in troubleshooting and in ensuring new adaptive management approaches. While the project's initial slow startup also rested on UNDP, it should also be taken into account that, being a NIM project, UNDP (due to the modality) would not have had a strong hands-on approach towards the project implementation. Because of this, the realization that the project was indeed struggling was delayed until the latter half of 2021, when delivery numbers did not match up with the 2021 work plan and budget.

144. This, coupled with a strong NPD position that UNDP engagement in project implementation was unfounded, placed UNDP in a difficult position with limited possibilities of maneuvering. As such, the MTR, coupled with the change in leadership within the Ministry of Environment, facilitated new working relationships and dynamics. With an implementation rate of 24% at the time of the Mid-term Review, all parties sought ways to change the project's trajectory. In conjunction with the UNDP-E&E Team, the UNDP Country Office put together an Implementation Accelerator Plan¹⁶³ for how to expedite the project and ensure that it would meet its end-of-project targets in an acceptable manner. The Implementation Accelerator Plan development and follow-up were supported by missions to Cambodia by the UNDP-E&E Team. UNDP (and the Government) have to be commended for their position to push forward and not opt for seeking a project extension. An extension that might or might not have been granted by the GEF.

145. The adaptive management approach adopted by UNDP included, among other monthly leadership-level meetings to, as mentioned in section 3.2.1, discuss portfolio-related matters. Project-level engagement at the management level was also engaged in, which helped to facilitate change in a variety of parameters. An important part in this was also the change of the Cambodia INRM project's Project Coordinator, which increased the project's susceptibility for guidance and understanding of the overall predicament the project was faced with. By the mid of 2024, a new CTA was onboarded who also brought about a renewed sense of urgency and constructive collaboration between UNDP, the PMU, and the Ministry of Environment.

146. By and large, to ensure appropriate management of the Cambodia INRM project (from the side of UNDP) UNDP had, in practical terms, changed its involvement from NIM to a Support to NIM modality where a more hands-on implementation support was required – and provided¹⁶⁴. This included, for instance, the identification and hiring of the project's new CTA, as well as the aforementioned increased direct engagement at the management and senior management level with the PMU and the Ministry of Environment. This, however, came at a cost to UNDP both at the Country Office level but also at the Regional Bureau level. While perhaps a unique situation for a unique project, the adaptive management engaged in by UNDP indicates the benefits from

¹⁶³ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 12 Project Implementation Review (PIR) 2024

¹⁶⁴ Terminal Evaluation Key Informant Interviews/Consultations

strong Country Office project support, as well as the potential pitfalls in using NIM.

147. Although the quality of UNDP implementation/oversight in the initial part of the project might not warrant a Moderately Satisfactory rating, the very strong support provided following the MTR involving a close collaboration with the PMU and MOE has to be seen as a key factor in bringing the project from a very dismal state at the MTR to the current level of project success. Because of this, the TE Team has provided a rating of **Moderately Satisfactory**

Implementing Partner execution

Quality of Implementing Partner execution is rated as:	Moderately Satisfactory
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148. MOE, as the project's implementing partner, has overall taken an active role in the project implementation, through the project' National Project Director and the Project Management Unit (PMU). However, there was a distinct difference between the beginning and the latter stages of the project. As noted elsewhere, the project was marred by complications in the first two years or more of the project. The MTR Report lists COVID-19 and management issues as part of the reasons why¹⁶⁵. And although less explicitly stated internal management issues were also hinted at, during the stakeholder consultations¹⁶⁶. And while MOE did have a very heretical structure and top-down control and approval processes, these did not in reality changed during the project period. Hence, the reason for the difference in levels of activity implementation, delivery and engagement with project LOA Partners etc. should be sought elsewhere.

149. As noted in the section above, the onboarding of a new Project Coordinator must be seen as a vital part in the project's turnaround. It is equally important to recognize that a new National Project Director was appointed by the end of December 2023, as was the chair of the Project Steering Committee. The TE Team believed that these three actors were important catalysts in bringing about the adaptive management processes the project went through. However, it should also be noted that the engagement (August-November 2022) of the initial LOA Partners assisted in expediting the project implementation of activities at the provincial and community levels. At the same time, the engagement of LOA Partners was further expedited following the MTR, as was the engagement of national and international consultants.

150. Parts of this accelerated process were due to close engagement between the LOA Partners and the PMU, not only via project reporting and oversight of deliverables, but also via one-on-one engagements and capacity building, which facilitated the creation of a shared understanding. Furthermore, the strong practical project monitoring, including on-the-ground field visits, helped facilitate and consolidate project efforts.

151. Further to the efforts of the PMU, the engagement of the project's leadership with UNDP, mentioned above, should be seen as another important factor, as it maintained a strong leadership focus on the project. While impossible to ascertain/verify the change in leadership style/management also appears to have played a role in how the PMU was able to operate. At least indications are that the PMU, following the MTR, could, more freely, make decisions on day-to-day management issues, for the benefit of the project¹⁶⁷.

152. When looking at the overall quality of Implementing Partner execution, there was as noted elsewhere a clear before and after, and in this regard, the TE Team has opted to view the closure of the project as the most relevant period. However, the relatively poor performance of the project during the initial years of implementation cannot be disregarded and because of this, a rating of **Moderately Satisfactory** has been provided.

¹⁶⁵ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 07 Mid-term Review Report Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

¹⁶⁶ Terminal Evaluation Key Informant Interviews/Consultations

¹⁶⁷ Ibid

Overall implementation execution

Overall quality of implementation/execution is rated as:	Moderately Satisfactory
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153. The overall quality of the implementation and execution has been rated as Moderately Satisfactory. While both UNDP and the Implementing Partner have displayed strong commitments to the project and ensured that it became as successful as it became, the initial shortcomings affecting the project cannot be fully overlooked. It seemed easy to “play the COVID-19 card” as the sole explanation for the occurred delays in implementation, lack of engagement in activities, and the low delivery, but UNDP, for one, managed to ensure strong implementation of other projects during 2020-2021¹⁶⁸. Granted, parts of the UNDP portfolio were related to COVID-19 interventions, including reorientations of ongoing projects to support the Government of Cambodia’s efforts to combat the disease and its health and social, and economic impacts¹⁶⁹. Regardless, the experienced project turnaround was a testament to the commitment UNDP and the Implementing Partner have shown towards the project, specifically following a dismal Mid-term Review. The TE Team has, in accordance, provided an overall rating of **Moderately Satisfactory** for the overall quality of project implementation/execution.

3.2.6 Risk management

154. While the project by and large had all of the elements in place to ensure adequate risk management, a larger subset of the needed documentation was not overly well developed, which put the project somewhat at a disadvantage. The project had, at UNDP Project Document signature, identified 10 project risks of which seven were Social and Environmental, which together lay grounds for the project’s Moderate Risk Rating. These risks were outlined in the project’s SESP and Risk Register. Further, it was emphasized that additional risk-related documentation was to be developed at the start of the project and in connection with the project’s on-the-ground engagements (i.e. stand-alone and site-specific management plans, establishment of FPIC procedures and a project-level GRM). These were, however, not developed, although a project-level GRM (of sorts) was set up

155. The project, as part of its project reporting (i.e. QPR, APR and PIRs), reported on risk management and provided what was supposed to be an updated risk log. However, when reviewing this, the risk narrative and the provided risks are, although relevant, broad and very much macro-level, and not focused on more detailed aspects of the project’s implementation. Also, the risks and the management responses etc. remained the same from quarter to quarter, clearly illustrating that the risk log, for instance, was not used as a management tool. As an example, one obvious risk that should have been included was related to the ability of LOA Partners to adequately comply and manage the project-identified SESP risks.

156. The risk reporting, which is part of risk management, also did not report on the delivery of project co-financing, indicating that this was not actively monitored and although this, as such, is not a critical issue, it does nonetheless highlight a lack of attention. Furthermore, the risk log and risk management description did not include any of the Social and Environmental risks, which were only included in the reporting in the 2024 APR. This even though, the need for SESP risk reporting, updating the SESP risks as well as for the project to undertake the needed Social and Environmental safeguard work (as prescribed in the UNDP Project Document), was noted already in the 2021 PIR, where the UNDP-E&E Team recommends that the project 1) Update the SESP and 2) Establish an ESMF and Relevant Management Plans¹⁷⁰. Similar comments on the project’s risk management and risk documentation were provided in the MTR report¹⁷¹.

157. The project eventually updated much of its risk-related documentation and plans. The project’s SESP was updated in 2023 and the Stakeholder Engagement Plan was updated in 2024, as was the Gender Action

¹⁶⁸ Ibid

¹⁶⁹ Ibid

¹⁷⁰ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 09 Project Implementation Review (PIR) 2021

¹⁷¹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 07 Mid-term Review Report Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

Plan. The project also established a GRM “light” mechanism in 2024, in that it provided partners and stakeholders (including at the community level) information on where and how to contact the project in case there were any project-related grievances the stakeholders believed had not been addressed. However, the project did not establish a fully functional Project GRM as outlined in the UNDP Project Document¹⁷².

158. Although the project’s risk related documentation and its reporting and logging of project risks, was not overly strong, the project in its implementation did do so with sufficient due diligence, particularly following the Mid-term Review. Here it should be noted that aside from risks related to the low delivery and COVID-19 related risks, most Social and Environmental risks did not become project relevant before the project in earnest started working on its on-the-ground engagements via the LOA Partners.

159. The project’s work with local communities can be seen to, by and large, observe and manage the SESP-identified risks. Although a stronger focus on engaging, for instance, women, vulnerable groups and people from ethnic minorities could have been pursued, and certain biases could have been avoided, there is no sign of misconduct and the community work and decision making was done by the communities themselves in a transparent manner and in line with recognized FPIC processes¹⁷³.

160. The project has followed the prescribed procedures for risk management and has, in most instances, undertaken appropriate risk management and addressed emerging issues via practical and effective adaptive management approaches. And although the risk and issues reporting of the project is lacking, there is reason to believe that risk and issues management has been actively engaged in by the project, through its monitoring work and collaboration with the local stakeholders, including at the community level. As part of this, concerns were addressed and engaged in up front, ensuring that they did not grow into actual issues. Also, the project appears to have been implemented in a stable “environment” where issues/risks did not mature or evolve, and they could therefore be managed through ongoing interventions.

3.3 Project result and impact

3.3.1 Progress towards objective and expected outcomes.

Objective: To promote integrated landscape management for the conservation and sustainable use of biodiversity, natural resources and ecosystem services in the northern part of Cambodia.	
Achievement rating:	Moderately Satisfactory

161. The achievement of the project objective was rated as **Moderately Satisfactory**. The project objective (i.e. *to promote integrated landscape management for the conservation and sustainable use of biodiversity, natural resources and ecosystem services in the northern part of Cambodia.*) remained highly relevant and there has been a somewhat consistent ownership for the project and its objective throughout the project duration. Stakeholder engagement particularly at local level has been strong as has the working relationship between the GEF agency (UNDP) and the Implementing Partner and other national (provincial and local) entities (i.e. LOA Partners). This has resulted in a build capacity of key government institutions and an active engagement of local beneficiaries, who have ensured improved forest management and community area protections through increased patrolling, monitoring, reporting and other ranger-related activities. Further, the Terminal Evaluation’s triangulation and verification work revealed that the project engaged in building strong community connections and facilitated an increase in community livelihood activities. However, the triangulation and verification work also revealed that the project did not manage to ensure that improved management in the productive landscape was sufficient to meet the project’s ambitions. The project had three objective indicators and the indicator review, and rating, are presented in the text below.

¹⁷² Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 01 UNDP Project Document Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

¹⁷³ Terminal Evaluation Key Informant Interviews/Consultations

Table 12: Project’s Objective indicators their baseline and end-of-project targets, their status at the time of the Terminal Evaluation and the TE provided rating of target achievement¹⁷⁴.

Indicator	Baseline	End of project target	Status at TE	TE assessment
	2020	July 2025	April 2025	
<p>Indicator 1 (Ref: GEF Core Indicator 4.1): Area of landscape (excluding PAs) under improved practices to benefit biodiversity as measured by:</p> <p>a) Completion of mapping and zoning; b) Establishment of landscape management strategy; and c) Functioning coordination platform for decision-making and measures in place for its integrated management.</p>	<p>Individual parts of landscape managed through sectoral approaches with little efforts at integration of biodiversity, ecosystem and socio-economic considerations in planning processes</p>	<p>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</p>	<p>73,671 ha; Mapping and Zoning completed. Landscape management guidelines developed. Guidelines for BTWG developed (BTWG approved on 2 May 2025).</p>	<p>Unsatisfactory</p>
<p>• Indicator 2 (Ref: GEF Core Indicator 4.3): Area of degraded agricultural lands under sustainable land management in production systems</p>	<p>Agricultural lands under continued degradation due to poor management regimes and lack of proven and cost-effective methods of use and restoration</p>	<p>At least 1,000 ha of degraded agricultural lands, under improved rehabilitation using biodiversity-friendly restoration technologies</p>	<p>996 ha of rehabilitated lands via forest restoration.</p>	<p>Satisfactory</p>
<p>Indicator 3 (Ref: GEF Core Indicator 11): Number of direct project beneficiaries disaggregated by gender and measured by:</p> <p>a) Average incomes of participating households.</p>	<p>Baseline annual average incomes in project area assessed at US\$ 850/year/household from agricultural activities amongst participating households</p>	<p>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</p>	<p>303 Government staff capacitated. 3,755 community members capacitated. Total reported number of community level beneficiaries is 12,304.</p>	<p>Highly Satisfactory</p>

162. **Indicator 1:** As discussed on the TE discussion of the SMARTness of the project indicators (section 3.1.2) the indicator itself give rise to some ambiguity in that it included three “measured by” sub-indicators which in actual terms does not relate to the indicator as they cannot be used to measure the end-of-project target which is an expression of areas in hectares. Changes in the project’s reality further complicated how this indicator should be interpreted, in that larger tracks of productive landscapes in the biodiversity corridors surrounding the Kulen Promtep Wildlife Sanctuary and Phnom Kulen National Park were included in these Protected Areas in 2023. Whether a conscious strategic decision or one brought about by necessity to ensure that the project would pivot following the Mid-term Review was unclear. However, the project following the MTR moved forward with working in CPAs, well knowing that these were in reality inside the protected areas. However, the rational was that the “spirit” of the indicator was to work within the productive landscape/areas and within the Cambodian realities the Community Zones and Sustainability use Zones in the country’s protected areas

¹⁷⁴ The rating used follows the UNDP/GEF 6-point rating scale i.e. 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU), and Unable to Assess (UA).

(including Kulen Promtep Wildlife Sanctuary and Phnom Kulen National Park) were, in fact, such productive landscape/areas. Further strengthening this argument was/is that the project was working within CPAs (i.e. Community Protected Areas) in other words, working within smaller, specific protected areas within a larger Protected Area.

163. At the time of the Terminal Evaluation, the project had worked on developing management plans for 8 different CPAs covering a total area of 16,658 ha¹⁷⁵. Two of these CPAs now have approved management plans, whereas the remaining six are in various stages of finalization. And although it is not expected that the remaining 6 would be finalized before the end of the project (July 2025) it is expected, by the project, that their finalization would materialize in the future following project closure¹⁷⁶. The total area covered by the two approved management plans is 5,771 ha.

164. Furthermore, with the inclusion of the biodiversity corridors in the Kulen Promtep Wildlife Sanctuary and Phnom Kulen National Park, they now fall under the auspices of these PAs respective management plans and as such the productive landscape within these biodiversity corridors would benefit from improved management because of that. The 2023 protected areas land extension increased the area of Kulen Promtep Wildlife Sanctuary with 26,471 ha and Phnom Kulen National Park with 25,383 ha, rendering a total of 51,854 ha¹⁷⁷. Finally, through the project's work in the eight Community Forestry (CF) areas the management of these areas totaling 5,159 ha has been improved via for instance improved patrolling.

165. Although not as such supporting the project indicator, the project did undertake and finalize the mapping and zoning of the Kulen Promtep Wildlife Sanctuary (428,970 ha) and Phnom Kulen National Park (62,883 ha) providing for important new information for the PAs, that at the time of Terminal Evaluation Report submission awaits to be included as part of the overall PAs management plans. A process that will be finalized following project closure, as they await the approval of the Prime Minister. The zoning and mapping included agricultural and human-influenced lands and riparian systems inside the two PAs (particularly in the community and the sustainable use zones), which exceeded 100,000 ha.

166. Also, the project developed two important guidelines: Guideline on Landscape Management for the Project's Target Area¹⁷⁸ and Guideline for Integration of Biodiversity and Natural Resources into Land-use Master Plan¹⁷⁹. However, the project did not develop a landscape management strategy covering the three watersheds (or three individual watershed strategies). This was in large part due to the fact that the INRM project in the first part of the project (2020-2022) did not sufficiently engage in the planned macro-level work, such as establishing and building the capacity of the national institutional coordination mechanism (NICM). And while the project has played an important role in the development of operational and technical guidelines for the restructured Biodiversity Technical Working Group (BTWG)¹⁸⁰, this coordination platform is different from the one envisaged for the project. This both in scope and intervention area, although both would be important entities to ensure that natural resource management, biodiversity and ecosystem services are firmly reflected in governmental processes, guidance, regulations and policies etc. With regard to the establishment of the BTWG it was approved by the Minister of Environment on 2 May 2025.

167. When reviewing the indicator, it is clear that the end-of-project target has not been reached. At the very best, because the METT score indicator (i.e. indicator 7) has been met, it could be argued that the inclusion of the 51,854 ha large biodiversity corridor areas, into the PAs, is "valid" hectareage. Even if this argument is accepted, the combined total would at the very best only reach 73,671 ha¹⁸¹. A result which is only 73.67% of the expected End-of-Project target. Even if taking into account the project's progress under the "measured by" Sub-indicators the TE Team believed that the project is far from its mark and a rating of **Unsatisfactory** has been

¹⁷⁵ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 75 INRM Additional data after discussion

¹⁷⁶ Terminal Evaluation Key Informant Interviews/Consultations

¹⁷⁷ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 75 INRM Additional data after discussion

¹⁷⁸ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 76 Guideline on Landscape Management for the Project's Target Area

¹⁷⁹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 77 Guideline for Integration of Biodiversity and natural Resources into Land-use Master Plan

¹⁸⁰ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 79 Effective Coordination for the Cambodia Technical Biodiversity Working Group

¹⁸¹ i.e. Former Biodiversity Corridors = 51,854 ha; CPAs = 16,658 ha; and CFs = 5,159 ha

provided.

168. **Indicator 2:** Indicator 2, which was SMART compliant, had a clear focus on Sustainable Land Management (SLM) implementation on farm lands and the project's activities were squarely focused on changing current agricultural practices in such a way in that it would enrich the soil, reduce water runoff and soil erosion etc. At the same time, the intended intervention was small in terms of land and was, as such, mostly intended as a proof of concept that could be brought forward via future replication and scale-up. With the change of the Minister of Environment following the 2023 elections and the subsequent strong national focus on forest restoration and reforestation, the project changed away from the original focus on farmlands to forest lands and their regeneration. Although, conceptually, this was a substantial change, due to the size of the land area to be impacted by interventions being quite small (i.e. 1,000 ha), the TE Team believed that this change would/should be acceptable, and the Team has therefore viewed the indicator in a broader sense, than the End-of-Project target outlines.

169. The project actively engaged in tree planting, assisted regeneration and planting on degraded forest lands in 10 different CPAs/CFs. The plants used for the planting were native/local species, including endemic species. Furthermore, some local fruit trees were also used (intermixed) to provide for community benefits as well as facilitating voluntary area patrolling, as these areas would be visited more frequently by fruit collectors¹⁸². In addition to this, the project supported the establishment of nurseries, which are to provide a continuous stock of trees for the communities' continuous replanting activities on degraded lands still remaining within the CPAs/CFs. The nurseries, therefore, provided for a small, but community-important, input to the project's overall sustainability of established practices. At the time of the Terminal Evaluation, seedlings had been planted in 996 ha of degraded forest areas to assist their restoration and regeneration. As part of the replanting process, the identification of suitable tree species (to match the soil and habitat conditions) was undertaken. Furthermore, at some of the "planting sites" the TE Team was informed that site monitoring and management were maintained following planting to ensure optimal survival rates of the planted seedlings¹⁸³. As most of the replanting was done in 2024 it was difficult for the TE Team to on-the-ground evaluate/verify the success and quality of the interventions. However, saplings appeared to, in general, have "taken root" and in many areas the survival rate was reported as being 60-70 %¹⁸⁴.

170. Thus, although the project, in its interventions, changed its focus and area of engagement from improving the rehabilitation of degraded agricultural lands using biodiversity-friendly restoration technologies to rehabilitating of forest lands the TE Team believed that (particularly due to the small size of the planned intervention area) the adopted change is acceptable as it as such fits with the intent of the indicator. The TE Team has provided a rating of **Satisfactory**.

171. **Indicator 3:** Indicator 3 as with indicator 1 the SMARTness of the itself give rise to some ambiguity because of the inclusion of the "measured by" sub-indicators *Average incomes of participating households* and the multi layered end-of-project target *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*. For this indicator, the TE Team took the tack to evaluate based on the indicator itself. This in part because, it is a GEF Core indicator (as well as an objective indicator) which looks at the project's overall engagement with beneficiaries and not only on beneficiaries involved in livelihood or economic activities.

172. The project had a substantial capacity-building engagement focused on the national and provincial level government entities and stakeholders, in this regard 303 Government staff were trained¹⁸⁵. This, coupled with members from these entities' broad engagement in workshops and on-the-ground engagement, provided for an additional building of their individual capacities and understanding. A total of 1,003 people has at the time of the Terminal Evaluation been trained of which 42.9% were women¹⁸⁶.

173. In addition the community engagement has been particularly strong under the project where

¹⁸² Terminal Evaluation Key Informant Interviews/Consultations

¹⁸³ Ibid

¹⁸⁴ Ibid

¹⁸⁵ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 75 INRM Additional data after discussion

¹⁸⁶ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 33 INRM Project Fifth Annual Project Report

community members received a series of livelihood improvement training such as 1) chicken raising technique as part of the provision of chicks as part of the project livelihood support (55 women/120 men); 2) Agroecology market development (22 women/23 men); and 3) strategic and business planning (191 women/161 men)¹⁸⁷. Overall, it is reported that 3,755 community members benefited from various forms of capacity building, including exchange visits to other CPAs/CFs¹⁸⁸. Further, 2,435 households (equating to 11,172 people)¹⁸⁹ were involved in the project’s livelihood engagements, of which it is estimated that 52% of the beneficiaries were women. As it has been recognized that there has been a certain amount of overlap between the community level beneficiaries’ participation in different interventions, it is estimated that the number of community level beneficiaries is 12,304¹⁹⁰ of which it is assumed that the 52% estimate mentioned above is still valid (i.e. 6,398 Women).

174. A remaining point (which the TE Team has not taken into account in its rating of this indicator) is to what extent the livelihood work has resulted in the foreseen level of income increase. Due to the fact that the community level work did not begin before 2023, at the earliest, it would be difficult to obtain reliable data verifying that the project’s livelihood initiatives have resulted in a stable increase in income over time. However, one of the project’s consultants is, at the time of the Terminal Evaluation, looking into the financial implications of the project’s community engagement. It was, however, too early to obtain any indications related to this, due to the fact that the field work had just ended by the time of writing¹⁹¹.

175. Even if there are some discrepancies in the reported numbers of beneficiaries, due to individual people have been engaged in more than one training and/or activity. The number of direct beneficiaries is at least twice as high as the planned end-of-project target. And even if one looks at the number of people/households engaged in livelihood activities, the number is at least at par. The TE Team has provided a rating of **Highly Satisfactory**.

176. To complete the review of the objective level indicators, it should be mentioned that the project should have included the GEF Core Indicator 1: *Terrestrial protected areas created or under improved management (hectare)*. It is recognized that Indicator 7 in reality is said indicator as increases in the METT scores (the measure for Indicator 7) are a common way to measure improved management. In addition, if the indicator had been included the project would have had a place to capture the increase in the Protected Areas estate of Kulen Promtep Wildlife Sanctuary and the Phnom Kulen National Park, resulting from the inclusion of the biodiversity corridors in 2023. And although PA expansion was not a project output, the project’s mapping and zonation engagements could have been reported. Naturally, none of this could have been foreseen at the time of project formulation, but it could have been addressed at project mid-term following the Mid-term Review. However, the MTR is strangely quiet about this factoid.

Component 1: Systemic and institutional capacity for integrated landscape management	
Achievement rating:	Moderately Satisfactory

177. The achievement of the project component 1 was rated as **Moderately Satisfactory**. A key reason for this was that the project did not, from the onset of the project, initiate the macro-level work on establishing the national institutional coordination mechanism (NICM) and through this started working with regional, provincial and local partners. Although, the TE Team recognized that the project following the Mid-Term Review had to pivot in an attempt to adapt to the status of the project at the time of the MTR as well as the new project

¹⁸⁷ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 12 Project Implementation Review (PIR) 2024

¹⁸⁸ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 75 INRM Additional data after discussion

¹⁸⁹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 105 Project Results Framework- Status update 2025

¹⁹⁰ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 75 INRM Additional data after discussion

¹⁹¹ Terminal Evaluation Key Informant Interview/Consultations

realities, it still did not change the fact that the project falls short in achieving key macro-level milestones. At the same time, coping with the altered project reality surrounding the project at Mid-term the TE Team believed the project brought about a prudent adaptive management response in that it centered its INRM integration work on community level engagement. Also helping in lifting the overall component rating was the project's impressive policy, legislative and institutional work. The project had three component indicators and the indicator review, and rating, are presented in the text below.

Table 13: Project's Component 1 indicators their baseline and end-of-project targets, their status at the time of the Terminal Evaluation and the TE provided rating of target achievement¹⁹².

Indicator	Baseline	End of project target	Status at TE	TE assessment
	2020	July 2025	April 2025	
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	<i>Specific, targeted integrated biodiversity management planning and management regulations, guidelines and policies largely absent or rudimentary</i>	<i>At least six instruments Policy, legal and regulatory and institutional frameworks clarifying integrated NR planning for mainstreaming biodiversity in sectoral and local planning systems drafted and under review by National Assembly</i>	As per the TE Team's review, at least 22 deliverables support the indicator.	Highly Satisfactory
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: NCS, DBD, MOE, MAFF and GDANPC ¹⁹³	<i>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</i>	<i>Increase of institutional capacity as measured by at least a 12 point increase in UNDP Capacity Development Scorecard of baseline values</i>	A total UNDP Capacity Development Scorecard score of 29 was reported falling 2 points short of the planned end of project target of 31 points.	Moderate Satisfactory
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; and c) Sectoral partnerships established for	<i>Limited engagement of multiple partners mainstreaming biodiversity consideration into their planning systems</i>	<i>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</i>	INRM Guidelines have been prepared and constitute an important depository. Regional and local plans have not been developed. Sector partnerships in integrated planning not established. Annual information/	Moderately Unsatisfactory

¹⁹² The rating used follows the UNDP/GEF 6-point rating scale i.e. 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU) and Unable to Assess (UA).

¹⁹³ Now GDNPA

Indicator	Baseline	End of project target	Status at TE	TE assessment
	2020	July 2025	April 2025	
collaborative and integrated planning and management		<i>conflicts applied; and (v) annual sharing and dissemination of information amongst sectors and stakeholders</i>	knowledge products shared.	

178. **Indicator 4:** As noted under section 3.1.2 the indicator although on face value was to be considered SMART it had some inherited problems. First of all, there was a question as to what constitutes Policy, Legal and regulatory, and Institutional frameworks. Secondly, there was a question as to how “frameworks” are approved/can be approved, and finally, if they can be approved by which entity. The end-of-project target lists the *frameworks, clarifying integrated NR planning for mainstreaming biodiversity in sectoral and local planning systems are under review by National Assembly*¹⁹⁴. This was noted in the project’s inception report as being highly incorrect as this would not fall under the National Assembly’s purview¹⁹⁵.

179. In its attempt to evaluate the indicator, the TE Team has opted for reviewing whether or not the project has been instrumental in providing policy, legislative (including regulations etc) and institutional support that can be seen as facilitating the integrations of Natural Resource Management, Biodiversity Conservation and Ecosystem Services. The TE Team also took the decision not to review whether gender-responsive measures have been put in place, as it is believed that focusing on this would draw the attention away from the policy, legislative and institutional work, which is a main focus of the project (and the indicator).

180. In a review of the project’s deliverables, it is the belief of the TE Team that the project has provided two documents that should be seen as direct or indirect Institutional support. These are *Effective Coordination for the Cambodia Technical Biodiversity Working Group*¹⁹⁶ and the *PES Working Group Guidelines*¹⁹⁷. Furthermore, the project has provided legislative support via the preparation of the *ABS Sub-decree*¹⁹⁸ signed on 26 May 2023 and the updating of the Environmental Code¹⁹⁹ (29 June 2023). Finally, the project has provided substantial support in the policy area. In connection with the ABS Sub-decree, the initial work on the decree was done under the UNDP/GEF ABS project *Developing a Comprehensive Framework for Practical Implementation of the Nagoya Protocol*, which ended in mid-2022²⁰⁰. In this regard, the TE Team acknowledges that ABS undertook the bulk of the development work, but also notes that the Cambodia INRM project provided the needed additional “last mile” support to ensure its finalization and subsequent approval. Because of this the project’s work on the Sub-decree has been recognized.

181. The project support has also been in form of for instance, the policy brief on *PA Sustainable Financing Mechanism*²⁰¹, as well as the underlying documentation related to this (i.e. *Road map and business case to*

¹⁹⁴ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 01 UNDP Project Document Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

¹⁹⁵ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 06 Inception Report Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

¹⁹⁶ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 79 Effective Coordination for the Cambodia Technical Biodiversity Working Group

¹⁹⁷ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 111 PES Working Group Guidelines

¹⁹⁸ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 110 ABS Sub-decree

¹⁹⁹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 106 Environmental Code

²⁰⁰ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 186 Terminal Evaluation – Cambodia ABS Project *Developing a Comprehensive Framework for Practical Implementation of the Nagoya Protocol*

²⁰¹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 116 Policy Brief on PA Sustainable Financing Mechanism

*Sustainable Financing for the INRM landscape*²⁰² and *Watershed Protection Payment scheme – Supplementary Note*²⁰³). Other documents provide policy guidance or insight towards what would be needed for future integration of Natural Resource Management, Biodiversity Conservation and Ecosystem Services into policy and strategic planning including document such as the *Guideline for Integration of Biodiversity and natural Resources into Land-use Master Plan*²⁰⁴, *Draft 5-year implementation plan and monitoring protocols for Kulem Prom Tep Wildlife Sanctuary (KPWS)*²⁰⁵, *Local Community Development Strategic Plan 2024-2028*²⁰⁶, and the *Cambodia National Biodiversity Alignment Report to Kunming-Montreal Global Biodiversity*²⁰⁷

182. Overall, the TE Team has identified 22 deliverables which the TE Team believed fit within the scope of Indicator 4 and with this the TE Team was confident that a rating of **Highly Satisfactory** was warranted.

183. **Indicator 5:** This indicator was SMART compliant and straightforward, in that it is to use the UNDP Capacity Building Scorecard, developed as part of the project formulation and used to create the baseline, at the project Mid-term and by the end of the project. However, the UNDP Capacity Building Scorecard survey was not undertaken prior to the Mid-term Review, something which was noted in the MTR Report and its preparation was included under MTR recommendation #3.5.

184. A survey was however undertaken during the Terminal Evaluation and the results were shared before the final submission of the Terminal Evaluation report. The UNDP Capacity Building Scorecard survey revealed that at the time of Terminal Evaluation a score of 29 points (up from 19 at baseline) falling 2 points short of the anticipated 12 point increase. The TE Team has therefore opted for providing a perhaps slightly harsh **Moderate Satisfactory** rating.

185. **Indicator 6:** This indicator was very far from being SMART compliant (please see section 3.1.2), and in that it presents the TE Team with an outstanding question as to how to evaluate the project progress towards the indicator. How does a project collect data and monitor *Number of regional, provincial and local partners adopting the ILM framework to mainstream biodiversity into their planning systems*. One thing was clear no attempts on the side of the project were made to collect data related to this. One reason for this could have been that the project did not, from the onset of the project, initiate the macro-level work on establishing the national institutional coordination mechanism (NICM) and through this started working with regional, provincial and local partners which then could have been specified. Following the Mid-Term Review the project pivoted in an attempt to adapt to the status of the project at the time of the MTR as well as the new project realities, and the work on integrating INRM into planning etc. was centered on community level engagement and development of support documentation (please see indicator 4 above).

186. To evaluate the indicator the TE Team made the decision to look at the individual “measured by” sub-indicators as well as the stated end-of-project sub-targets and use the combined rating of these as the overall rating for the indicator.

187. *INRM guidelines adopted/at least 5 guidelines/protocols actively applied:* Although this (i.e. guidelines/protocols) in practical terms has been discussed/included under Indicator 4, it is still also commented on here. As noted under the Indicator 4 review a substantial number of guidelines and similar types of document has been prepared by the project, providing for an important depository and legacy of the project which can be used by Government (and future projects) in their efforts to ensure that conservation and sustainable use of biodiversity, natural resources and ecosystem services is integrated into Cambodia’s strategies and planning

²⁰² Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 119 Road map and business case to Sustainable Financing for the INRM landscape

²⁰³ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 120 Watershed Protection Payment scheme – Supplementary Note

²⁰⁴ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 77 Guideline for Integration of Biodiversity and natural Resources into Land-use Master Plan

²⁰⁵ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 92 Draft 5-year implementation plan and monitoring protocols for Kulem Prom Tep Wildlife Sanctuary (KPWS)

²⁰⁶ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 108 Local Community Development Strategic Plan 2024-2028

²⁰⁷ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 107 Cambodia National Biodiversity Alignment Report to Kunming-Montreal Global Biodiversity

processes²⁰⁸ (**Highly Satisfactory**). *Regional and local plans mainstreaming INRM and Biodiversity*: Based on the UNDP Project Document, it seems clear to the TE Team that these plans relate to the mentioned Watershed level plans and their local equivalents, which the project, for reasons already discussed, did not engage in. At the same time, the project assisted/facilitated in the development of community-level management plans for 8 CPAs covering a total area of 16,658 ha²⁰⁹. More importantly, the project developed the Management Plan for the Kulen Promtep Wildlife Sanctuary (428,920 ha). So at least semantically, the project has worked on mainstreaming INRM and Biodiversity into regional and local plans. But although this might be the case, it does not seem to match the original intent of the “measured by” sub-indicator (**Moderately Unsatisfactory**). *Sectoral partnerships established for collaborative and integrated planning and management/at least five sectors and institutions engaged/multi-sector and multi-stakeholder participation in annual work planning at least in two provinces*: Again based on the UNDP Project Document, and the CEO Endorsement Request for that matter, different sector entities were to, through/facilitated by the established NICM, coordinate their planning and management to ensure a more coherent and effective engagement at watershed and local levels. And while the project did work constructively with many different sectors and entities at national and provincial/local levels, this work took the form of individual collaborations with the INRM project and not consolidated partnerships between sector players. Again, the lack of this engagement stems from the missing engagement in the macro-level work, which should have been initiated at the onset of the project. Here, it is recognized that the project did develop the guidelines needed for the establishment of the Biodiversity Technical Working Group and the Siem Reap PES working group, but they do not equate to the NICM. It is also recognized that the project developed the *Guideline for Integration of Biodiversity and natural Resources into Land-use Master Plan*, which reportedly has been used by the provincial departments in Siem Reap, Preah Vihear and Kampong Thom, however, no provincial plans have been developed (or are in the process of being developed) (**Highly Unsatisfactory**). *Three tiered mechanisms for resolution of sectoral conflicts applied*: It was clear to the TE Team that aside from the deliverable Guidelines on Conflict Resolution and Coordination Mechanisms, there has been little attention paid to this specific end-of-project target. However, it was entirely unclear to the TE Team how such a three-tiered mechanism would/should look like and more importantly, in which situations it would be activated. Component 1 focuses on how to ensure macro-level planning and strategy development and the NICM and under it the conflict resolution mechanism (or so it is assumed by the TE Team). However, the TE Team pondered, why there would be a need for a conflict resolution mechanism as part of a governmental planning system to resolve sectoral conflicts? As there is no guidance in the project’s documentation, including in the SESP, and the only time this sectoral conflict resolution mechanism was mentioned was in the Results Framework, it was not possible for the TE Team to evaluate its importance and therefore provide a relevant rating (**Not Rated**). *Annual sharing and dissemination of information amongst sectors and stakeholders*: As will be discussed in connection with Indicator 13, the project has been quite instrumental in its information sharing and knowledge dissemination, which includes the central deliverables outlined in the indicator 4 discussion above. Because there is a clear overlap with this end-of-project target and Indicator 13, the TE Team has chosen not to rate this indicator’s end-of-project target here (under Indicator 6) (**Not Rated**).

188. As mentioned, to provide an overall rating for this indicator, the TE Team decided to provide an aggregated score of the individual “measured by” sub-indicators as well as the stated end-of-project sub-targets. As a result, the combined overall rating given for Indicator 6 was **Moderately Unsatisfactory**

²⁰⁸ In addition to the guidelines mentioned under Indicator 4 other deliverables could be mentioned such as Operational procedure manual to verify the monitoring key elements on Biodiversity and ecosystem management; Tools and procedures to improve stakeholder participation in planning, management, decisions, and the CPA development process at the sub-national level (adopted by all partners, including SGs); Guidelines on Landscape Management for the project targeted areas (adopted by DBD, GDLC, and GDNPA); Guidelines for the Effective Coordinating of the Biodiversity Tech Working Group (DBD); and MoE’s guidelines on conflict resolution and coordination mechanisms developed for CPAs.

²⁰⁹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 75 INRM Additional data after discussion

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

189. The achievement of the project component 2 was rated as **Satisfactory**. The focus of the indicators remained relevant, and the project's implementation of underlying activities has resulted in a strong community engagement in local conservation efforts and local livelihood engagements. Furthermore, the project has been constructively engaged in building the capacity of the Protected Areas Staff and if managed and packaged appropriately, the project's capacity building materials could become a knowledge base for beneficiaries long after the project is finished. And while the project has been instrumental in getting two Community Protected Areas (CPA) approved, its work towards the planned absorption of CPA budgets into commune and district development and investment plans has not been as successful as intended by the project formulators. The project had five component indicators and the indicator review, and rating, are presented in the text below.

Table 14: Project's Component 2 indicators their baseline and end-of-project targets, their status at the time of the Terminal Evaluation and the TE provided rating of target achievement²¹⁰.

Indicator	Baseline	End of project target	Status at TE	TE assessment
	2020	July 2025	April 2025	
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 20 points in METT from current baselines for the PAs covering 450,673 ha	METT scores at TE: KPWS : 67 PKNP : 62	Satisfactory
Indicator 8: Community-based NRM initiated and operational as indicated/measured by: a) Extent of Community Protected Areas (CPAs) and of Community Forests (CFs) established with (a1) management plans including renewal of existing CPAs; and (a2) 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	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; (iii) monitoring systems in place to evaluate management effectiveness; (iv) communities trained in natural resources management actions; (v) appropriate budgets allocated for implementation of management plans, etc.	2 CPAs covering 5,771 ha with improved management measures approved	Highly Satisfactory
Indicator 9: Status of key species in the northern landscape as measured	Current baselines of success rates of protected nests	100% Increase in number of nests protected and success rate stable or		Not Rated

²¹⁰ The rating used follows the UNDP/GEF 6-point rating scale i.e. 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU) and Unable to Assess (UA).

Indicator	Baseline	End of project target	Status at TE	TE assessment
	2020	July 2025	April 2025	
by increased number of nests protected and success rate over baseline values for: a) Sarus Crane; b) Giant Ibis; and c) Lesser adjutant	<i>(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).</i>	<i>increasing from validated baselines</i>		
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.	<i>No information available of erosion and run-off rates for existing agricultural and land practices.</i>	<i>At least an average of 30% reduction in erosion and run-off rates under varied SLM practices.</i>		Not Rated
Indicator 11: Number of local plans that mainstream objectives of integrated landscape management (IEM) frameworks as follows: a) <i>Commune Development Plans</i> ; 2) <i>Commune Investment Plans</i> ; 3) <i>District Development Plans</i> ; and 4) <i>District Investment Plans</i>	<i>Commune Development Plans, Commune Investment Plans, District Development Plans and District Investment Plans have limited attention to mainstreaming biodiversity consideration into their planning systems</i>	<i>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</i>	<i>2 Commune Development Plans and 2 District Development Plans</i>	Moderately Unsatisfactory

190. **Indicator 7:** Indicator 7 was fully SMART compliant and was, as such, straightforward. However, due to the project’s discontinuation with the APSARA Authorities due to institutional complexities and a lack of willingness to actively engage with the INRM project²¹¹, the project did not continue its work in the Angkor Wat Landscape. Because of this the METT scores for the management of the Ankor Wat Landscape were not obtained, and in a sense, therefore reduce the project’s overall progress towards the end-of-project target. This is because the improved management of said landscape (covering 10,800 ha) cannot be verified via the METT scores. At the same time, however, the Kulen Promtep Wildlife Sanctuary and the Phnom Kulen National Park were increased in size by 26,471 ha and 25,383 ha, respectively²¹², hereby, in the view of the TE Team, made up for the territory “lost” by the omission of the Angkor Wat Landscape. The reasoning for the TE Team’s point of view was that, generally, the METT scores are used as a means of verification of the GEF Core Sub-Indicator 1.2 *Terrestrial protected areas under improved management effectiveness*. Hence, the total area (i.e. 491,853 ha) of PAs under improved management effectiveness has increased and from an indicator perspective, has not been affected, per se.

191. The METT scores for the Kulen Promtep Wildlife Sanctuary and the Phnom Kulen National Park have substantially increased since baseline, and exceeded the planned 20 points by an additional 14 and 12 points²¹³,

²¹¹ Terminal Evaluation Key Informant Interviews/Consultations

²¹² Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 75 INRM Additional data after discussion

²¹³ It should be noted that there is a discrepancy between the baseline METT score for the Phnom Kulen National Park in the UNDP Project Document and its Annex 13, which is the METT Annex containing the METT Excel sheet. In the Results framework, the baseline score is 32, whereas in Annex 13 it is 30.

respectively²¹⁴. And even though, based on the superficial knowledge of the TE Team regarding the status within the respective PAs, the METT scores (for some review questions) seem too highly scored, it is recognized that the scoring is, in fact, a subjective exercise. Regardless, the project would, regardless, have ensured the prescribed 20-point increase by the end of the project. A rating of **Satisfactory** has thus been given.

192. **Indicator 8:** While Indicator 8 principally was SMART compliant, it has, as with some other indicators, been made unnecessarily convoluted by including a larger subset of Measured by” Sub-indicators and end-of-project targets. Because of this, the TE Team has focused its review on the indicator itself (i.e. *Community-based NRM initiated and operational*). The project has been actively engaged in 26 local communities primarily through the work of the LOA Partners. As noted above 12,304²¹⁵ community members have benefited from training and the project’s large livelihood engagement (please do also see the indicator 3 reporting). Specifically related to the current indicator, the project has supported 8 CPA in their development of CPA Management Plans²¹⁶ two of which are approved and the remaining six are in various stages of development. Even when only taking into account the two approved management plans, their total area amounts to 5,771 ha, which is 2.8 times higher than the end-of-project target. In addition to this, a broader subset of the CPAs received training in various aspects of patrolling such as patrol planning, use of patrolling equipment (i.e. GPS, Compass, maps), patrol and incident reporting, incidence documentation etc²¹⁷. These communities also actively engaged in patrolling within their CPAs²¹⁸. In connection with the two approved CPA Management Plans funding allocations from the respective CPA communes have been requested and are to be included in the commune’s rolling investment plan²¹⁹. As it has not been possible for the TE Team to identify/estimate the total land areas that are currently benefiting from INRM, it takes note that 996 ha have benefited from the project’s replanting initiatives²²⁰. Nurseries have been established in at least 10 different communities, and most, if not all of the 26 project communities, have vegetable garden supported initiatives as well as the planting of fruit trees etc²²¹. But even if only looking at the area now covered by approved CPA Management Plans the project has far exceeded its end-of-project target. A rating of **Highly Satisfactory** has been given

193. **Indicator 9:** Although this indicator was SMART Compliant, it was very specific and as such an activity indicator which focuses on very specific conservation actions to be undertaken by a limited subset of communities. In fact, it would be a very limited subset of community members that would be involved in the task. This was noted already at the project inception and the indicator was dropped, in part (it is assumed) because the protection of nests is only mentioned in the project’s Results Framework. As a result of this decision this indicator was not part of the project’s indicator setup until at least following the 2024 PIR²²². As the reporting format was changed in the 2024 Annual Report²²³ where the project reported against identified output indicators (a MTR suggestion), it is not possible to verify whether the indicator had been reintroduced at this point in time. Please do also see the SMART discussion in section 3.1.2 for this indicator.

194. That said the reintroduction of the indicator was evident to have come into effect in 2025 as the project at the time of the Terminal Evaluation were engaged in a study to review and evaluate nest protection anno 2025. While this was seen as an appreciated gesture, it would, regardless of the results, not change the fact that the project has not engaged in this very specific activity. In this connection, it should be mentioned that as part of the LOA Partners’ work various types of conservation and species-related work have been engaged in, including regular species monitoring and camera “trapping”²²⁴. Going back, the indicator was very

²¹⁴ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr 135 METT Assessment Report 2025

²¹⁵ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 75 INRM Additional data after discussion

²¹⁶ Ibid

²¹⁷ Terminal Evaluation Key Informant Interviews/Consultations

²¹⁸ Ibid

²¹⁹ Ibid

²²⁰ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 105 Project Results Framework- Status update 2025

²²¹ Terminal Evaluation Key Informant Interviews/Consultations

²²² Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 12 Project Implementation Review (PIR) 2024

²²³ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 33 INRM Project Fifth Annual Project Report

²²⁴ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 33 INRM Project Fifth Annual Project Report and Terminal Evaluation Key Informant Interviews/Consultations

specific and should not be in the results framework, which is supposed to be at the component/outcome level. As this was noted already at the point of the project inception and the fact that it remained excluded from the project's indicators until a time between mid-2024 and early 2025 has prompted the TE Team to, not to evaluate this indicator – i.e. **Not Rated**

195. **Indicator 10:** As with Indicator 9, this indicator was dropped at the time of the project inception and was not included until a time between mid-2024 and early 2025. The reason for omitting it from the indicator set was that it was overly complicated and would be costly to implement and that it would only provide information for the specific plots where the survey work would be done. Therefore, because of its activity level, and site-specific focus it was dropped as a project indicator at the objective level. In addition, as with Indicator 9 above, the project did not engage in any on-the-ground activities related to this. However, the project has initiated a survey looking at land degradation and land cover change for the project areas in an attempt to provide some project-related information on this matter²²⁵. As with Indicator 9, the TE Team opted for not to evaluate this indicator – i.e. **Not Rated**

196. **Indicator 11:** Indicator 11 was Smart compliant. As mentioned under indicator 8 two CPAs have been approved so far with six more in various stages of finalization. As the CPA Management Plan process has a multilayered step approach, which is rather time-consuming, it is not expected that the remaining six plans will be finalized before the end of the project and it might take up to a year and more before approval of these will materialize²²⁶. Further complicating the matter is that the inclusion of the CPA Management Plans into the, for instance, the commune development/investment plans, is also a prolonged process. This because, the CPA related funding requests are to be included into the commune development plan, which, in turn, are to be included in the district development plans, before these are included into the district investment plans and so forth²²⁷. Also, both the commune and the districts have limited budgets, which can be allocated down to the village level (including CPAs) and therefore, the full funding needs of the CPA Management Plans cannot be met. In addition, the CPA associated environmental funding requests will be competing with other village-level requests including social and infrastructure-related requests²²⁸. The new thing facilitated under the project is the inclusion of environmental aspects into the village budget requests based on CPA identified needs²²⁹. As with many plans, the CPA plans have identified actions, but these will only be implemented in earnest (full scale) when funding becomes available from various sources, and otherwise stay relatively dormant when outside sources of funding (read non-government) are absent²³⁰.

197. The prolonged process for inclusion of CPA funding requests and the limited available budgets (for which there is competition to obtain²³¹), has in the view of the TE Team been squarely overlooked by the project's formulators when identifying this indicator. The mere fact that the project has a focus on identifying financial mechanisms should be a clear indicator that Governmental funding at the local level is scarce.

198. Regardless, based on the project reporting²³² the CPA activities have been included in two Commune Development Plans and two District Development Plans. It is not clear if this, at the time of the Terminal Evaluation, includes the inclusion into the rolling district and commune investment plans or not. At the time of the Terminal Evaluation, the project can be seen (if viewed in a positive light) to have gotten very close to the halfway mark. However, the TE Team also feels that there will be no further improvements in this (as no further CAPs are to be approved within the foreseeable future), because of this a rating of **Moderately Unsatisfactory** has been provided

²²⁵ Terminal Evaluation Key Informant Interviews/Consultations

²²⁶ Ibid

²²⁷ Ibid

²²⁸ Ibid

²²⁹ Ibid

²³⁰ Ibid

²³¹ Ibid

²³² Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 33 INRM Project Fifth Annual Project Report

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

199. The achievement of the project component 3 was rated as **Satisfactory**. Although the management of the project knowledge has not been optimal and should be improved before the end of the project to ensure that Government Agencies, Donor Agencies, project stakeholders and the public at large can benefit from the knowledge materials produced. This will be important, particularly for the new UNDP/GEF and UNDP/LDCF projects that are to focus on the Seam Reap province, as much of the project's developed documentation is of key relevance for the mentioned projects. Regardless of its accessibility, the project has prepared numerous knowledge products that exceed expectations. Also exceeding expectations (at least in terms of the established indicator) is the project's engagement with community stakeholders. And while the TE Team has not been able to verify the achievement of the project's end-of-project indicator target, it stands to reason, based on the mere scope of community members engaged that the target has been achieved. The project has two component indicators and the indicator review, and rating, are presented in the text below.

Table 15: Project's Component 3 indicators their baseline and end-of-project targets, their status at the time of the Terminal Evaluation and the TE provided rating of target achievement²³³.

Indicator	Baseline	End of project target	Status at TE	TE assessment
	2020	July 2025	April 2025	
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.	<i>Coordinated outreach on conservation threats lacking. Limited awareness of impact unplanned development among general public.</i>	<i>At least 1,000 community members trained in relevant INRM approaches and 50% effectively applying these measures (at least 30% women)</i>	3,755 people capacitated via training	Satisfactory
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; and e) Number of local workshops held to facilitate dissemination of field lessons	<i>Limited number of KM products on conservation and sustainable resource management codified and disseminated nationally and regionally</i>	<i>At least twenty additional KM products on conservation and sustainable resource management codified and disseminated nationally and regionally</i>	60+ Knowledge Products developed	Satisfactory

200. **Indicator 12:** Indicator 12 was SMART compliant, but the inclusion of the three “measured by” Sub-indicators makes the indicator unnecessarily complicated. As already reported under Indicator 3 that 3,755

²³³ The rating used follows the UNDP/GEF 6-point rating scale i.e. 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU) and Unable to Assess (UA).

community members benefited from various forms of livelihood improvement and capacity building²³⁴. And although the project has not surveyed whether or not the trained community members are including their training in their daily activities related to INRM, it can only be assumed that a reasonable proportion would be doing so. Even if only 13% of the trained people were to use their new knowledge, the project would meet its end-of-project target of 500 people actively engaging. Here, it should be restated that it is estimated that the number of community-level beneficiaries is 12,304²³⁵, adding to the level of practitioners who would have obtained “training” second hand via “unofficial” peer-to-peer learning.

201. The project was also to develop a Knowledge Management and Communication Strategy early on in the project implementation to promote meaningful stakeholder awareness and engagement in its efforts towards biodiversity conservation, sustainable natural resource use and alternative livelihoods, according to the UNDP Project Document. However, the project only managed to develop it by 2023²³⁶, and it is one of the examples of actions the project could have taken in the early years of the project which it did not. And while it is merely speculation, on the side of the TE Team, if the project had developed its Knowledge Management and Communication Strategy already in 2020/2021 it might have sparked an early engagement in the project’s macro-level work.

202. While an initial Knowledge, Attitude and Practices (KAP) survey was conducted by the project in 2023²³⁷, an end-of-project survey was not ready at the time of the Terminal Evaluations. But although the KAP survey would provide new and interesting information as to how the project has instigated change within society and among its stakeholders at local and national levels, it would still not, due to the sampling methods and size, provide a specific answer as to whether at least 500 of the involved/trained community members were actively using their skills regularly. And even though this indicator to a larger extent duplicates Indicator 3, the indicator rating is **Satisfactory**.

203. **Indicator 13:** Indicator 13 was SMART compliant, however the indicator has an inherent problem in that the project target was set unrealistically low and it would be impossible for the project not to exceed productions of at least 20 Knowledge Products. As noted under Indicator 4 TE Team identified 22 deliverables which the TE Team believed support the project’s policy, legislative and institutional work, and these deliverables are all to be considered knowledge products. This does not include all of the project guidelines (not included under Indicator 4), nor does it include the project’s trainings (i.e. training materials). It also did not include all of the project’s more than 30 assessments and technical reports²³⁸ – all of which are knowledge products. On the downside, while the project has a website, which is housed on the Cambodia Clearing House Mechanism portal²³⁹, it has not yet been populated with these documents. It will therefore be important that the project creates a depository of all of the project’s knowledge products to ensure that project stakeholders, Government entities, Donor Agencies and the public at large have full access to the project’s extensive knowledge base of at least 60+ different documents.

204. In addition to the, in the view of the TE Team, substantial document library, the project has also developed a series of case studies (2), photo stories²⁴⁰ (6), and videos²⁴¹ (6) and the project has the potential to increase the number of these “softer”, but vastly important, communication outputs. Finally, it should be mentioned that the project is in a mad dash to finalize a subset of studies/assessments, which will even further increase the project’s knowledge product collection. While all positive, it should be noted that a key planned output of the project, the *Implementer’s Manual and Lessons Learned guide*, is still missing from the project’s knowledge library. This manual (or rather set of documents) was to describe the developed integrated natural

²³⁴ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 75 INRM Additional data after discussion

²³⁵ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 75 INRM Additional data after discussion

²³⁶ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 121 Knowledge Management and Communication Strategy 2023

²³⁷ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 153 Knowledge, attitude and Practice Assessment Report

²³⁸ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 154 INRM’s Project Communication Achievements and Products

²³⁹ <https://chm-ncsd.moe.little-c.fr/inrm-project/>

²⁴⁰ <https://undp-nature.exposure.co/forest-and-flow>

²⁴¹ <https://www.facebook.com/watch/?v=1698176307574965&rdid=GfgK3hzfgPsE32AF>

resources management approaches and monitoring strategies, Sustainable Forest Management (SFM) and Sustainable Land Management (SLM) approaches, sustainable livelihood improvements, and mainstreaming of biodiversity in sector planning at sub-national and local levels²⁴². While the project has captured much of such information, it has not been made available in an easily accessible format (i.e. manual/guide).

205. Regardless, and although the project set end-of-project target is/was set far too low, when reviewing the indicator the TE Team believed that the project has been very constructive and productive in developing needed project documentation, which not only have benefitted the project but will benefit others to come, provided it is made available/accessible. With this in mind, the TE team has provided an Indicator rating of **Satisfactory**.

3.3.2 Effectiveness.

Effectiveness is rated as:	Moderately Satisfactory
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206. The overall effectiveness of the project is based on the project's achievement of the key project targets as outlined in the project's Results Framework and the results are further discussed in terms of the Objective, Component 1, Component 2 and Component 3 below. Please do also see section 3.3.1 above.

207. *Objective:* The project objective has remained highly relevant and there has been a somewhat consistent ownership for the project and its objective throughout the project duration. Stakeholder engagement particularly at local level has been strong as has the working relationship between the GEF agency (UNDP) and the Implementing Partner and other national (provincial and local) entities (i.e. LOA Partners). This has resulted in, a build capacity of key government institutions and an active engagement of local beneficiaries, who have ensured improved forest management and community area protections through increased patrolling monitoring reporting and other ranger related activities. Further, the project was engaged in building strong community connections and facilitated an increase in community livelihood activities. However, the project has not managed to ensure that improved management in the productive landscape in a sufficient manner, to meet the project's ambitions. The achievement of the project objective was thus rated as **Moderately Satisfactory**.

208. *Component 1:* The project did not, from the onset of the project, initiate the Macro-level work on establishing the national institutional coordination mechanism (NICM) and, through this, started working with regional, provincial and local partners. Although, the TE Team recognizes that the project following the Mid-Term Review had to pivot in an attempt to adapt to the status of the project at the time of the MTR as well as the new project realities, it still does not change the fact that the project falls short in achieving key macro-level key milestones. At the same time, coping with the altered project reality surrounding the project at Mid-term the TE Team believed the project brought about a prudent adaptive management response in that it centered its INRM integration work on community level engagement. Also helping in lifting the overall component rating was the project's solid policy, legislative and institutional work. The achievement of the project component 1 was thus rated as **Moderately Satisfactory**.

209. *Component 2:* The project focus of the component 2 indicators remained relevant, and the project's implementation of underlying activities has resulted in a strong community engagement in local conservation efforts and local livelihood engagements. Furthermore, the project has been constructively engaged in building the capacity of the Protected Areas Staff and if managed and packaged appropriately, the project's capacity building materials could become a knowledge base for beneficiaries long after the project is finished. And while the project has been instrumental in getting two Community Protected Areas (CPA) approved, its work towards the planned absorption of CPA budgets into commune and district development and investment plans has not been as successful as intended by the project formulators. The achievement of the project component 2 was, nonetheless, rated as **Satisfactory**.

210. *Component 3:* Although the management of the project knowledge has not been optimal and should be improved before the end of the project to ensure that Government Agencies, Donor Agencies, project stakeholders and the public at large can benefit from the amount of knowledge materials produced. This will be important, particularly for the new UNDP/GEF and UNDP/LDCF projects that are to focus on the Seam Reap

²⁴² Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 01 UNDP Project Document Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

province, as much of the project's developed documentation is of key relevance for the mentioned projects. Regardless of its accessibility the project has prepared a substantial amount of knowledge products which as such does exceed expectations. Also exceeding expectations (at least in terms of the established indicator) is the project's engagement with community stakeholders. And while the TE Team has not been able to verify the achievement of the project's end-of-project indicator target, it stands to reason based on the mere scope of community members engaged that the target has been achieved. The achievement of the project component 3 was rated as **Satisfactory**.

3.3.3 Relevance.

Relevance is rated as:	Satisfactory
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211. The principles of the project laid out in the UNDP Project Document were as relevant to the national priorities and UNDP Country Office strategic directions at the time of the Terminal Evaluation as it was at project formulation, as was its relevance to past and ongoing international commitments. This has been confirmed via the extensive document review undertaken during the Terminal Evaluation, where it was noted that the project was fully in line with national policies. This was also verified via the evaluation held interviews. In a similar way, the project aligns with the main objectives of the GEF Focal areas, which can be seen, for instance, via the various tracking tools and PIR reporting. The UNDP CPD review likewise confirms the project's alignment. Furthermore, and as mentioned elsewhere, the project, as part of its response to the Mid-Term Evaluation and the changes in Government, realigned the project to among other accommodate, the government's push for forest restoration, demonstrating project alignment with Government priorities. Please see Table 16 for the project's complementarity.

Table 16: Summary table of project complementarity

National policy, strategy and plans (examples)	UNDP Country Program	SDGs ²⁴³	Aichi targets ²⁴⁴	KM-GBF targets ²⁴⁵
National Circular Strategy for Environment.	CPD (2019-2023) Outcome 3.2.3.	SDG 1:	Objective 5:	Target 1:
Pentagonal Strategy Phase I	CPD (2024-2028) Output 3.1.:	SDG 2:	Objective 7:	Target 2:
National Strategy Development Plan (2024-2028)		SDG 5:	Objective 11:	Target 5:
Protected Areas Law		SDG 8:	Objective 12:	Target 9:
Forestry Law		SDG 13:	Objective 14:	Target 11:
National Protected Area Strategy and Management Plan		SDG 15:	Objective 15:	Target 14:
National Biodiversity Strategy and Action Plan (2016-2025) and its update.			Objective 19:	Target 21:
Cambodia's updated National Determined Contribution				Target 22:
National REDD+ Strategy 2017-2026				Target 23:

3.3.4 Efficiency.

Efficiency rated as:	Moderate Unsatisfactory
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212. When reviewing the project records, such as, the Annual Project Reports, the PIRs, the CDRs as well as the project audits etc. it is apparent that the project in a prolonged initial period (2020-2022/2023) was underperforming. While COVID-19 was seen as having had a footprint, it, in the TE Teams opinion, did not fully account for the lack of engagement and initiation of project activities towards meeting the project outputs and outcomes. The project should have more aggressively pursued, for instance, the establishment of the national

²⁴³ <https://sdgs.un.org/goals>

²⁴⁴ <https://www.cbd.int/sp/targets>

²⁴⁵ <https://www.cbd.int/gbf/targets>

institutional coordination mechanism (NICM), which was foreseen as being an important catalyst and central player in bringing about the planned interventions at the macro-level. In addition, much of the analytical work and baseline assessment work could have been undertaken in spite of COVID-19, as this work by-and-large would be computer-based.

213. It is correct that the project’s on-the-ground work would have been affected by COVID-19 related travel and meeting restrictions and it is agreed that local consultations (and local consultancy work) were affected. However, the preparation and signing of the project agreements with the project’s LOA Partners were also delayed, resulting in that the first LOAs were only signed by mid-2022. Hence, the project’s main community-level engagement was only initiated after all COVID-19 restrictions had been lifted.

214. In contrast, coinciding with the project mid-term, and presumably spurred by a need for action following the harsh Mid-term Review the project trajectory changed. This change was strongly facilitated by the UNDP-E&E Team and the UNDP Country Office. The national elections resulting change of the Minister of Environment and a subsequent change in the National Project Director and the head of the Project Steering Committee also provided for a new view and new approaches towards the implementation of the project. Finally, the onboarding of a new Project Coordinator and later a CTA were the final pieces that laid the foundation for the revival of the project. A revival, which by all accounts was tremendous, efficient and effective. By-and-large the generally positive results the project has obtained is in reality down to the project’s implementation after the Mid-term Review, where the project has managed to do the work of a five-year project in two years – of sorts.

215. While impressive, the project has not managed to create the macro-level changes that were foreseen in the UNDP Project Document and the CEO Endorsement Request. The envisaged watershed level sector collaboration has not occurred nor has, for instance, the preparation of consolidated landscape planning integrating biodiversity concerns, as well as safeguarding the landscape's Ecosystem Services. This is a major drawback of the project and it is a drawback which is camouflaged by the project’s positive contributions and achievements under Components 2 and 3.

216. With regard to the project's efficiency, the project’s poor management/control of the project’s co-financing has to be seen as a concern. As, from a GEF point of view, GEF projects are incremental, meaning that the GEF funding is to be seen as an add-on to ongoing country engagements, it is therefore of concern that only 38.8 % of the USD 10,2 million co-financing has materialized at the time of the Terminal Evaluation.

217. Thus, when looking at the project’s efficiency in utilizing the allocated GEF funding to meet the agreed targets, the project could have been more efficient and the provided rating for the project’s efficiency was therefore **Moderate Unsatisfactory**. For the full analysis of the project's use of the provided GEF Grant, as well as the project's securing of the project’s co-financing, please see sections 3.2.1 and 3.2.3 above.

3.3.5 Overall Project Outcome Rating.

218. The project’s overall outcome rating is based on the project’s performance with regard to Effectiveness, Relevance and Efficiency of the project, which are discussed above, and the overall outcome rating was **Moderately Satisfactory**. The individual ratings are summarized in table 17 below:

Table 17: Overall outcome rating

Assessment of Outcomes	Rating
Effectiveness	Moderately Satisfactory
Relevance	Satisfactory
Efficiency	Moderately Unsatisfactory
Overall Project Outcome Rating	Moderately Satisfactory

3.3.6 Sustainability.

219. Sustainability was generally considered to be the likelihood of continued benefits after the GEF funding ends. Under GEF criteria each sustainability dimension is critical, and the overall ranking, therefore, cannot be higher than the lowest rating provided to each of the individual aspects reviewed 1) Financial sustainability; 2) Socio-political/economic sustainability; 3) Sustainability of established institutional framework and governance mechanisms and 4) Environmental sustainability.

Table 18: Overall Sustainability rating

Sustainability Overall: Likelihood that benefits will continue to be delivered after project closure:	Moderate Unlikely
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220. Generally speaking the project’s failure to establish the national institutional coordination mechanism significantly undermined its macro-level policy impact, although it did support institutional strengthening through training and engagement of government departments, particularly under the Ministry of Environment. Also, the project is not expected to achieve financial sustainability, primarily due to the late initiation of work on financial mechanisms and the non-realization of the planned Payment for Ecosystem Services (PES) scheme, which was hindered by a lack of private sector interest following the COVID-19 crisis. While the development of some local revolving schemes provides limited financial promise, these remain small in scope and do not make up for the compared to the project’s original ambitions regarding sustainable financing. On a more positive note, local-level livelihood interventions and capacity-building efforts have yielded tangible though unquantified benefits, and activities such as reforestation, patrolling, and site monitoring are likely to continue due to strong community ownership and integration into local governance. This, combined with strengthened CPA/CF governance structures and expanded protected area coverage now under formal management, lays a strong foundation for continued environmental stewardship. While these efforts fall short of long-term sustainability goals, they are expected to inform and support the two future UNDP/GEF and UNDP/LDCF projects, contributing to the gradual realization of integrated natural resource management and ecosystem service protection in Cambodia.

Financial dimension: Likelihood that benefits will continue to be delivered after project closure	Moderately Unlikely
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221. In the short term, it is not foreseen that the project initiatives will ensure financial sustainability moving forward. An important reason for this is that the project’s work on financial mechanisms was not initiated until 2024. However, even if the project had started this work already at the project inception, it is doubtful that there would have been sufficient time to develop, much less implement, any identified and agreed financial solutions. The project’s pursuit of establishing a Payment for Ecosystem Services (PES) scheme did not materialize. A key factor in this was that the initial interest from the private sector (including the tourism industry) in working together with the project to establish said scheme was severely dampened by COVID-19, as the sector was severely negatively impacted. An impact that the industry still has not recovered from. The project’s preparation of the PES Working Group Guidelines, while positive, provides for little in terms of financial sustainability.

222. The project’s local level engagements can be seen in a more positive light. Although still not quantified, the project’s livelihood engagements are providing financial returns and, as discussed, the project’s training and capacity building efforts have ensured that community members are using their knowledge regularly and one can reasonably expect that the financial benefits for the individual households will continue after the project. In addition, some of the LOA Partners introduced “revolving schemes” where the recipients of, for instance, chicken are to provide new community recipients with chickens once a number of hatchlings has been reached. This approach increases the overall benefit of the intervention and increases its overall sustainability.

223. At the local level, the project’s engagement in management planning also has aspects of financial

sustainability. Both the Protected Area Management Plan for Kulen Promtep Wildlife Sanctuary (KPWS) and the two prepared CPA management plans have associated budget, where the KPWS-MP is linked with the National Budget and the CPA-MPs have been linked to the Commune Budgets. That said, the funding support provided via the National Budget and the Commune budgets are very limited, but can nonetheless be seen as a source of long-term funding.

224. Although the local level work by-and-large can be seen as financially sustainable, they are limited in scope, particularly when compared to the project’s originally intended interventions related to the establishment of financial mechanisms. Mechanisms that were to fund the current funding deficits in the KPWS and Phnom Kulen National Park Management Plans and the CPA Management plans.

225. In this regard, it is, however, important that the project ensures that future projects, including the two UNDP/GEF and the UNDP LDCF projects, to be implemented in the Siem Reap province, are provided with all of the INRM project’s results and documentation related to financial mechanisms. While this does not provide for additional financial sustainability, it does support the long-term process of the Cambodian Government (and UNDP) towards, with time, establishing sustainable and long-term financing of nature conservation and ecosystem Service protection.

Socio-political dimension: Likelihood that benefits will continue to be delivered after project closure	Moderately Unlikely
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226. As noted in connection with Indicator 4, a fair amount of policy and institutional support has been provided by the project and it is expected that this support has been absorbed/used within the various Government entities, and will be used moving forward. However, the crux of the project is that it was not able to work on the macro-level and the policy and planning implications of this cannot/should not be overlooked as these should have been in place and long-term sustainability ensured.

227. The project has done a lot of work with the village communities and has built local people's capacities in a range of different areas and most of these are expected to continue either on their own or through established governance and government structures – potentially supported by limited future government funding.

228. Hence, the socio-economic benefits of the project are expected to continue following project closure. In a similar way, it is expected that the project-supported patrolling, reforestation, site-monitoring etc. will continue, although potentially to a lesser degree. The reason for this is that the local communities have a strong ownership of the CPAs/CFs. The engagement with the CPAs on the development of their Management Plans has helped to create stronger and more consolidated CPA committees, which are an integrated part of the village political/governance structure. Something which has increased the voice in the community for INRM both in and outside the CPAs.

229. The project’s capacity building efforts towards establishing nurseries, home gardens, business development etc. have helped build local capacity and while not extensively, it is expected that a certain amount of peer-to-peer learning will continue moving forward.

Institutional framework and governance dimension: Likelihood that benefits will continue to be delivered after project closure	Moderately Unlikely
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230. As noted, the project failed in establishing a national institutional coordination mechanism (NICM), which was to be a vital collaborator and driving force for the project’s work under Component 1 and for the project’s macro-level outputs. While it has not been possible to ascertain with absolute certainty, there are no indications that there were any political, institutional or legal obstacles hindering working on the establishment of the NICM during the initial part of the project. At least the project reporting does not make references to any difficulties or complications.

231. And while the project was instrumental in establishing the guidelines (TOR) for the Biodiversity Technical Working Group, as well as for the Seam Reap PES Working Group, and that this is to be considered support to the institutional setup, it does not have any sustainability impact, and neither equates to the NICM

232. On the other hand, the project has, through its training of Government entities and its engagement of entities as LOA Partners, built the capacity, resulting in an institutional strengthening of main departments under the MOE, as is apparent from the final UNDP Capacity Building Scorecard survey undertaken during the Terminal Evaluation.

233. The project has also been very constructive in working with the CPA/CF committees and their committee members hereby supporting these local-level community governance structures. The project was involved with 26 different communities playing an important role in building upon their capacities. While the specific impact is difficult to determine, the TE visited communities, did touch upon the role the project had played (via the LOA Partners), and also that the capacities developed would be used and continued following the end of the project’s community engagements²⁴⁶.

Environmental dimension: Likelihood that benefits will continue to be delivered after project closure	Likely
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234. The environmental impact of the project is expected to be maintained. First and foremost, the expansion of the territory of the Kulen Promtep Wildlife Sanctuary and Phnom Kulen National Park resulted in an additional area of 51,854 ha under PA management, increasing the overall area to 491,853 ha. In this connection, the management capabilities of rangers within the two PAs have been increased via the project capacity building efforts, which in part is verified by the METT scores.

235. At the community level, the project’s strengthening CPAs/CFs to patrol, report, monitor etc., as well as undertake patrol management and use of patrol equipment such as GPS, compass, maps has ensured the communities’ long-term capability in managing their CPAs/CFs. In addition to this, the management plan development engagements have for two CPA ensured that the sites have an approved long-term plan. In addition, the build capacity for monitoring and management of the reforestation/replanting sites, as well as establishing and maintaining nurseries, has provided a solid base for the communities and their long-term efforts to reforest/replant degraded areas within their CPAs/CF.

236. The above-mentioned strengthening of department capacities and the project developed policy and institutional support mentioned under Indicator 4 is expected to play an important role moving forward and will, in the view of the TE Team, help future initiatives/projects in further ensure the integration of natural resource management, biodiversity conservation and the preservation of Ecosystem Services. While this does not provide sustainability impacts per se, it has to be seen as important support for the facilitation of future sustainable benefits.

3.3.7 Country Ownership.

237. The country ownership has been evident throughout the project implementation. That said, during the initial part of the project, less attention to the project by the Government and others was perhaps not fully at par. On the other hand, this changed at project mid-term after which close attention to the project was paid. As mentioned elsewhere, this included active engagement by the Government and UNDP and increased and more focused project management via the PMU. The project ownership can also be seen in the reliable stakeholder engagement in the national steering committees and the active engagement of the National Project Director and the head of the Project Steering Committee. But while there is strong national ownership and interest for the project, the level of provided co-financing has proven to be low at the time of the Terminal Evaluation Report submission, with only 37.4% obtained.

²⁴⁶ Terminal Evaluation Key Informant Interviews/Consultations

3.3.8 Gender equality and women's empowerment.

238. Although the project's the action plan aspect of the Gender Analysis and Action Plan was not designed to look at how gender and women mainstreaming could be integrated into the different project outputs, nor looked at how the SESP identified gender were to be engaged with (again in connection with the project outputs) the Gender Analysis and Action Plan did provide for good overall guidance as to how and where in general gender issues could should be addressed.

239. In this regard, the project did in its implementation, pay attention to gender and, for instance, developed a rather substantial gender training package²⁴⁷ for the Ministry of Environment, as well as assisted the ministry in developing its Gender Mainstreaming Strategic Plan in the Environmental Sector 2021 – 2025 document²⁴⁸ (an updated version is expected in May 2025)²⁴⁹. A series of other gender focused documents were developed.

240. Unfortunately, despite the good intentions and the project's focus on gender it has been difficult for the project to create a gender balance in its provided trainings, where in all of the provided training 72% of all trainees were male and only 28% were female. At the Government level this is not so surprising as there are more men in the respective departments working on the technical issues related to the project. This discrepancy was also noted in the Gender Analysis, and while the project would like to push for more women the people engaged in the project's technical trainings had to be topic relevant. Thus, for specialized trainings it would, due to the internal distribution of women and men, be difficult to obtain a 50/50 representation at meetings.

241. At the community level, there was also a clear discrepancy that cannot be explained away as it can be for the government institutions and here the project potentially could have done more to ensure that the LOA Partners were catering more to the inclusion of women – and for that matter ethnic minorities and the more vulnerable people living in the communities. Part of the “lack of focus” can perhaps be explained by that the Grant Applications used did not stress that the grant proposals should have a strong gender aspect.

242. However, at the village level, the project has been faced with strong traditional biases and embedded gender roles, which, regardless of good intentions, are difficult to overcome. For instance, while most CPA/CF committees had female committee members these were comparatively few²⁵⁰. In the communities visited by the TE Team CPA committees generally had about 10-12 members, of which 2-4 would be women. This gender imbalance was also apparent in the TE field mission where 35% of the people engaged with were women²⁵¹.

243. However, when the combined data for all of the community engagements are reviewed the data shows that 52% of the people benefiting from the project were women. This might a first glance be difficult to reconcile, but a large part of the explanation has to be found in gender preferences and gender biases. In many cases, the people engaging in the more “home-based” livelihood activities were women where as men were generally more engaged in the more action-dominated interventions, such as patrolling²⁵². More than once, was it noted that women were not suited for (or at least not comfortable with), for instance, ranger work and that women did not participate in meetings because they stayed at home (doing chores)²⁵³.

244. Taking this into account, it was the view of the TE Team that the Cambodia INRM project has been pushing forth the issue of gender equality and the mainstreaming of women to the extent possible, taking into account the realities on the ground and within Cambodia in general. As a final note the project had a symposium²⁵⁴ (i.e. 19-20 May 2025) where one of the themes was on *Gender Mainstreaming in Integrated Natural Resources Management: Way Forward Actions* where the project discussed gender mainstreaming in

²⁴⁷ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 155 Gender Mainstreaming Training Manual

²⁴⁸ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 109 Gender Mainstreaming Strategic Plan in the Environmental Sector 2021 – 2025

²⁴⁹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 184 INRM Gender and Social Inclusion interventions

²⁵⁰ Terminal Evaluation Key Informant Interviews/Consultations

²⁵¹ Ibid

²⁵² Ibid

²⁵³ Ibid

²⁵⁴ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 185 Symposium on “Green Pathways: Linking Landscape Management with Biodiversity and Ecosystem Services for Sustainable Futures (Concept note)

natural resources management and shared experiences from their work on gender mainstreaming at the community level²⁵⁵.

3.3.9 Cross-cutting issues.

245. As gender equality and the mainstreaming of women were main cross-cutting issues for the project, it has been discussed separately in the previous section (i.e. Section 3.3.8). For other aspects related to leaving no one behind, the project engaged in a human rights approach and implementation. This was in part anchored in the project's social and environmental safeguards. For instance, in the LOA Partners' approach to local communities general FPIC principles. In addition, the project initially relied on the national and common UNDP Grievance Address Mechanisms, but did establish, during the latter part of the project, a type of project-level GRM, to ensure that project grievances, including perceived human rights issues, could be brought forth.

246. While some of the LOA Partners worked in ethnic communities, these were not specific target groups that were sought out by the project, but rather an effect of who lived in and around the project CPA/CF selected for other reasons. In this regard, it should also be noted that the predominant population within the project area is Khmer and it would therefore only be natural that the majority of communities engaged by the project would be Khmer. At the same time, it is equally worth noting that the project did not actively seek out ethnic minority groups either²⁵⁶.

247. In addition, there is no substantial evidence to suggest that the project attempted to be inclusive of various vulnerable groups, such as people with disabilities, and women-led households. In this regard, the project did not deliberately exclude such groups, but at the same time, the project did not make specific accommodations for these groups to be included. For instance, the LOA signed with the LOA Partners did not have any specific text emphasizing the inclusion of such groups. As a matter of fact, the LOAs did, as mentioned elsewhere, also not have any main references aimed at the mainstreaming of women and gender equality.

248. The selection of the community members to be engaged in the project interventions ultimately rested with the communities themselves and was determined by the CPA/CF committee members, often through local consultations/meetings. While positive, as this was a locally driven process, it also resulted in that most often the people involved in the project were more "resource-strong" individuals who were active in the community. And although this is good in terms of ensuring a successful implementation of the specific interventions, it tends to leave out "resource-weak" people, who in fact would be the ones to benefit the most from the interventions²⁵⁷.

249. But although a stronger focus on engaging, for instance, women, vulnerable groups and people from ethnic minorities could have been pursued, and certain biases could have been avoided, there is no sign of misconduct, and the community work and decision making was done by the communities themselves in a transparent manner and in line with recognized FPIC processes²⁵⁸.

3.3.10 GEF Additionality.

250. *Specific environmental additionality:* The project facilitated the improvement of management across 491,853 hectares within the Kulen Promtep Wildlife Sanctuary and Phnom Kulen National Park. This area notably includes adjacent biodiversity corridors integrated into these protected areas in 2023, adding 51,854 ha under formal protected area management. Improved management in these areas was supported by project activities such as mapping and zoning and capacity building for protected area staff. Furthermore, the project significantly enhanced the management of Community Protected Areas (CPA) and Community Forests (CF), directly supporting community-based natural resources management activities for groups covering a combined area of

²⁵⁵ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 01 UNDP Project Document Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

²⁵⁶ Terminal Evaluation Key Informant Interviews/Consultations

²⁵⁷ Ibid

²⁵⁸ Ibid

22,429 hectares (16,658 ha of CPA and 5,771 ha of CF). This support enabled communities to undertake actions like patrolling and restoration. A direct environmental outcome was the restoration of 996 hectares of degraded forest land through targeted replanting efforts, using native species and supporting the establishment of community nurseries. The project's engagement has also resulted in a, reasonable yet currently unquantified climate mitigation.

251. *Legal/regulatory additionality:* The project's direct support for the finalization and approval of the ABS Sub-decree and assistance in the updating of the Environmental Code, is an important contribution undertaken by the project. As is the development and approval of the Biodiversity Technical Working Group and the Siem Reap PES Working Group. The project was also instrumental in developing planning and policy guidance, alongside guidelines such as those for Landscape Management and the Integration of Biodiversity and Natural Resources into Land-use Master Plans, intended to inform future integration of environmental considerations into strategic planning. Furthermore, the project facilitated the creation of formal management instruments at different levels, notably by developing the Management Plan for the Kulen Promtep Wildlife Sanctuary, incorporating detailed mapping and zoning, and supporting the development and subsequent approval of Management Plans for Community Protected Areas, thereby enhancing formal frameworks for natural resource governance

252. *Financial additionality:* The project provided support in the policy area, contributing to documents such as a policy brief on the PA Sustainable Financing Mechanism and PES Working Group Guidelines, intended to inform future financial mechanisms. The approval of the Siem Reap PES Working Group by the provincial Governor was an important milestone in this regard. Furthermore, the project's local level engagements facilitated livelihood activities expected to provide financial returns for community members. As mentioned, some LOA Partners introduced local revolving schemes, which are seen as increasing the overall benefit and sustainability of interventions. The project also facilitated the inclusion of environmental aspects into village budget requests based on community needs, introducing a new process for seeking funding at the local government level.

253. *Socioeconomic additionality:* The project enhanced community engagement and capacity through targeted training and collaboration. It facilitated an active engagement of local beneficiaries who undertook improved forest management, patrolling, monitoring, and reporting activities within their areas. Furthermore, the project successfully engaged in building strong community connections and facilitated an increase in community livelihood activities, including activities like chicken raising, small business start-ups, and fruit/vegetable processing, expected to provide financial returns and continue post-project. The project also strengthened community governance structures (i.e. CPA/CF committees), forming an important link to other village structures. This involved supporting the development and approval of the above-mentioned Community Protected Area Management Plans, with associated funding requests linked to commune investment plans. These diverse efforts directly supported communities in managing their resources, financial and otherwise

3.3.11 Catalytic/replication effects.

Demonstrations/Community involvement

254. The project has, in connection with its engagement in the 26 project communities, had a large sub-set of demonstration activities, which include community forest management planning, livelihood development, building village-level capacity, and engaging and planning/running local patrols and site monitoring. The project's many community reforestation demonstrations implemented via different LOA Partners, engaged different site-specific approaches and modalities that the project should consolidate as the different interventions contain valuable lessons on dos and don'ts. In this connection, it is recognized that the project is, at the time of writing, already in the process of ensuring a consolidation of its materials.

255. The CPA management planning processes are another important aspect of the project community work as it helped communities move along the plan development, which in some cases had been deadlocked due to a lack of funding for some of the more costly aspects of the planning process steps. As with the above, it will be important for the project to identify the best practice examples, including project developed guidelines, assessments and other reference documents that could be "prime" document for future engagements related to CPA/CF management planning moving forward.

256. With regard to the community engagements, it is important to remember that the project only initiated the implementation of the first LOAs in the summer of 2022. Therefore, the effects of the community engagements, including the reforestation/ replanting in degraded areas, and livelihood initiatives, have been operational for only a very limited time period. It was therefore difficult to evaluate/estimate the impact of the interventions (even though the project is doing its best to analyze this). Also, as benefits take time to materialize for most interventions, it was difficult to identify good practice examples, which can be used for demonstration. Furthermore, it should be noted that although the UNDP Project Document/CEO Endorsement Request emphasizes replication and upscaling, the project was not designed to do much work in this area (i.e. demonstrate good practices), aside from demonstrating SLM on 100 ha and scaling the piloted practices up to another 900 ha²⁵⁹.

257. While far from predominant, during the TE field mission the TE Team got to see a few “demonstration sites” where individual people had been identified as resource persons/champions for, for instance, irrigation-supported vegetable growing and aquaculture development in irrigation ponds. The champions had received limited support, for instance, in terms of seeds and fish-fingerling and would in return become a local resource person and mentor for other people who wanted to set up similar enterprises²⁶⁰. Another example would be the establishment of community nurseries for growing native/local/endemic tree species and medicinal plants which are to be used for the future reforestation and establishment of medicinal plant gardens etc²⁶¹.

Replication

258. As noted above, the project, despite of the proclamation in the UNDP Project Document/CEO Endorsement Request, the project was not designed to engage in replication per se. And as such the project did not. One reason for this was the, mentioned, late start in working with communities and the protected areas, as the local engagements have not really had sufficient time to mature and become good case examples. However, the project, via the LOA Partners, did facilitate site exchange visits to show the project’s CPA/CF committee members how more “advanced CPAs/CFs would/could look like and what important actions the local committees in these sites had taken.

259. And, while not replication per se, the LOA Partners worked with a subset of communities where they implemented similar but site-specific interventions and, through that, at least some cross-fertilization, if not replication, has occurred.

260. Although not replication, and not replication under the current INRM project, the work done and particularly all of the knowledge products produced, has to be seen as important baseline data for the two upcoming UNDP/GEF and UNDP/LDCF projects. The INRM project has by now accumulated (and is still in the process of consolidating its knowledge) a large set of guidelines, assessments and policy related document which will give the aforementioned two projects a “head start”, making an expedited project implementation in the initial phase of the project possible. To ensure this, maintaining the “PMU knowledge” in terms of central staff could be an avenue to further expedite the process, as well as ensure that the knowledge depository is not forgotten but actively used.

Scaling up

261. With the limited accommodation towards replication in the project’s activities and due to the limited project budget the project was, as mentioned also not set-up to engage in any scale-up activities of note. While, the inclusion of integrated natural resource management, biodiversity conservation and the preservation of ecosystem services was (in the UNDP Project Document) intended to flow from national to sub-national level watershed and land use planning, this would not constitute upscaling. This would only happen when other areas in Cambodia would use the project-developed methodologies and principles in their own watershed and land use plans.

262. At best the project can be seen as having laid a very important groundwork from which other projects/programs (Government/Donor alike) can benefit from. The Guidelines for the Biodiversity Technical Working Group and the Siem Reap PES Technical Working Group are two examples of this. The ABS sub-decree

²⁵⁹ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 01 UNDP Project Document Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia

²⁶⁰ Terminal Evaluation Key Informant Interviews/Consultations

²⁶¹ Ibid

is another example. As such the project is trying, with the little time it has left, to become a catalyst for future engagements in Cambodia and the Symposium on “Green Pathways: Linking Landscape Management with Biodiversity and Ecosystem Services for Sustainable Futures”²⁶² held on the 19-20 May 2025 was an example of this. The symposium which had the objective to *share ideas and experiences on conservation and sustainable use of biodiversity, natural resources, payment for ecosystem services, and integrated landscape management and develop a network of professionals and practitioners working in Integrated Natural Resource Management (INRM) in Cambodia*, brought national and local entities together to hear about and discuss the themes including *Payment for Ecosystem Services: Opportunities and Challenges in Cambodia and Harmony in Action and Promoting Landscape-based Approach Through Integration of Commune, District, Province, and National Level Plans*²⁶³.

263. Initiated as a stand-alone project at the INRM project’s conceptualization, it has over time become the prequel to a much larger MOE/UNDP engagement focusing on watershed management, biodiversity conservation and preservation of ecosystem services. And it might be worth (not for the Terminal Evaluation though) for the Government and UNDP to think in these terms, which they in fact are²⁶⁴. From this perspective, the UNDP/GEF and the UNDP/LDCF projects could be viewed as the planned consolidation and scaling up of the INRM projects’ outputs/outcomes and deliverables. If this is the case, care must be taken not to repeat the mistake made in the early years of the INRM project, where the lack of early engagement with (establishment of) the national institutional coordination mechanism (NICM) became detrimental for the project’s macro-level work. This is mentioned because both projects have substantial up-scaling targets and, if not receiving focused and immediate attention from the projects’ “get go”, these projects could very well end up in a similar situation as the INRM project now find itself in.

Knowledge transfer

264. With regard to the knowledge management and knowledge transfer the project, in its design, sought to improve the knowledge/information collection, and develop a management system to enhance awareness and sharing of best practices. The project’s Knowledge, Management and Communication Strategy, a main tool for guiding this process, was to have been developed at implementation start, but was only ready in 2023. The Impact of this, though, has been minor as the project’s production of deliverables did, as mentioned, in earnest only start from 2022/2023. Although the project does have a webpage, housed on the Cambodia Clearing House Mechanism (CHM), the project has not been very successful in developing a strong knowledge management platform. The project could have created a “mini CHM” on INRM in which it would also place its own deliverables. The project did not do this and at the time of the Terminal Evaluation, the information on the project’s website is sparse, to say the least. While the project has clearly missed an opportunity in actively “sell their product” the project still has time to ensure that a solid depository of knowledge can be uploaded to the CHM. An outstanding question is, however, what will happen to the project website once the project finishes. The point being the project needs to ensure that its depository of knowledge products will be publicly accessible once the project has closed. On the issue of “selling the product”, one of the aims of any project’s knowledge management and communication should be to become a “lead influencer” in the project’s area of expertise. Something which, with today’s online tools, would be within the scope of any project.

265. While the project did not establish a functioning knowledge management system, it has, regardless, developed a larger library of knowledge products, and the project’s work in this regard has been discussed under Indicator 13 above. In an attempt to bring key aspects of the project to market, the project arranged a Symposium²⁶⁵ which brought together key actors and was seen as an important centerpiece by the project. The Symposium was also a springboard from which public outreach was broad-scaled, lifting the project from a local initiative to a national asset. Overall, and even though there is only limited time left of the project, it would be beneficial if it engaged in a solidified effort to capture its achievements as much as possible and ensure that the

²⁶² Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 185 Symposium on “Green Pathways: Linking Landscape Management with Biodiversity and Ecosystem Services for Sustainable Futures (Concept note)

²⁶³ Ibid

²⁶⁴ Terminal Evaluation Key Informant Interviews/Consultations

²⁶⁵ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 185 Symposium on “Green Pathways: Linking Landscape Management with Biodiversity and Ecosystem Services for Sustainable Futures (Concept note)

project knowledge becomes publicly accessible to facilitate a lasting legacy of the project and its results.

Capacity building

266. The project, including via its LOA Partners, has been very active in its capacity building efforts in that it has held 70+ different trainings and other capacity building events involving more than 3,750 people, including 950 national and local Government staff. Hence capacity building has been provided in a range of topics for instance 1) Mainstreaming of integrated Natural Resource Management and Ecosystem Service into strategy and planning; 2) Protected area (including CPA/CF) management; 3) Training and consultation meetings on PA zoning and mapping; 4) Conflict Resolution in protected area planning; ; 5) Integration on Natural resource in to Commune investment plan; 6) Gender equality and leadership in natural resource management; 7) Agroecology Market Development for Promoting Local Economy and Food Systems; 5) Livestock raising (vegetables, fish, chickens and pigs), as well as 7) Nursery establishment and maintenance, and 8) Forest restoration and rehabilitation – to name a few.

267. Capacity at the Governmental level was build under the project as is apparent from the Capacity Development Scorecards survey undertaken during the Terminal Evaluation as well as the METT scores, which have also increased. However, as the impact at the community level has not been captured, it would therefore have been instrumental if the project, at the time of the Terminal Evaluation, had been able to finalize the end-of-project KAP survey so that the impacts of the project’s interventions could have been measured/indicated.

268. It should, in this connection, also be noted that the project, as mentioned, has directly engaged more than 12,000 people. Most of these engagements have been at the community level and related to various livelihood interventions. And while many of these have not been directly trained by the project in formal training sessions, etc, they have been trained in connection with their individual livelihood activity. This either by project/LOA Partner staff or through peer-to-peer knowledge transfer.

Exit Strategy

269. The project is in the process of preparing an exit strategy or long-term sustainability strategy/plan, which should have been developed by year 4. This, however, is in the view of the TE Team a strategic design flaw of the project. Because, to be effective, the preparation of such plans should have been done at the inception of the project, not at the end and the project should, by now, have had a strategic document embedded in strategic agreements with key partners/actors. The point of a long-term sustainability strategy/plan is to facilitate that the project ensures that relevant entities have the needed capacities (financial and technical), that they have the full understanding of the needed tasks and most importantly, that the relevant entities are committed to and have taken ownership of the long-term commitments. To ensure this, the project (via the PMU and the project leadership, including the NPD) must ensure agreements with the entities that are to carry on with the project's interventions long-term. The long-term sustainability strategy/plan is therefore a directional document which is to, based on the Project Document, assists in steering and monitoring the progress towards ensuring that the project, by the end of its lifetime, is sufficiently capacitated to ensure the long-term sustainability of the project. Not doing so is a critical, but common, design flaw in UNDP Project Documents. It occurs because it is generally believed that, since Government projects are aimed at building needed national capacities, it should be a foregone conclusion that the involved Government entities will have a specific focus on this. In most cases, they do not as they, as well as the project, get “*tunnel vision*”, focusing on the implementation of the large subset of activities and sub-activities a project has to manage and complete.

270. The TE Team recognizes that the project and UNDP in particular are engaged, with implementing partners and relevant stakeholders in initiating the UNDP/GEF and the UNDP/LDCF projects, which in a rather roundabout way, are now part of the INRM project’s exit strategies and sustainability pathways. As mentioned above, the project is now in the process of preparing its long-term sustainability strategy/plan, and in doing so, it would the project, based on the initial draft version made available to the Terminal Evaluation team, has taken a much broader view and, as mentioned, viewed the INRM project as a precursor to the upcoming UNDP/Government projects. As such, the current draft is more like a strategy outlining in which areas future interventions are needed to ensure sustainability of interventions (potentially under the UNDP/GEF and the UNDP/LDCF projects). That said, the document cannot be seen as a sustainability plan/exit strategy document for the current project as it, for instance, do not list task masters within government, stakeholders and civic society that have specific (and agreed) post-closure tasks.

4 Conclusion, Main Findings, Good Practices, Lessons Learned and Recommendation

4.1. Conclusion.

271. The Terminal Evaluation, which was undertaken between 14 March and 01 June 2025, specifically focused on reviewing and assessing the overall achievements and impacts of the project. This involved a detailed evaluation of the project's results against its intended outputs and outcomes as stipulated in the Project Document. The assessment encompassed a review of direct project outputs, progress towards short to medium-term outcomes, and the potential for long-term impacts, evaluating the extent to which actual results aligned with planned end-of-project targets. The Terminal Evaluation reviewed the extent to which the project demonstrated efficiency in performing its planned activities. This aspect involved assessing the project's performance in terms of delivering results in a cost-effective manner. Concurrently, the evaluation assessed the project's effectiveness, determining the degree to which the project successfully achieved its intended outcomes and objectives. Based on the evidence gathered, the project's efficiency was rated as Moderately Unsatisfactory, while its effectiveness in achieving outcomes was rated as Moderately Satisfactory, contributing to an overall project evaluation rating of Moderately Satisfactory (please see Section 4.2 for the summary of main findings).

272. The project objective remained highly relevant, and there was consistent ownership, strong stakeholder engagement, particularly at the local level, and a good working relationship between UNDP and the Implementing Partner and other entities. This led to increased capacity in key government institutions and active engagement of local beneficiaries, resulting in improved forest management, community area protection through patrolling and monitoring, and increased community livelihood activities.

273. The project demonstrated a strong commitment to adaptive management and collaboration, especially in its later stages following the project mid-term. The project, which was launched amid the COVID-19 pandemic, experienced a slow start and was unable to pick up speed until 2023. This was not only due to the negative impact of COVID-19, but also due to different and persistent management-related issues. Overall, it could be said that the project's noteworthy turnaround was expedited by the findings of the Mid-term Review MTR which ignited a new approach with regard to the project's implementation. Here it has to be pointed out that this was greatly facilitated by the new National Project Director, who was onboarded in December 2023), as well as the leadership change within the Ministry of Environment, following the national elections. An important adaptive management response, which was instigated after the national elections, was that UNDP and the Ministry of Environment started having regular monthly meetings, at senior/management level, that resulted in an increased level of engagement and appreciation for collaboration increased, something which has been further built on over time. The change process was also facilitated by that a new Project Coordinator was onboarded in June 2023 (one month prior to the MTR). It should also not be overlooked that the project's progress in part is due to the PC's ability to adjust and make decisions, as well as the ability to positively interact with the PMU team, project consultants and LOA Partners. The practical management level engagements between the PMU and UNDP have also been critical in consolidating the working relationship and launching the project forward.

274. The project remained highly relevant throughout its duration, aligning with national policies, UNDP strategies, and international commitments. Strong stakeholder and community engagement at the local level, resulting in increased management and area protection of Community Protected Areas and Community Forest Areas through improved patrolling and monitoring, as well as increased livelihood activities. Capacity building played a central role, with institutional strengthening efforts reaching government departments and community structures alike. This capacity development, particularly for Protected Areas staff and CPA/CF committees, is expected to sustain benefits beyond the life of the project. Community ownership and the capacity building of the communities and their governance structures have laid a solid foundation for ongoing environmental stewardship. The preparation of the Kulen Promtep Wildlife Sanctuary Management Plan and the project's work on developing Community Protected Areas management plans of which two have been approved, are important project outputs approval of two Community Protected Areas and the development of CPA management plans reflect the project's success in supporting community-based conservation. Furthermore, knowledge products

produced by the project offer valuable resources for future initiatives, especially upcoming UNDP projects in Siem Reap. However, the project did not sufficiently ensure improved management in the productive landscape to meet its initial ambitions, and it fell short in achieving key macro-level milestones.

275. The environmental impacts achieved by the project, particularly the expansion and formal management of protected areas, are likely to endure. Community capacities in reforestation, patrolling, and site monitoring, as well as the strengthened governance structures, suggest that local environmental benefits will be sustained. While broader financial mechanisms did not fully materialize, local livelihood schemes and the foundation for Payment for Ecosystem Services provide a stepping-stone for future sustainability. Ultimately, despite early setbacks, the project demonstrated resilience, adapted effectively, and achieved notable outcomes in environmental management, institutional strengthening, and community engagement, offering valuable lessons and foundations for future conservation efforts in Cambodia.

276. The proactive approach by the project in addressing the project delays and the lack of achievements at the project mid-term is one of the project’s big achievements. The proactive and consolidated engagement by the MOE and UNDP leadership, as well as at the project level, has to be emphasized as being the main reason for the project having managed to end on a high note, which was not foreseen at the time of the Mid-term Evaluation. As part of the project’s implementation, a subset of lessons learned has materialized, and the most predominant have been presented in Section 4.4 below including the need for Strong Project Ownership and Coordination between Partners; Robust Monitoring, Reporting, and Flexibility to Engage in Adapting Management are Important and that Integration of Gender and Women Mainstreaming is an Important Aspect of Implementation.

4.2. Main Findings.

277. Based on the TE Teams review of the *Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of the Northern Region of Cambodia* project, the main findings can be summarized as follows:

Overall Combined Project Terminal Evaluation Rating		Moderately Satisfactory
Criteria	Rating	Comment
1. Monitoring and Evaluation (M&E)		
M&E design at entry	Satisfactory	The M&E plan and budget, set at USD 139,000 or 4.2% of the total GEF contribution, falls below the 5% ceiling for projects under USD 5 million. Although the UNDP Project Document lacks a dedicated M&E plan, it references the Results Framework, which functions as its core. This framework details indicators, targets, data sources, collection methods, timing, risks, assumptions, and responsible parties. While most indicators were SMART, some were less clear due to added “measured by” sub-indicators, and two are activity-based rather than outcome-focused—issues that ideally would have been addressed before the document’s approval. Supporting M&E documentation includes tools for risk tracking, GEF and METT indicators, a capacity development scorecard, and the Results Framework. The document also described overall M&E procedures, including annual PIRs and defined roles for oversight bodies like the NPD, UNDP, and Project Steering Committee. Additionally, the UNDP Country Office supports M&E with its risk system and Quality Assurance Expert
M&E plan implementation	Satisfactory	The project has established a robust monitoring system grounded in consistent communication between the PMU and implementors, supported by regular local monitoring and activity missions. Reporting practices were strong, encompassing LOA Partner and consultancy reports alongside quarterly and annual progress reports, including the PIR, which met UNDP/GEF standards with good detail. In 2022, the project developed an M&E Plan for 2023–2025, but it only included activities and a timeline without a budget. While required reporting on the Results Framework and Tracking Tools was done, these tools were not actively used for ongoing monitoring and course correction, leading to missed opportunities in adjusting project implementation. Reporting often focused on achievements, leaving unachieved results underexplored, frequently

		attributing delays to COVID-19 without identifying corrective actions, particularly under Components 1 and 3. Monitoring of co-financing contributions was initially limited, and while a project-specific GRM was introduced in 2023, it followed reliance on broader UNDP systems. The project regularly submitted reports to UNDP, but risk management efforts were inconsistent, with repeated risks lacking clear resolution and SESP risks underreported. Despite these gaps, the TE Team believed the project carried out sufficient monitoring and demonstrated adaptive management, adjusting to challenges and risks as needed to ensure progress
Overall quality of M&E	Satisfactory	The overall rating of the quality of the project monitoring and evaluation was rated as satisfactory. In spite some minor weaknesses in the original M&E design (outlined in the UNDP Project Document) particularly with regard to the lack of the project's Monitoring Plan, the project has worked well to ensure a strong project implementation. The project's ability to pick up speed following the COVID-19 and National Election plagued first half of the project is a testament to the project's PMU (and UNDPs) ability to adapt and adjust. And although there were noticeable shortcomings in the effective use of the monitoring tools the PMU has had a solid monitoring of the project at the activity level
2. Implementation Partner (IP) implementation and Executing Agency (EA) Execution		
Quality of UNDP Implementation/ oversight	Moderately Satisfactory	UNDP provided consistent oversight and implementation support throughout the project, actively engaging in troubleshooting and introducing adaptive management strategies. While the slow project start partly stemmed from UNDP's limited role under the NIM modality, which discouraged hands-on involvement, the extent of project underperformance only became fully evident in late 2021 when delivery figures fell short of the workplan and budget. This was further complicated by the reluctance from the side of the project to seek a deeper UNDP engagement, limiting early intervention. However, the MTR and subsequent leadership changes within the Ministry of Environment created an opening for more effective collaboration. At the time of the MTR, with only 24% implementation, all parties mobilized to change course, leading to the development of an Implementation Accelerator Plan spearheaded by the UNDP Country Office and supported by the UNDP-E&E Team through missions to Cambodia. Monthly high-level meetings and management-level engagement, combined with key staffing changes including a new Project Coordinator and CTA, enhanced responsiveness and coordination. UNDP's unofficial shift from a NIM to a Country Office Support to NIM modality, although resource-intensive, was instrumental in driving progress. While early performance may not justify a Moderately Satisfactory rating, UNDP's post-MTR efforts were decisive in shifting the project from a failing trajectory to one of notable recovery and success.
Quality of implementation partner execution	Moderately Satisfactory	MOE, as the project's implementing partner, played an active role throughout the project via the National Project Director and PMU, though the level and quality of engagement varied markedly between the early and later phases. The initial years were fraught with complications, including COVID-19 disruptions and management challenges, as acknowledged in the MTR and stakeholder consultations. A shift in implementation and delivery came about following the onboarding of a new Project Coordinator, the appointment of a new National Project Director in December 2023, and a new chair for the Project Steering Committee. These changes were instrumental in catalyzing the adaptive management that revitalized the project. The engagement of LOA Partners between August and November 2022 also accelerated implementation at the community level. Close collaboration between the PMU and LOA Partners—through direct engagement, capacity building, and regular field monitoring—fostered shared understanding and strengthened execution. The renewed collaboration between project leadership and UNDP further reinforced this momentum. While the significant improvements in the project's final phase were acknowledged, the weak performance during the project's initial implementation period should not be overlooked.
Overall quality of implementation/ execution	Moderately Satisfactory	While both UNDP and the Implementing Partner have displayed strong commitments to the project and ensured that it became as successful as it became, the initial shortcomings affecting the project cannot be fully overlooked. It is easy to "play the COVID-19 card, but UNDP for one managed to

		ensure strong implementation of projects during 2020-2021. Regardless, the experienced project turnaround is a testament to the commitment UNDP and the Implementing Partner have shown towards the project, specifically following a dismal Mid-term Review.
3. Assessment of outcomes		
Relevance	Satisfactory	The principles of the project laid out in the UNDP Project Document were as relevant to the national priorities and UNDP Country Office strategic directions today as it was at project formulation, as was its relevance to past and ongoing international commitments. The project among other is aligned with the National Circular Strategy for Environment; 2) Pentagonal Strategy Phase I; 3) National Strategy Development Plan (2024-2028); 4) Protected Areas Law; 5) Forestry Law; 6) National Protected Area Strategy and Management Plan; 7) National Biodiversity Strategy and Action Plan (2016-2025) and its update; 8) Cambodia's updated National Determined Contribution; and 9) National REDD+ Strategy 2017-2026. The project is/was also aligned to the UNDP CPD (2019-2023) and the CPD (2024-2028). Furthermore, the project supports the Sustainable Development Goals (i.e. 1, 2, 5, 8, 13 and 15), the Aichi targets (i.e. 5, 7, 11, 12, 14, 15, and 19) as well as the Kunming Montreal Global Biodiversity Framework targets (i.e. 1, 2, 5, 9, 11, 14, 21, 22, and 23)
Effectiveness	Moderately Satisfactory	The overall effectiveness of the project was based on the project's achievement of the key project targets as outlined in the project's Results Framework and the results are further discussed in terms of the Objective, Component 1, Component 2 and Component 3 below
Objective		
<i>The project objective has remained highly relevant and there has been a somewhat consistent ownership for the project and its objective throughout the project duration. Stakeholder engagement particularly at local level has been strong as has the working relationship between the GEF agency (UNDP) and the Implementing Partner and other national (provincial and local) entities (i.e. LOA Partners). This has resulted in, a build capacity of key government institutions and an active engagement of local beneficiaries, who have ensured improved forest management and community area protections through increased patrolling monitoring reporting and other ranger related activities. Further, the project was engaged in building strong community connections and facilitated an increase in community livelihood activities. However, the project has not managed to ensure that improved management in the productive landscape, in a sufficient manner, to meet the project's ambitions</i>		Moderately Satisfactory
Component 1		
<i>The project did not, from the onset of the project, initiate the Macro-level work on establishing the national institutional coordination mechanism (NICM) and, through this, started working with regional, provincial and local partners. Although it is recognized that the project had to pivot, at Mid-term, in an attempt to adapt to the status of the project, at the time, as well as the new project realities, it still does not change the fact that the project falls short in achieving key macro-level key milestones. At the same time, coping with the altered project reality surrounding the project at Mid-term the project brought about a prudent adaptive management response in that it centered its INRM integration work on community level engagement. Also helping in lifting the overall component rating was the project's solid policy, legislative and institutional work.</i>		Moderately Satisfactory
Component 2		
<i>The project focus of the component 2 indicators remained relevant, and the project's implementation of underlying activities has resulted in a strong community engagement in local conservation efforts and local livelihood engagements. Furthermore, the project has been constructively engaged in building the capacity of the Protected Areas Staff and if managed and packaged appropriately, the project's capacity building materials could become a knowledge base for beneficiaries long after the project is finished. And while the project has been instrumental in getting two Community Protected Areas (CPA) approved, its work towards the planned absorption of CPA budgets into commune and district development and investment plans has not been as successful as intended by the project formulators</i>		Satisfactory
Component 3		
<i>Although the management of the project knowledge has not been optimal and should be improved before the end of the project to ensure that Government Agencies, Donor Agencies, project stakeholders and the public at large can benefit from the amount of knowledge materials produced. This will be important, particularly for the new UNDP/GEF and UNDP/LDCF projects that are to focus on the Seam Reap province, as much of the project's developed documentation is of key relevance for the mentioned projects. Regardless of its accessibility the project has prepared a substantial amount</i>		Satisfactory

<i>of knowledge products which as such does exceed expectations. Also exceeding expectations (at least in terms of the established indicator) is the project's engagement with community stakeholders. And while it has not been able to verify the achievement of the project's end-of-project indicator target, it stands to reason based on the mere scope of community members engaged that the target has been achieved</i>		
Efficiency	Moderate Unsatisfactory	Via the project records, including Annual Project Reports, PIRs, CDRs, and audits, it is shown that the project significantly underperformed during its initial years from 2020 to 2022/2023. While COVID-19 undeniably impacted implementation, it does not fully explain the lack of early engagement or initiation of key activities. Critical groundwork such as the establishment of the National Institutional Coordination Mechanism (NICM), intended to drive macro-level interventions, was not pursued with sufficient urgency, nor was the analytical and baseline work, much of which could have progressed despite pandemic constraints. Although local-level activities faced delays due to COVID-19, the fact that LOA agreements were only signed by mid-2022 meant meaningful community engagement began only after restrictions had ended. A notable shift occurred around the Mid-term Review, driven by a combination of UNDP support and a reshuffle of project leadership, including the NPD, Project Steering Committee Chair, and Project Coordinator. This catalyzed a highly effective project revival, with much of the five-year work completed in the final two years. However, despite strong achievements under Components 2 and 3, the project failed to achieve its broader macro-level goals, such as cross-sectoral watershed collaboration and landscape planning. Additionally, the realization of less than 50% of planned co-financing raises concerns about project efficiency
Overall project outcome rating	Moderately Satisfactory	The overall outcome rating of the project is based on the project's performance with regard to Relevance, Effectiveness and Efficiency of the project, which are briefly discussed above.
4. Sustainability		
Overall likelihood of sustainability	Moderate Unlikely	The project's failure to establish the national institutional coordination mechanism significantly undermined its macro-level policy impact, although it did support institutional strengthening through training and engagement of government departments, particularly under the Ministry of Environment. Also, the project is not expected to achieve financial sustainability, primarily due to the late initiation of work on financial mechanisms and the non-realization of the planned Payment for Ecosystem Services (PES) scheme, which was hindered by a lack of private sector interest following the COVID-19 crisis. While the development of some local revolving schemes provides limited financial promise, these remain small in scope and do not make up for the compared to the project's original ambitions regarding sustainable financing. On a more positive note, local-level livelihood interventions and capacity-building efforts have yielded tangible though unquantified benefits, and activities such as reforestation, patrolling, and site monitoring are likely to continue due to strong community ownership and integration into local governance. This, combined with strengthened CPA/CF governance structures and expanded protected area coverage now under formal management, lays a strong foundation for continued environmental stewardship. While these efforts fall short of long-term sustainability goals, they are expected to inform and support future UNDP/GEF and UNDP/LDCF projects, contributing to the gradual realization of integrated natural resource management and ecosystem service protection in Cambodia.
Financial sustainability		
<i>In the short term, the project is not expected to ensure financial sustainability, primarily because efforts to establish financial mechanisms only began in 2024, leaving insufficient time for meaningful development or implementation. Attempts to establish a Payment for Ecosystem Services (PES) scheme did not reach fruition, in part due to the diminished interest from the private sector, especially tourism, which was heavily impacted by COVID-19 and remains in recovery. While the development of the PES Working Group Guidelines was a step forward, the PES Scheme is still not operational it holds little immediate financial weight. At the local level, however, the project's livelihood interventions and capacity-building efforts have shown more promise, with community members applying new knowledge and experiencing some financial benefits, although these remain unquantified. Revolving schemes introduced by certain LOA Partners, such as livestock pass-on systems, have added to sustainability. The integration of budgeted management plans for KPWS and</i>		Moderately Unlikely

<p>CPAs with national and commune budgets, though modest in funding, indicates a pathway for sustained local support. Despite these gains, the local initiatives remain limited in scale compared to the broader financial mechanisms initially envisioned. Moving forward, the project's results and financial documentation should be shared with upcoming UNDP/GEF and UNDP/LDCF projects in Siem Reap to support longer-term national efforts in financing ecosystem service protection and conservation.</p>	
<p>Social political sustainability</p>	
<p>The project has contributed significantly to policy and institutional support, much of which appears to have been taken up by relevant government entities and is expected to inform future work. However, the project's inability to engage meaningfully at the macro-level remains a critical shortcoming, particularly regarding long-term policy and planning outcomes that should have been secured. On the local level, the project's engagement with village communities has built substantial capacity across various areas, much of which is anticipated to continue either independently or through established governance structures, albeit with limited government funding. Socio-economic benefits generated through livelihood initiatives are likewise expected to persist after project closure. Activities such as patrolling, reforestation, and site monitoring are also likely to continue, due to strong community ownership of CPAs and CFs, though potentially at a reduced level. The development of CPA Management Plans has strengthened CPA committees, embedding them within village governance systems and elevating the visibility of INRM within and beyond CPA boundaries. Capacity building in areas like nursery establishment, home gardening, and business development has laid the groundwork for ongoing learning and practice, with some degree of peer-to-peer knowledge transfer expected to carry forward post-project</p>	<p>Moderately Unlikely</p>
<p>Institutional framework and governance sustainability</p>	
<p>The project did not succeed in establishing the national institutional coordination mechanism (NICM), which was intended to play a key role in achieving the project's macro-level outputs under Component 1. However, it contributed to the development of guidelines for both the Biodiversity Technical Working Group and the Siem Reap PES Working Group. Despite this, the project effectively supported institutional strengthening through training and the engagement of Government departments, particularly within the Ministry of Environment, and it is expected that that these gains will be maintained and further developed post-project. Additionally, the project made notable contributions to strengthening community governance structures through its collaboration with 26 CPA/CF committees. While the specific long-term impacts are difficult to quantify, community feedback during field visits confirmed the project's role in capacity building via LOA Partners, with indications that skills and capacitated structures will continue to be used after project closure.</p>	<p>Moderately Unlikely</p>
<p>Environment sustainability</p>	
<p>The environmental impact of the project is expected to be sustained over time, largely due to the expansion of Kulen Promtep Wildlife Sanctuary and Phnom Kulen National Park, now totaling 491,853 hectares, and which is now included in the formal management plans. These efforts have been bolstered by the project's capacity building with rangers, as reflected in improved METT scores, and mirrored at the community level where CPAs/CFs have been trained to patrol, report, monitor, and manage their areas using equipment like GPS and maps. Two CPAs now operate under approved long-term management plans, and community capacities in reforestation, nursery maintenance, and site monitoring have created a foundation for continued restoration of degraded areas. Furthermore, the strengthened institutional capacities of relevant departments and the policy support developed under Indicator 4 are anticipated to be instrumental for future efforts aimed at integrated natural resource management, biodiversity protection, and safeguarding Ecosystem Services. While these results may not directly translate into long-term sustainability on their own, they constitute critical foundational support for advancing and sustaining environmental benefits through upcoming projects and initiatives aligned with these objectives.</p>	<p>Likely</p>

4.3. Good Practices

278. The project turnaround following the project Mid-term Review highlights several good practices which was worth mentioning. A key aspect of the turnaround could be found in the new practice established where senior leadership from UNDP and the Ministry of Environment began to meet on a regular/monthly basis. Although these meetings would not focus on individual projects per se project-specific issues would nonetheless be brought up as needed. While senior-level engagement increased the focus on the joint projects within the respective organizations, it also facilitated a new spirit of collaboration and coordination, where the projects/portfolio were, to a larger extent, viewed as ours. The collaboration and coordination were also

mirrored at the management level, where meetings between the UNDP PM and the PMU/ Project Coordinator were also held. The inclusion of a proactive CTA at the latter part of the project further increased the interconnectivity between UNDP and the project. The importance of the changed management approaches to the project, coupled with the change in key people within the project (i.e. NPD, PC and CTA), cannot be understated. The project has been able to turn the project around, both in terms of delivery and activity implementation, from its dismal state at the time of the Mid-term Review. A review that did not foresee much chance that the project would be able to meet its objective and project indicator targets. A review that also, as part of the way forward, suggested that the project obtained a project extension. That the project has managed to obtain a Marginally Satisfactory rating at the time of the Terminal Evaluation is a testament to the efforts undertaken by the PMU in particular. All involved should be commended for this achievement as it is.

279. While it did potentially complicate the project oversight and management on the side of the PMU, the inclusion of LOA Partners in the project implementation should be seen as a good practice. It not only ensured that relevant national capacities, including ministerial departments, were involved in the practical on-the-ground implementation of the project. It also ensured very close engagement, through these entities, with the local communities, hereby strengthening ties between the communities and the LOA Partners and building the capacities of the LOA Partners in engaging at the community level.

280. The project, through the LOA Partners, had a very integrated and participatory approach in its/their engagement with the local communities, and this should also be seen as one of the project's good practices. The LOA Partners were very diligent in having initial discussions with the communities on what their interests were and how these interests could be merged with the focus of the project and the requirements/guidance set out in the LOAs. With areas identified, further discussions within the communities were undertaken to ensure that avenues pursued were driven by the community's interest. Aside from obtaining this type of Free Prior and Informed Consent, the community acceptance of the activities to be initiated also ensured that there would be long-term support for the activity implementation and an interest in maintaining the activities following the project end. In this regard, the project's community engagement should be seen as being very much "bottom up". A fact which can only be encouraged.

281. Another good practice was to have local written agreements with the communities on which activities were to be implemented in the community and what the responsibilities of the communities were, in this regard, parts of this focused on the project's replanting/reforestation activities. It was explained by some of the LOA Partners that agreements on site management of the "restoration sites" were done, and included agreements on which site maintenance/patrolling, fire protection, replanting to replace potential seedling "die off", etc. For some of the livelihood activities, individual agreements were also made, where, for instance, people receiving chickens/chicks agreed to provide parts of the new offspring to another community recipient. This modality creates a "pay it forward" principle, which will continue to benefit an ever-broader segment of the community.

282. The project's engagement in capacity building should also be highlighted as a good practice, although such engagements are part of any "run-of-the-mill" project. However, the project did reach a relatively large audience in its training both within the Government, but especially at the community level. The capacity building not only provides for additional knowledge which can be used by the individual, it also increases, for instance, the community knowledge and it helps to create local ownership, and facilitates interests in project activities, and the benefits they provide. As such, the better a project is in engaging local people and the public at large, the more successful the project will ultimately become. And the community engagement under the INRM project should be seen as a success. From a PA and CPA/CF (i.e. local environment) perspective, the project's solid engagement with rangers and community members on patrolling and patrol management, including reporting etc. is/has been an important (although small) aspect of the project. The trainings and materials used can, however, readily be used for future replication/upscaling.

283. Although only a very small part of the project is being implemented by one of the LOA Partners the project's engagement in developing stakeholders' capacity to prepare videos, photo stories, including success stories, is a very fascinating and good practice. Creating the local community capacity for self-promotion, story generation etc, is an important step in creating awareness about what is happening within the communities. More importantly, it creates the ability to enter into the online space, which is now the most important space for bringing ideas and achievements out into the public sphere. Further, the project is in the process of further

developing its learning material library as it is developing materials²⁶⁶ of which some were presented in the INRM symposium held in May 2025. This, combined with the project produced videos, success stories, and photo stories are good approaches for bringing the project “to life” and into the minds of the ordinary people as well as stakeholders and decision makers and is approaches which other projects could/should adopt.

4.4. Lessons Learned.

284. **Strong Project Ownership and Coordination between Partners:** The project’s increased focus on project management, project planning and adaptive management etc., placed upon the project from the senior level to the project management level within MoE and UNDP increased project performance. An important component in this was the established collaboration between MoE and UNDP, which furthered the joint ownership of the project. This played a central role in creating the needed joint adaptive management solutions to address the changes in the project’s environment that were apparent at the project Mid-term. Further, the instituted ongoing dialogue and regular meetings at the different project levels have been identified as a contributor to the project’s very commendable performance during the latter part of the project.

285. **Involving Partners in New Approaches is Time-consuming but Beneficial:** The unfamiliarity of the LOA process by the project’s LOA partners with the Project’s Grant set-up, application process and implementation modality, including reporting, caused an unforeseen need for capacity building. The PMU actively engaged with the LOA Partners through trainings and day-to-day engagements, and in this, effectively mitigated the initial shortcomings. While initially time-consuming, the underlying interactions not only built the capacity of the LOA Partners, which resulted in a smoother implementation of the LOAs, it also created an additional bond between the PMU and the LOA Partners. Meaning that through the engagement, a joint ownership of sorts was established. Furthermore, working with the LOA Partners increased the range with which the project could implement activities on-the-ground, and importantly, it increased the project’s outreach and involvement with local communities.

286. **Free, Informed and Prior Consent as a Vital Part in Community Work:** Working with local communities, it is vital to ensure a strong sense of ownership within the community, and ensure that activities engaged in are seen as being important to the community, as well as being community-driven. Thus, the approach to communities should be “bottom-up”, while at the same time ensuring that expectations are being managed to ensure that community activities are within the project’s mandate. The project’s community work, via the LOA Partners, therefore included initial consultations with community members, which in turn were followed by the community’s own deliberations that led to the community expressing interest in engaging in various subsets of community engagements. This free, informed and prior consent process has been seen as vital for ensuring the community agreement/commitments in engaging in project activities, as well as facilitating continued engagement in these once the project support ended.

287. **The involvement of CPAs and CFs is Strategically Important:** For a project that is to work with communities on nature conservation and environmental issues, it is important to identify functional units with which the project can work. The CPAs/CFs constitute such units in that they have been agreed to by the community at large (for CPA establishment, 60% of the community has to be in favor), they have a governance structure (i.e. CPA committee), and the CPAs/CFs covers a certain part of the overall community land. In addition, the CPA committee is part of the overall community governance structures. This provided the INRM project for an important avenue into the communities at large, in that what happens within the CPAs/CFs happens within the community. This means that introduced concepts, for instance, of biodiversity conservation and the importance of integrating nature concerns into community practices, will readily spread and be discussed within the community. The INRM project has made full use of this, and parts of this relate to the project’s direct engagement with a larger subset of women and men living within the project communities.

288. **Adapting Management is Needed to Address External/Internal Challenges:** The project experienced challenges from external factors like the COVID-19 pandemic, which caused major disruptions to the project implementation. The project’s response, including switching from physical to virtual meetings, is an example of an adaptive management approach that was needed at the time. Also illustrating the importance of adaptive

²⁶⁶ Annex 1: Documents provided and reviewed by the Terminal Evaluation Team; reference document nr. 201, 202, 203 Gender Mainstreaming in Natural Resources Management; Payment for Ecosystem Services; and Harmonizing the Community-Based Natural Resources Management (CBNRM) Plans with the Commune Development Plans.

management was the need for the project to re-evaluate the project following the, far from positive, Mid-term Review. The slow project activity implementation²⁶⁷ and project delivery (25 % at Mid-term) necessitated a new approach to expedite the project implementation, which included a project “pivot”, but also reassessing and adjusting how new project assignments could be expedited and implemented and finalized in an effective and timely manner. The PMU led by the Project Coordinator and supported by the CTA, played a key role in ensuring that the project now stands to have an implementation rate of 99.7 % by the end of the project.

289. **Robust Monitoring, Reporting, and Flexibility to Engage in Adapting Management are Important:** Related to the above, an improved and much stronger control of the project output management (activity and delivery-wise), was instigated following the Mid-term Review. This helped focus the project to regularly track progress and adapt to emerging issues via simple adjustments, ensuring that the issues did not turn into actual risks/problems. Project reporting also became less “mechanic” and more complete during the latter part of the project, which in part stems from the stronger output focus adopted by the project. The PMU (i.e. the PC and CTA) was also provided with the freedom to problem solve and make assignment-related decisions to facilitate their implementation. This avoided previous bottleneck situations where inaction, due to awaiting NPD input, held back the process.

290. **Documenting and Disseminating Knowledge is a Key Task:** Documenting and disseminating of knowledge has been seen, by the project, as important for strengthening stakeholder capacity and creating a valuable resource for future reference. While this is fully being recognized by the project, the management of the project acquired knowledge (training materials, assessments, analysis, guidelines etc.) still has to be looked at. In this, the project is thinking about (taking steps towards) how it can collect and present its knowledge library in a way that makes it fully accessible to project stakeholders and the public at large. The project is also looking at how various knowledge products like case studies, videos, leaflets, posters, and reports can be produced and disseminated through different channels. Proactively utilizing online, social, and print media is seen as an avenue to widely share success stories and lessons learned. As such, the project has the data what remains is to make it fully accessible.

291. **Integration of Gender and Women Mainstreaming is an Important Aspect of Implementation:** Understanding that in Cambodia there is a gender imbalance and clear gender biases, the project endeavored to ensure gender equality and the mainstreaming of women throughout its activities. It ensured that women were actively involved in benefit-sharing via its livelihood interventions and made efforts to ensure women’s involvement in the project’s various decision-making processes as well as the project capacity building efforts. Technical and financial support was provided for local initiatives, including income-generating enterprises recommended by women and women participated in various livelihood activities such as agriculture, livestock, and fisheries, leading to increased income and improved financial skills. In this the PMU was instrumental in that 42.9% of project trainees were women and overall 52 % of all direct beneficiaries were women – emphasizing the Chinese quote that “*women hold up half the sky*”.

4.5. Recommendations.

<p>Recommendation 1 - Ensure strong coordination and collaboration between UNDP and IP: The project’s progress and achievements in the latter part of its implementation provide clear reasoning for looking at which factors have been influential in the project’s overall management. The attention towards the project from the leadership at both MOE and UNDP Country Office (CO) is an important aspect of this. The monthly meetings at the senior management level provided for a strong modality which not only provided for a forum to coordinate and cooperate on the joint project portfolio, it also built relationships, trust and a sense of common ownership. Something which appears to be appreciated by all parties concerned. In a similar manner has the close working relationship between the PMU and the UNDP (management level) has been instrumental in moving things forward. Because of this, it is recommended that UNDP CO and future Implementing Partners engage in a similar close working relationship, as it has proved to be instrumental for project implementation.</p>	UNDP CO/IP	Future and ongoing projects
<p>Recommendation 2 - International project staff to be hired by UNDP: The UNDP hiring of an International Chief Technical Adviser (CTA) was an additional, important factor in moving</p>	UNDP CO	Future projects

²⁶⁷ Which was in part due to COVID-19, but also in part to lack of implementation of sufficient adaptive management approaches to address internal management issues etc.

the project forward. The CTA in many ways acted as the bridge between UNDP, the PMU and MOE at the working level and can be seen as a key reason in the project's successful conclusion. It is therefore recommended for future projects that UNDP hire and manage all international contracts, including the project CTA.		
Recommendation 3 - Provide PMUs with sufficient scope for decision-making: There are strong indications that the provision of sufficient decision-making space provided to the Project Coordinator (PC) during the latter half of the Cambodia INRM project greatly facilitated the project's progress. The ability to act on project implementation matters shortens the reaction time and allows for constructive adaptive management approaches in the day-to-day sphere of the project. It is therefore recommended that MOE continue to provide the PC and CTA under future projects with ample decision-making power to effectively manage and take day-to-day decisions on project implementation.	UNDP CO/MOE	Future projects
Recommendation 4 - Continuation of PMUs in new projects: As the Cambodia INRM PMU is fully versed in UNDP, MOE and GEF related management procedures and reporting requirements etc. it is recommended that the PMU be maintained (placement, institutional setup and staff) and tasked with the implementation of the <i>Restoring ecosystems for sustainable development in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape and Building resilient livelihoods through nature-based solutions in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape</i> projects. Retaining the key PMU staff would ensure that the PMU's implementation knowledge is maintained facilitating for instance a speedy project upstart, as well as, high-quality implementation from the get-go. In addition, the PMU's familiarity with the INRM project's produced knowledge library will ensure that the two projects will build on the already prepared work.	MOE	2025-> onwards
Recommendation 5 - Develop comprehensive project understanding among project partners: In addition to the customary project inception workshop, which for most projects are very general introduction workshops publicizing the initiation of the new project, it is recommended that as part of its inception phase, a series of in-depth meetings (or workshops) attended by the IP (including the PMU) UNDP and relevant stakeholders should be convened to review and discuss the project in detail in full (i.e. the activities, outputs, outcomes, TOC, M&E Safeguards etc.). This is to ensure that all parties have a full and comprehensive understanding of what the project aims at, what the targets are, as well as understand the overall scope of the project. More importantly, agree on what is needed from the individual actors to ensure that the project is successfully implemented. It is recognized that such an approach might appear "time-heavy" up front, but having common agreements and "marching orders" will/should ensure that complications will not materialize at a later stage and will need attention.	UNDP CO/IP PMU	Project design and within 3 months of future projects
Recommendation 6 - Ensure early engagement of project coordination structures: The comprehensive project review mentioned in recommendation 5 will also ensure an early identification of new (or existing) coordination structures to be involved in the project. It is recommended that the PMU engage with said entity/ies as early as possible to ensure that the entity/ies have sufficient time to prepare themselves for project initiation/implementation (and the tasks under it). This is recommended because in the worst case scenario, the entity/ies are not fully aware that they are to play a key role in the project ²⁶⁸ .	UNDP CO/IP PMU	Project design and within 3 months of future projects
Recommendation 7 – Selection of the right project partners during project formulation and implementation: In Cambodia, there is a distinct separation between different ministries' intervention areas. MOE, for instance, works only inside protected areas, whereas MAFF only works in areas outside PAs. For instance, with the inclusion of the biodiversity corridors into the PAs the Community Forests (which are under MAFF) are to be re-registered as Community Protected Areas (which are under MOE). Because of this it is important that both MOE and MAFF are an integrated part of any landscape level project such as the <i>Restoring ecosystems for sustainable development in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape and Building resilient livelihoods through nature-based solutions in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape</i> projects. Because of this, it is recommended	PMU	2025-> onwards

²⁶⁸ This recommendation has been made because, building relationships and reaching common ground take time and for planning projects (watershed planning, land use planning, etc) time is not a luxury the projects have due to the inherent slow development and decision-making processes involved. This particularly, when these planning endeavors follow new processes, use new technologies, and/or new conceptual approaches – as is often the case in GEF projects. Similarly, if the project is to rely on cooperation between local entities (across districts/provinces) these need to be brought together to ensure that constructive working modalities and community of practice are established (again early on).

<p>that MAFF be selected as a project partner already during the design phase of new projects (to be implemented by MOE). If not (as is the case for the two aforementioned projects) MAFF should be included early on during the project implementation via, for instance, an LOA modality, as was the case under the Cambodia INRM project. Such early engagement of MAFF would provide the needed focus on the productive landscape outside projected areas, which the UNDP Project Documents call for. The current recommendation would be determinant for whether the two mentioned projects would meet the respective projects' indicators, and support the overall focus of the projects.</p>		
<p>Recommendation 8 – Ensuring a context-specific and reality-based approach in project formulation: For future project formulations and project design processes it is recommended that a more a more context-specific and reality-based approach is adopted. This to ensure that the projects are manageable and targeted at specific and clearly identified Government/ministry priorities and needs, which are aligned with ongoing and planned Government engagements, as well as being designed in such a way that the project's outputs and outcomes can realistically be obtained. It is also recommended that the project design work ensures that assumptions and proposed planned interventions are aligned with the actual capacities, needs, and institutional landscape of the implementing partners and target beneficiaries. This includes incorporating lessons learned from on-the-ground implementation challenges and engaging stakeholders meaningfully from the outset. Equally important would it be to ensure that the funding envelope matches the proposed activities and vice versa to ensure that there are sufficient funds available for the implementation of said activities and their underlying actions. All too often, funding requirements are underestimated. To ensure this it will be important to have early and ongoing consultations, via workshops/work sessions with key stakeholders/implementors, ensuring full engagement in the formulation process to obtain full project buy-in and project realism.</p>	<p>UNDP CO/IP</p>	<p>Project design</p>
<p>Recommendation 9 – Initiate the development of project's long-term sustainability strategy/plan in year 1: While this recommendation relates to the early project implementation, it is also recommended that the prescription for developing and embedding a long-term sustainability strategy/plan is an integrated part of a project's design and is specifically listed in the project's activity set. This is because leaving the development of the long-term sustainability strategy/plan towards the end of the project implementation, more often than not, makes it too late to ensure the needed ownership and commitment for long-term engagement and funding. While projects often focus on enabling institutions to perform tasks and manage systems, they frequently overlook the importance of securing ownership and long-term commitment at the senior levels of the involved entities. The day-to-day implementers are usually fully engaged in project activities and may not hold the authority or influence to guarantee sustainability. Therefore, efforts must be made to engage senior management and decision-makers early on to foster enduring support and institutionalization of project results. It is thus recommended that, to secure full ownership and ensure a successful transition, the strategy for how key partners will prepare for a complete handover of project responsibilities should be initiated at the earliest stages of the project. Early planning allows sufficient time for building capacity, securing commitments, and addressing institutional requirements, thereby increasing the likelihood that project benefits will be sustained well beyond the project's lifespan. Generally speaking, the long-term sustainability strategy/plan should be seen as a living document that should be firmed up over time, and should as a minimum be reviewed at project mid-term.</p>	<p>UNDP CO/IP PMU</p>	<p>Project design and within year 1 of future projects</p>
<p>Recommendation 10 - Anchor project engagements with local communities via the existing CPA/CF committees: The Cambodia INRM project's use of Community Protected Areas (CPA) and Community Forests (CF) as its anchoring point for its community-level engagement. Building local capacity and ownership in conservation and sustainable livelihoods has been a key reason for the project's constructive local-level engagements. Central to this is that the CPA/CF has established committees that provide for an existing collaboration and governance platform with which the projects can engage. Also, as the CPA/CF committees are part of the overall community governance system, these committees are prime vehicles to instigate discussions (and introduce new ideas and activities) into the community at large. Because of this it is recommended that for conservation and landscape level projects, for instance, that CPA/CF are used as project entry points in their community work. However, it is also recommended that, instead of spacing out project support throughout larger geographical areas, to spread the project's "wealth", it would optimize the project's impact by working with clusters of CPAs/CFs within specific communes or districts. The selection of the communes or districts could be based on a subset of criteria identified by the national government. This could include the level of biodiversity, poverty levels, presence of ethnic minorities etc. or a combination of these. Such clustering would concentrate the project's</p>	<p>UNDP CO/IP PMU</p>	<p>Project design and within year 1 of future projects</p>

<p>message and work within respective communes and districts to which the CPA/CFs belong – providing for a stronger influence on these, through more frequent interaction with and sensitization of the communes and districts governments.</p> <p>In this regard, an early involvement with local communities is recommended as it is vital for ensuring long-term effect and sustainability of the project interventions. It is also recommended that such engagement is written directly into the project documentation and is part of the project’s activity set.</p>		
<p>Recommendation 11 – Increase conservation funding via the Government’s financial systems: While MOE and UNDP are already exploring options for establishing sustainable financing mechanisms for protected areas and broader conservation efforts, for instance via the UNDP/BIOFIN initiative, these are smaller-scale and rely on non-government funding. It is therefore recommended that increased efforts be made into how such funding mechanisms would be supported via the Government’s financial systems. It is recognized that this is a long-term and complicated exercise, but having a common understanding of the need for an “<i>agreement to</i>” would be an important first step. This naturally has to be followed by a roadmap/plan outlining what the steps/processes going forward would be.</p>	IP	Future projects
<p>Recommendation 12 – Inclusion of Government projects/programs as GEF Co-financing: While it has been possible in the past, it is foreseen that it will be impossible for any project of a reasonable size (in GEF-9, for instance) to ensure the right level of co-financing via In-kind contributions. It is therefore recommended that the Government proactively look at how Government projects/programs align with new GEF projects’ planned outputs and outcomes to ensure that these are included as project co-financing in a way that upholds the incremental cost principle of the GEF.</p>	IP	Future projects
<p>Recommendation 13 – Use project communication and knowledge management to ensure project “Brand” status: As GEF/Government/UNDP projects are about creating change, including influencing/informing decision makers, politicians, project stakeholders and the public at large about the sustainable development agendas, it is recommended that any new projects, as part of their core knowledge management and information dissemination work, engage in the current/new influencing trends that are used in Cambodia. Projects should view themselves as brands/ products and should sell themselves in a cost-effective manner (time and funding-wise). Engagement of young people, such as interns, students, UNV Volunteers etc. who are readily using current platforms, could help a project gain traction.</p>	UNDP CO/IP PMU	Project design and ongoing and future projects
<p>Recommendation 14 – Create a plethora of local storytellers and project outreach persons: Taking the lead from the Cambodia INRM project’s very small pilot initiative of success story formulation and photo story development by local stakeholders it is recommended that future projects include similar interventions to assist local communities/beneficiaries in capturing/creating their own stories and communication products. This would not only create a plethora of local stories, it would also assist local communities in building their capacity in promoting their own community, local products, as well as their area’s natural wealth.</p>	UNDP CO/IP PMU	Project design and ongoing and future projects
<p>Recommendation 15 – Include gender equality and women’s empowerment as a central aspect of project design: While gender equality and women’s empowerment were reasonably addressed/engaged in via the Cambodia INRM project’s activity implementation, it did nonetheless display a certain level of gender imbalance and gender biases. This, in large part, is because gender was not sufficiently written into the project documentation and made an integrated part of the project design. It is therefore recommended that future projects have a much stronger gender focus, which is aligned with the UNDP Corporate requirements for GEN2 projects, including those laied out in the Gender Equality Strategy 2022-2025.</p> <p>It is recognized that this recommendation is somewhat mute recommendation, as the integration of gender equality and women’s empowerment in all new project formulations is to follow the UNDP Corporate requirements – and undergoes rigorous screening processes, including the Social and Environmental Screening Procedures, which also includes screening of the Gender Analysis and Action Plan. That said, projects can propel women’s empowerment, for instance, if designed correctly instead of merely ensuring that gender equality etc. are appropriately addressed.</p>	UNDP CO/IP	Project design
<p>Recommendation 16 - Include ethnic minorities, and vulnerable groups as a central aspect of project design: As with recommendation 12 and gender, it is recognized that human rights, ethnic minorities, and vulnerable groups, including people with disability, are much better safeguarded and incorporated in project documentation anno 2025. The very vigorous social and environmental reviews and screening processes currently in place provide</p>	UNDP CO/IP	Project design

<p>important safeguards for UNDP projects. However, the safeguards in place are to ensure that “no harm is done”, it is therefore recommended that projects are designed in such a way that they better cater for the more vulnerable segments of society, to the extent feasible, by including them in, for instance, livelihood activities. Doing this would enable projects to better contribute to UNDP’s focus on leaving no one behind in an integrated and cost-effective manner.</p>		
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5 Annexes

Annexes

Annex 1: List of Documentation provided to the Terminal Evaluation Team.

Annex 2: Terminal Evaluation consultations and field mission agenda.

Annex 3: People consulted during the Terminal Evaluation

Annex 4: Terminal Evaluation Evaluative Matrix.

Annex 5: Questions used by the Terminal Evaluation team in its Key Informant Interviews and Consultations

Annex 6: GEF Core Indicator Worksheet – Terminal Evaluation

Annex 7: Rating Scales

Annex 8: UNEG Code of Conduct for Evaluators

Annex 9: TE Assignment TOR (excluding TOR annexes).

Annex 10: Management response to the Midterm Review and Implementation status of the MTR
Recommendations

Annex 11: Signed TE Final Report Clearance Form

Annex 1: List of Documentation provided to the Terminal Evaluation Team

Nr.	Document name
01	UNDP Project Document Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia
02	CEO Endorsement Request Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia
03	UNDP Country Program (CPD) 2019-2023
04	UNDP Country Program (CPD) 2024-2028
05	UNDP Project Document Annex 5 <i>Stakeholder Engagement Plan (Revised 2024 version)</i>
06	Inception Report Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia
07	Mid-term Review Report Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia
08	GEF-6 Project Identification Form Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of Northern Region of Cambodia
09	Project Implementation Review (PIR) 2021
10	Project Implementation Review (PIR) 2022
11	Project Implementation Review (PIR) 2023
12	Project Implementation Review (PIR) 2024
13	Project Steering Committee Meeting Minutes. Meeting 1
14	Project Steering Committee Meeting Minutes. Meeting 2
15	Project Steering Committee Meeting Minutes. Meeting 3
16	Project Steering Committee Meeting Minutes. Meeting 4
17	Gender Assessment and Action Plan (UNDP Project Document Annex 5)
18	Stakeholder Engagement Plan (UNDP Project Document Annex 6)
19	PPG Consultations (UNDP Project Document Annex 15)
20	UNDP Checklist for Budget Revision 2021
21	UNDP Checklist for Budget Revision 2022
22	UNDP Checklist for Budget Revision 2023
23	UNDP Checklist for Budget Revision 2024
24	UNDP Checklist for Budget Revision 2025
25	Projected Impacts of COVID-19 on the 2020 Human Development Index in Cambodia and its Neighbors
26	Addressing the COVID-19 Economic Crisis in Asia through Social Protection
27	COVID-19 Economic and Social Impact Assessment in Cambodia
28	2021 COVID-19 Economic and Social Impact Assessment in Cambodia
29	INRM Project First Annual Project Report
30	INRM Project Second Annual Project Report
31	INRM Project Third Annual Project Report
32	INRM Project Fourth Annual Project Report
33	INRM Project Fifth Annual Project Report
34	INRM Project First Project Implementation Review
35	INRM Project Second Project Implementation Review
36	INRM Project Third Project Implementation Review
37	INRM Project Fourth Project Implementation Review
38	INRM Project First Quarterly Report 2021
39	INRM Project Second Quarterly Report 2021
40	INRM Project Third Quarterly Report 2021
41	INRM Project First Quarterly Report 2022
42	INRM Project Second Quarterly Report 2022
43	INRM Project Third Quarterly Report 2022
44	INRM Project First Quarterly Report 2023
45	INRM Project Second Quarterly Report 2023
46	INRM Project Third Quarterly Report 2023
47	INRM Project First Quarterly Report 2024
48	INRM Project Second Quarterly Report 2024
49	INRM Project Third Quarterly Report 2024
50	COVID-19 vaccination program in Cambodia: Achievements and remaining challenges
51	LOA 2022 Seam Reap Provincial Department, Ministry of Environment
52	LOA 2022 Preah Vihear Provincial Department, Ministry of Environment

Nr.	Document name
53	LOA 2022 Department of Community Livelihood
54	LOA 2022 Department of Biodiversity
55	LOA 2022 General Department of Natural Protected Area
56	LOA 2022 Royal University of Phnom Penh
57	LOA 2023 Director of Phnom Kulen National Park
58	LOA 2023 Fishing Cat Ecological Enterprise
59	LOA 2024 Forest Administration
60	LOA 2024 Seam Reap Provincial Department, Ministry of Environment
61	LOA 2024 Preah Vihear Provincial Department, Ministry of Environment
62	LOA 2024 Buddhist Foundation for Community Development
63	LOA 2024 Fishing Cat Ecological Enterprise
64	LOA 2024 Peacetime Organization
65	LOA 2024 Department of Science and Technology
66	LOA 2024 Tekdeysovanphum Organization
67	LOA 2025 Buddhist Foundation for Community Development
68	LOA 2025 Peacetime Organization
69	LOA 2025 Seam Reap Provincial Department, Ministry of Environment
70	Economic and Social Impact Assessment of COVID-19 and War in Ukraine of Cambodia
71	Audit Report 2021
72	Spot Check Report 2022
73	Audit Report 2023
74	Spot Check Report 2024
75	INRM Additional data after discussion
76	Guideline on Landscape Management for the Project's Target Area
77	Guideline for Integration of Biodiversity and natural Resources into Land-use Master Plan
78	Kulen Promptep Wildlife Sanctuary Management Plan 2023 – 2027
79	Effective Coordination for the Cambodia Technical Biodiversity Working Group
80	Final Consultation Workshop for Zoning in KPWS and PKNP (6) in Khmer language
81	Final Consultation Workshop for Zoning in KPWS and PKNP (6.1) in Khmer language
82	Technical report on Zoning in KPWS and PKNP (7) in Khmer language
83	Technical report on Zoning in KPWS and PKNP (7.1) in Khmer language
84	Zoning in KPWS
85	Zoning in PKNP
86	SWOT Analysis of Phnom Kulen National Park
87	SWOT Analysis of the community forest management and livelihood development planning
88	Policy and Regulation and Institutional Arrangements to Mainstream Biodiversity, Ecosystem Services and Gender into the Sector Planning at the Landscape Level for the Target Areas
89	Elements and Criteria of the Community Forest (Community-based Natural Resource Management) for the INRM Project Pilot Site
90	Socio-Ecological Production Landscape Indicators for Measuring Community Capacity to Adapt to Changes
91	Draft Biodiversity Monitoring Framework for Kulen PromTep Wildlife Sanctuary (KPWS)
92	Draft 5-year implementation plan and monitoring protocols for Kulem Prom Tep Wildlife Sanctuary (KPWS)
93	Operational Procedure Manual to verify the Monitoring of Key Elements of Biodiversity and Ecosystem Management
94	Direct and Indirect Drivers of Ecosystem-Related challenges in Phnom Kulen National Park
95	Land Use Assessment in the INRM Project Target Areas Kampong Thom, Siem Reap and Preah Viher
96	Forest Restoration for Project Targeted Provinces (FA)
97	PDoE Siem Reap Report with Restoration Data (2) - in Khmer
98	PDoE Siem Reap Report with Restoration Data (2.1) - in Khmer
99	PDoEPVH Report with Restoration Data (3) - in Khmer
100	PDoEPVH Report with Restoration Data (3.1) - in Khmer
101	GDNPA Forest Restoration Report in Khmer
102	GDCL Forest Restoration Report in Khmer
103	Identification of Degraded Land and Degraded Forests of the Project Targeted Provinces
104	Baseline of Agroecology Commodities and Farmers' Need for Promoting Market Linkages at Phnom Kulen National Park
105	PDoE Siem Reap Report on forest degraded areas - in Khmer
105	Project Results Framework- Status update 2025
106	Environmental Code – in Khmer

Nr.	Document name
107	Cambodia National Biodiversity Alignment Report to Kunming-Montreal Global Biodiversity
108	Local Community Development Strategic Plan 2024-2028
109	Gender Mainstreaming Strategic Plan in the Environmental Sector 2021 – 2025
110	ABS Sub-decree – in Khmer
111	PES Working Group Guidelines Siem Reap – in Khmer
112	The Review of Biodiversity and Ecosystem Policy and Institutional Development
113	Updated INRM Project Gender Action Plan
114	Policy Analysis Gender in Natural Resource and Landscape Management
115	Policy Brief Nature-Based Solutions for Enhancing Climate Resilience in the Angkor Landscape Protected Area
116	Policy Brief on PA Sustainable Financing Mechanism
117	Circular Strategy on Environment 2023-2028
118	Proposal for the Enhancement of the Three Protected Areas Ecosystem Services at landscape level in the northern Region of Cambodia
119	Road map and business case to Sustainable Financing for the INRM landscape
120	Watershed Protection Payment scheme – Supplementary Note
121	Knowledge Management and Communication Strategy 2023
122	The new tools, procedures, and factors/criteria to enhance the community and stakeholder participation in applicable sub-national land-use master planning
123	Guideline on Landscape Management for the Project's Target Area
124	Guideline on mainstreaming biodiversity conservation and ecosystem services into Land Use Master Plan
125	Guidelines on Conflict Resolution and Coordination Mechanisms
126	Coordination and Decision Support Tools (Guideline for Promoting the contribution of Ecosystem Services of three protected Areas and three watersheds in the Northern Region of Cambodia at Landscape Level)
127	METT Assessment Report 2024
128	Capacity Assessment Report
129	UNDP Capacity Building Scorecard
130	Training Needs Assessment Report 2023-2024
131	Institutional Development Plan 2023-2024
132	Rapid Capacity Assessment of CPA and Rangers at Phnom Kulen and SAKORC
133	Identification of Key Stakeholders/actors and their responsibilities in planning and management decisions at the sub-national level
134	Report on review existing tools and procedures to improve stakeholder's participation in planning and management decisions at the sub-national level
135	METT Assessment Report 2025
136	Capacity Needs Assessment for Selected Communities Forestry in Kampong Thom and Siem Reap provinces
137	The Preparation Process of Community Forestry Management and Development Plan and Technical Skills for the Protection and Conservation of Community Forests
138	Capacity Needs Assessment Report CPA Choam Thlork
139	Annex 13 UNDP Project Document Revised METT November 2019
140	List of CPA/CBNRM/CF supported (indicator 8)
141	PDoE SR Village meeting report on Farmland Management Strategy (1.1) – In Khmer
142	PDoE SR Village meeting report on Farmland Management Strategy (1.2) – In Khmer
143	PDoE SR Village meeting report on Farmland Management Strategy (1.3) – In Khmer
144	PDoE SR Village meeting report on Farmland Management Strategy (1.4) – In Khmer
145	PDoE SR Village meeting report on Farmland Management Strategy (1.5) – In Khmer
146	PDoE SR Village meeting report on Farmland Management Strategy (1.6) – In Khmer
147	PDoE SR Village meeting report on Farmland Management Strategy (1.7) – In Khmer
148	Choam Thlork Management Plan – In Khmer
149	Biodiversity and Ecosystem Assessment of Kulen Promtep Wildlife Sanctuary (KPWS)
150	Kulen Promtep Wildlife Sanctuary Biodiversity Report
151	Po Reang CPA Management Plan
152	Tracking INRM Capacity Building Events 2025 (indicator 12)
153	Knowledge, attitude and Practice Assessment Report
154	INRM's Project Communication Achievements and Products
155	Gender Mainstreaming Training Manual
156	Gender Equality, Diversity and Social Inclusion (GESI) Training
157	GESI Mainstreaming Guide
158	Understanding Gender Equality, Diversity and Social Inclusion (GESI)

Nr.	Document name
159	Gender dimensions and gender awareness
160	GESI Mainstreaming Tools into Project/Program Cycle
161	INRM Webpage (CHM)
162	INRM Case Study
163	INRM Leaflet Poster Billboard
164	List of activity status as per 9 April 2025
165	INRM Work Plan 2024
166	INRM Work Plan 2025
167	SESP 2019 (Annex 4 UNDP Project Document)
168	Profile of Northern Landscapes (Annex 11 UNDP Project Document)
169	METT Annex (Annex 13 UNDP Project Document)
170	GEF Core Indicator worksheet (Annex 14 UNDP Project Document)
171	MTR Recommendation Response Report
172	INRM CDR 2020
173	INRM CDR 2021
174	INRM CDR 2022
175	INRM CDR 2023
176	INRM CDR 2024
177	INRM Report on Cofinancing from project partners
178	Grant Proposal and Implementation Guideline for INRM/MoE Projects
179	Process for Safeguarding, Complaints and Feedback
180	Operations Manual for General Secretariat of National Council for Sustainable Development
181	INRM Project Quality Assurance Documentation 2020
182	INRM Project Quality Assurance Documentation 2022
183	INRM Project Quality Assurance Documentation 2024/25
184	INRM Gender and Social Inclusion interventions
185	Symposium on "Green Pathways: Linking Landscape Management with Biodiversity and Ecosystem Services for Sustainable Futures (Concept note)
186	Terminal Evaluation – Cambodia ABS Project <i>Developing a Comprehensive Framework for Practical Implementation of the Nagoya Protocol</i>
187	UNDP Riks Log INRM (Annex 7 UNDP Project Document)
188	DBD Cofinancing confirmation letter 2023
189	DBD Cofinancing confirmation letter 2024
190	DBD Cofinancing confirmation letter 2025
191	GDLC Cofinancing confirmation letter 2023
192	GDLC Cofinancing confirmation letter 2024
193	GDLC Cofinancing confirmation letter 2025
194	GDNPA Cofinancing confirmation letter 2023
195	GDNPA Cofinancing confirmation letter 2024
196	GDNPA Cofinancing confirmation letter 2025
197	NPD Cofinancing confirmation letter 2020-2023
198	NPD Cofinancing confirmation letter 2023-2024
199	GDSP Cofinancing confirmation letter 2024-2025
200	Sustainability Plan for INRM – Exit Strategy and Future Collaboration Framework
201	Gender Mainstreaming in Natural Resources Management Learning from Integrated Natural Resources Management Project (<i>Draft</i>)
202	Payment for Ecosystem Services Learnings from the Integrated Natural Resources Management in the Northern Landscape of Cambodia (<i>Draft</i>)
203	Harmonizing the Community-Based Natural Resources Management (CBNRM) Plans with the Commune Development Plans Learning from the Integrated Natural Resources Management in the Northern Landscape of Cambodia (<i>Draft</i>)
204	DBD Annual Report 2022
205	DBD Annual Report 2023
206	DBD 1 Quarter Report 2023
207	DBD 2 Quarter Report 2023
208	DBD 3 Quarter Report 2023
209	DBD 1 Quarter Report 2024
210	GDNPA Annual Report 2022
211	GDNPA Annual Report 2023

Nr.	Document name
212	GDNPA 1 Quarter Report 2023
213	GDNPA 2 Quarter Report 2023
214	GDNPA 3 Quarter Report 2023
215	GDNPA 1 Quarter Report 2024
216	GDLC Annual Report 2022
217	GDLC Annual Report 2023
218	GDLC 1 Quarter Report 2023
219	GDLC 2 Quarter Report 2023
220	GDLC 3 Quarter Report 2023
221	GDLC 1 Quarter Report 2024
222	FAEC Annual Report 2023
223	FAEC 1 Quarter Report 2023
224	FAEC 3 Quarter Report 2023
225	FAEC 1 Quarter Report 2024
226	Preah Vihear 1 Quarter Report 2023
227	Preah Vihear 2 Quarter Report 2023
228	Preah Vihear Final report 2022-2023
229	QPR format-small grant_RUPP_Q1 2023.docx
230	QPR small grant_RUPP_Q3.docx
231	QPR small grant_RUPP_Q4_extending to Q5.docx
232	Reporting format-Partners PDoE-SR_Q1-23.docx
233	Reporting format-Partners PDoE-SR_Q2-23.docx
234	Reporting format-Partners PDoE-SR_Q3-23.docx
235	small grant_RUPP_Q2 2023.docx
236	1.3.4.2.a_Concept note workshop.docx
237	2023-INRM Annual Report FAEC Cambodia.docx
238	20230102_កំណត់ហេតុ_អន្តរជាតិ.pdf
239	20230118_កំណត់ហេតុ_អន្តរជាតិ.pdf
240	20230127_កំណត់ហេតុ_អន្តរជាតិ.pdf
241	20230203_កំណត់ហេតុ_ខ្មែរ.pdf
242	20230216_កំណត់ហេតុ_ខ្មែរ.pdf
243	20230228_កំណត់ហេតុ_ខ្មែរ.pdf
244	20230301_កំណត់ហេតុ_តំណាង.pdf
245	20230317_កំណត់ហេតុ_តំណាង.pdf
246	20230328_កំណត់ហេតុ_តំណាង.pdf
247	20230404_កំណត់ហេតុ_ពពេល.pdf
248	20230417_កំណត់ហេតុ_ពពេល.pdf
249	20230428_កំណត់ហេតុ_ពពេល.pdf
250	20230502_កំណត់ហេតុ_ថ្មី.pdf
251	20230522_កំណត់ហេតុ_ថ្មី.pdf
252	20230530_កំណត់ហេតុ_ថ្មី.pdf
253	20230602_កំណត់ហេតុ_សង្កេត.pdf
254	20230620_កំណត់ហេតុ_សង្កេត.pdf
255	20230629_កំណត់ហេតុ_សង្កេត.pdf
256	20230704_កំណត់ហេតុ_វិវិភាគ.pdf
257	20230721_កំណត់ហេតុ_វិវិភាគ.pdf
258	20230728_កំណត់ហេតុ_វិវិភាគ.pdf
259	202307_កំណត់ហេតុកិច្ចប្រជុំនៅភ្នំពេញ.pdf
260	FA 2.2.5-Report_Capacit_Needs_Assesment_edited_Rev3_PMU_Cleaned.docx
261	FA 2.3-A_Review_Report_CBNRM_Element_and_criteria_V2_A_PMU_cleaned.docx
262	FA-2.1.5.a_2.3.2.a Consultation Workshop on SWOT_Rev2.docx
263	FA-2.4.3 a. A review report-degraded land identification-PMU_Cleaned.docx
264	FA-2_2_5_a_Report_Capacit_Needs_Assesment_edited_Rev3_PMU_Cleaned.docx
265	FA-2_2_5_a_Report_on_the_Training_Workshop_CFM.docx
266	FA-2_3_1_a_& Act 2_3_1_b-A_Review_Report_CBNRM_Element_and_criteria.docx
267	FA-2_3_2_c-Consultation_Workshop_on_SWOT_09_10_2024_Rev2.docx
268	FA-2_4_3_a_A_review_report_degraded_land_identification_PMU_Cleaned.docx

Nr.	Document name
269	FA_2_3_2_a & 2_3_2_b_Report_on_the_analysis_of_SWOT_and_action-PMU commented.docx
270	FA_2_3_5_a & Act_2_3_5_b_Study_of_Income_Generation_for_Selected-PMU commented.docx
271	FA_Study_of_Income_Generation_for_Selected CPA-FINAL.pdf
272	Final report for PVH QPR format-small grant-SK.docx
273	INRM_FAEC_2.3.3_2023_FAEC Cambodia - PTP-CPA_s TNA Report (Khmer)_Final.pdf
274	INRM_FAEC_2.3.3_2023_PTPCPA TNA Report_Final.DOCX.docx
275	INRM_FAEC_2.3.4.a.b&2.4.9.a.b_2024_PTP-CPA_s Intervention Plan_Final.DOCX.docx
276	INRM_PDoEPVH_1.3.4.a_2022_Rapid Assesment Capacity Report.docx
277	INRM_PDoEPVH_1.3.4.a_2023_របាយការណ៍សិក្ខាសាលាបណ្តុះបណ្តាល_Final.docx
278	INRM_PDoEPVH_1.3.4.b_2022_Develop training material_Final.docx
279	INRM_PDoEPVH_1.3.4.b_2023_Poreang Monthly meeting_Final.docx
280	INRM_PDoEPVH_1.3.4.b_2023_Sambo Monthly meeting_Final.docx
281	INRM_PDoEPVH_1.3.4.b_2023_បណ្តុះបណ្តាល GPS Compass Prey Veng_Final.docx
282	INRM_PDoEPVH_1.3.4.b_2023_បណ្តុះបណ្តាល GPS Compass Sambo_Final.docx
283	INRM_PDoEPVH_1.3.4.b_2023_របាយការណ៍ប្រជុំត្រីមាស១ជាមួយសហគមន៍ទាំង៣_Final.docx
284	INRM_PDoEPVH_1.5.3.2.a_2022_កំណត់ហេតុប្រជុំត្រីមាសទី១_12_12_22-Final.pdf
285	INRM_PDoEPVH_1.5.3.2.a_2023_កំណត់ហេតុប្រជុំត្រីមាសទី២_24_3_23_Final.pdf
286	INRM_PDoEPVH_1.5.3.2.a_2023_របាយការណ៍សិក្សាការប្រើប្រាស់ទំនប់ទឹកក្នុង_Final.docx
287	INRM_PDoEPVH_1.5.3.2.a_2023_របាយការណ៍ស្តីពីការចុះអប់រំផ្សព្វផ្សាយបរិស្ថាន នៅសម្បូរ និងព្រៃវែង_Final.pdf
288	INRM_PDoEPVH_2.2.5.5.a_2023_របាយការណ៍ទស្សនៈភិច្ចសិក្សាភ្នំតូលែន_Final.docx
289	INRM_PDoEPVH_2.4.10.1_2023_Success_Story_ផ្ទាល់បណ្តុះកូនឈើ_2_Final.docx
290	INRM_PDoEPVH_2.4.10.1_2023_Success_Story_ផ្លាស់ប្តូរបទពិសោធន៍សហគមន៍និងសហគមន៍_Final.docx
291	INRM_PDoESR_1.3.4.2_2022_PoDSR Capacity Assessment Report_Final.docx
292	INRM_PDoESR_1.4.4_2024_Rapid Assessment of SAKORC-Wild Orchid Center_V_MT_Final.docx
293	INRM_RUPP_2.4.9.b.240521_2024_Activity2_Assist Producer Groups_Final.docx
294	INRM_RUPP_2.4.9.b_2024_Activity2_Assist Producer Groups_Final.docx
295	INRM_RUPP_2.4.9.c_2024_Activity3_Link to market_Final.docx
296	INRM_RUPP_2.4.9.d_2024_01-Black Ginger - Promo-V03_Final.mov
297	INRM_RUPP_2.4.9.d_2024_02-Black ginger-03_Final.mov
298	INRM_RUPP_2.4.9.d_2024_03-Kulen Pig-03_Final.mov
299	INRM_RUPP_2.4.9.d_2024_Black ginger_Video2_cpn (1).docx
300	INRM_RUPP_2.4.9_a_2023_Act1.2_Training Report_Final.docx
301	INRM_RUPP_2.4.9_a_2023_Baseline of ForestPositiv Commodities-Final.docx
302	INRM_RUPP_2.4.9_b_2024_Activity2_Assist Producer Groups_Final.docx
303	INRM_RUPP_UpdateWorkplan for Q5_2024.xlsx
304	PPT_Avenza Map Training.pdf
305	PPT_Compass training.pptx
306	PPT_GPS Map 60Csx Training.pptx
307	PPT_Map training.pptx
308	PPT_បទបង្ហាញសហគមន៍ថ្ងៃទី16_6_23.pptx
309	Q-1 2023FAEC Cambodia.docx
310	Q-1 2024 FAEC Cambodia.docx
311	Q-3 FAEC Cambodia.docx
312	ការផ្សព្វផ្សាយលើការគ្រប់គ្រងតំបន់ការពារធម្មជាតិនិងជីវៈចម្រុះនៅកេសកូល.pdf
313	ភូមិខ្លាញ់.pdf
314	ភូមិកាពោញ_20230519.pdf
315	ភូមិកាពោញ_20230522.pdf
316	ភូមិកាហាន_20230411.pdf
317	ភូមិកាហាន_20230515.pdf
318	ភូមិថ្មដ្រូញ_20230504.pdf
319	ភូមិថ្មដ្រូញ_20230602.pdf
320	ភូមិអន្លង់ធំ_20230428.pdf
321	ភូមិអន្លង់ធំ_20230530.pdf
322	ភូមិអន្លង់ធំ_20230614.pdf
323	ភូមិអន្លង់ធំ_20230628.pdf
324	របាយការណ៍តំបន់ការពារធម្មជាតិINRM_ប្រចាំខែសីហា.pdf
325	របាយការណ៍តំបន់ការពារធម្មជាតិINRM_ប្រចាំខែកក្កដា.pdf

Nr.	Document name
326	GEF-8 GEF Core Indicator Worksheet
327	Summary Report on Institutional Capacity Assessment Score

Annex 2: Terminal Evaluation consultations and field mission agenda.

Start time	End time	Meeting with	Institution/ place	Objective	Venue
Monday 17 March					
13:00	14:00	UNDP	UNDP	Onboarding and general guidance	UNDP office (Virtual)
Friday 21 March					
14:30	16:00	PMU	PMU	Presentation of the project and its status at the time of Terminal Evaluation	PMU office (virtual)
Thursday 27 March					
14:00	15:00	UNDP: Ms. Alissar Chaker (UNDP RR); Mr. Shakeel Ahmad (UNDP DRR) and 3 others	UNDP	Mission briefing and general guidance	UNDP office (Virtual)
Mission Travel (International Consultant) Sofia – Phnom Phen (Saturday 29 – Sunday 30 March)					
Mission Day 1: Monday 31 March					
9:30	10:30	Mr. H.E. Sum Thy (INRM NPD); Mr. H.E. Meas Sophal (INRM PSC Chair, Under Secretary of State).	MoE	Key Informant Interview	PMU office
10:30	12:00	PMU: Mr. Chhin Sophea (PC); Binod Chapagain (CTA) and the PMU team	MoE	Project briefing and meeting with the project team	PMU office
				Lunch	
13:30	16:30	PMU: Mr. Chhin Sophea (PC); Binod Chapagain(CTA) and the PMU team	MoE	Project briefing and meeting with the project team	PMU office
Mission Day 2: Tuesday 01 April					
9:00	10:30	Mr. H.E. Meng Monyrak (DBD Director); Ms. Ken Bopreang (INRM-DBD Focal Point) and 2 others	DBD/MoE	Key Informant Interview	PMU office
10:30	12:00	Mr. Seng Bunthoeun (GDNPA Project Coordinator); Kong Kimsreng (GDNPA-INRM Project Coordinator) and 1 other	GDNPA/MoE	Key Informant Interview	GDNPA office
12:00	13:00			Lunch	
13:00	14:30	Mr. Ros Chor (Director, DLC); Mr. Long Sovannarith (GDLC Project coordinator) and 3 others	GDLC/MoE	Key Informant Interview	GDLC office
14:30	15:00			Travel to FA	
15:00	16:30	Mr. Hort Sothea (Deputy director of the Department of Biodiversity and wildlife)	FA/MAFF	Key Informant Interview	FA office

Start time	End time	Meeting with	Institution/ place	Objective	Venue
		Mr. Say Sinly (Project Coordinator) and 1 other			
Mission Day 3: Wednesday 02 April					
8:00	15:00			Travel from Phnom Penh to Phnom Kulen Ranger Station	
15:00	16:30	Mr. Sun Kong (Head of Department Siem Reap PDoE) and 3 rangers	PDoE Siem Reap	Key Informant Interview & visit to Orchid Center and Nursery	KPNP Ranger Station
16:30	18:30			Travel to Siem Reap	
Mission Day 4: Thursday 03 April					
7:00	09:00			Travel to Phnom Kulen National Park	
09:00	10:00	Mr. Sakhoeun Sakada (Deputy Head of Department Siem Reap PDoE) and 6 PKNP rangers		Visit a restoration site and meet with PKNP rangers	Field site in PKNP near Prey Thom Anlong Thom
10:00	11:00	Representatives from Prey Thom Anlong Thom CPA (7 people): Chup Tasok CPA (2 people) and Phrom Munas CPA (3 people)	GDLC supported CPAs	Key Informant Interview/consultations	Prey Thom Anlong Thom CPA,
11:00	12:00	Representatives from Prey Thom Anlong Thom CPA (4 people)	GDLC supported CPAs	Site visit	Prey Thom Anlong Thom CPA,
12:00	13:00			Lunch at Prey Thom Anlong Thom CPA	Prey Thom Anlong Thom CPA
13:00	14:00			Lunch	
14:00	15:00			Travel to Totoeng Thngay Community Forest	
15:00	16:00	Representatives from Totoeng Thngay CF (13 people)	FA supported CF	Key Informant Interview/consultations	Totoeng Thngay CF
16:00	17:00	Representatives from Totoeng Thngay CF (4 people)	FA supported CF	Site visit	Totoeng Thngay CF
17:00	18:30			Travel to Siem Reap	
Mission Day 5: Friday 04 April					
07:00	10:00			Travel to Chong Kran Roy CPA	
10:00	11:00	Representatives from Chong Kran Roy CPA (2 people)	GDNPA & TDS supported CPA	Key Informant Interview/consultations	Chong Kran Roy CPA
11:00	12:00	Representatives from Chong Kran Roy CPA (1 person)	GDNPA & TDS supported CPA	Site visit	Chong Kran Roy CPA
12:00	13:00			Lunch	
13:00	16:00			Travel to Preah Vihear	

Start time	End time	Meeting with	Institution/ place	Objective	Venue
16:00	17:00	Mr. Mouen Sophet (Director PDOE Preah Vihear); Mr. Soun Sakmay (INRM coordinator)	Preah Vihear PDOE	Key Informant Interview	Preah Vihear PDOE office
Mission Day 6: Saturday 05 April					
07:00	10:00			Travel to Sambo Aphivat	
10:00	11:00	Representatives from Sambo Aphivat CPA (13 people)	Preah Vihear PDOE supported	Key Informant Interview/consultations	Sambo Aphivat CPA
11:00	12:00	Representatives from Sambo Aphivat CPA (5 people)	Preah Vihear PDOE supported	Site visit	Sambo Aphivat CPA
12:00	13:00			Lunch	
13:00	15:00			Travel to Prey Thmarkoal	
15:00	16:00	Representatives from Prey Thmarkoal CPA (6 people)	GDLC supported	Key Informant Interview/consultations	Prey Thmarkoal CPA
16:00	17:00	Representatives from Prey Thmarkoal CPA (3 people)	GDLC supported	Site visit	Prey Thmarkoal CPA
17:00	19:00			Travel to Kampong Thom	
Mission Day 7: Sunday 06 April					
06:30	08:00			Travel to Tbong Damrey	
08:00	09:00	Representatives from Tbong Damrey CF (21 people)	FA supported CF	Key Informant Interview/consultations	Tbong Damrey CF
09:00	10:00	Representatives from Tbong Damrey CF (4 people)	FA supported CF	Site visit	Tbong Damrey CF
10:00	11:30			Travel to Kampong Thom	
11:30	12:30	Mr. Um Ratana (Director - BFCO)	BFCO	Key Informant Interview	Coffee Shop
12:30	13:30			Lunch	
13:30	15:00			Travel to Choam Thlork	
15:00	16:00	Choam Thlork CPA (16 people)	BFCO supported CPA	Key Informant Interview/consultations	Choam Thlork CPA
16:00	17:00	Choam Thlork CPA (5 people)	BFCO supported CPA	Site visit	Choam Thlork CPA
17:00	18:30			Travel to Kampong Thom	
Mission Day 8: Monday 07 April					
08:00	12:00			Travel to Phnom Penh	
14:00	17:00		Terminal Evaluation Consultants	Document review, mission reporting and preparation of debriefing materials	Hotel
Mission Day 9: Tuesday 08 April					

Start time	End time	Meeting with	Institution/ place	Objective	Venue
09:30	12:00	DST: Ms. Ky Channimol; Sok Chanvirka PTO: Mr. Ly Math; Mr. Chim Linna FCEE: Ms. Venessa Munoz; Hak Kosal	Small Grants partners	Group meeting with three Small Grants recipients.	PMU office
12:00	13:00	Lunch			
14:00	16:00	UNDP	UNDP	Mission debriefing presentation and discussions	UNDP office
16:00	17:30	INRM CTA	UNDP	Key Informant Interview	Starbucks
Mission Day 10: Wednesday 09 April					
09:30	12:00	PMU: Mr. Chhin Sophea (PC); Binod Chapagain (CTA) and the PMU team	MoE	Presentation of the project and its status at the time of Terminal Evaluation	PMU office
12:00	13:00			Lunch	
13:00	18:00	PMU: Mr. Chhin Sophea (PC); Binod Chapagain (CTA) and the PMU team	MoE	Presentation of the project and its status at the time of Terminal Evaluation	PMU office
Mission Day 11: Thursday 10 April					
Full day			Terminal Evaluation Consultants	Document review, mission reporting and preparation of debriefing materials	Hotel
Mission Day 12: Friday 11 April					
09:00	10:30	Ms. Mao Meas; Ms. Sraspanha Srey	UNDP	Key Informant Interview	UNDP office
10:30	12:00	Ms. Ratana Norng	UNDP	Key Informant Interview	UNDP office
14:00	15:30	UNDP: Mr. Shakeel Ahmad (UNDP DRR); Ms. Mao Meas; Ms. Ratana Norng PMU: PMU Team and Mr. H.E. Sum Thy (INRM NPD);	PMU	Mission wrap-up meeting and presentation of the first draft report (initial findings)	PMU office
Mission Travel (International Consultant) Phnom Penh – Sofia (Friday 12 – Saturday 13 April)					
Thursday 24 April					
14:00	15:00	PMU	PMU	Discussions on Co-financing	PMU (Virtual)
Friday 2 May					
13:30	15:00	UNDP: Ms. Mao Meas; Ms. Ratana Norng PMU:	UNDP	Consultations on Terminal Evaluation findings	UNDP (Virtual)

Annex 3: People consulted during the Terminal Evaluation			
NOTE: Entries in <i>italic and small font</i> are double/triple entries			
Note: Not all people consulted signed the participants list, so the number of people met during the Terminal Evaluation is slightly higher than the number of people listed in Annex 2. The total number of people listed in this Annex are 126 of which 42 were Female .			
ID	Name	Sex	Position
UNDP, 17 March-2025 (Online meeting)			
01	Norng Ratana	F	UNDP Programme Specialist, Management and Oversight
02	Meas Mao	F	UNDP Program Manager
03	Binod Chapagain	M	Chief Technical Advisor
04	Chhin Sophea	M	Project coordinator
PMU, 21 March-2025 (Online meeting)			
	<i>Binod Chapagain</i>	<i>M</i>	<i>Chief Technical Advisor</i>
	<i>Chhin Sophea</i>	<i>M</i>	<i>Project coordinator</i>
05	Hourt Khiev	M	National advisor
06	Chrun Naren	F	Admin officer
07	Ky Lineth	F	Grant officer
08	Korn Ratana	F	Finance
09	Rang Sokha	F	M&E Officer
10	Chanthy Someta	M	Communication officer
UNDP, 27-March-2025 (Online meeting)			
11	Alissar Chaker	F	UNDP Resident Representative
12	Shakeel Ahmad	M	UNDP Deputy Resident Representative
	<i>Norng Ratana</i>	<i>F</i>	<i>UNDP Programme Specialist, Management and Oversight</i>
	<i>Meas Mao</i>	<i>F</i>	<i>UNDP Program Manager</i>
	<i>Binod Chapagain</i>	<i>M</i>	<i>Chief Technical Advisor</i>
MoE, 1-April-2025			
13	Meas Sophal	M	PSC Chair of INRM
14	Sum Thy	M	National Project Director of INRM
DBD-MoE, 1-April-2025			
15	Meng Monyrak	M	Project Director
16	Ken Bopreang	F	Project Manager
17	Yea Chendakhantey	M	Project Coordinator
18	In Mony	F	Admin and Finance
GDNPA, 01-April-2025			
19	Kong Kimsreng	M	Project manager
20	Seng Bunthoean	M	Project coordinator
21	Sdoeung Kakrona	F	Admin and Finance
GDLC, 01-April-2025			
22	Ros Chor	M	Project manager
23	Meas Sothonvathanak	M	Manager
24	Long Sovanarith	M	Project coordinator
25	La Lina	F	Admin and Finance
26	Houy Sochea	M	Staff
FA, 01-April-2025			
27	Hort Sotha	M	Project manager
28	Say Sinly	M	Project coordinator
29	Lim Sopheap	F	Admin and Finance
PDoE-Siem Reap and Preah Jayavarman Norodom Phnom Kulen National Park, 02-April-2025			
30	Sun Kong	M	Head of Department
31	Chenla Malen	F	Ranger
32	Ley Say	M	Ranger
33	Bou Len	M	Ranger
Site visit to restoration site in Kulen Mountain, 3-April-2025			
34	Sakhoeun Sakada	M	
35	Khun Visith	M	Ranger
36	Sort Sao	M	Ranger
37	Ly Sarith	M	Ranger
38	Choun Choy	M	Ranger
39	Hab Chhoeung	M	Ranger

40	Trum Veng	M	Ranger
Site visit to restoration site in Kulen Mountain, 3-April-2025			
41	Sakhoeun Sakada	M	
42	Khun Visith	M	Ranger
43	Sort Sao	M	Ranger
44	Ly Sarith	M	Ranger
45	Choun Choy	M	Ranger
46	Hab Chhoeung	M	Ranger
47	Trum Veng	M	Ranger
The Totoueng Thngay Community Forest, 03-April-2025			
48	San Rat	M	Member
49	Soeu Pring	M	Member
50	Soeu Penny	F	Member
51	Han Sochan	M	Member
52	Soeu Ry	F	Member
53	Soeum Yet	M	Member
54	Ngoy Ye	M	Member
55	Rith Chandara	M	Member
56	Lan Roth	F	Member
57	Roth Meta	M	Member
58	Ann Horn	M	Member
59	Chor Sovann	F	Member
60	Sun Chhen	F	Member
PDoE Preah Vihea Province, 04-April-2025			
61	Moeun Sopeth	M	Head of Department
62	Suon Somay	M	Official
Changran Roy CPA, 04-April-2025			
63	Lom Soum	M	Patrol leader
64	Hen Chhneang	M	Vice-committee
Tekdey Sovannaphumi, 04-April-2025			
65	Hean Sovandara	M	Director
Sambo Aphivat CPA, Preah Vihea Province, 05-April-2025			
66	Eat Samoeun	M	President
67	Dy Thounyi	M	Vice President
68	Bouch Nuth	M	
69	Young Yem	M	Assistant
70	Sok khun	M	committee
71	Khoeun Ngeath	M	committee
72	Saoun Sarim	M	committee
73	Eat Vy	M	committee
74	Eat Sida	F	committee
75	Bouch Noch	F	Member
76	Pech Sey	F	Member
77	Phal Peng	M	Advisor
78	Dy Navy	F	Member
Prey Thmar Koal CPA, 05-April-2025			
79	Leun Saroeun	M	Community leader
80	Soeun Sorn	M	Committee
81	Sin Saeub	M	Committee
82	Soun Moeun	F	Committee
83	Kuon Krouy	M	committee
84	Lim Vichai	M	Office Manager
Prey Thbung Damrey- FA/MAFF, Kampong Thom Province, 06-April-2025			
85	Chob Su	M	Community leader
86	Horm Khern	F	Member
87	Mom Morn	F	Subcommittee
88	Moun Thik	M	committee
89	Ouk Sin	F	Committee
90	Su Thy	F	Committee
91	Srey Lorn	M	Committee

92	Chan Yun	M	Committee
93	Phal Phak	M	Member
94	Pal Yen	M	Member
95	King Ny	F	Member
96	Pen Ny	F	Member
97	Pen Sreng	F	Member
98	Pen Choeun	F	Member
99	Leng Kul	F	Member
100	Pum Chun	F	Member
101	Seang Ky	M	Member
102	Maes Cheoun	M	committee
103	Vat Nat	M	Member
104	Chea Veng	M	Member
105	Mern Phan	M	Committee
BFGD, Kampong Thom Province 06-April-2025			
104	Um Patana	M	Director
Choam Thlok CPA, Kampong Thom Province, 06-April-2025 (BFGD supported)			
105	Seth Phuy	M	
106	Sem Sem	M	Commune chief
107	Keo Vibol	M	Community leader
108	Kim Peng	M	Vice President
109	Pich Ny	F	Member
110	Houn Kunthea	F	Member
111	Samren Thoeun	F	Member
112	Long Thavin	F	Member
113	Dy Houymeng	F	Member
114	Chea Sirech	F	Member
115	Kheav Lorn	M	Member
116	Pom Phea	M	Member
117	Dong Khen	M	Head of Village
118	Ban Sokna	M	Member
119	Eat Moeun	M	Member
120	Pu Lim	M	Member
Small grants: PTO, DST and FCEE, 8 April 2025			
121	Ly Math	M	Executive Director-PTO
122	Chim Linna	M	Programme Manager-PTO
123	Ky Channimol	F	Chief office-DST
124	Sok Chanvirak	M	Vice-chief of DST
125	Vanessa Herranz Munoz	F	Director-FCEE
126	Hak Kosal	F	Project coordinator-FCEE
PMU: 9-April-2025			
	<i>Chhin Sophea</i>	<i>M</i>	<i>Project coordinator</i>
	<i>Chanthy Someta</i>	<i>M</i>	<i>Communication officer</i>
	<i>Binod Chapagain</i>	<i>M</i>	<i>International Advisor</i>
	<i>Hourt Khiev</i>	<i>M</i>	<i>National advisor</i>
	<i>Chrun Naren</i>	<i>F</i>	<i>Admin officer</i>
	<i>Ky Lineth</i>	<i>F</i>	<i>Grant officer</i>
	<i>Korn Ratana</i>	<i>F</i>	<i>Finance</i>
	<i>Rang Sokha</i>	<i>F</i>	<i>M&E Officer</i>
UNDP: 11 April-2025			
	<i>Norn Ratana</i>	<i>F</i>	<i>UNDP Programme Specialist, Management and Oversight</i>
	<i>Meas Mao</i>	<i>F</i>	<i>UNDP Program Manager</i>
	<i>Shakeel Ahmad</i>	<i>M</i>	<i>UNDP Deputy Resident Representative</i>
	<i>Chhin Sophea</i>	<i>M</i>	<i>Project coordinator</i>
	<i>Chanthy Someta</i>	<i>M</i>	<i>Communication officer</i>
	<i>Binod Chapagain</i>	<i>M</i>	<i>Chief Technical Advisor</i>
	<i>Hourt Khiev</i>	<i>M</i>	<i>National advisor</i>
	<i>Chrun Naren</i>	<i>F</i>	<i>Admin officer</i>
	<i>Ky Lineth</i>	<i>F</i>	<i>Grant officer</i>
	<i>Korn Ratana</i>	<i>F</i>	<i>Finance</i>

	<i>Rang Sokha</i>	<i>F</i>	<i>M&E Officer</i>
	<i>Sum Thy</i>	<i>M</i>	<i>National Project Director of INRM</i>
PMU: 24 April -2025			
	<i>Chhin Sophea</i>	<i>M</i>	<i>Project coordinator</i>
	<i>Binod Chapagain</i>	<i>M</i>	<i>Chief Technical Advisor</i>
UNDP: 2 May-2025			
	<i>Norng Ratana</i>	<i>F</i>	<i>UNDP Programme Specialist, Management and Oversight</i>
	<i>Meas Mao</i>	<i>F</i>	<i>UNDP Program Manager</i>
	<i>Chhin Sophea</i>	<i>M</i>	<i>Project coordinator</i>
	<i>Binod Chapagain</i>	<i>M</i>	<i>Chief Technical Advisor</i>
UNDP Regional: 6 May 2025			
127	<i>Bipin Pokharel</i>	<i>M</i>	<i>Regional Technical Advisor UNDP-E&E Team</i>

Annex 4: Terminal Evaluation Evaluative Matrix.

Evaluation Criteria Questions	Indicators	Sources	Methodology
Relevance: Is the project relevant with respect to the environmental and development priorities at the local, regional and national levels?			
To what extent is the principle of the project in line with regional and national priorities?	<ul style="list-style-type: none"> Level of participation of the concerned agencies in project activities. Consistency with relevant strategies and policies. 	Minutes of meetings, Project progress reports, national and regional strategy and policy documents	Desk review, Government/ Partners (KII and consultations)
To what extent is the project aligned to the main objectives of the GEF focal area?	Consistency with GEF strategic objectives	GEF Strategy documents, PIRs, Tracking Tools	Desk review, interview with UNDP-GEF RTA
To what extent is the project aligned to the strategic objectives of UNDP?	Consistency with UNDP strategic objectives	UNDP Strategic Plan, Country Programme Document	Desk review, Partners (KII) interview
<i>How were the INRM objectives and priorities adjusted as per the priorities of the RGC?</i>	<i>-Number and types of adjustments made</i>	<i>Interview notes Project reports review</i>	<i>Document analysis Government/ Partners (KII and consultations)</i>
<i>How effective was the project to contribute to national priorities, development goals, strategies, and plans, and the UNDP CPD 2019-25?</i>	<i>Geographical and population coverage of the project in relation to its targets Areas of project contributions to the national priorities and CPD</i>	<i>Project reports Interview notes</i>	<i>Document analysis Government/ Partners (KII and consultations)</i>
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Assessment of progress made toward achieving the indicator targets agreed upon in the logical results framework			
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
What evidence is available showing sufficient funding has been secured to sustain project results?	Financial risks	Progress reports, sectoral plans, budget allocation reports, testimonial evidence	Desk review, Government/ Partners (KII and consultations)
How have individual and institutional capacities been strengthened, and are governance structures capacitated and in place to sustain project results?	Institutional and individual capacities	Progress reports, testimonial evidence, training records	Desk review, Government/ Partners (KII and consultations)
What social or political risks threaten the sustainability of project results?	Socio-economic risks	Socio-economic studies, macroeconomic information	Desk review, Government/ Partners (KII and consultations)
Which ongoing circumstances and/or activities pose threats to the sustainability of project results?	Risks to sustainability	Sectoral plans, progress reports, macroeconomic information	Desk review, Government/ Partners/ Community (KII and consultations) Field visits
Have delays affected project outcomes and/or sustainability, and, if so, in what ways and through what causal linkages?	Impact of project delays	Progress reports	Desk review, Government/ Partners (KII and consultations)
<i>To what extent will the positive results, processes, policies, or approaches be continued beyond the project life? What is</i>	<i>List of the results, processes, policies, or approaches likely to be sustained.</i>	<i>Project reports Interview notes</i>	<i>Document analysis Government/ Partners/ Community (KII and consultations)</i>

	<i>Types of mechanism that contribute to the sustainability</i>		
<i>Considering the potential risks and context in which INRM operates, what are the major factors influencing the sustainability of the INRM interventions?</i>	<i>Positive and adverse factors influencing the sustainability of INRM</i>	<i>Interview notes</i>	Government/ Partners/ Community (KII and consultations)
Impact: Are there indications that the project has contributed to, or enabled progress toward long lasting desired changes?			
What verifiable environmental improvements have been made?	Verifiable environmental improvements	Progress reports, sectoral plans, municipal development plans	Desk review, Government/ Partners/ Community (KII and consultations) Theory of change analysis
What verifiable reductions in stress on environmental systems have been made?	Verifiable reductions in stress on environmental systems	Progress reports, sectoral plans, municipal development plans	Desk review, Government/ Partners/ Community (KII and consultations) Theory of change analysis
How has the project demonstrated progress towards these impact achievements?	Progress toward impact achievements	Progress reports, sectoral plans, municipal development plans	Desk review, Government/ Partners/ Community (KII and consultations) Theory of change analysis
<i>What are the key impacts of the project on policies and institutions through its approaches and interventions?</i>	<i>Type of long-term and short-term project impacts</i>	<i>Project documents Interview notes</i>	<i>Document analysis Government/ Partners (KII and consultations)</i>
<i>How can UNDP, MoE, and partners replicate the impacts to other programs, projects, and strategies at various levels?</i>	<i>List of replicable initiatives, processes, and impacts</i>	<i>Interview notes Project documents</i>	<i>Document analysis Government/ Partners (KII and consultations)</i>
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
How was the project efficient with respect to incremental cost criteria?	Incremental cost	National strategies and plans, progress reports	Desk review, Government/ Partners (KII and consultations)
To what extent were the project objective and outcomes realized according to the proposed budget and timeline?	Efficient utilization of project resources	Progress reports, financial records	Desk review, Government/ Partners (KII and consultations)
<i>To what extent has INRM been able to efficiently achieve the results (outputs and outcomes) with the available human and financial resources?</i>	<i>Number of project outputs met with the available resources Number of partnerships made with government and civil society partners</i>	<i>Project reports</i>	<i>Document analysis Government/ Partners (KII and consultations)</i>
Stakeholder Involvement and Partnership Arrangements: Did the project adequately engage with stakeholders and intended project beneficiaries?			
How has the project consulted with and made use of the skills, experience, and knowledge of the appropriate government entities, NGOs, community groups, private sector entities, local governments, and academic institutions?	Effective stakeholder involvement	Meeting minutes, reports, interview records	Desk review, Government/ Partners/ Community (KII and consultations) Field visits

How have partnerships influenced the effectiveness and efficiency of project implementation?	Effective partnerships	Progress reports, interview records	Desk review, Government/ Partners/ Community (KII and consultations) Field visits
Catalytic Role and Country Ownership: To what extent has the project influenced the development agenda in the country?			
How has the project had a catalytic or replication effect in the country?	Catalytic effect	Interview records, municipal development plans	Desk review, Government/ Partners (KII and consultations)
How are project results contributing to national and subnational development plans and priorities?	Development planning	Government approved plans and policies	Desk review, Government/ Partners (KII and consultations)
Which government policies or regulatory frameworks were approved in line with the project objective?	Policy reform	Government approved plans and policies	Desk review, Government/ Partners (KII and consultations)
Financial planning: Was the project implemented in accordance to agreed norms for financial management and implementation?			
Did the project have the appropriate financial controls, including reporting and planning, that allowed management to make informed decisions regarding the budget and allowed for timely flow of funds?	Financial control	Audit reports, project accounting records	Desk review, Government/ Partners (KII and consultations)
Has there been due diligence in the management of funds and financial audits?	Financial management	Audit reports, project accounting records	Desk review, Government/ Partners (KII and consultations)
How have governmental and other co-financing partners maintained their financial commitment to the project?	Committed co-financing realized	Audit reports, project accounting records	Desk review, Government/ Partners (KII and consultations)
Supervision and Backstopping: Was the project adequately supervised and managed for effective implementation?			
How have GEF agency staff members identified problems in a timely fashion and accurately estimate their seriousness?	Supervision effectiveness	Progress reports	Desk review, Government/ Partners (KII and consultations)
How have GEF agency staff members provided quality support, approved modifications in time, and restructured the project when needed?	Project oversight	Progress reports	Desk review, Government/ Partners (KII and consultations)
How has the implementing agency provided the right staffing levels, continuity, skill mix, and frequency of field visits for the project?	Project backstopping	Progress reports, back-to-office reports, internal appraisals	Desk review, Government/ Partners/ Community (KII and consultations) Field visits
Monitoring & Evaluation: Was the project implemented in accordance to agreed norms for monitoring and evaluation?			

Were intended results (outputs, outcomes) adequately defined, appropriate and stated in measurable terms, and were the results verifiable?	Monitoring and evaluation plan at entry	Project document, inception report	Desk review, Government/ Partners (KII and consultations)
How has the project monitoring & evaluation plan been implemented?	Effective monitoring and evaluation	Project document, inception report	Desk review, Government/ Partners (KII and consultations)
How has there been focus on results-based management?	Results based management	Progress reports, monitoring reports	Desk review, Government/ Partners (KII and consultations)
Mainstreaming: Did the project have a gender focus and ensured adequate involvement of local stakeholders?			
How were gender issues integrated in project design and implementation?	Greater consideration of gender aspects.	Project document, progress reports, monitoring reports	Desk review, Government/ Partners/ Community (KII and consultations) Field visits
How were effects on local populations considered in project design and implementation?	Positive or negative effects of the project on local populations.	Project document, progress reports, monitoring reports	Desk review, Government/ Partners/ Community (KII and consultations) Field visits
<i>To what extent the project has been successful in contributing to developing gender- responsive policies, strategies, and programs?</i>	<i>Number of project-developed policies, and guidelines responding to gender equity and social inclusion (GESI)</i>	<i>Project documents Interview notes</i>	<i>Document analysis Government/ Partners/ Community (KII and consultations)</i>

Annex 5: Questions used by the Terminal Evaluation team in its Key Informant Interviews and Consultations.

NOTE: 1) The below table does not include questions posed to the PMU and the UNDP PM and PA etc. 2) The below questions are in support of the Matrix attached to the Terminal Evaluation report as Annex 4

Number	Question	Comment
	Organizations/entities	
1	How do you see the working relationship with the project's IP, and in this, what are some of the strong points in the collaboration and are there areas where you are currently working on strengthening?	General question for organizations/entities
2	How did the COVID-19 Pandemic affect the UNDP portfolio implementation overall with regard to, for instance, delivery?	General question for organizations/entities
3	Has UNDP Cambodia done a review of this (long-term analysis) (2017-2024)?	General question for organizations/entities
4	Was there a noticeable dip in performance and delivery?	General question for organizations/entities
5	How did the national elections affect the UNDP portfolio implementation (delivery) and for how long was the impact - when did things seem to return to normal? (pre-election slow down and post-election adjustment 100 days agenda etc.)	General question for organizations/entities
6	How do the UNDP country office organize the coordination and establishment of synergies between projects and project development. (The INRM project is working in the same physical area as two new projects (ERIP and LDCF) and conceptually with one other ABS)	General question for organizations/entities
7	Has the current project in the view of your organization "moved the needle" and if so, what would you emphasize on?	General question for organizations/entities
8	Sustainability of established structures and processes is a big part of any UNDP project (including GEF projects) - in your views, do you feel, based on discussions with the government partners, that the project financed community work and will be continued through government funding following project closure.	General question for organizations/entities
9	And as a follow-up, do you feel again, based on discussions with the government partners, that financing into protected areas and protected areas management will increase in the future.	General question for organizations/entities
10	Particularly with regard to climate change and external shocks, how did the project find and control risks throughout execution?	General question for organizations/entities
11	Beyond government, what alliances were most beneficial for reaching project results and why?	General question for organizations/entities
12	The Cambodia INRM project has both central level, provincial, district, and village level components do you feel that the project's different governance structures were able to steer the project sufficiently	General question for organizations/entities
13	What, in your point of view, is the most important aspect of the Cambodia INRM project	General question for organizations/entities
14	A key structure for the Cambodia INRM project is the Biodiversity Technical Working Group (BTWG). From your perspective and knowledge, how will the Working Group become an instrumental entity for coordination in the Government's efforts to integrate Biodiversity and Integrated Natural Resource Management into future sectoral work.	General question for organizations/entities
15	The Cambodia INRM project has assisted in increasing the management capacity of Protected Areas in the project area. Do you have indications that the Cambodian Government will maintain the engagement and support towards the Project's PAs. And will the project's results in this area be used in other Protected Areas following project closure. (Capacity building and financing, for instance)	General question for organizations/entities
16	In your view in what manner did the Covid-19 pandemic impact the project and how effective was the project in addressing the challenges of the pandemic? Also, have there been any other external factors that have affected the project - if so, which and how.	General question for organizations/entities

Number	Question	Comment
17	The project has different Co-financing partners (UNDP and different entities of the Cambodian Government). How closely has the project coordinated with these co-financing initiatives.	General question for organizations/entities
18	From your point of view, do you feel that the project is in a position to ensure increased financial sustainability at the local level based on the current results of the project	General question for organizations/entities
19	How do you feel the collaboration with UNDP has been under this project, and do you believe that UNDP has provided adequate support and oversight to the project.	General question for organizations/entities
20	In your view has the project been effective in achieving the expected results - if so, why, and if not why?	General question for organizations/entities
21	What changes could have been made (if any) to the design of the project, or its outputs, in order to have improved the achievement of the project's expected results?	General question for organizations/entities
22	Do you have any information or details that you would like to share with the Terminal Evaluation Team before we end this interview	General question for organizations/entities
23	Has gender and specifically women's empowerment had a specific focus in the project's communication and has the mainstreaming of women been specifically highlighted through, for instance, special features and/or success stories.	General question for organizations/entities
24	Based on your work and project engagement, what are the main discrepancies in gender equality within Government institutions and in your view, what are the main reasons for this.	General question for organizations/entities
25	From your point of view and based on your knowledge of the Cambodia INRM project what have been the most important engagements by your organization in the project - why and what have been the results.	General question for organizations/entities
26	Is it expected that your organization will continue the work that has already started and/or use the project results moving forward.	General question for organizations/entities
27	A key structure for the Cambodia INRM project is the Biodiversity Technical Working Group (BTWG). From your point of view and knowledge of the "mechanics" of the Working Group, how will the entity, in practical terms, be instrumental in mainstreaming Biodiversity and Integrated Natural Resource Management into sectoral work/policies/programs of different departments and Ministries.	General question for organizations/entities
28	Could you provide some background into your organization work, under the project, aimed at improving existing or developing new policies/regulations for landscape management in the project target areas - and in this regard provide a perspective on whether this work (knowledge/processes obtained through the work) will be used in other areas of Cambodia.	General question for organizations/entities
29	In connection with the Sub-decree on Access to and Benefit Sharing (ABS) issued on May 26, 2023, could you provide some information as to how the project, via your organization, assists the Government in preparing the required legislation and guidelines to implement this sub-decree	General question for organizations/entities
30	Via the project documentation review, it was noticed that your organization has developed a training manual on data management and the effective use of biodiversity information, as well as undertaken training on this. Could you provide more information on this, including if this is to be "exported" to other areas of Cambodia	General question for organizations/entities
31	Your organization has been actively engaged in identifying solutions to increasing Protected Area financing. From your point of view, what has been the most successful aspect of this work and do you feel that the project is in a position to ensure increased financial sustainability at the local level based on the current results of the project	General question for organizations/entities
32	Via the project documentation review, it was noticed that your organization has developed a biodiversity monitoring system for both PA and Community Protected Area (CPA)/Community Forest (CF) levels, targeting at sub-national stakeholders at the community level. How is this monitoring system different from the monitoring done by Protected Area Rangers and based on the work and the result of the monitoring, is it expected that the monitoring system will be upscaled to other CPA/CFs in Cambodia.	General question for organizations/entities
33	Via the project documentation review, it was noticed that your organization has developed management plans for Phnom Kulen National Park (PKNP) and Kulen Promtep Wildlife Sanctuary (KPWS). How were the competing interests of livelihood development in	General question for organizations/entities

Number	Question	Comment
	settlements within and around the PAs balanced with a long-term strategy for nature conservation.	
34	According to the Project Document, your organization is an important project Co-financier. Could you, in brief, provide some information as to what co-financed engagements your organization has been involved in and (if possible) provide an indication of the scale of the co-financing support.	General question for organizations/entities
35	As a Grant Recipient under the Cambodia INRM project, could you provide some insights into the grant application process, including an evaluation of its complexity. Also, how was the solid link between the local communities in the overall proposal ensured.	General question for organizations/entities
36	Via the project documentation review, it was noticed that your organization developed and supported the roll-out of new tools and procedures to enhance community and stakeholder participation in applicable sub-national land-use master planning within the landscape. Could you elaborate on the key aspects of this, and also, based on the results, will these tools and procedures be used in other areas of Cambodia.	General question for organizations/entities
37	In your view, how innovative and effective are the local Community-Based Natural Resource Management (CBNRM) committees and members for effective management, enforcement, and monitoring of their sites, and how important for the project success was the building of these committees' (members') capacity. Can the project's approach/support be seen as a success story that could be used in other areas of Cambodia.	General question for organizations/entities
38	Via the project documentation review, it was noticed that your organization, through various initiatives, worked on the issue of Payment for Ecosystem Services (PES). Could you provide some background on your organization's work, under the project. Including reflections on how this work relates to the Payment for Ecosystem Services in Siem Reap Scheme developed under the Cambodia INRM project.	General question for organizations/entities
39	Looking at the community work from your perspective and knowledge of the project how valuable has the project's work with village communities (Livelihood, NTFP, management planning, reforestation etc.) been and do you believe that the initiatives demonstrated by the Cambodia INRM project will be replicated elsewhere in Cambodia - for instance via government programs including via your organization.	General question for organizations/entities
40	In establishing local livelihood schemes, what have been the main local strengths and weaknesses.	General question for organizations/entities
41	In the livelihood activities engaged in under the project, what has been the level of women's involvement and what has been done to ensure gender equality (to the extent possible), and also, if there were gender disparities, what were the main reasons for this.	General question for organizations/entities
42	How were the interventions at the community level identified, and how was suitable crop and trees for replanting and nurseries etc. identified.	General question for organizations/entities
43	Via the project reporting it has been noticed that your organization assessed the financial options in SAKORC (Sok An Phnom Kulen Orchid Research and Conservation Center), could you elaborate on a few of the options and whether any of these options are currently being pursued?	General question for organizations/entities
44	Via the project reporting, it has been noticed that your organization is engaged in the integration of biodiversity and ecosystem services into commune and district development and investment plans. Could you elaborate a bit on the processes for this work and provide examples of such integration.	General question for organizations/entities
45	For the work done by your organization under the Cambodia INRM project, how did your organization ensure coordination and collaboration with other key project partners working at the local level (local communities, CPA/CF etc.)	General question for organizations/entities
46	Based on your knowledge, please give a brief overview of the Prey Thom Anlong Thom Community Projected Area, including, for instance, the approximate area of the CPA, number of people and households, main forest/agricultural activities, including Cashew and other cash crop trees.	General question for organizations/entities
47	Your organization was actively engaged in the Protected Area management planning. Could you elaborate a bit on this, including what the most important (potentially new) aspects were included.	General question for organizations/entities
48	From your point of view, do you feel that the project is in a position to ensure increased financial sustainability at the local level based on the current results of the project	

Number	Question	Comment
49	From your point of view, from where would/should the income stream (for the annual budget needs) come from – and again in your view, how realistic do you think it is/was to ensure the needed long-term funding for the respective protected areas.	General question for organizations/entities
50	Please provide a general background of your organization.	General question for organizations/entities
51	Could you describe the small grant process your organization was involved focusing on how easy/difficult the application process was as well as reporting (including financial reporting).	General question for organizations/entities
52	With that out of the way, could you describe your organization's intervention with a specific focus on the aspects of Sustainable Financing, Community Protected Area (CPA) Support and Governance and Community Livelihoods and Income Generation	General question for organizations/entities
53	With that out of the way, could you describe your organization's intervention with a specific focus on the aspects of Video production of the Quality (4k) videos and the training and developed training materials.	General question for organizations/entities
54	Could you describe your organization's intervention with a specific focus on the aspects of the development of the Biodiversity/Ecosystem monitoring system, including explaining how indicators were identified, Examples of simple/friendly monitoring/indicators and Reception and use of the Biodiversity/Ecosystem monitoring system by end users.	General question for organizations/entities
55	Could you describe your organization's intervention with a specific focus on the aspects of how to ensure community engagement in the research and development work, and the Policy Brief consolidation, submission, and acceptance.	General question for organizations/entities
56	From your point of view are village community agreement a useful instrument for engaging the local communities in the project's activities – why and why not – and could you provide one or two examples that illustrate your opinion?	General question for organizations/entities
	Community Consultations	
57	Based on your knowledge, please give a brief overview of your community, including, for instance, the approximate area of the CPA, number of people and households, area of land per household, general income level, main forest/agriculture activities, including Cashew and other cash crop trees.	General community question
58	Could you please describe to the best of your knowledge the main activities the community has been involved in under the INRM project.	General community question
59	Does your community have a Community-Based Natural Resource Management (CBNRM) committee (or similar committee), and if so, how many members and how many are women/men are in the committee	General community question
60	Does your community have a CPA/CF management plan and or is your community in the process of developing a such?	General community question
61	Looking at the community work from your perspective, how valuable has the project's work with village communities (Livelihood, NTFP, management planning, reforestation etc.) been	General community question
62	Could you elaborate on the project successes in the area of livelihood development, including if they are long-term sustainable.	General community question
63	From your point of view are village community agreement a useful instrument for engaging the local communities in the project's activities – why and why not – and could you provide one or two examples which illustrates your opinion?	General community question
64	To the best of your knowledge, could you describe how women and men in your community are involved in the project.	General community question and question for individuals (women/men)
65	Could you please describe the activities you/your community are involved in, including whether or not you are involved in one or more activities.	General community question and question for individuals (women/men)
66	Could you describe how you/your community were approached (you got engaged) in the activity. What preceded it, such as village meetings, trainings etc., and do you feel that you were fully consulted in connection with the establishment of the activities.	General community question and question for individuals (women/men)

Number	Question	Comment
67	Has there been any negative reaction within the community in connection with the activities	General community question and question for individuals (women/men)
68	Looking at the activities you are involved in, how valuable has it been for you	General community question and question for individuals (women/men)
69	Based on your work and project engagement, what are the main differences in how the different genders are engaged at the village level and in your view, what are the main reasons for this.	General community question and question for individuals (women/men)

Annex 6: GEF-6 Core Indicator Worksheet – Terminal Evaluation

This annex is attached in a separate file for review.

Annex 7: Rating Scales

Outcome Ratings

The overall ratings on the outcomes of the project are based on performance on the following criteria:

- a. Relevance
- b. Effectiveness
- c. Efficiency

Project outcomes are rated based on the extent to which project objectives were achieved. A six-point rating scale is used to assess overall outcomes:

- Highly satisfactory (HS): Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings.
- Satisfactory (S): Level of outcomes achieved was as expected and/or there were no or minor shortcomings.
- Moderately Satisfactory (MS): Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
- Moderately Unsatisfactory (MU): Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings.
- Unsatisfactory (U): Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
- Highly Unsatisfactory (HU): Only a negligible level of outcomes achieved and/or there were severe shortcomings.
- Unable to Assess (UA): The available information does not allow an assessment of the level of outcome achievements.

The calculation of the overall outcomes rating of projects considers all the three criteria, of which relevance and effectiveness are critical. The rating on relevance determines whether the overall outcome rating will be in the unsatisfactory range (MU to HU = unsatisfactory range). If the relevance rating is in the unsatisfactory range then the overall outcome is in the unsatisfactory range as well. However, where the relevance rating is in the satisfactory range (HS to MS), the overall outcome rating could, depending on its effectiveness and efficiency rating, be either in the satisfactory range or in the unsatisfactory range.

The second constraint applied is that the overall outcome achievement rating may not be higher than the effectiveness rating.

During project implementation, the results framework of some projects may have been modified. In cases where modifications in the project impact, outcomes and outputs have not scaled down their overall scope, the evaluator should assess outcome achievements based on the revised results framework. In instances where the scope of the project objectives and outcomes has been scaled down, the magnitude of and necessity for downscaling is taken into account and despite achievement of results as per the revised results framework, where appropriate, a lower outcome effectiveness rating may be given.

Sustainability Ratings

The sustainability is assessed taking into account the risks related to financial, sociopolitical, institutional, and environmental sustainability of project outcomes. The evaluator may also take other risks into account that may affect sustainability. The overall sustainability is assessed using a four-point scale.

- Likely (L). There is little or no risks to sustainability.
- Moderately Likely (ML). There are moderate risks to sustainability.
- Moderately Unlikely (MU). There are significant risks to sustainability.
- Unlikely (U). There are severe risks to sustainability.
- Unable to Assess (UA). Unable to assess the expected incidence and magnitude of risks to sustainability.

Project M&E Ratings

Quality of project M&E is assessed in terms of:

- Design
- Implementation

Quality of M&E on these two dimensions is assessed on a six point scale:

- Highly satisfactory (HS): There were no short comings and quality of M&E design / implementation exceeded expectations.
- Satisfactory (S): There were no or minor short comings and quality of M&E design / implementation meets expectations.
- Moderately Satisfactory (MS): There were some short comings and quality of M&E design/implementation more or less meets expectations.
- Moderately Unsatisfactory (MU): There were significant shortcomings and quality of M&E design /implementation somewhat lower than expected.
- Unsatisfactory (U): There were major short comings and quality of M&E design/implementation substantially lower than expected.
- Highly Unsatisfactory (HU): There were severe short comings in M&E design/ implementation.
- Unable to Assess (UA): The available information does not allow an assessment of the quality of M&E design /implementation.

Implementation Oversight for UNDP's oversight function and Execution Rating

Quality of implementation and of execution is rated separately. Quality of implementation pertains to the role and responsibilities discharged by the GEF Agencies that have direct access to GEF resources. Quality of Execution pertains to the roles and responsibilities discharged by the country or regional counterparts that received GEF funds from the GEF Agencies and executed the funded activities on ground. The performance is rated on a six-point scale.

- Highly satisfactory (HS): There were no short comings and quality of implementation / execution exceeded expectations.
- Satisfactory (S): There were no or minor short comings and quality of implementation / execution meets expectations.
- Moderately Satisfactory (MS): There were some short comings and quality of implementation / execution more or less meets expectations.
- Moderately Unsatisfactory (MU): There were significant shortcomings and quality of implementation / execution somewhat lower than expected.
- Unsatisfactory (U): There were major short comings and quality of implementation / execution substantially lower than expected.
- Highly Unsatisfactory (HU): There were severe short comings in quality of implementation / execution.
- Unable to Assess (UA): The available information does not allow an assessment of the quality of implementation/ execution.

Annex 8: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: KIM Soben

Name of Consultancy Organization (where relevant): Center for Agricultural and Environmental Studies, Royal University of Agriculture

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Phnom Penh, on 15 May 2025

Signature: _____



Evaluators/Consultants:

10. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
11. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
12. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
13. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
14. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
15. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
16. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
17. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
18. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: Carsten Germer

Name of Consultancy Organization (where relevant): Center for Agricultural and Environmental Studies, Royal University of Agriculture

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Sofia, Bulgaria, on 31 May 2025



Signature: _____

Annex 9: TE Assignment TOR (excluding TOR annexes).

TERMS OF REFERENCE

Individual Contractor

Assignment Title:	International Terminal Evaluation (TE) Consultant
Cluster/Project:	Integrated Natural Resource Management (INRM), Nature Climate and Energy (NCE) unit)
Post Level:	Senior Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Home-based and Cambodia
Expected Place of Travel:	Siem Reap, Preah Vihear and Kampong Thom Provinces, Cambodia
Contract Duration:	35 working days from 14 March to 31 May 2025 with 10 days mission in Cambodia

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP- supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full- or medium- sized project titled Integrated Natural Resource Management (INRM) in the productive, natural, and forested landscape of the Northern Region of Cambodia (PIMS# 5770) implemented through the Ministry of Environment (MoE). The project started on the 27 July 2020 and is in its five years of implementation. The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf .

PROJECT BACKGROUND AND CONTEXT

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 agriculture lands, and improving local livelihoods. Increasing demand for forest, agriculture, and wildlife products, crop land and agriculture monocultures, and infrastructure and transportation development have accelerated in recent years thereby, rapidly changing the landscape with consequential threats to biodiversity and ecosystem services. The project 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 the Northern Landscapes. To achieve these, project has taken some strategic actions, such as strengthening policies and institutional capacity at the national and sub-national levels to ensure the integration of biodiversity and ecosystem services in sectoral and sub-national socio-economic development planning. Ensuring that in its development and implementation, gender is mainstreamed contributing to equality and equity, through the creation of equitable opportunities and benefits for women, men, and other disadvantaged groups.

The project was designed with a focus on the Northern Cambodia, because of the following rationale:

The key considerations of the project are the holistic 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 project preparation team 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 were 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 was considered to be a unifying theme that would 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 shared their willingness to be engaged as collaborators with government authorities to integrate water management into wider sustainable land management and landscape planning. Therefore, total project landscape included 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), as advised by the project preparation team, and the MoE of the Royal Government of Cambodia (RGC).

Based on the above rationale, the project focused on 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.

This is a five-year period project from July 2020 to June 2025, which is primarily funded by GEF through the GEF Trust Fund and UNDP through its own TRAC resources allocation. In the meantime, the RGC contributes a great amount of parallel co-financing (USD 10,000,000.00) through MoE to this project in order to underpin activities toward the achievement of the expected outputs, outcomes, and objectives. The total project landscape site will include the three Protected Areas (PAs) - Kulen Promtep Wildlife Sanctuary (KPWS), Phnom Kulen National Park (PKNP), and Angkor Protected Landscape (AKPL); and three key streams (Stung Sen, Stung Strung and Stung Sime Reap) covering around 550,000 ha. The interventions are mainly implemented by the project consultants, pre-identified partners, identified partners and small grant partners.

The project aimed to address 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 the Northern Landscapes of Cambodia. To achieve these, the project has strengthened 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.

The project has implanted three inter-related components that are focused on addressing existing barriers, these are:

Component 1: Systemic and institutional capacity for integrated landscape management – contributing to the improved national framework and enhanced institutional capacity for an integrated landscape approach to conservation of biodiversity, and sustainable use of natural resources.

Component 2: Effective management of Protected Areas and surrounding riparian and multiple-use production landscapes in Northern Cambodia – contributing to the effective implementation of the framework developed under the first component for the management of about 550,000 hectares of protected areas, riparian connections, agriculture, and forest lands.

Component 3: Knowledge management, gender mainstreaming, learning and M&E – contributing to the gaps in information sharing, knowledge and attitude amongst women, men, and other disadvantaged groups.

The project document outlines the additional detail about each project component, outcomes, and outputs.

While Cambodia was largely spared from the COVID-19 pandemic in 2020. However, by February 2023, COVID-19 infection cases had reached 138,715, of which imported cases totaled 21,244. The total deaths were recorded at 3,056. A whole-of-government approach was mobilized to curb widespread transmission, strict containment and health measures were implemented, including large- scale lockdowns in Phnom Penh, Takhmao city and Sihanoukville, and in eight provinces along the Cambodia -Thai borders in 2021. The prolonged outbreak of COVID-19 also posed negative impacts on project implementation. Those include the changing of means for organizing the consultation meeting/workshop from in-person to virtual, the delay of submission of deliverables from the consultants, the delay of recruiting consultants, unable to travel to the field due to lockdown and restricted traveling etc. contributing to low delivery rate.

Project Title:	UNDP/GEF Project “Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of the Northern Region of Cambodia”
UNDP Project ID (PIMS #): GEF Project ID (PMIS #):	5770 9781
Country	Cambodia
Region	Asia Pacific
Focal Areas:	Biodiversity (BD) and Land Degradation (LD)
GEF Focal Area Strategic Objective:	BD-1 Program 1 LD-1 Program 1 LD-3 Program 4
Trust Fund:	GEF Trust Fund (GEF TF)
Implementing partner:	Ministry of Environment
Fund start and end date:	Project start date: July 27, 2020 Project end date: July 27, 2025

Fund partners	Ministry of Economy and Finance (MEF)/ General Department of Policy/ General Department of International Cooperation and Department and General Secretariat of Digital Economy and Business Committee/General Secretariat of National Social Protection Council. Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY)/ Department of Elderly and Veterans (DEV) and General Department of Policy Ministry of Planning (MoP)/IDPoor Department Help Age Cambodia Cambodian Mine Action and Victim Assistance Authority (CMAA)	
Project Financing	[1] GEF financing: [2] UNDP contribution: [3] Government: [4] Other partners: [5] Total co-financing [2 + 3+ 4]: PROJECT TOTAL COSTS [1 + 5]:	3,340,320 200,000 10,000,000 0 10,200,000 113,540,320
Fund Expenditure	US\$ 2,439,771, as of Jan 2025	
Project' Contribution to SDGs	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.	
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	
Project Outcomes	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. 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 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	

TE PURPOSE

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

More specifically, the TE will assess progress towards the achievement of INRM strategic objectives and outcomes, as specified in the Project Document. The TE will also assess signs of success or challenges/failures, with the purpose of identifying the necessary measures to be taken in order to set the project on track to achieve its intended results, promote integrated landscape management for the conservation and sustainable use of biodiversity, natural resources and ecosystem services in the northern part of Cambodia. Moreover, the TE will cover the assessment of the project's strategy in 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 the Northern Landscapes of Cambodia.

The TE will also assess what the project has done to address gender equality and women empowerment, other cross-cutting issues within its scope, its progress to date, recommend areas of improvement, and review the project's strategy and risks to sustainability.

Below are the specific areas of focus on this TE:

Review and assess the overall achievements and impacts of the project against its intended outputs and outcomes. Analyze and assess how COVID-19 impacted the project implementation and to what extent the project addressed them.

Assess the extent to which the INRM contributes to the national priorities, development goals, strategies and plans, and the UNDP CPD 2019-2023, and its update cycle 2024-2028.

Review the relevance of the project interventions and processes in the existing context at national, sub-national and local levels.

Review the extent to which the project has been efficient in performing its activities, and effective in achieving outcomes.

Determine the overall likelihood of sustainability of the project interventions, processes, and impacts.

Identify lessons learned (including unsuccessful practices) in relation to the design, implementation, monitoring, and management of the INRM, and any best practices that should be fed into national or sectoral policies or have shown significant potential for replication and inform the design of the new relevant programme.

The target audiences of this TE are the National Implementing Partner of the project, project partners and stakeholders including government counterparts, and its partners, and the UNDP management team. The report will also be shared in public through the UNDP evaluation public portal.

TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries, and other stakeholders.

The engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to government, civil society, and community organizations, executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. The PMU will provide a list of stakeholders to the consultant before the field mission. Additionally, the TE team is expected to conduct field missions to Cambodia, including the project sites in Preah Vihear, Kampong Thom and Siem Reap provinces.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs, are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed upon between the UNDP, stakeholders, and the TE team.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Project [TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf](#).

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "(*)" indicates the criteria for which a rating is required.

Findings

Project Design/Formulation

National priorities and country strategy.

Theory of Change

Gender equality and women's empowerment

Social and Environmental Standards (Safeguards)

Analysis of Results Framework: project logic and strategy, indicators

Assumptions and Risks

Lessons from other relevant projects (e.g., same focal area) incorporated into project design.

Planned stakeholder participation

Linkages between project and other interventions within the sector

Management arrangements

Project Implementation

Adaptive management (changes to the project design and project outputs during implementation)

Actual stakeholder participation and partnership arrangements

Project Finance and Co-finance

Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)

Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)

Risk Management, including Social and Environmental Standards (Safeguards)

Project Results

Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements.

Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)

Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)

Country ownership

Gender equality and women's empowerment

Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, capacity development, and knowledge management, as relevant)

GEF Additionality

Catalytic Role / Replication Effect

Progress to impact

Main Findings, Conclusions, Recommendations, and Lessons Learned

The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.

The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses, and results of the project, respond to key evaluation questions, and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.

Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.

The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.

It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

ToR Table 2: Evaluation Ratings Table for INRM

Monitoring & Evaluation (M&E)	Rating ²⁶⁹
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

TIMEFRAME

The total duration of the TE will be approximately 35 working days from 14 March to 31 May 2025. The tentative TE timeframe is as follows:

Timeframe	Activity
14 February 2025	Application closes
20 February 2025	Selection of TE team
28 February 2025	Preparation period for TE team (handover of documentation)
19 March 2025 (4 days)	Document review and preparation of TE Inception Report

²⁶⁹ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

21 March 2025 (1 day)	Finalization and Validation of TE Inception Report; latest start of TE mission
31 March – 11 April 2025 (10 days)	TE mission: stakeholder meetings, interviews, field visits, etc.
11 April 2025 (3 day)	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
23 April 2025 (7 days)	Preparation of draft TE report
28 April 2025	Circulation of draft TE report for comments
9 May 2025 (3 days)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
13 May 2025 (2 days)	Preparation and Issuance of Management Response
9 May 2025 (5 Days)	Expected date of full TE completion

Options for site visits should be provided in the TE Inception Report.

TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	19 March 2025 (5 days)	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	11 April 2025 (16 days)	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (using guidelines on report content in ToR Annex C) with annexes	23 April 2025 (7 days)	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (See template in ToR Annex H)	9 May 2025 (7 days)	TE team submits both documents to the Commissioning Unit
Number of working days			35 days	

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.²

TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning. The Commissioning Unit for this project's MTR is UNDP Country Office, Cambodia.

The International Consultant will work closely with national consultant, the Project Management Unit (PMU) and UNDP (regional and CO). The International Consultant will be working under the overall coordination of the Evaluation Manager – whose function is performed by UNDP's Cambodia's Programme Specialist, Management and Oversight, to ensure that the evaluation is conducted in accordance with established policies and standards on evaluation.

The PMU team will be the focal point of contact for day-to-day interactions and for liaisons during the assignment. Project partners, donors and relevant stakeholders are consulted throughout the evaluation process and ensure the quality of evaluation deliverables is in line with evaluation policy and standards and agreed terms of reference. The International Consultant will work closely with the PMU and National Consultant in the process to gathering relevant documents related to the desk review, identifying stakeholders and sources of information, assisting in organizing meetings with stakeholders, assisting in arranging field visits and resolving any issues arising during the assignment period to the extent possible.

The deliverables will be reviewed by the Evaluation Manager who also facilitates inputs from the relevant stakeholder identified by the UNDP focal team. Inputs will be consolidated by the Evaluation Manager before sharing them back with the International Consultant. The deliverables are to be cleared by the Evaluation Manager in consultation with PMU and Project Director to ensure evaluation objectives are met, reports are at acceptable quality standards and that relevant stakeholder are duly consulted.

The International Consultant is required to provide their own logistical and support arrangements to complete the assignment. The International Consultant will be responsible for all costs and arrangements needed for the implementation of the project. This includes professional fees, living allowances, travel, accommodation, interpretation cost, transportation, and other support the International Consultant deems necessary to deliver the expected outputs. However, UNDP will provide the International Consultant with transportation when travelling to the provinces. The International Consultant shall cover their own food and accommodation costs during travel to the provinces.

The International Consultant is required to undertake the Basic Security Awareness for Everyone (BSAFE) training prior to travelling to the field. The training link is available on <https://dss.un.org/dssweb/WelcometoUNDSS/tabid/105/Default.aspx?returnurl=%2fdssweb%2f>.

² Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

TE TEAM COMPOSITION

A team of two independent evaluators will conduct the TE – one team leader (with experience and exposure to projects and evaluations in other regions) and one team expert, usually from the country of the project. The team leader will be responsible for the overall evaluation design, development of tools, collection, and analysis of data, and writing/finalizing of the TE report, strictly following UNDP Terminal Evaluation Guidance (Verison 2020). The person will also be responsible for ensuring evaluation quality, debriefing evaluation findings to UNDP and the project team, and submission of high-quality reports. The team expert will support team leader to collect field data, organize them and analyze them, assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, and work with the Project Team in developing the TE itinerary.

The evaluator(s) cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review, and should not have a conflict of interest with the project's related activities.

The selection of evaluators will be aimed at maximizing the overall "team" qualities listed in the criteria.

The evaluation team leader is expected to have the following qualifications:

Education

Master's Degree in the field of Impact Evaluation for International Development; Natural Resources Management, Biodiversity and Ecosystem Management, Social Economic, Culture and Heritage, Climate Change, Management and Development Studies or related field demonstrably relevant to the position.

Experience

Relevant experience with results-based management evaluation methodologies.

Experience applying SMART indicators and reconstructing or validating baseline scenarios.

Competence in adaptive management, as applied Biodiversity, Climate Change and Land Degradation

Experience in evaluating projects at least for 10 years, with track record of evaluating at least five natural resources management, environment, biodiversity, or ecosystem management projects in the last five years.

Experience working in Southeast Asia, preferably in Cambodia.

Experience in relevant technical areas for at least 10 years.

Demonstrated understanding of issues related to gender and inclusion, poverty alleviation, improved governance, climate change mitigation and adaptation, capacity development, and knowledge management, with experience in gender-responsive evaluation and analysis.

Excellent communication skills.

Demonstrable analytical skills.

Project evaluation/review experience within the United Nations system will be considered an asset.

Language

Fluency in written and spoken English. Knowledge of Khmer will be an advantage.

INTERNATIONAL CONSULTANT	
Criteria	Score
Minimum 10 years of experience with results-based management evaluation methodologies, applying SMART indicators and reconstructing or validating baseline scenarios.	100
Experience in evaluating projects, with particular focus on GEF funded projects;	300
Experience working in Asia Pacific Region, preferably in Cambodia;	50
Experience in relevant technical areas of biodiversity conservation, and other relevant areas such as Natural Resource Management for at least 10 years. Competence in adaptive management, as applied to biodiversity;	200
Demonstrated understanding of issues related to gender and biodiversity; experience in gender responsive evaluation and analysis;	150
Demonstrable analytical and report-writing skills (at least two reports in English relevant to technical areas must be provided)	150
Master's degree or higher in Environment, Natural Resources, and/or other closely related field;	50
Total	1000

EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation.' The evaluator must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection of data and reporting of them. The evaluator must also ensure the security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

PAYMENT SCHEDULE

20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit

40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%³:

The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.

The final TE report is clearly written, logically organized, and is specific to this project (i.e., text has not been cut & pasted from other TE reports).

The Audit Trail includes responses to and justification for each comment listed.

APPLICATION PROCESS⁴

Recommended Presentation of Proposal:

Letter of Confirmation of Interest and Availability using the template⁵ provided by UNDP;

CV and a Personal History Form (P11 form⁶);

Brief description of approach to work/technical proposal of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)

Financial Proposal that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc.), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under a Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to Negotiation in Quantum System to the following reference "Consultant for Terminal Evaluation of INRM" by the specific timeline stated in the Quantum System. Incomplete applications will be excluded from further consideration.

Criteria for Evaluation of Proposal: Only those applications that are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

³ The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

⁴ Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.undp.org/SitePages/POPPRoot.aspx>

⁵ <https://intranet.undp.org/unit/bom/psu/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

⁶ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.docx

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TOR ANNEXES

ToR Annex A: Project Logical/Results Framework

ToR Annex B: Project Information Package to be reviewed by TE team

ToR Annex C: Content of the TE report

ToR Annex D: Evaluation Criteria Matrix template

ToR Annex E: UNEG Code of Conduct for Evaluators

ToR Annex F: TE Rating Scales

ToR Annex G: TE Report Clearance Form

ToR Annex H: TE Audit Trail

Assignment TOR outline of table of content of the TE report

- i. Title page
 - Title of UNDP-supported GEF-financed project
 - UNDP PIMS ID and GEF ID
 - TE timeframe and date of final TE report
 - Region and countries included in the project
 - GEF Focal Area/Strategic Program
 - Executing Agency, Implementing partner and other project partners
 - TE Team members
- ii. Acknowledgements
- iii. Table of Contents
- iv. Acronyms and Abbreviations

1. Executive Summary (3-4 pages)
 - Project Information Table
 - Project Description (brief)
 - Evaluation Ratings Table
 - Concise summary of findings, conclusions and lessons learned
 - Recommendations summary table

2. Introduction (2-3 pages)
 - Purpose and objective of the TE
 - Scope
 - Methodology
 - Data Collection & Analysis
 - Ethics
 - Limitations to the evaluation
 - Structure of the TE report

3. Project Description (3-5 pages)
 - Project start and duration, including milestones
 - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
 - Problems that the project sought to address: threats and barriers targeted
 - Immediate and development objectives of the project
 - Expected results
 - Main stakeholders: summary list
 - Theory of Change

- 4. Findings
 - 4.1 Project Design/Formulation
 - Analysis of Results Framework: project logic and strategy, indicators
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g. same focal area) incorporated into project design
 - Planned stakeholder participation
 - Linkages between project and other interventions within the sector
 - 4.1 Project Implementation
 - Adaptive management (changes to the project design and project outputs during implementation)
 - Actual stakeholder participation and partnership arrangements
 - Project Finance and Co-finance
 - Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
 - UNDP implementation/oversight (*) and Implementing Partner execution (*), overall project implementation/execution (*), coordination, and operational issues
 - 4.2 Project Results
 - Progress towards objective and expected outcomes (*)
 - Relevance (*)
 - Effectiveness (*)
 - Efficiency (*)
 - Overall Outcome (*)
 - Country ownership
 - Gender
 - Other Cross-cutting Issues
 - Social and Environmental Standards
 - Sustainability: financial (*), socio-economic (*), institutional framework and governance (*), environmental (*), and overall likelihood (*)
 - Country Ownership
 - Gender equality and women's empowerment
 - Cross-cutting Issues
 - GEF Additionality
 - Catalytic Role / Replication Effect
 - Progress to Impact
- 5. Main Findings, Conclusions, Recommendations & Lessons
 - Main Findings
 - Conclusions
 - Recommendations
 - Lessons Learned
- 6. Annexes
 - TE ToR (excluding ToR annexes)
 - TE Mission itinerary

- List of persons interviewed
- List of documents reviewed
- Summary of field visits
- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- TE Rating scales
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form
- Signed TE Report Clearance form

Annex 10: Management response to the Midterm Review and Implementation status of the MTR Recommendations

Descriptions of Recommendations	Management Responses	Status as of Feb 2025
<p>Recommendation 7.1.1. Medium Priority. At the project inception phase the project team absolutely reasonably suggested to decrease the targets for a number of PRF Indicators (see the Project Inception Report 2020). However, these adjustments have never been submitted to GEF for approval (the reason for that was to avoid the project implementation delays due to lengthy GEF approval process). Thus, the MTR team strongly recommends to the PMU and UNDP to submit the updated PRF (with changes suggested by the Inception Report) for approval to GEF and use it for the project planning and reporting (should be done by December 2023). Moreover, the following additional changes to the PRF are suggested:</p> <ul style="list-style-type: none"> - Decrease the end of the project target for the indicator 3: (Ref. GEF Core indicator 11): Number of direct project beneficiaries disaggregated by gender from “5,000 people (30% are women) have 15% income increase from SLM and CBNRM” to “>=1,000 people 85 (30% are women) have 15% income increase from SLM and CBNRM”; - Remove the Indicator 9: Area of degradation lands under improved practices to benefit local community (added at the inception phase), because this indicator just repeats the indicator 2 (Ref: GEF Core Indicator 4.3): Area of degraded agricultural lands under sustainable land management in production systems (ha) as a result of the project; - Remove Angkor Wat Protected Landscape (AWPL) from the indicator 7: (Ref: GEF Core Indicator 1.2): Terrestrial PAs under improved management effectiveness as measured by METT scorecard for following PAs. There are no any project activities in the AWPL right now, moreover, <p>The original target of 5,000 people is absolutely unrealistic for the project with such a limited budget. SLM and CBNRM require very significant financial input from the project to develop sustainable community livelihood options.</p> <p>The area of the Phnom Kulen National Park (PKNP) was significantly extended after the project started. Thus, limiting the project activities and investments to just two project areas – PKNP and KPWS - will allow to achieve a higher impact on the PA management with limited project resources;</p> <ul style="list-style-type: none"> - Move the Indicator 12: Number of local people applying INRM 	<p>1.1. Update the Project Result Framework (PRF) (with changes suggested by the Inception Report) and use it for the project planning and reporting.</p> <p>1.2. Submit the revised RF to GEF for approval</p>	<p>1.1. Not done. INRM decided to continue with the existing indicators, given the GEF’s limited time and flexibility, with the project ending in mid-2025. The project reviewed the existing result framework and found it to be doable.</p> <p>1.2. Not required.</p> <ul style="list-style-type: none"> - The project maintained the target of 5,000 people and reached above 11, 172 (50% are women) by Dec 2024. It has planned to conduct an independent assessment of changes in income in 2025, and the findings will be included in the project’s final report. - The project contributed to improving the degraded land and decided to maintain indicators #9 and #2. The project management understands that both indicators measure the 'area under improved practices', however, indicator #9 focuses on the 'benefit to local communities', whereas #2 measures the 'sustainable land management practices'. - When the result framework was not modified, INRM focused on maximizing the benefits of its work to AWPL. - INRM appreciates the recommendation to decrease the project target to two PAs. However, the indicator allows the INRM to work with the Provincial Department of Environment (PDoE), which supports AWPL and the Kulen National Park Area, which is an important contributor to protecting the AWPL. INRM notes that it does not work in the area that is already managed by the APSARA authority but works around it to help protect the landscape, improve degraded lands, and engage people in alternative livelihood activities. <p>When the project did not work in the AWPL, it re-focused its activities to work with CPAs and CBNRM. As of Dec 2024, INRM provided livelihood support for 2,435 families (i.e., 11, 172 people with >50% female).</p>

Descriptions of Recommendations	Management Responses	Status as of Feb 2025
<p>practices provided by the project through trainings and support from the Outcome 3 to the Outcome 2 and remove number of people trained from the indicator target values;</p> <ul style="list-style-type: none"> - Change the Indicator 13: Number of knowledge products that reflects best practices and lessons learned available for the indicator 13: Number of the project lessons and best practices applied by other projects and programs in Cambodia and abroad. - The PRF recommended by the MTR with all the changes mentioned above is located in the Annex 3. Recommended by the Mid-Term Review adjustments to the PRF. 		<p>Agreed and implemented. As per the recommendation, the project focuses on PKNP and KPWS, and expanded its reach to CPAs, improving degraded lands, and providing livelihood support for the people to prevent forest encroachments for their living.</p> <ul style="list-style-type: none"> - The project disaggregated the number of people applying INRM practices provided by the project through training and support for the project as a whole. Therefore, the management did not consider the significance of the recommendation for the project. - Although the proposed change helps to monitor the outcomes of the knowledge products, the management decided to continue with the existing indicator because of the limited resources available with the project for the outcome monitoring. - Thank you.
<p>Recommendation 7.1.2. High Priority. It is recommended to the PMU by December 2023 to develop a set of indicators for each project Output (1-3 indicators for each Output) and define their end of the project targets consistent with the project Outcome Indicator targets in PRF. In this way the PMUs will have clear understanding how each project Output contributes to the project Outcomes and their target indicator values. The project team can also use the Output indicators developed by the MTR Consultants based on the review of the project documents (Annex 2. Output and Outcome Framework used for the Mid-Term Review). Also, each project Output should have a list of clear final deliverables that the project will produce. For example, for Output 1.1 (INRM policy and legislation) the project can produce an updated National Biodiversity Strategic Action Plan with INRM requirements, National Payment for Ecosystem Services Policy, and one more policy or legislation document related to INRM (should be discussed with DBD) that will be submitted for approval to RGC. Similarly, for the Output 1.2 (capacity building on INRM for the key government agencies) the project can just select a few target agencies, e.g., MoE, MAFF, and PDOEs, develop 2-3 very specific training programs for them (e.g., spatial planning and management for INRM, establishment and management of CPA and CF, etc.) and train limited number of officers (e.g.,</p>	<p>2.1. Develop a set of indicators for each project Output to be consistent with the project Outcome Indicator targets in PRF</p>	<p>Completed.</p> <p>2.1. The INRM developed and used indicators for its monitoring and reporting from Q2 2024 and Annual Report 2024. https://drive.google.com/drive/folders/1W7GyIUGYiXnjAV7nYJ5hd1KJ5Yj6x8gj https://drive.google.com/drive/folders/1CircRXOtoYaqQ6bANRAoas6JrNVVvKXN4</p> <p>A list of clear final deliverables was identified and listed in Google Drive files.</p> <p>INRM worked with the DBD on the Payment for Ecosystem Services (PES) Guidelines, and the DBD is in the process of taking it forward for approval of the RGC, which is time-consuming. However, the PES at the province level in Siem Reap has been approved and is under implementation.</p> <p>In Output 1.2: The project customized the training and capacity-building interventions and supported MoE, MAFF, and PDOEs on some specific training programs. The Annual Report 2024 outlines the training and participants.</p>

Descriptions of Recommendations	Management Responses	Status as of Feb 2025
<p>100). For the Output 1.4 (sustainable financial mechanisms for PAs) the project can probably focus on the ecotourism and carbon credit mechanisms. So, after this exercise the project team will have a full clarity what exactly the project will deliver under each Output.</p>		<p>For Output 1.4 (sustainable financial mechanisms for PAs) the project already conducted a study identifying seven different mechanisms and signed an agreement with FBCD focusing on ecotourism. In addition, the Provincial Governor in Siem Reap has approved the PES sub-decree.</p>
<p>Recommendation 7.1.3. High Priority. UNDP should provide PMU with the brief training on the Results- Based Management (RBM) and Adaptive Management by the end of 2023. Currently it looks like PMU staff does not fully understand the RBM concept and practices activity-based management without adaptation to changing environment.</p>	<p>3.1. Conduct Results-Based Management (RBM) and Adaptive Management</p>	<p>Completed INRM organized RBM sessions in various workshops and meetings.</p> <p>The team mostly reviews the project's expected results and cooperated with partners on the submission of the key deliverables through several adaptive management including face-to-face meetings, to specify the review of key deliverables/results, recruitment of consultancies to finalize and ensure the quality of the products, budget reallocations for small grantees and so on. In addition, the budget revisions and needs had been firmly discussed and made to meet the project needs and the reality.</p> <p>Moreover, the PMU regularly reviewed and updated the outputs and outcomes indicators and, based on the gaps analysis, identified a series of partners/small grantees to fill the gaps, including pursued key deliverables to be produced, finalized, and printed (see the updated PRF and list of documents provided in google drive).</p>
<p>Recommendation 7.2.1. High Priority. The PMU and UNDP should consider a request to the GEF for the project no-cost extension for 18 months. Without the extension it will be impossible or extremely hard to achieve the project targets under all three Outcomes and deliver the project Outputs with a high quality. The key reason for extension is the extremely severe COVID-19 pandemic and restrictions in Cambodia in 2020 and 2021, so at least 1.5 years were practically lost for the project implementation on the ground. Ideally, if the idea of extension supported by RGC and UNDP, the extension request should be submitted to GEF before December 2023.</p>	<p>4.1. No response</p>	<p>Not implemented. 4.1. UNDP focuses on the completion of the project in the agreed timeframe. Therefore, INRM did not request a no-cost extension, and it has planned its activities aiming to achieve all results by the end of June 2025.</p>
<p>Recommendation 7.2.2. High Priority. The PMU with input from the Project Partners should update the multi-year project work plan until 2025 (or until 2027 if the project no cost extension is granted) with the overall and annual targets for each project Output connecting to the PRF Outcome Indicator targets (see Recommendation 7.1.2) and budget estimates to achieve the Output targets. The</p>	<p>5.1. Update the multi-year project work plan (AWP) and make sure it is consistent and response to the targets of the</p>	<p>5.1.Completed. The INRM planned its AWP 2024 and 2025 as recommended.</p>

Descriptions of Recommendations	Management Responses	Status as of Feb 2025
<p>multi-year work plan should ideally indicate the project sites, target communities, and partners who will deliver the project Outputs. The multi-year plan should be updated by November 2023, agreed with UNDP CO, and submitted for review and approval to the PB/PSC. Similarly, the project Output indicators and clear Output deliverables should be included in the project AWP with calculated budget for each project Output and the budget notes explaining the Output budgets.</p> <p>It is recommended to decide at the annual planning stage what organizations will be involved in the implementation of the project activities through direct contracting as partners and what budget will be assigned for each partner. For that the project team should select the partners who have a clear competitive advantage and extensive experience on the activities needed by the project and work with the partners on the specific proposals with budgets. The partners' proposals should be included as attachments to AWP and submitted to the PB/PSC for review and approval. Each involved partner in the AWP should be approved by the PB/PSC during review of the AWP to allow direct contracting (it may save enormous time as the PMU will avoid long competitive contracting process). UNDP procedures for direct contracting can be found here: https://intranet.undp.org/global/popp/cap/Pages/dir-cont.aspx . Additionally, the PMU can hire consultants through direct contracting with the budget from \$5,000 (\$10,000 if approved by the Bureau) up to \$100,000, but it requires approval of Resident Representative/head of the business unit, or other UNDP staff with delegated procurement authority up to such amount. Find more on the direct contracting of individuals here: https://view.officeapps.live.com/op/embed.aspx?src=https://popp.undp.org/sites/g/files/zskgke421/files/2_023-07/PSU_Individual%20Contract_Individual%20Contract%20Policy_1.docx So, the direct contracting mechanism can allow the PMU to involve more partners, like NGOs, for delivery of the project Outputs without spending a lot of time for the open calls for proposals.</p>	<p>project RF. The activity and target need to be clear and concise.</p> <p>5.2. Review and update the AWP of the grantees/partners to ensure it is consistent and aligned with the project targets and RF.</p>	<p>5.2. Implemented. Starting in 2024, PMU organized multiple in-person meetings with partners to review its achievements and develop realistic plans and budgets. In addition, INRM revised its grant proposal guidelines, addressing the gaps and accelerating the implementation of the project activities. This permitted INRM to work with strategic partners, such as PDoE, to implement the strategic programs as envisioned by the MoE, and small NGOs to implement the programs that improve the local livelihoods.</p> <p>PMU does implement all programs and activities, including funding to its partners, only after they are approved by the PSC.</p>
<p>Recommendation 7.3.1. High Priority. Despite sufficient number of the Project Partners, almost all of them experience significant delays to deliver the activities under the LoAs. The PMU number one priority should be to work with the Project Partners to find solution to their implementation difficulties and move the things forward. Specifically, the MTR consultants recommend the following to improve the partner performance:</p> <ul style="list-style-type: none"> - Review and simplify (if possible, without additional delays) the LoAs for 	<p>6.1. Review and simplify (if possible, without additional delays) the LoAs for the project partners to focus on 1-2 Outputs or a few specific activities and ensure it contributes to the project RF.</p> <p>6.2. Accept the Partner's progress reports in Khmer to speed up the</p>	<p>6.1. Implemented. PMU periodically reviewed the LoAs with the partners and explained the provisions to help partners understand them. In addition, it helped them to identify the key deliverables and be focused on the deliverables. These efforts help partners to achieve their targets.</p> <p>6.2. Implemented. As recommended, PMU accepted reports both in Khmer and English.</p>

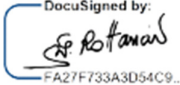

Descriptions of Recommendations	Management Responses	Status as of Feb 2025
<p>the project partners to focus just on 1-2 Outputs or a few specific activities each;</p> <ul style="list-style-type: none"> - Incorporate the Output indicators (see Recommendation 7.1.2) in each LoA to make sure the partners effectively contribute to the achievement of the PRF Outcome Indicators; - Remove where possible inter-dependences from LoAs when an output of one partner is an input for another. This is a risky situation that can significantly slow down delivery of the project Outputs in case of poor performance of a partner that other partners depend on. If the inter-dependencies are impossible to remove, please, monitor them as the project risks and discuss potential solutions with the project partners; - Exclude what already was delivered from LoAs; e.g., analysis of INRM policy and legislation that was already completed by the project in 2021 and landscape mapping of the project areas that was already done with a good quality in 2022 (DBD agreement); - Allow the Partners report in Khmer to speed up the quarterly and annual reporting process. The PMU can hire a consultant to translate the partner reports in English to meet UNDP requirements. Alternatively, if times allows, the PMU staff can translate partner reports in English themselves; - Strengthen PDOEs involvement in the project through increase of the budgets of their LoAs and adding more specific tasks on the Outputs 2.3 and 2.4. They are the only partners now that deliver their LoAs on time and have capacity to deliver much more. For example, PDOEs can manage activities with local communities under Output 2.4 targeting restoration of Beng, Kranhoung, Thnoung, and Nieng Noun tree species in the CPAs, and that can provide short-term (selling of the tree seeds) and long-term (selective logging and selling of the mature trees in 20-30 years) economic benefits to communities; strengthening river banks with bamboo planting; agroforestry with focus on wild fruit trees; natural pond restoration; building capacity for CPA patrolling (equipment, training); and ecotourism (homestays, local tourist guides, and souvenir production); - Potentially consider higher involvement of RUPP in delivery of the Output 2.4. RUPP has a very strong and clear strategy on SLM for local communities and can potentially train 300-500 local farmers per year on black ginger and pig farming (adding ~100-200 ha to SLM); - Consider the involvement of NGO partners (e.g., WCS, Live and Learn, etc.) 	<p>quarterly and annual reporting process.</p> <p>6.3. Strengthen PDOEs involvement in the project through increase of the budgets of their LoAs and adding more specific tasks on the Outputs 2.3 and 2.4</p> <p>6.4. Potentially consider higher involvement of RUPP in delivery of the Output 2.4. RUPP has a very strong and clear strategy on SLM for local communities and can potentially train 300-500 local farmers per year on black ginger and pig farming (adding ~100-200 ha to SLM)</p>	<p>6.3. Implemented. The updated funding guidelines accepted PDOEs as strategic partners and increased the funding limit up to \$150,000. With this, PDOEs of SRP and PVH sent their strategic activity plans to the PMU, and new LOAs were signed with them. Similarly, the guidelines provided scope to increase small grant funding up to \$50,000 to implement activities supporting biodiversity and local livelihoods.</p> <p>6.4. Implemented. INRM continued its increased engagement with RUPP, also ensuring the participation of students in the biodiversity research/publication, and enhancing local livelihoods.</p> <p>Output 2.4 targeting restoration of Beng, Kranhoung, Thnoung, and Nieng Noun tree species in the CPAs done including black bamboo planting; fruit trees; building capacity for CPA patrolling (training, patrolling house); and ecotourism (coffee shop, homestay, local tourist guides, and souvenir production are planned and implemented).</p> <p>Involved RUPP in the delivery of Output 2.4, with two consecutive assignments.</p> <p>Agreeing with the recommendation, the INRM selected multiple NGO partners contributing to 2.4 and 2.5, using a transparent, competitive process.</p>

Descriptions of Recommendations	Management Responses	Status as of Feb 2025
<p>in the project implementation through direct contracting (see recommendation 7.2.2).</p>		
<p>Recommendations 7.3.2. High Priority. PMU should monitor, update, and report UNDP Social and Environmental Standard risks quarterly along with other project risks. If necessary, request a training on SESP from UNDP.</p>	<p>7.1. Monitor, update, and report UNDP Social and Environmental Standard risks quarterly along with other project risks</p> <p>7.2. Conduct SESP training for PMU</p>	<p>7.1. Implemented. The project monitored the social and environmental risks every quarter and planned actions, accordingly.</p> <p>7.2. Implemented. INRM used an in-house coaching approach and continued updating its SESP information. In addition, it developed a complaint and feedback mechanism with dedicated staff, as well as a dedicated phone number to prevent and resolve conflicts.</p>
<p>Recommendation 7.3.3. High Priority. By December 2023 PMU should produce the Project Gender Mainstreaming Strategy (or just update the Gender Mainstreaming Plan) to ensure that gender mainstreaming is meaningfully incorporated in delivery of the project Outputs.</p>	<p>8.1. Will ensure gender mainstreaming is meaningfully incorporated in the delivery of the project Outputs.</p>	<p>8.1. Implemented. The INRM developed and implemented its gender mainstreaming guidelines and developed an action plan. It also provided technical assistance to the Gender Mainstreaming Action Group (GMAC) of the MoE to review its existing (2021-25) gender strategy, and to draft a new strategy for 2026-30 (in progress).</p> <p>The project also ensured women's participation in its activities. For example, about 50% of beneficiaries in its livelihoods interventions are women.</p>
<p>Recommendation 7.3.4. High Priority. The PMU by December 2023 should align the project GRM in line with UNDP recommendations. Local people should be aware of the GRM and know how to submit grievances. Ideally, the GRM should be connected to the PB in accordance with UNDP requirements, not to the PMU. In addition, PMU should inform stakeholders about the UNDP's Stakeholder Response Mechanism that is available to project stakeholders as a supplemental means of redress for concerns that have not been resolved through standard project management procedures. The information on the project level GRM requirements and UNDP's Stakeholder Response Mechanism can be found here: https://ses-toolkit.info.undp.org/stakeholder-engagement-and-response-mechanisms#:~:text=Project%2Dlevel%20grievance%20redress%20mechanisms,no%20cost%20and%20without%20retribution</p>	<p>9.1. Inform the community and partners about GRM</p>	<p>9.1. Implemented. INRM project developed its GRM guidelines and informed the community and partners about GRM mechanisms. The guidelines ensure the confidentiality of information, and there is a dedicated person and phone number to receive the complaints.</p> <p>The stakeholders are given the flexibility to report the case to UNDP's Stakeholder Response Mechanism if stakeholders like to report directly to the UNDP.</p>

Descriptions of Recommendations	Management Responses	Status as of Feb 2025
<p>Recommendation 7.3.5. High Priority. In accordance with UNDP and GEF procedures, by December 2023 PMU should update PRF Indicators, including METT assessment, government agency capacity assessment, and local community income survey and relevant GEF Core Indicators. This is a standard procedure for all GEF project that should be completed before MTR.</p>	<p>10.1. Regular review and update the METT assessment</p> <p>10.2. Review and update the government agency capacity assessment</p> <p>10.3. Conduct the local community income survey.</p>	<p>10.1. The METT assessment was conducted in July 2024, and the report is available (Two PAs have increased more than 20 points i.e., KPWS: 29 (33-62) & PKNP:26 (30-56). The same exercise will be repeated in 2025 to monitor the changes.</p> <p>10.2. Implemented. The government agency capacity assessment has been pursued, and compared with its baseline. The partners have reported improved capacity in various aspects of their work. The assessment report is available here:</p> <p>10.3. Planned in 2025. The INRM has recruited a consultant to assess the changes in the income from the livelihood interventions that it has made. A report will be available by the end of May 2025.</p>
<p>Recommendation 7.3.6. High Priority. Similarly to the project planning, project quarterly and annual reporting should be more detailed with explanation what specifically was achieved under each project Output using Output indicators and clearly defined deliverables for each Output (see Recommendation 7.1.2). The PMU should not report update on the PRF Outcome Indicators in quarterly reports, but only in the annual reports and PIRs. While reporting on PRF Outcome Indicator progress, PMU should report the current indicator values, but not activities to deliver the project activities or Outputs. Also, the reports should clearly reflect number of women and men as well as number of representatives of the Indigenous Local Communities⁸⁸ involved in the project implementation under different Outputs.</p>	<p>11.1. Project planning, project quarterly, and annual reporting will be more detailed with an explanation of what specifically was achieved under each project Output using Output indicators and clearly defined deliverables for each Output. Also, the reports will clearly reflect the number of women and men as well as the number of representatives of the Indigenous Local Communities involved in the project implementation under different Outputs.</p>	<p>11.1. Implemented. This recommendation has been followed in the quarterly reports and plans for 2024 and 2025.</p> <p>Overall, all reports have provided the number of women and men, collecting information from its partners.</p> <p>The collection of information about Indigenous people could be contested. Therefore, the project has defined a 'disadvantaged' group of people in its gender mainstreaming strategy. They are 'women, poor, and people living in the remote areas without access to roads,' With this, the project has made its efforts to increase its reach to the disadvantaged group of people.</p>
<p>Recommendation 7.3.7. Medium Priority. Starting the fourth quarter of 2023, the project should pay more attention to technical lessons related to INRM, CBNRM, and SLM to ensure the team does not make same mistakes again or take full advantage of successful practices. The lessons should be described in sufficient details to ensure their efficient replication (in case of best practices) or avoidance (in case of negative experience). The project lessons should be reported in quarterly reports in more details that allow to understand them clearly and apply in practice. The project lessons and best practices on INRM should be clearly reflected in the publication planned by PMU in 2025 to ensure</p>	<p>12.1. Develop project lessons learned, good practices</p>	<p>12.1. Implemented/to be continued in 2025. The INRM team has documented many technical and management lessons. In addition, the project is in the process of documenting its major lessons with the help of an external person.</p> <p>In May 2024, the INRM has a plan to organize a symposium, where it has a plan to share its lessons, as well as consolidate thematic learnings in the field of biodiversity conservation in Cambodia. The symposium will bring almost 100 national and sub-national stakeholders, and community and partner representatives.</p>

Descriptions of Recommendations	Management Responses	Status as of Feb 2025
<p>that they are used and replicated (or avoided in case of negative lessons) by other projects and programs in Cambodia and abroad. For example, the project team can consider to develop one of the project best practices and success stories based on the SR-PDOE results on awareness among local communities of PKNP to stop herbicides use that involved 800-1,000 local people (70% women). Use of herbicides reportedly decreased by 90% - from 10 buckets/household to 1 bucket/household.</p>		<p>In addition, the did this happen has organized several field exchange visits and community meetings to benefit from the lessons and good practices.</p> <p>Moreover, the project has published five photo stories, two videos, and multiple communication materials to disseminate learning.</p>

Annex 11: Signed TE Final Report Clearance Form

Terminal Evaluation Report for the Project Integrated Natural Resource Management (INRM) in the productive, natural and forested landscape of the Northern Region of Cambodia Reviewed and Cleared By:	
Commissioning Unit (M&E Focal Point)	
Name: Ratana Norng	
Signature:  FA27F733A3D54C9...	Date: 27-Jun-2025
UNDP-GEF Regional Technical Advisor	
Name: Bipin Pokharel	
Signature:  96CB6E05AF0B449...	Date: 27-Jun-2025