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United Nations Development Programme

Project title: Restoring ecosystems for sustainable development in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape.		
Country: Cambodia	**Implementing Partner (GEF Executing Entity):** Ministry of Environment	**Execution Modality:** UNDP Country-Office (CO) Support to National Implementation (NIM)
Contributing Outcome (UNSDCF/CPD, RPD, GPD): OUTCOME 3: By 2028, people in Cambodia, especially those at risk of being left behind, benefit from a healthier, gender-inclusive natural environment.		
UNDP Social and Environmental Screening Category: Substantial	**UNDP Gender Marker:** GEN2	
Quantum Award ID: 1376287	**Quantum Project ID: 01003744**	
UNDP PIMS ID number: *9519*	**GEF Project ID number:** 11119	
LPAC meeting date: 20 December 2024		
Last possible date to submit to GEF: 29 June 2024		
Latest possible CEO endorsement date: 29 December 2024		
Project duration in months: 60		
Planned start date: 1 April 2025	**Planned completion date:** 1 April 2030	
Expected date of Mid-Term Review (MTR) submission to the GEF: 1 October 2027	**Expected date of Terminal evaluation (TE) submission to the GEF:** 31 August 2030	
Expected Operational Closure Date: *1 January 2031*	**Expected Financial Closure Date:** 1 July 2031	
Brief project description: Despite the widely recognised importance of ecosystem health for the lives, livelihoods and culture of the local population, extensive land degradation across the Tone Sap Basin (TSB) is resulting in a loss of biodiversity and ecosystem functioning. Deforestation, driven by illegal logging and land clearance for agriculture and infrastructure resulted in the loss of 1,707,644ha of forest cover in the TSB between 2006 and 2022. Although government efforts have established a foundation for conserving forests, they do not fully address the underlying		

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drivers of deforestation from a socioeconomic and livelihood perspective. Consequently, many of the pressures remain.

The objective of the project is, therefore, to generate multiple climate, environmental, and socio-economic benefits at scale by enabling integrated collaborative management (restoration, rehabilitation, and conservation) of degraded watershed systems in Tonle Sap Basin. This will be achieved by disrupting the drivers of land degradation and promoting restoration through the integrated, collaborative management of watersheds in the TSB. This approach will involve three main components targeting policy and capacity; financing and livelihoods; and knowledge and communication, which together will provide global environmental benefits (GEBs) built on a foundation of scientific rigor, strong governance, and expanded investment. Through these interventions, the project will not only draw on the technical support provided by the ER-IP global support platform but will also contribute to the objectives of the ER-IP, applying integrated approaches to restore degraded ecosystems based on comprehensive integrated land-use planning and contributing to the global environmental benefits of the ER-IP. This will include actively engaging in the Communities of Practice that will be set up under the global coordination project, both in terms of sharing lessons from Cambodia and drawing lessons from other participating countries. The project will also contribute to the overall ER-IP through the themes of learning on integrated watershed management, development of integrated decision support tools for effective monitoring and planning, and establishing innovative financing mechanisms and regulatory framework for payment for ecosystem services, with links with BIOFIN.

The design of this project specifically targets two of the three pillars of Cambodia's Circular Strategy on the Environment 2023-2028 — specifically the green and sustainable pillars which highlight government priorities for reforestation and conservation management, as well as enhancing community livelihoods and the participation of public and private sectors in environmentally friendly activities.

The project's overarching goal of restoring functioning ecosystems and demonstrating their benefits to communities and industries will facilitate behavioural change on-the-ground, reaching beyond the project landscape. The SSR watershed provides this flagship project with a unique opportunity, as it hosts the globally renown Angkor Archaeological Area and, through the spotlight effect and the knowledge management component, can magnify the project's innovations, behavioural change, and learnings on the co-dependency between watershed ecosystem services, human settlements, and economic/cultural activities nationally/internationally.

FINANCING PLAN	
GEF Trust Fund grant	USD 7,827,522
UNDP TRAC resources	0
Confirmed cash co-financing to be administered by UNDP	0
(1) Total Budget administered by UNDP	**USD 7,827,522**
(2) Total confirmed co-financing to this project not administered by UNDP	USD 44,050,000
(3) Grand-Total Project Financing (1)+(2)	USD 51,877,522
SIGNATURES:	

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Signature: **Eang Sophalleth** **Minister** **Ministry of Environment**	**Agreed by Implementing Partner**	**Date/Month/Year:** 05-June-2025
Signature: DocuSigned by: 28E9179E84A24FF... **Alissar Chaker** **Resident Representative** **UNDP Cambodia**	**Agreed by UNDP**	**Date/Month/Year:** 28-May-2025

ACRONYMS

ADB	Asian Development Bank
AFOLU	Agriculture, Forestry and Other Land Use
APSARA	Authority for the Protection and Safeguarding of Angkor and the Region of Angkor
ARIES	Artificial Intelligence for Ecosystem Services
BAU	Business and usual
BD	Biodiversity
CC	Climate Change
CBET	Community-based ecotourism
CEMIS	Cambodia Environment Management Information System
CF	Community Forest
CI	Conservation International
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CoP	Community of Practice
CPAs	Community-protected Areas
CSO	Civil Society Organizations
C-SLEP	Cambodia Sustainable Landscape and Ecotourism Project
DSTs	Decision support tools
ELCs	Economic and Concessions
ERIP	Ecosystem Restoration Integrated Programme
ESF	Environment and Social Fund
ESS	Environment and Social Safeguard Standards
EU	European Union
FAO	Food and Agriculture Organization
FPIC	Free, Prior and Informed Consent
GCP	Global Coordination Project
GEBs	Global Environmental Benefits
GEF	Global Environment Facility
GHG	Greenhouse gases
GMS	Greater Mekong Sub-region
GSIV	Growth Stage Impact Venture
IFAD	International Fund for Agriculture Development
INRM	Integrated natural resource management

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InVEST	Integrated Valuation of Ecosystem Services and trade-offs
IPLCs	Indigenous People and Local Communities
ITSBMP	Integrated Tonle Sap Basin Management Plan
IUCN	International Union for Conservation of Nature
IWM	Integrated Water Management
LDN	Land Degradation Neutrality
LTS	Long-Term Strategy for Carbon Neutrality
LDCF	Least Developed Countries Fund
MoAFF	Ministry of Agriculture, Forestry and Fisheries
M&E	Monitoring and Evaluation
MoE	Ministry of Environment
MoEF	Ministry of Economy and Finance
MoU	Memorandum of Understanding
MoWRAM	Ministry of Water Resources and Meteorology
MTR	Mid-term Review
NAP	National Adaptation Plan
NbS	Nature-based Solutions
NBSAP	National Biodiversity Strategic and Action Plan
NDC	Nationally Determined Contributions
NGO	Non-governmental organizations
NTFP	Non-timber forest products
PA	Protected Area
PASMP	Protected Areas Strategic Management Plan
PES	Payment for ecosystem services
PEARL	Public-Social-Private Partnerships for Ecologically-Sound Agriculture and Resilient Livelihood
PDoAFF	Provincial Department of Agriculture, Forestry and Fisheries
PDoE	Provincial Department of Environment
PDoT	Provincial Department of Tourism
PDoWRM	Provincial Department of Water Resources and Meteorology
PIR	Project Implementation Report
PKNP	Phnom Kulen National Park
PMU	Project Management Unit
PPCPs	Public-private-community partnerships
RGoC	Royal Government of Cambodia
SDG	Sustainable Development Goals
SLCs	Social Land Concessions
SSPs	Shared Socio-economic Pathways
SSR	Steung Siem Reap
TE	Terminal Review
TSA	Tonle Sap Authority
TSB	Tone Sap Basin
TSBRP	Tonle Sap Biosphere Reserve Project
TSBR	Tonle Sap Biosphere Reserve
UNCBD	Global Biodiversity Framework
UNCCD-LDN	United Nations Convention to Combat Desertification- Land Degradation Neutrality
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
WASH	Water, sanitation and hygiene
WCS	Wildlife Conservation Society
WWF	World Wide Fund for Nature

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I. DEVELOPMENT CHALLENGE

1. The project will target the Tonle Sap Lake and its 11 major tributaries that constitute the Tone Sap Basin (TSB). Covering an area of 85,790 km^2 across seven provinces[1], the TSB is home to ~4 million people (a quarter of Cambodia's population), two-thirds of whom are rural and rely heavily on the natural resources and cultural heritage of the area to support their livelihoods — including through cultural- and eco-tourism, which contribute significantly to the local and national economy. Moreover, 50% of the population within the TSB are directly reliant on the Tonle Sap Lake itself, which provides water resources for domestic use, agriculture, aquaculture, and transportation, while the lake and its surrounding ecosystems regulate the local microclimate[2]. Water supply in the basin is, in turn, regulated by the ecosystems that surround the lake and its tributaries — the same ecosystem that supports the livelihoods of much of the local population, creating a delicate balance between people and their environment. The Tonle Sap has been prioritised based on its central importance to the lives and livelihoods of much of Cambodia's rural population, and the considerable opportunities to yield global environmental benefits at scale by addressing the drivers of watershed degradation and biodiversity loss through integrated watershed management approaches. In particular, the Royal Government of Cambodia (RGC) has identified the Steung Siem Reap (SSR) watershed — from its upper reaches within the Phnom Kulen National Park (PKNP - Preah Jayavaraman-Norodom WDPA ID: 68861) through to the Tonle Sap Lake — as flagship location for initiating scalable investments in sustainable conservation within the TSB.

2. The TSB is rich in important biodiversity and key habitats interspersed in a mosaic landscape of forest, agriculture and human developments. Moving upstream from the Tonle Sap Lake, the Siem Reap River passes through four distinct vegetation types. Closest to the lake are the flooded forests — comprised of expansive wetlands and flood plains which are strongly influenced by the seasonal flood regimes of the Tonle Sap. Considerable part of the broader lake ecosystem, flooded forests are characterized by dense vegetation that grows in and around the lake during the wet season when the water level rises significantly, providing critical habitat for numerous species of fish, birds, and other wildlife. The rich biodiversity of these wetlands and its importance for conserving globally threatened species has been recognised through the declaration of a UNESCO Biosphere Reserve, with each of the reserve's three core areas — Prek Toal, Moat Klah-Boeung Chhmar and Stoeng Sen — also hosting a Ramsar site. These areas are of particular importance for birds, which use the wetlands and surrounding forests.

3. Beyond the flooded forests, the SSR watershed comprises three main forest types — evergreen, semi-evergreen and deciduous, with evergreen forest dominant, covering 20% of the watershed. These forests host ~104 timber species, including one critically endangered species, three endangered species[3] and two near threatened species (as identified in IUCN's Red List). The uppermost catchment areas within the PKNP are the most diverse, with 82% of all forest species present in the SSR watershed represented. The fringe areas surrounding the PKNP shows slightly lower diversity, with 69% of species represented, but includes all six of the near threatened or endangered species. Tree diversity was lowest in the middle courses of the river (14%), before increasing slightly in the flooded forests (17%). Importantly, while almost all upland species occurred in multiple zones across the extent of the watershed, those found in the flooded forests were constrained only to this area, given their adaptation to the flood regimes. Orchids are another important area of plant biodiversity, with 72 species identified within the SSR watershed [4] — of which only 18 species were well known by local people. The PKNP exhibits the most suitable growing conditions for orchids, and therefore hosts the greatest orchid diversity.

   At least 67 bird species of global conservation concern[5] are known to occur in Cambodia were listed as globally threatened or near-threatened by BirdLife International — at least 8 of which are listed as critically endangered and 12 endangered[6] [7].

[1] See Annex 3 for maps of the TSB.
[2] Water bodies regulate climate through the absorption and storage of heat, as well as the cooling effect of evaporation. Similarly, surrounding forests regulate the microclimate by influencing atmospheric humidity and local wind patterns, and providing shade while evapotranspiration influences local rainfall.
[3] Critically Endangered: *Dalbergia oliveri*;
Endangered: Vatica philastreana, Pterocarpus macrocarpus, and *Afzelia xylocarpa*)
[4] Orchid Guideline Book prepared by Ministry of Environment in 2020
[5] The number of bird species of global conservation concern has risen from 39 species in 2000, marking a 46% increase in 15 years.
[6] Pressure on avian diversity include the hunting of birds for food, the 'persecution' of birds seen as threats to other livelihood activities, as well as egg and chick collection.
[7] As of 2015, as per the Cambodia National BD Status Report 2016

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Of these, three critically endangered, four endangered, one vulnerable, and one near threatened species are found within the SSR watershed (See Annex 21 Biodiversity Profile, Table 2-6 for details). Almost half of the threatened species in Cambodia are primarily reliant on wetlands, the majority of which are large waterbirds. Cambodia also hosts a diverse range of wildlife, with at least 33 species found in SSR, most densely in the protected areas of the PKNP. Of the wildlife species in SSR, 16 are near-threatened or worse, including at least three critically endangered and eight endangered species. This includes the critically endangered Siamese Crocodile (*C. siamensis*) with only a small wild population remaining in the TSB due to poaching and habitat loss. The other key biodiversity concern in the TSB is fish diversity. Conservative estimates note at least 480 freshwater fish species in Cambodia, with recent estimates suggesting this may be over 775 species. [8] [9] For more details on the biodiversity baseline, please see Annex 21 Biodiversity Profile.

In addition to the importance of the rich biodiversity and natural heritage of the TSB to local communities and their livelihoods, the basin holds significant cultural importance to the people of Cambodia, with the areas surrounding Siem Reap — particularly the UNESCO World Heritage Site of Angkor Wat — considered the spiritual home of the Cambodian people. The cultural significance of the areas lies not just in the ancient temples, but in the natural areas surrounding them. The rich biodiversity and natural resources of the areas holds considerable historical, cultural and spiritual significance to the Cambodian people, as represented in the many detailed stone carvings in the bas-reliefs of Angkor. Forests are also intrinsically bound to the identity, language, culture, farming traditions and spirituality of Indigenous Peoples in Cambodia[10]. These communities have strong unity and respect for their customary law, practices, and religion that bring blessings of good health and crop yields. Moreover, the link between natural ecosystems and cultural heritage go beyond the cultural significance of the ecosystems, down to the very foundations of the temples themselves. The structural integrity of the Ankor Wat archaeological area is dependent on the hydrostatic pressure of the aquifers beneath it, which is turn is dependent on ecosystem services to maintain groundwater recharge. As ecosystems and land surrounding the area are degraded, the provision of these critical ecosystem services is impacted, compromising the integrity of the structures. Further details on the cultural heritage of the TSB can be found in Annex 23 Cultural Heritage Impact Assessment**Error! Reference source not found.**.

Despite the widely recognised importance of ecosystem health for the lives, livelihoods and culture of the local population, extensive land degradation across the TSB, including within the boundaries of PKNP, is resulting in a loss of biodiversity and ecosystem services. Deforestation, driven by illegal logging and land clearance for agriculture and infrastructure (see 'Immediate, underlying and root causes' below), resulted in the loss of 1,707,644ha of forest cover in the TSB between 2006 and 2022 (Annex 22 Ecosystem Restoration Intervention Analysis**Error! Reference source not found.**). In response to these pressures, and the impact deforestation has on biodiversity and ecosystem functioning, the Royal Government of Cambodia (RGC) has taken direct policy actions to halt deforestation in the country — including placing a moratorium on logging from natural forests in 2002, as well as shifting toward Economic and Concessions (ELCs) and Social Land Concessions (SLCs) in place of traditional logging concessions, and placing harsh penalties on those caught engaging in illegal logging activities. Although these efforts have established a foundation for conserving forests, they do not fully address the underlying drivers of deforestation from a socioeconomic and livelihood perspective. Consequently, many of the pressures remain, driving additional attention under several key polices, including the Circular Strategy for Environment 2023-2028, the National Strategic Plan on Green Growth 2013-2030, and the Protected Areas law of 2008.

4. Given the challenges in halting deforestation and forest degradation, the RGC has banned issuing new concessions (ELC and SLC) and currently considering measures to reclaim those lands back to forests. The new policy and strategic directives -the Pentagonal Strategy Phase I and Circular Strategy on Environment 2023-2028 - have paved the pathways towards reforestation and restoration initiatives and sustainable management of protected areas across the country. Achieving a 60% forest cover by 2050 has been committed and current government priority actions are aligned towards the enhancement of forest cover.

While the loss of forests is expected to have a considerable impact on biodiversity, the specific trends in biodiversity loss — particularly in terms of species of genetic diversity — are difficult to track with certainty, as historical records are sparse and considered incomplete, meaning that new discoveries mask the changes. In particular, little is known about the status of plant species, although the Siamese Rosewood and other luxury timbers have been heavily targeted and are likely to be in decline.

[8] Cambodia National BD Status Report 2016
[9] More details on the biodiversity within the TSB is presented in Assessment.
[10] The Indigenous World 2023: Cambodia

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Observational data from fisheries show a decline in fish diversity, along with a decrease in catch per unit effort, indicating a system under stress.[11]

5. The need to address biodiversity loss is clearly identified in the National Biodiversity Strategic and Action Plan (NBSAP 2016) which has a vision for 2050 to ensure that Cambodia's biodiversity and ecosystem services are valued, conserved, restored where necessary, wisely used and managed to ensure equitable economic prosperity and improved quality of life for all in the country. However, despite this clear vision, the implementation of the NBSAP has been limited by insufficient knowledge of the status, trends and future dynamic of biodiversity components and ecosystem services; limited quantitative knowledge of the value of biodiversity in Cambodia and of the various anthropogenic pressures; by the fact that most of the research activities were externally driven; and insufficient financial resources.

6. Combined, the challenges noted above have considerable impacts on the lives, livelihoods, and heritage of local communities across the TSB. Some of these impacts are more direct when land degradation and biodiversity loss reduce the availability of natural resources which underpin many rural livelihoods. Vulnerable groups such as women, indigenous people and other minorities are particularly affected given their close association and dependency on natural resources for their livelihoods – including through the collection and use of non-timber forest products, fuel wood, and medicinal plants. Further indirect impacts are felt through the loss of ecosystem services, which affects the productivity of agricultural livelihoods, as well as influencing the availability of clean water (see below for more details). Finding solutions to these challenges is, therefore, essential for the sustainable development and poverty reduction in communities across the TSB. Given the heighten impact that the loss of natural resources and ecosystem services will have on vulnerable groups, interventions need to actively support vulnerable groups[12] that are part of the integrated solution to prevent further inequality and exclusion that may arise.

Immediate, underlying and root causes

7. The extent of degradation and biodiversity loss observed in the TSB is driven by several factors — each of which is in turn influenced by the underlying socio-economic conditions that prevail in the country. At the core of the issue is the inherent need for resources for local community development and survival. Forest resources, and the land they are situated on, offer considerable opportunities to local communities in an otherwise resource-strained environment. Efforts to reduce degradation and biodiversity loss in Cambodia are, therefore, hindered by the perverse incentives associated with the opportunity for land or natural resources. The immediate needs of local communities result in the continued adoption of unsustainable activities — such as illegal logging of valuable timber species, over-extraction of forest resources (including fuelwood and timber) and the clearing of forests to accommodate new land uses. Although communities generally understand the impacts of their actions, short-term needs trump long-term sustainability — curtailing the effectiveness of watershed policy and regulations designed to halt deforestation.

8. Agricultural Expansion: Much of the current deforestation is linked to the clearing of forests for agricultural expansion in response to the increasing food production needs of a growing population, as well as to compensate for declining agricultural productivity on smallholder farms. For example, although a period of rapid growth and increasing agricultural production was observed between 2004 and 2012, this was largely driven by the expansion of agricultural area, with an increase in average farm size of 4.7% over that period. This growth was centred on the expansion of larger farms, while productivity on smaller farms remained low, resulting in a net increase in the number of vulnerable farmers. Since 2013, rice production, which was the biggest driver of the observed agricultural growth, has flattened due to the deceleration in land expansion, shifting climate conditions, falling global rice prices, and increased competition among rice producers.[13] Going forward, as population growth continues, the need to increase food production will result in one, or a combination, of several potential scenarios. These scenarios could include the continued expansion of agricultural land to increase productivity or increasing productivity per hectare through improved practices. A third scenario could involve an increase in food imports, although this is reliant on sufficient regional supply, as well as the strengthened economic basis needed to absorb the costs of imports.

9. Cashew Production: These challenges to traditional agriculture in Cambodia have also driven an increase in the uptake of cashew production, particularly among vulnerable communities who lack the capacity to adopt alternative sustainable

[11] Cambodia National BD Status Report 2016

[12] Please see **Error! Reference source not found.** and its sub-components on indigenous people and livelihoods, as well as **Error! Reference source not found.** for more details on the approach for inclusion of vulnerable groups.

[13] https://www.worldbank.org/en/country/cambodia/publication/cambodian-agriculture-in-transition-opportunities-and-risks

practices. The high value of cashew nuts, along with the relative ease of production and resilience of the trees, has spiked interest in the product among vulnerable communities, offering a relatively easy option to increase household income in the medium term. However, the expansion of cashew production requires land, and while some plantations have been grown in place of traditional agricultural fields, much of the expansion has occurred within natural forests – driving degradation and the long-term impacts thereof. This includes considerable areas of cashew plantation within protected areas such as the Phnom Kulen National Park (which was reported as covering at least 60% of the park in 2019[14]). As pressures on traditional livelihoods increase, the future trajectory of cashew production will likely continue to increase. Although efforts are in place to halt the spread of cashew plantations into natural forests, the RGC also acknowledges the importance of cashew for local farmers, and is therefore working with various public, private and NGO partners to promote sustainable development of the cashew industry, focused on maximising productivity per unit area and strengthening value chains. However, if such efforts are not effectively implemented alongside effective enforcement, the appeal of cashew production as a livelihood – with minimal inputs and labour requirements along with high income potential – could result in continued spread of cashew plantations into the forest areas, or replacement of crop agriculture with cashew.

10. Climate change: particularly through its impacts on the hydrological cycle — is another underlying factor that has a considerable impact on the expansion of agriculture into forest areas. In particular, shifts in rainfall patterns, changing seasonality and increasing intensity of rainfall impact both the flow of surface water and the recharge of groundwater aquifers, with significant impacts on agricultural production. These challenges are exacerbated by prolonged dry spells and heat stress, which further impact productivity. Moreover, increasing flood risk during extreme rainfall events places additional pressure on the agriculture sector by damaging physical infrastructure, eroding agricultural fields, and destroying crops. Changes in hydrology would also potentially impact the structural integrity of the Angkor Wat World Heritage which is downstream of the PKNP. Site Combined, these climate change impacts threaten rural livelihoods and drive the adoption of maladaptive practices, including the expansion of agriculture into forest areas or increased harvesting of forest resources to supplement income. The rate at which climate impacts will occur is dependent on a number of socio-economic, political and technical factors at the global level that will determine the future carbon emission trajectories. While the nature of impacts are expected to be consistent between different Shared Socio-economic Pathways (SSPs), the intensity of impacts will increase with higher emission scenarios.

11. Socioeconomics: In addition to these immediate causes, the long-term impacts of deforestation perpetuate many of the socioeconomic and environmental drivers of degradation, creating a vicious cycle of poverty and maladaptation. For example, as forest ecosystems degrade, the provision of ecosystem services declines, which, in turn, places added stress on agriculture and other natural resource-based livelihoods, incentivising the uptake of maladaptive practices – including agricultural expansion. The resulting deforestation perpetuates the loss of ecosystem services, driving the vicious cycle. Moreover, as forest ecosystems are degraded, they are becoming increasingly fragmented, constraining their potential for natural propagation and recovery. The future trajectory of these cycles will be dependent on the socio-economic development of the local communities. Without sufficient economic growth and livelihood development, the underlying causes of poverty will remain, driving a continued cycle of maladaptive practices and degradation.

12. Fisheries: In the Tonle Sap Lake itself, fisheries pose another immediate threat to biodiversity. The number of fisherfolk in the Tonle Sap region has increased from 0.36 million in 1940 to 1.2 million in 1995 and 1.5 million in 2008. This has resulted in an unsustainable increase in the harvesting of fish stock, evident by declines in catch rates from 347 tons/fish in 1940 to 196 tons/fisher in 1995 (44% reduction) and 116 tons/fisher in 2008 (67% reduction). As with deforestation, the Government has taken strong action to reduce this pressure by removing the previous fishing concessions on the Tonle Sap Lake, while also promoting aquaculture and community fisheries. Despite this, fish stocks remain under pressure, driving the use of unsustainable fishing practices, including illegal or destructive fishing gear like electro-shockers and fine-meshed size nets. In addition to the increased pressure from fisheries, the recovery of fish stocks is being reduced by the decline in the health of wetlands (including the flooded forests) which serve as breeding grounds for fish in the lake. Recovery is further hindered by declining water quality, particularly in breeding grounds, resulting from increased use of pesticides, erosion and siltation across the catchments that feed the lake. The removal of fishing concessions — which restricted access to areas of the flooded

[14] Singh, M., Evans, D., Chevance, J. B., Tan, B. S., Wiggins, N., Kong, L., and Sakhoeun, S.: Evaluating Remote Sensing Datasets and Machine Learning Algorithms for Mapping Plantations and Successional Forests in Phnom Kulen National Park of Cambodia, PeerJ, 7, e7841, 2019.

forests — has also had some unintended negative consequences for avian diversity through increased disturbance of nesting sites for birds in the accessible wetland areas. [15]

13. Governance and coordination: On the policy level, although considerable steps have been taken to create a policy environment that conserves forest resources, the effectiveness of these policies is constrained by unsustainable and competing land-use planning practices in the TSB. While the need to conserve and restore natural ecosystems in Cambodia to achieve the country's ambitious sustainable development goals is well recognised, the current governance systems do not adequately account for the complexities of coordinating integrated approaches across the multiple sectors involved within the landscape. For example, within the targeted Steung Siem Reap watershed, the responsibility for the management of land and water resources is spread across multiple authorities, including the: i) Ministry of Environment, which manages the protected areas in the upper catchment area; ii) Ministry of Agriculture, Forestry and Fisheries, which manages much of the middle and lower catchment, where agriculture and forestry activities are most prominent; and iii) the APSARA authority, which manages the Angkor Archaeological Area, spanning areas across the length of the watershed. In addition to this geographic division, several other ministries handle specific elements across these areas, including the Ministries of Water and Meteorology, Tourism, and Land Management, Urban Planning and Construction, among others — each of which has different priorities within the watershed in line with their individual mandates. This has resulted in siloed spatial planning with limited integration between sectors and competing land uses.

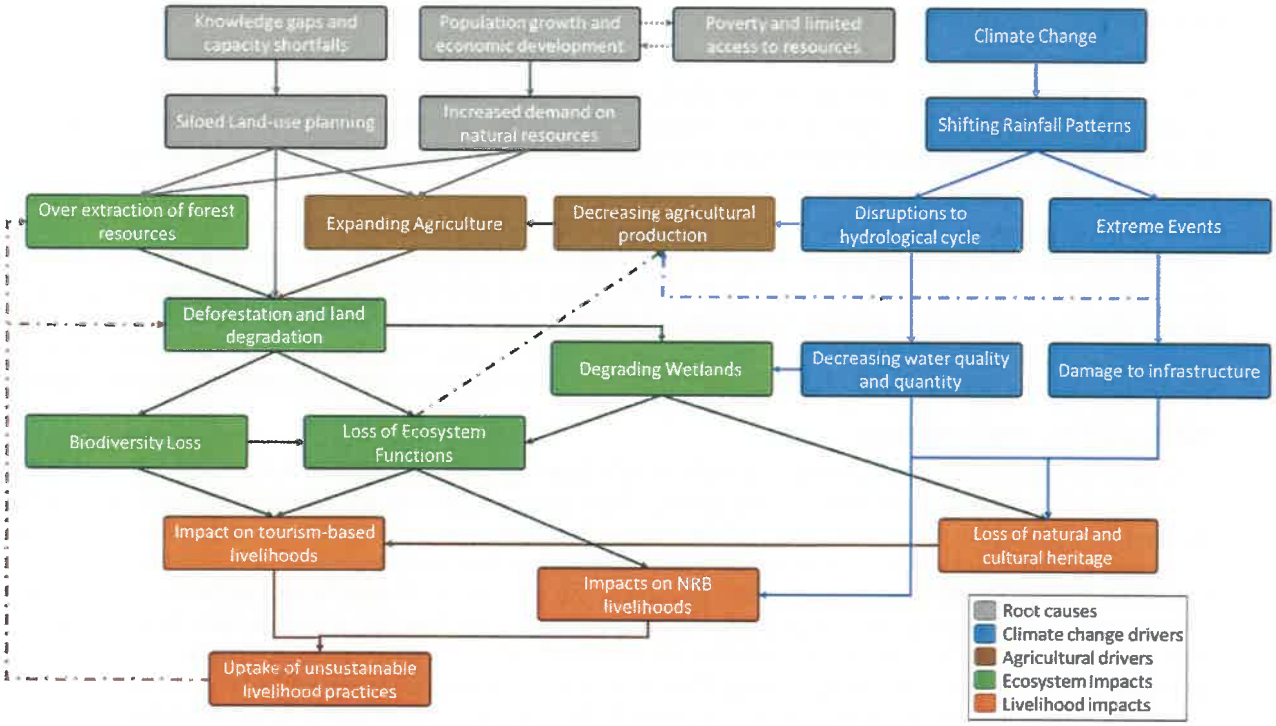


Figure 1: Impact chain diagram for TSB

Future Narratives

14. As noted above, the root causes and underlying narratives driving the development challenge in Cambodia could progress along several pathways, the interaction of which would create differing future narratives that need to be accounted for in designing sustainable interventions that remain impactful in the long term. Given that the development challenge centres on the multiple impacts of deforestation/land degradation, three areas of uncertainly frame the future narratives for this project: the productivity of agriculture, the rate of climate change, and the rate of economic development.

[15] Cambodia National BD Status Report 2016

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15. Narrative 1: Under more optimistic climate scenarios, the rate of change will be lower, and with that there is expected to be a decrease in the intensity of climate impacts. Assuming that the slower rate of change, combined with continued support for improved practices, enables communities to maintain or even improve agricultural productivity, the drivers of deforestation will become more manageable. If combined with strong economic growth, both nationally and regionally, the potential for livelihood diversification – including through ecotourism and value chain development – will be bolster local communities, further reducing extractive pressure on natural resources.

16. Narrative 2: If under optimistic climate trajectories agricultural production still declines or fails to accommodate population growth, the pull factors driving maladaptive practices that lead to deforestation and degradation may increase. This includes potential expansion of agricultural areas to increase production, or the uptake of cashew production – both of which could lead to illegal deforestation to accommodate the changes. However, if accompanied by strong economic growth both locally and regionally, the opportunity for livelihood diversification will increase through improve market opportunities and potential for tourism growth.

17. Narrative 3: Under less optimistic climate scenarios, the rate of change for climate impacts will increase, which will exacerbate challenges to agricultural productivity and increase pressures on natural resources. This will likely include more intense flooding which would not only damage crops, but also infrastructure needed for economic development. Under such conditions, natural resource-based livelihoods will increasingly be driven to maladaptive practices that degrade ecosystems, with the resulting loss of ecosystem services perpetuating the viscous cycle of degradation. Should this be paired with strong economic growth, opportunities will present to develop livelihood alternatives that are less dependent on vulnerable natural resources.

18. Narrative 4: Should the climate and agricultural production scenarios under Narrative 3 be paired with slowed economic growth – either as a result of pressures economic pressures from climate change or external factors – then the opportunities for livelihood development would become more dependent on self-sufficiency, sustainable use of resources and working within local markets.

19. Under all future narratives, there is clear need to address the drivers of degradation in a manner that builds the resilience of local communities. While more optimistic climate scenarios will slow the impact of CC, the need for building resilience among natural resource-based livelihoods is present under all future climate scenarios. For future narratives of rapid economic growth, there is opportunity to diversify livelihoods to take advantage of a broader regional and international market for sustainable products and green destinations. However, should economic growth be slower, additional efforts will be required to break the cycles of degradation through improved land-management practices and protection of ecosystem services.

Policies, plans, and programs

20. In response to this development challenge, the RGC has introduced several policies, plans and programmes aimed at halting deforestation and conserving biodiversity in the country. Some of the key policies that have been introduced to address the development challenge include the removal of forest concessions and a ban on deforestation, the declaration of extensive protected areas (a process which include integrating what were biodiversity corridors into the boundaries of protected areas) through expanding the network of protected areas across the country, encourage forest restoration and reforestation initiatives, the promotion of community-based protected areas, community fisheries, and community forests, among others. Other key policies are the: i) Updated Nationally Determined Contributions (NDC) for 2030; ii) Long-Term Strategy for Carbon Neutrality (LTS) by 2050; iii) Pentagonal Strategy Phase I; iv) Circular Strategy on Environment (2023-2028); v) Environment and Natural Resources Code on conservation, management, and restoration of natural and cultural resources; vi) National Forest Program 2010-2029; vii) National Strategic Plan on Green Growth/2013-2030; viii) Law on Land Management, Urban Planning and Construction (Chapter 3/Land-use Master Plan); ix) National Protected Area Strategic Management Plan; x) Local Community Development Strategic Plan (2024-2028); xi) National REDD+ Strategy; xii) Action and Investment Plan for National REDD+ Strategy.

21. The RGC has also demonstrated political support towards achieving Land Degradation Neutrality (LDN) by 2030, backed by adoption of several sector-specific policies and international commitments, including:

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- NBSAP, including 20% increase in budget allocated for biodiversity conservation, restoration of 10% PA, agroecosystem, and forest ecosystems, and promoting PES[16].
- Cambodia's Updated NDC[17] which includes both mitigation and adaptation actions. The project contributes to several adaptation actions of the updated NDC, including: #48 increase resiliency of communities around the Tonle Sap Lake; #50 capacity building for climate change innovation to the provinces along the Tonle Sap; #63 building resilience of biodiversity conservation and restoration to adapt to climate change. Contributions to mitigation actions include Actions #25 (Increasing the effectiveness and sustainability of agricultural land management techniques) as well as FOLU actions for strengthening implementation of sustainable forest management, approaches to reduce deforestation, building capacity, and engaging stakeholders.
- National REDD+ Strategy/2017-2026[18].
- UNCBD-GBF: UNCBD - Global Biodiversity Framework (Targets 1-4, 9-11, 14 and 19-23).
- Ramsar Convention on Wetlands and the CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora),
- NAP for Combating Land Degradation/2018-2027.
- UNCCD-LDN 2030 Targets[19], particularly: restoring 8% of degraded PA/CA ecosystems with TSB provinces as priority sites; increasing forest-cover to 47% of the total land area.[20] In achieving this target, the government plans to implement annual reforestation program with 10M tree seedlings and forest rehabilitation (23,300ha), and establish 23,500km2 of protected forest and 3,900km2 of production forest. Progress up-to-date: current PA system covers 41% of country's territory (expand more than 23% from 2016 and 2018).
- UNFCCC: 41.7% emissions reduction by 2030 compared to BAU scenario and enhance country's adaption through biodiversity sector; 50% deforestation rate reduction by 2030 (NDC)/stop by 2045 (Long Term Strategy for Carbon Neutrality)

22. In addition to the policy approaches, several programmes have been initiated to halt deforestation, restore degraded land, and conserve ecosystems. These initiatives include: i) the GEF 6 INRM Project on integrated landscape management/ conservation/ sustainable use of BD natural resources and ecosystem services; ii) World Bank's C-SLE Project for interventions related to PA management and sustainable livelihoods (ecotourism, NTFP value chains); iii) UNESCO's TSBR projects on cooperation for conservation/sustainable development of Tonle Sap; iv) GEF-funded GBF-EAS and BIOFIN Phase 2 for alignment to national efforts on biodiversity planning and financing; and v) the GCF-funded Public-Social-Private Partnerships for Ecologically-Sound Agriculture and Resilient Livelihood in Northern Tonle Sap Basin (PEARL) initiative. At a regional level, the Cambodia is part of the Greater Mekong Sub-region (GMS) Biodiversity Conservation Corridors Initiative, which provides a framework for biodiversity conservation across landscapes in the subregion that are vulnerable to increased development pressures and environmental degradation.

23. Further details on these baseline policies and initiatives are available in Annex 18: Policies Baseline.

Alignment with national strategies

24. In addition to the policies and programme baseline described above, actions to address the development challenges around biodiversity and deforestation – along with the associated GHG emissions – has been prioritised in several of the RGC's core strategic documents. At the core of the project approach is the **National Circular Strategy for Environment (2023-2028)**, which outlines the Ministry of Environment's ambitions to unlock the potential of the environmental sector for the benefit of the Cambodian nation and its people of all generations — with a vision of ensuring "environmental sustainability and environmental perfection responding to climate change and promoting green development". The Circulate Strategy identifies three pillars that support this vision: Clean, Green, and Sustainable. The proposed project specifically targets the *Green* and *Sustainable* pillars. This includes catalysing investment across all three angles of the *Green* pillar - Intensifying Tree Planting

[16] It should be noted that the government is in the process of updating the NBSAP to align it with the recently adopted Global Biodiversity Framework.
[17] Backed by Long-Term Strategy for Carbon Neutrality
[18] https://redd.unfccc.int/files/20180813_national_redd__strategy_cambodia.pdf
[19] These targets are further confirmed in National Action Plan on Land Degradation (NAP-LD) 2018-2027; National Policy on Green Growth 2013-2030; National Forest Program 2010-2029; Land Policy: The Land White Book; Cambodia Climate Change Strategic Plan 2014-2023.
[20] https://www.unccd.int/our-work-impact/country-profiles/cambodia.

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Movement; Improving management of Protected Areas, Community Protected Areas and Community Fisheries, and Enhancing Local Communities' Livelihoods.

25. While the overall approach is grounded in these two pillars, the effectiveness of the approach is further reinforced by the contributions to the core strategy components of enhancing policy and planning, as well as strengthened coordination mechanisms and enhanced environmental data management.

26. The MoE-led Circular Strategy for Environment has been designed based on the National **Pentagonal Strategy - Phase I** of the RGC, which provides a policy framework that underpins the National Strategic Development Plan (2024-2028). A central focus within the Pentagonal Strategy is the sustainable management of natural resources, which emphasizes the conservation and sustainable use of Cambodia's biodiversity. The project aligns with several priority actions of the strategy – most notably the promotion of sustainable management of natural resources, cultural heritages, and tourism which covers themes of sustainable management and conservation of ecosystems, improved management of agricultural land, and promoting community livelihoods. The proposed project further aligns with several other Pentagonal Strategy priority areas, including promoting public-private partnerships and private sector participation in environmental protection, promoting a 'clean, green and smart' tourism sector, promoting innovation in financing mechanisms, climate change response, and the promotion of the green economy.

27. Cambodia National Biodiversity Strategy and Action Plan (NBSAP) 2016-2025 - Key strategies within the NBSAP include the establishment and effective management of protected areas, the promotion of sustainable use of biodiversity resources, and the enhancement of biodiversity research, monitoring, and information management.

28. Ministry of Environment (MoE) and Ministry Agriculture, Forestry and Fisheries (MoAFF) are the agencies leading the implementation of restoration/rehabilitation. MoE is responsible for implementing *Protected Area Law* and *National Protected Area Strategic Management Plan*, while MoAFF is responsible for *Forestry Law* and *National Forest Program*. The two Ministries' increased public expenditures[21] demonstrate government's commitment to conservation/restoration. These government bodies also coordinate with other ministries[22] and work with development partners and CSOs to support restoration/rehabilitation efforts.

29. Where relevant, the learning and outcomes of the project will feed into national reporting for Cambodia's commitments to various international agreements, including commitments under the UNFCCC, UNCBD-GCF, and UNCCD-LDN, as well as into national-level impact tracking under the Circular and Pentagonal Strategies and NBSAP.

Barriers

30. The RGC recognizes the importance of effective watershed governance and collaborative action in halting deforestation to conserve biodiversity and other ecosystem services — as evident in the national sustainable development policies and the ambitious targets thereof. Despite these ambitions, several barriers currently constrain watershed governance and the related efforts to address the drivers of deforestation and biodiversity loss in the country. These barriers are described below.

31. **Barrier 1: Limited policy coherence, coordination and incentives for integrated landscape/ watershed management, restoration and conservation.** As noted above, current governance systems do not adequately account for the complexities of coordinating integrated approaches across the multiple sectors involved in watershed management. As a result, land use planning is siloed, with competing land use priorities from different sectors impeding efforts to conserve and restore ecosystems. Although sustainability is increasingly being recognized in individual sectoral plans and policies, the lack of effective coherence and coordination between sectors means that the objectives and implementation of these policies are not optimized. The lack of policy coherence and resultant siloing of sectoral priorities limited the opportunity to incentivize integrated watershed management practices that are mutually beneficial. Although several institutional structures have been introduced to try and address the issue of policy coherence and coordination, in practice, these are currently not fully functional. For example, the Tonle Sap Authority (TSA), which was established under MoWRAM in 2009 to coordinate

[21] From 2017 to 2022, the expenditure for MoE increased from approximately KHR61 million to KHR80 million. MoAFF's expenditure was about KHR220 million in 2017 to 258 million in 2019.

[22] (i) Ministry of Land Management Urban Planning and Construction is the government focal ministry for land use, urban planning, and construction; (ii) Ministry of Water Resources and Meteorology (MoWRAM) is a central agency to lead and manage water resource and meteorology sector; (iii) Tonle Sap Authority - mandated to coordinate the management, conservation, and development activities within Tonle Sap Basin. Minister of the MoWRAM acts as the chair of the Tonle Sap Authority.

management and conservation efforts across the TSB, currently lacks the financial and institutional capacity needed to effectively achieve its mandate. This is rooted in an inadequately defined mandate for the TSA to work across the multiple sectors present and active in the TSB, with limited representation of the different public and private entities. Moreover, given the wide geographic range of the TSB, financial limitations constrain the ability of the TSA to convene stakeholders across the various watersheds within the TSB. While more localised watershed forums have been established at various stages, without regular and structured oversight from an adequately capacitated TSA, these forums have not remained functional in the long term. The establishment of these forums have also not considered sustainable finance opportunities for their ongoing operation, resulting in the frequency and extent of action falling away over time. This highlights the added pressures of financial, institutional and technical capacity constraints on effective watershed management — leaving local authorities ill-equipped to control the drivers of degradation, including limited capacity for enforcement of policies and restrictions. This barrier is further compounded by the lack of integrated, evidence–based, collaborative landscape and watershed planning/management.

32. **Barrier 2: Limited finance and public-private-community partnerships (PPCPs) for conservation or strengthening community livelihoods to reduce incentives to deforest and expand agricultural areas**. It is well-recognised in Cambodia that sustainable alternatives are needed to remove the perverse incentives that underpin many of the drivers of deforestation. Such alternatives must address the needs of the rural population that rely on natural resources for their livelihoods and food security — accounting for both immediate and long-term needs. Given the limited financial resources available within the national fiscus, collaborative efforts between the public and private sectors, alongside the communities themselves, are needed to finance sustainable and transformative change. However, there are currently few effective mechanisms in place to mobilise finance at the scale required. A report commissioned under the Cambodia Sustainable Landscape and Ecotourism Project (C-SLEP)[23] in Cambodia identified four barriers to resolving the finance gap, notably inadequate: i) accountability and monitoring; ii) community engagement & benefit-sharing; iii) coordination and planning; and iv) enforcement and zoning guidelines.

33. Several potential mechanisms have been identified and/or trialled in Cambodia, each with its own strengths, weaknesses and opportunities. The C-SLEP analyses categorised the available options into four themes, each with 2-4 finance options:

- *Strategic investments*: REDD+; Ecotourism; Blended Finance; PES
- *Quick wins*: Fees, Fines, Taxes and Charges; Government Budget Allocation
- *For consideration*: Debt-for-Nature Swaps; Private Sector
- *Lower Priority*: Green Bonds, Eco-standards and Labelling

34. Through detailed engagement with public, private and community stakeholders, the Payment for Ecosystem Services (PES) model has been identified as the priority mechanism for the SSR watershed. However, initial efforts to introduce a PES model in Siem Reap in 2019 were impeded by several factors. Most notably, the onset of the global COVID-19 pandemic brought the tourism sector to a complete standstill, devastating the local economy and creating an insurmountable barrier to the voluntary contributions on which the mechanism relied. As a result, the scheme was never fully operationalised. This experience also brought to light several additional structural and governance challenges further constrained the implementation of the scheme. These include the lack of a suitable fee collection model as well as lack of a suitable policy environment to facilitate the ring-fencing and use of the funds for their intended purpose. The latter further presented as a barrier to private sector buy-in due to inadequate transparency on how funds would be used to continue to generate the ecosystem service benefits which were being paid for. While the private sector — tourism operators in particular — fully acknowledges the benefits of ecosystem conservation and community partnerships, many operators opt to engage directly with communities to build capacity and develop sustainable, complementary livelihoods, rather than paying to a centralised PES scheme. This results in the lost opportunity to maximise the impact of investments by the private sector through coordinated, collaborative action that could be offered by a well-structured PES scheme.

35. **Barrier 3: Knowledge gaps relating to natural, economic, and cultural values of conservation.** Although the RGC is actively prioritising a robust science-based approach to integrated watershed management, knowledge gaps across a broad range of key technical areas — including practical knowledge of the status of biodiversity and the linkages between ecosystems and

[23] See Partnerships Section below for more details on the World Bank-led proejct.

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the broad socioeconomic development of the TSB — constrain the effectiveness of such approaches. In particular, there is limited understanding among public, private and community stakeholders of the concept of ecosystem goods and services and how they benefit the economy and society (for example, through maintaining the water supply which underpins the sustainability of tourism and agriculture). This extends from limited data on the value of ecosystem goods and services in the local context, as well as how to monitor and report on such value. Part of the challenge lies in the limited capacity of research institutions and government agencies to assess the status of biodiversity and ecosystem services at a fine scale, limiting the availability of the site-specific information needed to effectively plan for conservation activities that are tailored to the local conditions. These challenges are compounded by inadequate monitoring systems and accompanying data management. Although steps have been made towards strengthening knowledge management — for example the establishment of the Cambodia Environment Management Information System (CEMIS) — further action is required to develop robust monitoring systems and to integrate the lessons learned into the system to facilitate adaptive management.

36. **Barrier 4: Limited uptake of innovative and proven nature-based Solutions to conserve biodiversity and build resilient watersheds.** Although several pilot initiatives have introduced innovative approaches to conservation and watershed management across Cambodia, the uptake of these practices at scale has been limited. Several factors contribute to this limited uptake, which together encompass the three barriers listed above. This includes the limited funds available within provincial departments, competing development priorities stretching the available funds and limited access to affordable finance among communities. The combined effect of these financial constraints has resulted in a reliance on project-based approaches to introducing innovation, with limited potential for scaling. Moreover, local communities, the private sector, and local authorities currently have limited awareness of the principles of integrated watershed management, including the opportunities available for community-based management, livelihood diversification and PPCPs. This limited awareness — which is partly a result of the limited availability of relevant information, but also because of inadequate knowledge dissemination and awareness raising — constrains the uptake of innovative practices in the target areas. In the absence of such innovation to build community resilience and self-sufficiency, the underlying and root causes of unsustainable livelihood practices will persist, preventing long-term ambitions for halting deforestation in Cambodia.

II. STRATEGY

37. The design of the project strategy considered the lessons learned and best practices identified through several recent and ongoing initiatives in Cambodia. During the design process, the project development team engaged with partner organisations and assessed evaluation reports and knowledge products to draw lessons from past experiences. This enabled early anticipation of potential challenges that could be mitigated through the integration of appropriate measures into the project design, as well as highlighting successful approaches that can be replicated. Key projects that underpinned the design include the Cambodia Sustainable Landscape and Ecotourism Project (C-SLEP), the Tonle Sap Poverty Reduction and Smallholder Development Project, the Integrated Natural Resource Management (INRM) project and the Tonle Sap Biosphere Reserve Project (TSBRP). Lessons were also gathered from engagements with several local and international NGOs running projects in the country, including CI Cambodia, WCS, WWF and IUCN. Further details on these projects and the thematic areas form which lessons were drawn are presented in Partnerships sub-section under Section III. In this regard it would also be noted that that for the development of the current project close coordination with the Ecosystem Restoration Integrated Program (and the Program Framework Document), as well as with the Ecosystem Restoration Global Coordination Project.

Objective

38. The objective of the project is to generate multiple climate, environmental, and socio-economic benefits at scale by enabling integrated, collaborative management (restoration, rehabilitation, and conservation) of degraded watershed systems in Tonle Sap Basin.

Site Selection

39. While the broader management interventions under Component 1 will cover the full extent of the TSB, on-the-ground investments under Component 2 will focus more directly on the Steung Siem Reap (SSR) watershed — from its upper reaches

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within the Phnom Kulen National Park (PKNP) through to the Tonle Sap Lake. The SSR watershed has been prioritised by the RGC for several reasons, including: i) the diversity of habitats and stressors across the extent of the catchment; ii) the presence of nationally important protected areas and cultural heritage sites[24]; and iii) the area's visibility and economic importance as it is the country's main tourism destination[25]. The importance of the Siem Reap province to the country's tourism sector is further highlighted by the "Visit Siem Reap 2024" initiative recently launched by the Prime Minister. The Initiative aims to boost COVID-19 recovery efforts in the province through partnerships with the private sector, supported by several tax and travel incentives. Transformation of the Phnom Kulen National Park was also directly identified as a priority area for tourism recovery, with ambitions to make it a highly attractive green destination for cultural, natural, adventure, and religious tourism.

40. Within the SSR watershed, specific intervention sites have been identified for each activity based on the nature of the activities, the needs of communities, and the land ownership characteristics. Interventions will target a range of habitats across the watershed, including community-protected areas (CPAs) within the PKNP, community forests in the upstream areas surrounding the PKNP, agricultural land with potential for agroforestry, the community forest areas and the community fisheries and conservations zones in the flooded forest wetlands where the SSR Watershed meets the Tonle Sap Lake. This diversity of habitats enables the project to not only maximise the scale of impact but also demonstrate the suitability of different restoration approaches, tailored to their surrounding habitats. It should be noted that on-the-ground interventions will not be undertaken within the Angkor Archaeological Area, and that cultural heritage has been closely considered in the project's social safeguard's risk screening, provisional assessments and environmental and social management framework[26], please see the SESP (Annex 5) and the ESMF (Annex 9a). Given similarity of geographical condition of the proposed site to other provinces around Tonle Sap area, the intervention if successfully implemented could potentially be replicated for conservation and sustainability of the TSB and the Mekong River.

Approach

41. The project's objective will be achieved by disrupting the drivers of land degradation and promoting restoration through the integrated, collaborative management of watersheds in the TSB, with communities empowered as key agents of change. This approach will involve three main components targeting policy and capacity; financing and livelihoods; and knowledge and communication, which together will provide global environmental benefits (GEBs) built on a foundation of scientific rigor, strong governance, expanded investment and participatory approaches. The design of this project specifically targets two of the three pillars of Cambodia's Circular Strategy on the Environment 2023-2028 — specifically the *green* and *sustainable* pillars which highlight government priorities for reforestation and conservation management, as well as enhancing community livelihoods and the participation of public and private sectors in environmentally friendly activities.

42. Under the first component, an enabling environment will be created for the implementation of integrated landscape/watershed management that ensures sustainable and resilient nature-based solutions (NbS) for watershed restoration, rehabilitation, and conservation taking all key social and environmental issues and potential risks and impacts into account. To create such an enabling environment, the project will strengthen policies and establish tools that will ensure socially-inclusive multi-sectoral integration in the planning of landscape and watershed management, based on firm scientific knowledge and robust environmental and social safeguards. This will be complemented by robust monitoring tools that will enable adaptive management of the plans and strategies, drawing lessons from project interventions (linking to the knowledge management activities under Component 3). To promote effective implementation of the management plans in the integrated manner intended, the project will also strengthen inter-sectoral and vertical government coordination platforms, enabling participatory planning and actions in watershed management, taking into account the needs, interests and rights of communities — including specific focus on ensuring that the forums responsible for watershed management are gender-responsive. This is expected to lead to systems transformation and assist in the project's capacity-building replication efforts on restoration-focused land management practices. Outcomes under Component one relies on two

[24] The SSR contains sacred sites for the Khmer people for their cultural heritage value and legacy of the origin of the Kingdom of Cambodia. This includes the Angkor Archaeological Area.

[25] In 2019, tourism generated more than USD4.9 billion in revenue, contributed to 479,000 direct and indirect jobs in Siem Reap, and tourists in Siem Reap province alone spent USD1.2 billion. Recently, the government has released the Tourism Master Plan Siem Reap (2021-2023) aiming to boost international visitors. As part of the Master Plan, USD150 million has been invested in infrastructure development.

[26] including alignment with UNESCO's guidelines and management plans related to World Heritage Sites

assumptions, specifically that there is sufficient political will to support new policies and incentive mechanisms for implement ecosystem restoration, rehabilitation and conservation, and for PS and indigenous people and local communities (IPLCs) to participate; and that there is willingness among key public and private entities, and communities to cooperate in the implementation of ecosystem restoration, rehabilitation and conservation efforts.

43. The second component will focus on reducing the drivers of degradation, creating the foundation for reversing biodiversity loss, while enhancing the mitigation of GHG emissions in the Agriculture, Forestry and Other Land Use (AFOLU) sector. In addition to direct investment within communities, the project will mobilise scalable investment in NbS by creating enabling conditions for sustainable and innovative public and private financing mechanisms and advancing public-private-community partnerships (PPCPs) for sustainable watershed management. These on-the-ground investments will target the Steung Siem Reap (SSR) watershed, from its headwaters in the Phnom Kulen National Park through to the Tonle Sap Lake. The financial mechanisms will target upstream, ecosystem-based enterprises that support the sustainable management of natural resources. This includes a key focus on the tourism industry and activities that promote cultural heritage protection. In addition to enterprise development support, the project will establish additional finance mechanisms that operate through PPCPs to incentivise restoration and conservation actions, including through the payment for ecosystem services. These mechanisms will be implemented through collaborative and participatory co-governance models for sustainable watershed management in the SSR watershed and the Phnom Kulen National Park — building on the pilot PES model introduced in the area prior to the COVID-19 outbreak, the operationalisation of which was largely disrupted by the halting of tourism during the pandemic. This Outcome assumes that the private sector is willing to support restoration, rehabilitation and conservation actions and alternative business models, and that communities and business actors are willing to adjust to environmentally friendly practices.

44. Building on the financial models, the project will further promote active watershed management – in line with the management plan discussed above – through tree planting and the enhancement of local livelihoods in the SSR watershed. Livelihood support will focus on activities that not only enhance the well-being of local communities – including vulnerable and marginalised groups – but also support and incentivise the protection of natural and cultural assets. The full design of livelihoods activities will be underpinned by scoped environmental and social impact assessments and management plans, as detailed in the project's SESP. Activities will include promoting multi-strata agroforestry systems, linking communities to sustainable livelihood options and commodity value chains for key agroforestry and NTPFs products. The impact of agroforestry interventions rely on the assumption that communities have adequate information to recognize the benefits of agroforestry and multi-cropping systems – something that will be directly enhanced through project outreach activities. The tree planting and agroforestry interventions will enhance forest cover while maintaining sustainable use of forest resources, thereby reducing the need for unsustainable livelihood practices that drive degradation and biodiversity loss. The agroforestry and tree planting initiatives will be supported by the establishment of additional tree seedling nurseries across the SSR Watershed. Moreover, the project will work with local communities to develop 'green destinations' — introducing sustainable community-based ecotourism (CBET) business models that incentivise the conservation of natural and cultural assets, partnering with the tourism industries located in the downstream area of SSR to offering green destination opportunities to diversify the tourism sector in Siem Reap. Assuming that stakeholders have capacity and means to undertake restoration, rehabilitation and conservation measures, the immediate outcomes of these interventions will lead to long-term outcome of sustainable conservation of key biodiversity and ecosystem services, including a reduction in GHG emissions. Moreover, assuming gender mainstreaming, stakeholder engagement, and communication action plans are implemented to effectively ensure equitable benefits, the livelihood support will ensure that communities and the tourism sector are practicing alternative, sustainable business models for natural resource-based livelihoods in the long term.

45. Third and finally, the project will closely monitor the success of project interventions, generating knowledge through lessons learned from project implementation. This will include drawing on traditional and customary knowledge, as well as systematic scientific research and outreach strategies to support the scaling out across sub-national administrative, national, regional, and global levels. These lessons will not only feed back into the project through the adaptive management mechanisms established under Component 1 but will also feed into the global monitoring and knowledge systems under the GEF-8 Ecosystem Restoration Integrated Programme — assuming that knowledge generated through research is integrated into adaptive management of project interventions to create innovation.

46. The project's overarching goal of restoring functioning ecosystems and demonstrating their benefits to communities and industries will facilitate behavioural change on-the-ground, reaching beyond the project landscape. The SSR watershed provides this flagship project with a unique opportunity, as it hosts the globally renown Angkor Archaeological Area and,

through the spotlight effect and the knowledge management component, can magnify the project's innovations, behavioural change, and learnings on the co-dependency between watershed ecosystem services, human settlements, and economic/cultural activities nationally/internationally[27].

47. The project will contribute to Outcome 3 of the UNSDCF/Country Programme Results and Resource Framework, specifically that by 2028, people in Cambodia, especially those at risk of being left behind, benefit from a healthier, gender-inclusive natural environment. Moreover, the project design is aligned with GEF Strategies across the Biodiversity, Land Degradation and Climate Change focal areas. Specifically, the project aligns with two objectives of the Biodiversity focal area, including: i) improving conservation, sustainable use, and restoration of natural ecosystems, which is at the core of the project approach; and ii) increasing the mobilization of domestic resources for biodiversity through the financial mechanisms under Outcome 3. For land degradation, the overall project approach aligns with GEF LD Objective 1 to avoid and reduce land degradation through sustainable land management (SLM), while Outcome 4 directly contributes to GEF LD Objective 2 of reversing land degradation through landscape restoration; which further aligns with GEF CC Objective 1.4 of promoting NbS with high mitigation potential. Details of alignment with each focal area are presented in the below Table.

Focal Area	Alignment	Contributing Outputs
BD-1: To improve conservation, sustainable use, and restoration of natural ecosystems	BD-1-1 Financial sustainability, effective management, and ecosystem coverage of protected area systems	Component 1 (all Outputs) Outcome 4
	BD-1-2 Sustainable use of biodiversity	Output 4.3
	BD-1-3 Ecosystem restoration	Output 4.1 and 4.2
	BD-1-4 Biodiversity mainstreaming in priority sectors	Output 1.1
BD-3: To increase mobilization of domestic resources for biodiversity	BD-3-1 Development of domestic resource mobilization/biodiversity finance plans	Output 1.1 Output 1.3 Outcome 3 (all Outputs)
	BD-3-2 Implementation of domestic resource mobilization/biodiversity finance plans	Outcome 3 (all Outputs)
CCM Pillar I: Promote innovation, technology development and transfer, and enabling policies for mitigation options with systemic impacts	CCM 1.4: Promote Nature-based Solutions with high mitigation potential.	Output 1.2 Output 4.1 Output 4.2
LD: To avoid, reduce, and reverse land degradation, desertification and mitigate the effects of drought.	LD-1: Avoid and reduce land degradation through sustainable land management (SLM)	Component 1 (all Outputs)
	LD-2: Reverse land degradation through landscape restoration	Output 4.1 and 4.2
	LD-4: Improve the enabling policy and institutional framework for LDN	Output 1.1

Stakeholders

Several key stakeholders have been identified that will play a critical role in delivering on the anticipated project objectives, including from the public and private sector, as well as local communities and civil society. Given the integrated approach proposed for the project, coordination between these entities will be essential.

[27] This would involve targeted engagement and messaging with specific and individual stakeholder groups on the value of ecosystem services and how a decline in ecosystem services will negatively impact on people, cultural aspects and businesses. And visa-versa how by improving ecosystem services through local restoration, sustainable land and forest management, changed agricultural practices and watershed protection etc. could improve livelihoods.

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	Stakeholders	Role	Engagement in project Outputs
Government Entities	Ministry of Environment (MoE) and its Provincial Department for Seam Reap.	As implementing entity, MoE will play a central role in coordinating activities under this project. Given their mandate for environmental conservation, MoE will also be the core stakeholder in all activities involving protected areas.	Component 1 (all Outputs) Component 2 (all Outputs) Component 3 (all Outputs)
	Ministry of Agriculture, Forestry and Fisheries (MoAFF) and its Provincial Department for Seam Reap.	MoAFF will support actions involving the agriculture sector as well as community forestry and forest restoration around the Tonle Sap.	Output 1.1 and 1.2 Output 2.1 Output 3.2 Output 4.1 and 4.2
	Other relevant Ministries, including: Water Resources and Meteorology; Tourism; Land Management; Urban Planning and Construction; Interior; Women's Affairs — and their Provincial Departments for Seam Reap.	The integrated watershed management approach requires coordinated efforts across multiple sectors. To this end, various ministries will be engaged throughout the project to contribute to developing the integrated approach, as well as playing a role in the ongoing implementation of IWM activities in the TSB and SSR Watershed.	Output 1.1 and 1.2 Output 2.1
	APSARA Authority	Given the high concentration of cultural heritage in the SSR Watershed[28], the APSARA Authority will be engaged to ensure complementarity between project interventions and ongoing efforts to conserve cultural heritage. APSARA will also be a key stakeholder in the development of livelihood activities, particularly in terms of linking green destinations with the well-established cultural tourism sector through PPCPs.	Output 2.1 and 2.2 Outcome 4 (all Outputs)
	Tonle Sap Authority	The TSA will be a key stakeholder under Component 1. The project will look to build capacity within the authority to support IWM approaches across the TSB, as well as scaling the catchment-specific IWM approaches being piloted in SSR to other catchments in across the basin.	Component 1 (all Outputs)
Local Communities	Rural community members	Rural communities who rely on natural resources for their livelihoods will be the primary beneficiaries of on-the-ground support and will play a critical role in achieving the project objectives. In particular, building resilience among communities will be essential to addressing the root causes of degradation and achieving sustainable GEBs.	Outcome 4 (all Outputs)
	Community leaders	Community leaders will play a central role in garnering support from communities and ensuring local ownership of interventions. To this end, community leaders will be part of the various coordination platforms and forums being established to coordinate IWM actions in the SSR Watershed.	Outcome 2 (all Outputs) Output 3.2 and 3.3. Outcome 4 (all Outputs)
	Women's, Youth and Indigenous groups	Social inclusion is a key consideration in ensuring the longevity and impact of project interventions. Representatives from various vulnerable groups — including women, youth, and indigenous people — will be actively engaged in the decision-making process. These groups will bring unique perspectives that will ensure that GEBs are cross-cutting and inclusive.	Outcome 2 (all Outputs) Output 3.2 and 3.3. Outcome 4 (all Outputs)

[28] Note: the project will not work directly in any heritage sites of the Ankor Archaeological Area.

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Private Sector	Tourism Operators	The tourism sector – including the hotel and hospitality industry, tour operators, and mangers of natural and cultural heritage – is a major contributor to the economy of Siem Reap and will play a core role in several elements of the project. This includes being a potential buyer of ecosystem services, as well as key partners in developing ecotourism initiatives. Creating partnerships between the tourism sector – which is currently mostly focused on cultural tourism – and communities will be essential for developing sustainable GEBs.	Output 3.2 and 3.3. Output 4.3
	Mineral water industry in PKNP	Mineral water bottling companies, who are heavily reliant on ecosystem services to maintain a water flow in the PKNP, will be targeted as buyers of ecosystem services.	Output 3.2 and 3.3.
	Agriculture Value Chains	Actors across the agricultural value chain, including supplies of agricultural inputs and buyers of produce, will play a role in creating sustainable agroforestry systems.	Output 3.2 and 3.3. Output 4.3
International Agencies	Conservation International	As the lead agency for the Global Coordination Project for the Ecosystem Restoration Integrated Programme (ERIP), CI will play a key coordination role in the knowledge and learning aspects of the project – both in terms of disseminating lessons from the project at the global level, but also in drawing lessons from other child projects into the adaptive management of this project.	Outcome 5 (all Outputs)
	Development partners	The project will coordinate with several ongoing and planned initiatives from various development agencies (including UNESCO, FAO IFAD, World Bank, USAID, ADB and the EU) throughout implementation to share knowledge and coordinate efforts to ensure that the project is complementary and efficient in delivering GEBs.	Outcome 4 (all Outputs)
	NGOs	As with development partners, several NGOs are active in the project area (WWF IUCN, CI, WCS) The project will seek synergies with these organizations for the implementation of project activities. Involvement will include ensuring complementarity between initiatives, as well as acting as potential service providers during implementation.	Outcome 3 (all Outputs) Outcome 4 (all Outputs)

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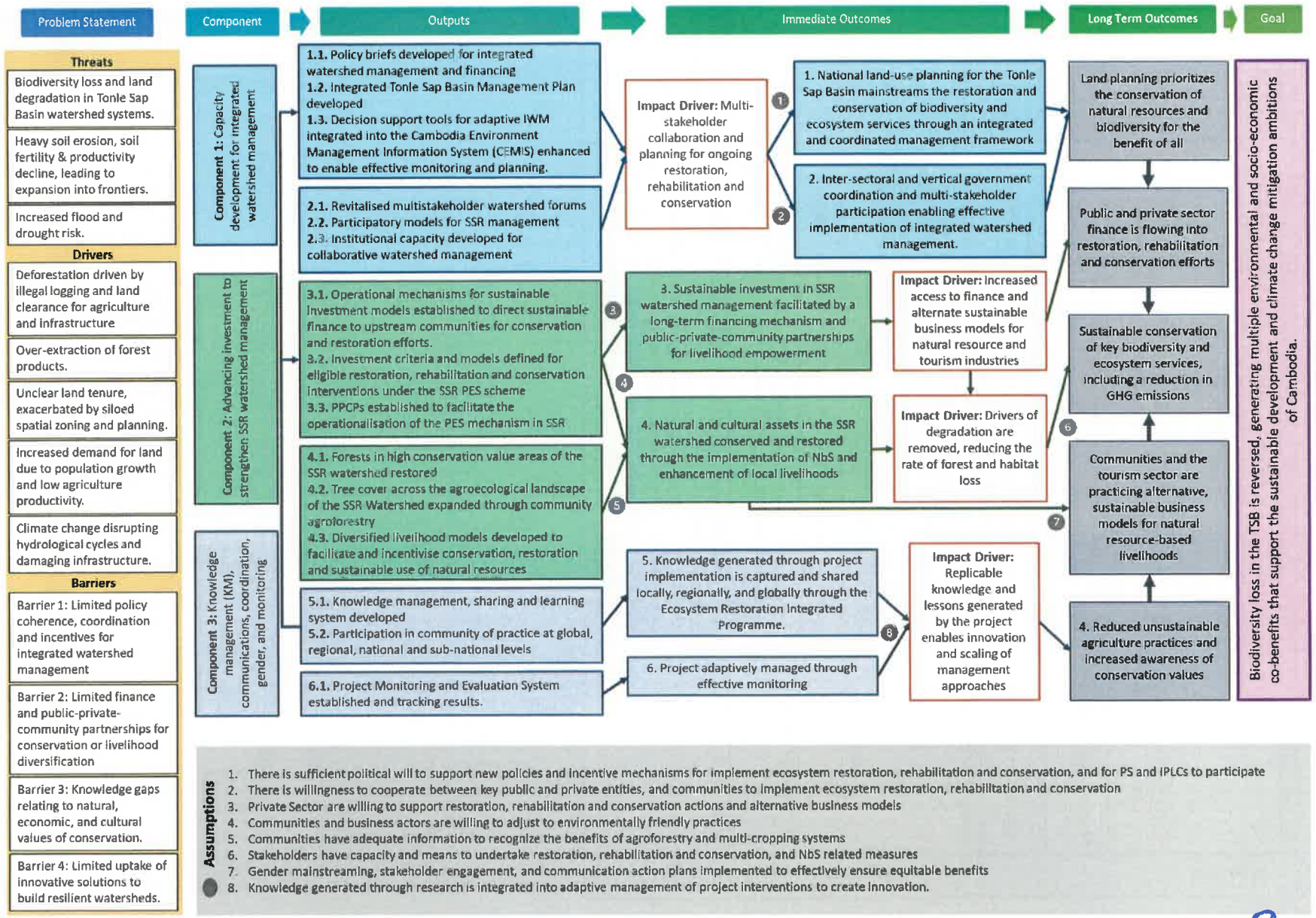


Figure 2. Project Theory of Change

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III. RESULTS AND PARTNERSHIPS

Expected Results:

Component 1: Capacity development for integrated watershed management

(Total Cost: US$ 3,044,596; GEF project grant requested: US$ 531,271; Co-financing: US$ 2,513,325)

Outcome 1: National land-use planning for the Tonle Sap Basin mainstreams the restoration and conservation of biodiversity and ecosystem services through an integrated and coordinated management framework and decision support tools for IWM.

48. The proposed project will create an enabling environment for the integrated management of landscapes across the TSB. This approach will harmonise planning efforts across the multiple stakeholders mandated to manage different sectors active in the TSB, allowing for watershed restoration, rehabilitation, and conservation approaches to be mainstreamed into the planning process. The enabling policy environment created will be complemented by the development of an Integrated Tonle Sap Basin Management Plan (ITSBMP) that will serve as the implementation framework for integrated landscape and watershed management within the TSB[29]. Combined, these interventions will ensure that biodiversity and ecosystem services are safeguarded in the long term. This will be supported by a robust, data-driven monitoring programme, which will draw lessons from the implementation of the ITSBMP and related investments which will be integrated back into the plan. This adaptive management will underpin the long-term sustainability of the ITSBMP. The outputs contributing to this outcome will address policy coherence and coordination barriers, creating an enabling environment that incentivises integrated watershed management to ensure that land planning prioritizes the conservation of natural resources and biodiversity for the benefit of all. Moreover, the strengthened coordination of efforts between sectors will improve the flow and efficiency of public finance towards sustainable development. Ultimately the enabling environment will improve the management of ecosystems in the TSB, resulting in the passive restoration and recovery of large areas of degraded ecosystems, as well as the conservation of biodiversity and ecosystem services.

49. The specific project outputs and activities to achieve this Outcome are described below.

Output 1.1: Policy briefs developed for integrated watershed management and financing.

50. Using a stakeholder-centric approach based on the principles and methods of strategic environmental and social assessment, policy briefs will be developed to promote an integrated, collaborative, multi-stakeholder approach to watershed management. This will establish an integrated framework for mainstreaming conservation and restoration considerations into national, sectoral, and sub-national land planning frameworks and sectoral development strategies and tools. These briefs will consider the differential land use needs of each sector and identify opportunities for collaboration and complementarity between sectors, accounting for and addressing conflicting mandates and priorities. This will include options for coordinating investments to leverage the efficiencies of integrated approaches, as well as opportunities for mobilising additional finance (including integration of finance interventions under the proposed project). In all instances, the gender specialist will support to ensure that the policy briefs are fully gender responsive.

- *Activity 1.1.1: Conduct a comprehensive, multi-sectoral policy review and gap analysis*. In the first year of implementation, the project will apply the diagnostic tool being developed under the Global Coordination Project for the Ecosystem Restoration Integrated Programme to analyse barriers and opportunities to strengthen enabling conditions that support ecosystem restoration. The application of the tool will be accompanied by a comprehensive review of the key policies related to land management and community development in Cambodia (see Annex 18 Policies Baseline). The review will include assessment of risks related to stakeholder participation, selection of social and environmental priorities and institutional gaps that together may impede the implementation of integrated watershed management (IWM) strategies if not accounted for when revising policies. In all instances, the reviews will consider the needs of women, and consultation in the review process will include women's representatives.

[29] This will include a Social and Environmental Safeguards Assessment (SESA) of the ITSBMP to ensure that any safeguard issues are effectively addressed in the final version of the plan.

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- *Activity 1.1.2: Draft and validate policy briefs.* Based on the outcomes of the diagnostic tool and policy review – and drawing on global best practices – policy briefs will be developed to address the gaps and opportunities identified to create an enabling policy environment for integrated watershed management (IWM). The briefs will include an overarching cross-sectoral policy, supported by sector-specific policy recommendations to ensure full mainstreaming across all sectors. Preparation of the briefs will involve detailed consultation with relevant stakeholders (ensuring adequate representation of women), and once developed, a validation meeting will be held with national-level stakeholders to finalise and agree on the briefs.
- *Activity 1.1.3: Train key decisions makers on the contents of the policy briefs.* Once the policy briefs are developed and validated, decision makers at the national and provincial levels will be trained on the concepts underpinning the IWM approach and on how to implement the policy recommendations. This will include training on the cross-sectoral nature of IWM, and the importance of fully engaging water multi-stakeholder coordination platforms (see Output 2), as well as practical steps for decision-makers to adapt and support the policy implementation. Training will target both men and women.

Output 1.2: Integrated Tonle Sap Basin Management Plan developed.

51. An Integrated Tonle Sap Basin Management Plan (ITSBMP) will be developed in line with national policy, underpinned by systematic scientific research for improved and data-driven planning and principles and methods of strategic environmental and social assessment (SESA) the – latter have been integrated into the activities described below. The development of the ITSBMP will consider the past and existing plans and strategies to identify gaps, opportunities and lessons from their implementation – along with consideration for international best practices. The specific focus of the plan will be determined based on this gap assessment, creating an approach that enables integrated management of the basin. The final plan will seek to address gaps to mainstreaming the concept of IWM into the management of the basin, accounting for coordination between the different administrative levels (including the seven provinces, each containing numerous districts) and the various sectors operating in the basin. The watershed planning activities will also facilitate clarification of land tenure within the TSB, demarcation/zoning withing SSR, and improvement of land ownership and management in this area. Risk screening will be performed on the ITSBMP in the end stages of finalising the plan, ensuring that any safeguard risk and impacts are identified and effectively addressed (to the extent possible) in the final version of the ITSBMP. Plans will be adopted into the national spatial plan as well as international commitments (NBSAP, LDN Action Plan, etc.).

- *Activity 1.2.1: Conduct a comprehensive assessment of existing management plans across the TSB*. A technical expert will be procured to assess the current planning framework for the management of the TSB. This will include assessing management plans for the broader TSB (for example the 2005 TSB Strategy, and the Protected Areas Strategic Management Plan (PASMP) 2017-2026 and Action plan 2018-2022), as well as for individual watersheds within the basin (For example, the Plan of Action for Siem Reap Watershed for 2011 – 2014 and the Tonle Sap Biosphere Reserve Plan). In addition to reviewing current plans, the assessment will consider the history of management planning, mapping out strengthens, weaknesses, opportunities and threats for various management options, with specific focus on the approaches to conservation and restoration efforts within the basin and the level of cross-sectoral integration. The reviews will consider the needs of women, and consultation in the review process will include women's representatives.
- *Activity 1.2.2: Develop and validate the ITSBMP*. Using the outcomes of the assessment under Activity 1.2.1, and drawing on international best practice, an integrated management plan will be developed for the TSB. This plan will establish a framework for collaborative management of watersheds across the basin, outlining: i) the concepts of integrated watershed management; ii) stakeholder engagement plan; iii) land-use planning processes; iv) priority interventions and implementation plans; v) roles and responsibilities; vi) coordination processes; and vii) monitoring and evaluation. As part of the ITSBMP, an ecosystem restoration framework and strategy will be developed, considering various passive restoration approaches, including halting prior land use practices that have led to degradation in the designated restoration areas to allow the degraded forest for natural or unassisted recovery, as well as for improved management of areas with high value to biodiversity or ecosystem services. Specific consideration will be given to ensuring that the plan is fully inclusive, considering the needs and active involvement of various vulnerable groups, including women, indigenous people, youth and people with disabilities. The Plan will also take into account potential downstream risks and impacts and will include a framework for mitigation of these. Once developed, the plans will be validated through a multi-stakeholder workshop, before being officially launched. A clear timeframe for the implementation of the plan will also be agreed – expected to be initiated within the first half of the proposed project, but likely to continue beyond the project period.

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- *Activity 1.2.3: Train decision makers at the national, provincial and district level on the implementation of the ITSBMP.* Following the launch of the ITSBMP, decision makers will be trained on its effective implementation, ensuring multi-stakeholder participation. Training will be done at different administrative levels, tailoring the content to the specific roles and responsibilities of entities at each level in the plan's implementation. The training sessions will bring together multiple stakeholders, including government entities, NGOs, CSOs and private sector partners to promote collaborative implementation of the plans, with an added focus on ensuring women are included in the training.

Output 1.3: Decision support tools for adaptive IWM integrated into the Cambodia Environment Management Information System (CEMIS) enhanced to enable effective monitoring and planning.

52. CEMIS is the central spatial data portal at the Ministry of Environment, facilitating the automated and simplified management and distribution of environmental information in Cambodia. The platform relies on broad participation from external partners to collect site-specific data throughout Cambodia's environmental network. This includes tracking key environmental indicators and targets – as set out in national policies – and providing strategic information to decision makers and partners (including communities and private sector). It should also be mentioned that inputs from CEMIS and the UN Biodiversity Lab, and their access to cutting-edge science and spatial data, assisted the Governments and UNDP, Cambodia, in a joint venture, in the preparation of 'maps of hope' that identifies areas within Cambodia that are potential candidates for nature-based actions that can safeguard and maintain key biodiversity and ecosystem services. The findings and the underlying data are currently part of CEMIS. Activities under this output will help strengthen the CEMIS, with specific focus on integrated watershed management. Using the updated policies and plans as a basis, specific indicators, targets and decision support tools for IWM will be developed and/or incorporated into CEMIS, enabling objective implementation of the adaptive management of ITSBMP and upscaling the Decision Support Tools across Cambodia. This output will not only be linked to planning, implementation, and monitoring and evaluation of various project-level activities but also will be critical to facilitate the process of policy formulation and informed decision making.

- *Activity 1.3.1: Develop gender-responsive indicators and monitoring tools for IWM and incorporate them into CEMIS.* Aligning with the project performance indicators and monitoring systems, key gender-responsive indicators and associated monitoring processes will be identified and defined for IWM-related interventions. This will include: (1) identification of project performance indicators and monitoring and evaluation measures; (2) design and development of monitoring tools in the CEMIS platform for objective monitoring and evaluation of project performance and implementation progress; and (3) if necessary, further refinement and improvement of the tools for operational use. The data, information and lessons learned on the implementation of IWM systems, the provision and value of ecosystem services, coordination effectiveness, barriers to IWM implementation and sources of conflict or non-compliance would be the key outputs. A window will be created within the CEMIS to host the data generated, tracking progress against the indicators and compiling a robust knowledge base to inform future decision making on IWM and enable adaptive management.
- *Activity 1.3.2: Develop data-driven decision support tools (DSTs) for IWM.* A web-based decision support tool (DST) will be established within the existing CEMIS platform to enable the translation of data into measurable action. Options will also be explored for integrating access to the tool to other national platforms managed by other ministries to ensure the integrated approaches promoted by the DST have cross-sectoral reach. The DST will draw from the data collated from various sources through the CEMIS under Activity 1.3.1 and other project activities under output 3.3, output 4 (4.1, 4.2., and 4.3) and outcome 6, packaging the data and information into clear and actionable advisories. This will strengthen technical capacity of decision makers to plan for and adaptively manage watershed restoration, rehabilitation, and conservation to maximize ecosystem goods and services in Cambodia. This will include: (1) database development using multiple sources, synthesis and landscape/micro-watershed level analysis, (2) designing, piloting and refinement of site-specific DSTs, and (3) integrate and operationalize the DSTs into CEMIS. Through the DSTs a systematic and consistent approach will allow objective analysis for decision support based on informed situation analysis as well as sharing across different stakeholders through the CEMIS platform.
- *Activity 1.3.3: Capacity development of the watershed management teams and decision makers on the use of monitoring and decision support tools under CEMIS.* Key stakeholders at various levels, including women, will be trained on the effective use of the tools developed under the project. Training will cover the nature of information available on CEMIS, as well as how to use the tools provided. This includes training on the monitoring tools, how to collect robust data and how to upload data to the system, as well as how to use the DST to adapt management plans, adjust ambitions towards national restoration commitments, or develop finer-scale, site-specific watershed management plans. Training will target

national and provincial entities from various sectors engaged in watershed management, as well as NGOs and private actors partnering on watershed management activities in the TSB.

- *Activity 1.3.4: Training on trade-off analysis for environmentally sound strategic decision making.* Watershed management teams and decision makers will be trained on how to make trade-off decisions between different development options that addresses multiple objectives and mandates across different sectors, and that take potential social and environmental risks and impacts into account. To further enhance use of for trade-off analysis, training participants would also learn how to use user friendly tools including publicly accessible analytical tools such as the Integrated Valuation of Ecosystem Services and trade-offs (InVEST), Artificial Intelligence for Ecosystem Services (ARIES), among others. Training will target both men and women.

Outcome 2: Inter-sectoral and vertical government coordination and multi-stakeholder participation enabling effective implementation of integrated watershed management.

53. Effective implementation of integrated approached to watershed management requires strong coordination – both vertically across different administrative levels, and horizontally between different sectors and partners. This will be achieved by developing strong coordination platforms cutting across multiple stakeholders at all levels and representing all relevant sectors. At the core of the coordination mechanism will be multi-stakeholder watershed forums, which will be revitalised and capacitated to effectively manage the engagements required for IWM. While these forums will operate across the TSB, additional focus will be applied to generating participatory models for IWM in the SSR Watershed in which pilot implementation will occur (see Component 2). These models will be co-developed with local stakeholders, mapping out priority actions for IWM in the SSR Watershed. The effectiveness of the coordination platforms will be strengthened through training and capacity development for collaborative management approaches, including promoting effective engagement with the coordination platforms, as well as dealing with dispute resolution processes.

The specific project outputs and activities to achieve this Outcome are described below.

Output 2.1: Revitalised multistakeholder watershed forums

54. As noted in the barriers analysis, although several structures have been established to coordinate watershed management in Cambodia – such as the Tonle Sap Authority – most of these structures are not currently functional/operational, leaving a considerable gap in the coordination of management activities. To overcome this challenge, the project will revitalise watershed forums in the TSB and SSR Watershed[30]. This will include capacitating the TSA to operate as the key institution coordinating operations across the entire basin, with a key mandate to promote participatory watershed governance. Under the umbrella of the TSA, a multistakeholder watershed forum will be established for the SSR watershed to facilitate effective engagement at the local level. The establishment of the SSR Watershed Forum will serve as a pilot of the approach, which can be replicated across other watersheds in the TSB under the guidance of the TSA and MoE. Efforts will be made to ensure that forum membership includes diverse representation, including women, cultural leaders and indigenous peoples.

- *Activity 2.1.1: Strengthen capacity and refine the mandate of the TSA.* The existing TSA will be revitalised, revising its mandate to accommodate the IWM plans and policies supported under Outcome 1. The composition of the authority will be assessed to ensure full representation across all relevant sectors, along with clear articulation of roles and responsibilities. Part of the mandate of the TSA will be to coordinate vertically between national, provincial and district level authorities, including the local-level watershed forums. Systems will also be developed to firm up long-term funding of the authority. Under this activity, the project will work with government agencies to identify and develop systems to secure long-term funding of the authority that will enable them to work in a consistent and well-structured manner as opposed to only convening to resolve issues. Potential finance source might include public budgets, as well as leveraging funds through the financial mechanisms being established under Outcome 3.
- *Activity 2.1.2: Revitalise the multistakeholder SSR Watershed Forum.* A multistakeholder forum will be established to streamline engagements and collaborative management in the SSR Watershed, merging various other forums and committees that have previously been established – most of which are not fully functional. The forum will include representatives from provincial government departments and administration, as well as private sector, NGO and civil society — including at least 30% women representation.

[30] Efforts will focus on strengthening existing structures where possible as opposed to establishing entirely new forums.

- *Activity 2.1.3: Host annual coordination workshops for watershed forums and the TSA.* To facilitate the effective operation of the watershed forums, particularly in terms of meeting their mandate to represent the needs of the local communities and businesses, annual workshops will be hosted in Seam Reap. The workshops will bring together a broad range of stakeholders — including public and private sector, NGOs, civil society, and local communities — to discuss matters related to watershed management, ensuring that management approaches stay relevant and adaptive to changing conditions on the ground.

Output 2.2: Participatory models for SSR management developed

55. Drawing down form the ITSBMP to the local level, participatory strategies and actions will be formulated and adopted to facilitate integrated management of the targeted SSR Watershed and Phnom Kulen National Park (PKNP). Underpinned by extensive stakeholder engagements (in line with the project's Stakeholder Engagement , Gender Action and Indigenous Peoples Plans), the project will co-develop an integrated management model for the watershed that enables full participation of all affected stakeholders. The process will include: i) identifying, prioritising and mapping site-specific management strategies and interventions options for on-the-ground action; ii) identifying partnership opportunities (see Output 3.3.); and iii) establishing improved enforcement strategies. The plan will draw on and consolidate existing plans and policies for the watershed, creating a framework to transition broader strategies form the ITSBMP into local level operations. The process will be facilitated by the SSR Watershed Forum established under Output 2.1.

- *Activity 2.2.1: Conduct a comprehensive review and gap analysis of existing plans and policies for the management of the SSR Watershed.* Existing plans and policies for the SSR watershed will be assessed for alignment with each other and the broader ITSBMP. Several existing plans have been identified to date that would be included in the analysis, including: i) the Action Plan for Siem Reap Watershed (2011 – 2014); ii) the Phnom Kulen Management Programme and Action Plan (2018-2027); iii) the draft zoning of the Phnom Kulen National Park; iv) management plans for the 5 community-protected areas (CPAs) located in the Phnom Kulen National Parks; v) community forest (CF) agreements and management plans; and vi) the plans and strategies of the Authority for the Protection and Safeguarding of Angkor and the Region of Angkor (APSARA) Authority[31]. Based on the assessment, recommendations will be made for consolidating the plans into a single participatory management model for the SSR Watershed. The reviews will consider the needs of women, and consultation in the review process will include women's representatives.
- *Activity 2.2.2: Identify, prioritise and map site-specific management strategies*. Through a consultative approach facilitated by the SSR Watershed forum, and under the guidance of a watershed management expert, a list of management options will be identified for the SSR watershed[32]. This will include a combination of soft management options – such as land use planning, restrictions and concessions – as well as direct investments in restoration and livelihood development. These interventions will be prioritised, mapping each approach to appropriates sites for implementation under Outcome 4. This will include identifying sites of varying levels of degradation to allow for assisted natural regeneration alongside active restoration —tailoring the restoration protocols and implementation strategies for each. Implementation strategies will also consider potential partners and funding sources. Specific consideration will be given to ensuring that the strategies are fully inclusive, considering the needs and active involvement of various vulnerable groups, including women, indigenous people, youth and people with disabilities. Spatial planning will align with the ERIP GCP, and shapefiles from restoration areas will be integrated into the global restoration reporting system for the ERIP.
- *Activity 2.2.3: Develop an enhanced law enforcement strategy.* Working with national park rangers as well as PDoE and PDoAFF, an enhanced law enforcement strategy will be developed to protect against encroachment into forest areas, particularly within the PKNP and Tonle Sap flooded forest. This strategy will center on existing and planned policies and management strategies for these key areas for biodiversity and ecosystem services, identifying innovative options to

[31] APSARA is a Cambodian management authority responsible for protecting the Angkor Archaeological Park. They are responsible for drafting and implementation of conservation, rehabilitation and development planning and of the coordination of activities at the national and international levels. APSARA's mission objectives include: Protection & Preservation; Development of tourism; Community and social management; Regional management; International cooperation; and Environmental protection. Given the presence of the Angkor Archaeological Area within the target watershed, the needs and concerns of APSARA will be duly reflected in the watershed management plans.

[32] This mapping will focus on areas outside of the areas under the management of APSARA, such as the Ankor Archaeological Area.

expand monitoring and law enforcement beyond what is currently feasible. For example, options will be explored for using remote sensing to track changes in land use and forest cover[33] at a scale that cannot be achieved by foot patrols alone. Moreover, the development of the enforcement strategy will consider funding limitations and constraints on human capacity working within challenging environments – including exploring innovative options for finance (potentially lining with the PES model under Outcome 3).

- *Activity 2.2.4: Draft a participatory management framework for the SSR Watershed*. The framework will combine the outputs of Activities 2.2.1-2.2.3, formalising the management approach. This will include identifying and defining the roles of key stakeholders involved in the management framework, which will include the Siem Reap provincial administration, provincial departments of key ministries[34], and community leadership structures (particularly for management related to CPAs and CFs). The management framework will include specific coverage of the PKNP, which encompasses the upper catchment areas of the SSR watershed and provides critical ecosystem services to regulate the hydrological flow, as well as supporting key biodiversity. This will consider existing government policies to manage resources and restore biodiversity in the park, including plans to build sustainable community livelihoods and phase out cashew plantations. The framework will be validated by the SSR Watershed Forum.

Output 2.3: Institutional capacity developed for collaborative watershed management

56. Training will be provided to members of the watershed forums and provincial departments to enhance institutional capacities for collaborative watershed management. This training will complement, but be in addition to, the training on DSTs under Output 1.3, and will cover a variety of topics, including, *inter alia*: i) principals of participatory and integrated management; ii) inclusive stakeholder engagement; iii) collaborative planning and co-development of management plans; and iv) transparency, communication and reporting. The recipients of the training are representatives of the entities responsible for planning and overseeing integrated watershed management activities, and the content of the training will therefore be tailored to the nature of their roles —focusing not only on the approaches and methodologies themselves, but also on how to ensure effective implementation by the various officers, service providers and communities executing actions on the ground. Training sessions will ensure adequate representation of women.

- *Activity 2.3.1: Develop training materials and guidelines*. Comprehensive training manuals will be developed as the foundation for the training under this output. These manuals — which will include guidelines and clear processes for collaborative management approaches — will ensure that the training information is captured in a format that can retained within the watershed forum and integrated into provincial department training systems.
- *Activity 2.3.2: Host training sessions on collaborative watershed management*. Once the manuals are developed, a series of training sessions will be hosted in Seam Reap to train members of the SSR Watershed Forum, building institutional capacity that will facilitate effective management practices in line with the ITSBMP. This will include follow-up training sessions that will accommodate turnover within the targeted entities, as well as giving opportunity to provide feedback and lessons from ongoing efforts to facilitate adaptive management.

Component 2: Advancing investment to strengthen SSR watershed management

(Total Cost: US$ 43,450,861; GEF project grant requested: US$ 6,406,697; Co-financing: US$ 37,044,164)

Outcome 3: Sustainable investment in SSR watershed management facilitated by a long-term financing mechanism and public-private-community partnerships for livelihood empowerment

57. The long-term sustainability and scalability of watershed management interventions to address the drivers of ecosystem degradation and biodiversity loss requires innovative financial mechanisms that incentivise and support the uptake and maintenance of sustainable practices. Based on the assessment of the financial landscape and finance opportunities conducted for C-SLEP, together with stakeholder engagements conducted for this project, payment for ecosystem services (PES) has been identified as a priority approach for sustaining conservation and restoration action in the TSB and the SSR Watershed in particular. Activities under this Outcome will, therefore, work with public, private and community partners to

[33] This includes looking at ways to monitor and track the replanting of cashew plantations within the PKNP that counteract the planned phase-out of cashew farming in the park.

[34] Including the Ministries of Environment; Agriculture, Forestry and Fisheries; Water Resources and Meteorology; and Tourism

operationalise a PES model in the SSR Watershed, as well as establishing the groundwork for further exploration into other financial mechanisms.

58. The outcome will be achieved by establishing an effective operational mechanism for the existing PES scheme that addresses the barriers identified by stakeholders, and then establishing the public-private-community partnerships (PPCPs) needed to fully operationalise the system. Moreover, investment criteria and models will be defined to ensure that the funds generated by the payments are directed toward impactful watershed management interventions. Once operational, the long-term finance mobilised through the PES scheme will enable continued investment to flow downstream of the project, creating a positive cycle of conservation and restoration efforts that generate ecosystem services, which in turn deliver benefits to downstream stakeholders that incentivise continued investment. The design of the project approach under this Outcome has drawn on the lessons and assessments conducted by two ongoing initiatives in Cambodia, namely Integrated Natural Resource Management (INRM) and Cambodia Sustainable Landscape and Ecotourism Project (C-SLEP).

The specific project outputs and activities to achieve this Outcome are described below.

Output 3.1: Operational mechanisms for sustainable investment models established to direct sustainable finance to upstream communities for conservation and restoration efforts.

59. An operational mechanism will be established to enable the effective implementation of a PES scheme for the SSR Watershed. This mechanism will work within the existing policy framework to ringfence funds raised through the PES scheme for reinvestment within the same watershed, ensuring that the benefits of investments through the PES mechanism are directed to those who contributed. Such ringfencing was noted by stakeholders as essential to incentivise continued buy-in from private sector contributors. The resulting mechanism will cover the full spectrum of the PES scheme, including the collection of payments, financial management and operation of the scheme, stakeholder engagement, reinvestment in watershed management, and monitoring and reporting on benefits. The operation of the mechanism will be supported by a multi-stakeholder PES Forum, creating a platform for on-going engagement and transparency among public, private and community stakeholders. The project's gender specialist will support to ensure that the resulting financial mechanisms and associated governance structures and capacity building activities not only benefit but also directly target women/women-led organizations.

- *Activity 3.1.1: Develop a transparent financial mechanism to direct finance to investments in ecosystem services.* During implementation, the project team will work closely with finance and policy experts to further develop available financial mechanisms to manage the flow of funds into ecosystem restoration and conservation. This will involve close coordination with MoE and MoEF to identify suitable financial flow and accounting systems that work within the existing policy environment. This will include assessing opportunities for the creating a special purpose vehicle under the existing Environment and Social Fund (ESF) to accommodate the flow of funds from mechanisms such as PES, or establishing a new trust fund that could ringfence contributions for local reinvestment, which could later be mirrored through national funds such as the ESF[35]. Once a suitable mechanism has been identified, the project will provide support to establish the necessary vehicle/structure to manage the flow of funds.
- *Activity 3.1.2: Refine the operational framework for a PES Scheme in Seam Reap.* Building on the pilot measures introduced in 2019, the project will develop a revised operational framework for PES in Seam Reap, covering the extent of the SSR Watershed from the upper catchment area in PKNP down to the Tonle Sap Lake. This framework will include clear definitions of roles and responsibilities of stakeholders (including women and other vulnerable groups), as well as defining parameters for directing PES income to operational costs of the scheme.
- *Activity 3.1.3: Develop a PES contribution collection and accounting system*. One of the gaps identified in the initial PES pilot in Seam Reap was the lack of an effective contribution collection system. Under this activity, a contribution collection system will be established, embedded into the local governance structures afar as possible to enable efficiency in the collection process. This process will include a willingness to pay survey of potential buyers to inform the fee

[35] Both the ESF and trust funds have been suggested as potential mechanisms for the flow of funds under a PES model through assessments conducted under the CSLEP and INRM projects.

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structures. Options will be explored to pass the cost of contributions on to tourists in the area by integrating an additional conservation fee[36] into the cost of a room for hotels with three or more stars.

- *Activity 3.1.4: Establish a multi-stakeholder PES forum in Seam Reap.* The forum — which will be comprised of representatives from relevant local provincial departments[37], communities and the private sector, ensuring gender balance — will be responsible for ongoing engagements on the operation of the PES scheme, including engaging new private partners to contribute to the scheme, monitoring contributions, planning investments, and reporting back to stakeholders. The multi-stakeholder nature of the forum will enable ongoing dialogue to ensure that investments made in watershed conservation align with the needs of upstream communities, while also maximising the intended ecosystem services benefits to incentivise continued contributions. Options for incorporating the PES forum into the SSR Watershed Forum as a sub-committee will also be discussed with stakeholders.
- *Activity 3.1.5: Establish an implementation modality for reinvestment in watershed management.* To ensure that funds generated by the PES scheme are efficiently and effectively reinvested in impactful watershed management interventions, an implementation modality will be established. This modality will be embedded within the PDoE systems, leveraging the implementation capacity developed under Component 1. Moreover, the implementation modality will integrate with the finance mechanism described under Activity 3.1.1 to leverage the finance needed for the sustainability of the implementation model – including management needs. A PES Implementation Manual will also be prepared, clearly outlining the processes and procedures for the implementation of NbS and livelihood support initiatives to be financed by the PES scheme. This manual will link with the investment criteria and investment models to be developed under Output 3.2.
- *Activity 3.1.6: Draft policy brief to embed the processes for PES operationalisation into national and sub-national policy frameworks.* Once the operational mechanism has been developed and implemented in Seam Reap, a policy brief will be developed to enable the scaling of the PES process into national planning and policy landscape. In addition to providing a framework for effective PES implementation in Cambodia, the brief will include recommendations for any policy revisions required to establish a stronger enabling environment for scaling of PES model based on lessons learned in Seam Reap.
- *Activity 3.1.7: Develop a roadmap for expanding investment through innovative financial models.* A financial roadmap will be created to expand future opportunities for ongoing investment in sustainable land use practices. The focus of the roadmap will be on developing innovative models that leverage the potential of different stakeholders, including options for blending public and private finance, and mobilising affordable finance for communities. This will build on the work done under the C-SLEP initiative in mapping out potential finance modalities – expanding the scope to identify potential partnerships and initiate the process.

Output 3.2: Investment criteria and models defined for eligible restoration, rehabilitation and conservation interventions under the SSR PES scheme.

60. The PES model is predicated on the fact that investments in upper catchment areas of a watershed provide ecosystem services that directly benefit downstream users – for example by maintaining hydrological flows to provide clean water and reduce flood risk. For the model to be effective and attract buyers of ecosystem services, it is essential that all investments arising from the scheme generate or conserve ecosystem services – either directly by restoring ecosystems, or indirectly by removing the drivers of degradation. The project will, therefore, co-develop a set of investment criteria with local stakeholders. This process will balance the needs of upstream communities with those of downstream buyers of ecosystem services, while simultaneously considering the needs of women and other vulnerable groups.. Specifically, communities living within the upper catchment areas will be engaged to identify actions that align with their development needs, as without such consideration, the model will not generate buy-in from communities. Downstream, engagements will be held to identify the nature of ecosystem services that potential buyers are most interested in so that investment options that generate those services can be targeted. These engagements will be facilitated by PES Forum, which, through its multi-stakeholder structure, will enable dialogue between affected parties to develop and agree on a set of investment criteria that is mutually beneficial, are tailored to the local conditions of the SSR watershed and align with national priorities. Once the criteria have been

[36] Specific value of such a fee would be determined in consultation with the tourism sector. As little as $1 per night could have the potential to yield considerable income across the full extent of the tourism sector in Siem Reap.

[37] PDoE, PDoAFF, PDoWRM and PDoT

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identified, investment models will be developed to map out specific intervention strategies that will achieve the desired outcomes. These investment models will serve as the basis for investment under the PES scheme, working with local communities as well as small- to medium-sized ecosystem-based enterprises — engaging through public-private-community partnerships (PPCPs) where feasible (see Output 3.3. below). The co-development of interventions with multiple stakeholders will support the transparency goals of the PES scheme, ensuring that the decision-making process for investments through the model is fair and effective.

- *Activity 3.2.1: Convene engagement workshops with upstream communities and potential downstream buyers of ecosystem services to identify needs.* Building on the engagements held during project preparation, two additional stakeholder engagement workshops will be held to further refine the list of needs and interests of stakeholders that will be targeted for the PES model. The first of these workshops will target upstream communities living in key water catchment areas, particularly in and around the PKNP and with specific focus on ensuring adequate representation from women and women-led organisations[38]. During these engagements, the specific needs of communities will be discussed in relation to: i) their use of natural resources and opportunities for conservation; ii) livelihood challenges, opportunities and interests for diversification; iii) access to markets, inputs and skills; and iv) access to finance and support for livelihood diversification. The second set of workshops will target potential buyers of ecosystem services, including representatives of the tourism, hospitality and agriculture sectors. These workshops will aim to better understand the operations of potential partners, the threats they face and how ecosystem services could benefit their businesses, enabling the PES scheme to target interventions that generate the types of benefits that are most needed by buyers.
- *Activity 3.2.2: Co-develop a set of investment criteria for interventions funded through the PES scheme.* Drawing on the needs identified through the engagements process under Activity 3.2.1, a detailed set of investment criteria will be developed by an ecosystem and livelihood specialist. These criteria will outline suitable investment options for the SSR Watershed that contribute the required ecosystem services while aligning with the livelihood development and cultural needs and interested of local communities — drawing on the valuations of ecosystem services summarised under C-SLEP and ensuring that the criteria are gender-responsive. The focus will be on NbS and sustainable livelihoods that conserve and restore ecosystems, while addressing the pressures driving the uptake of unsustainable and degrading practices in upstream areas — ensuring that the interventions align with the management approaches developed for the TSB and SSR Watershed in particular under Component 1. The criteria will also define what specific inputs can be provided by the PES scheme, and what inputs might need to be provided by the upstream beneficiaries themselves. A validation workshop will then be hosted by the PES Forum to refine and validate the investment criteria.
- *Activity 3.2.3: Develop PES investment models.* Once the investment criteria are validated, the ecosystem and livelihood development specialist will package complementary interventions that meet the investment criteria into specific, integrated investment models that cover the range of needs for the sustainable conservation and restoration of watersheds. These models will be mapped against their suitable areas, and will include combinations of interventions that enable integrated management of watersheds. For example, restoration interventions targeting high value trees would be packaged with training on the collection and processing of NTFPs, business training for value chain development and livelihood diversification options that reduce the collection of timber from managed forests.

Output 3.3: Public-private-community partnerships established to facilitate the operationalisation of the PES mechanism in Seam Reap.

61. Once the operational mechanism for the Seam Reap PES scheme has been developed, the project will engage potential partners to formalise agreements for the effective operationalisation of the scheme. Activities under this output will facilitate the establishment of public-private-community partnerships (PPCPs), creating the platform required to attract investments. These partnerships will leverage the support of private sector actors in strengthening community livelihoods and developing markets and value chains for sustainable activities across various sectors. For example, partnerships will be developed between the private tourism sector and communities living in protected areas to develop 'green destinations' and homestays (see Output 4.2) that expand the tourism offering in the province (in line with the 'Beyond Temples' initiative). These partnerships will include directed effort to include women and women-led organisations. The public sector would also be involved in such partnerships to create enabling environments for ecotourism, in particular for overcoming existing barriers

[38] Community engagements will either be held in a central local or dispersed across communities depending on accessibility.

to visitors access to destinations within national parks. Other opportunities for partnership will also be explored, including with stakeholders across agricultural value chains and those investing in biodiversity conservation and restoration efforts.

62. Under the umbrella of the PES Scheme, such partnerships will leverage the knowledge and experience of the public and private sector to support sustainable community development, facilitated by investments through the PES scheme.

- *Activity 3.3.1: Convene targeted engagements between stakeholders to identify partnership opportunities.* A series of seminars/engagements will be hosted across Seam Reap to bring together key stakeholders across various sectors (including tourism, hospitality and agriculture) and local communities — ensuring representation from different community groups, including women and youth. Engagements will be structured around the themes underpinning the various investment models developed under Output 3.2, targeting relevant stakeholders (including local communities) to identify partnership opportunities.
- *Activity 3.3.2: Develop a partnership roadmap for public, private and community stakeholders.* Building off the foundations established through the seminars under Activity 3.3.1, a partnership roadmap will be developed, facilitated by a specialist in PPCPs. This will include FPIC processes to ensure that communities are fully on board as equally-empowered participants.
- *Activity 3.3.3: Facilitate the signing of MoU to formally structure the nature of partnerships.* Specific stakeholder groups will be brought together to negotiate and agree on partnership opportunities. The objective of these sessions will be to establish formal MoUs between the relevant parties that will identify specific actions, expectations and responsibilities that will emerge from the partnership. Actions mapped out through these MoUs will stimulate investment in sustainable community development, with eligible activities (as identified under Output 3.2) receiving financial support from the PES scheme.

Outcome 4: Natural and cultural assets in the SSR watershed conserved and restored through the implementation of NbS and enhancement of local livelihoods.

63. Direct on-the-ground investments will be made across the extent of the SSR watershed to conserve and restore biodiversity and ecosystem function – generating multiple benefits for communities, their livelihoods and cultures. This will include increasing tree cover through a combination of active restoration and assisted natural regeneration efforts in natural forests, as well as the expansion of agroforestry efforts in surrounding agricultural/degraded land. Specific focus will be given to areas of rich biodiversity and ecosystem services — including in the PKNP and the flooded forest — maximise the biodiversity benefits. Moreover, targeting these sites, which cover the upper catchment and downstream floodplains of the SSR Watershed will generate considerable ecosystem services in terms of regulating hydrological flow, as well as safeguarding important breeding grounds for economically valuable fish species in the Tonle Sap Lake.

64. Efforts to increase forest cover will be complemented by livelihood enhancement initiatives that reduce reliance on unsustainable practices, shifting instead to alternative practices that are less reliant on limited natural resources and, where possible, actively incentivise conservation and further restoration. This will include training communities on more sustainable approaches to existing livelihoods, as well as introducing diversified livelihoods that benefit from in-tact ecosystems.

65. Combined, these interventions will not only improve ecosystem integrity — along with the corresponding ecosystem services and biodiversity benefits targeted for this Outcome — but will also create a foundation for the PES scheme under Outcome 3. Specifically, these on-the-ground investments will initiate the safeguarding of ecosystem services, creating a flow of services that will attract buyers, while also piloting the integrated NbS and livelihood approaches that will later inform the investment models for the PES model (Activity 3.2.3).

66. For ease of reference, the target sites for activities under this outcome will be defined using the six zones defined for the SSR Watershed under the Satoyama Initiative Country Landscape Program Strategy (2012) (Figure 3). Further detail on the baseline for each of these zones is described in Annex 22 (Section2). Restoration activities will target lands where land tenure is clear and there is support from local communities. The specific sites for restoration will be mapped out under Output 2.2 as part of the participatory models for the management of the SSR Watershed. Environmental and social safeguard risk screening and assessment (through scoped ESIA/s) will also be conducted for each intervention once the project sites have been selected in the first year of implementation, drawing from the broader ESMF, please see Annex 9a, to identify necessary risk mitigation actions for the ESMP. On-the-ground activities will not take place before the ESMP has been finalized and that activities will only be engaged in in areas where consent (through an FPIC process) has been provided.

67. The selection of appropriate species for all restoration and agroforestry interventions will follow a rigorous safeguard screening process, underpinned by the latest science. The specific species will be selected according to the local context of each site. The Provincial Department of Environment will lead the identification, working with the Royal University of Phnom Penh and the Royal University of Agriculture to develop a historic species composition profile for the restoration sites before commencing the restoration activities. The selection process will be underpinned by a consultation between authorities, local communities and nursery operators, and will draw on assessments of local indigenous species and ongoing research by national research institutions (See Output 5.1). For restoration activities, efforts will be made to restore areas to as close to the natural state as possible, ensuring adequate species diversity. Agroforestry interventions will also avoid monocultures. In both cases, all potential species lists will be screened for potential invasive species or species known to have a negative effect on ecosystem functioning prior to implementation, and invasive alien species will be excluded. The project will also work with international standard nursery stations currently being established in four provinces to obtain the saplings for the restoration activities.

68.

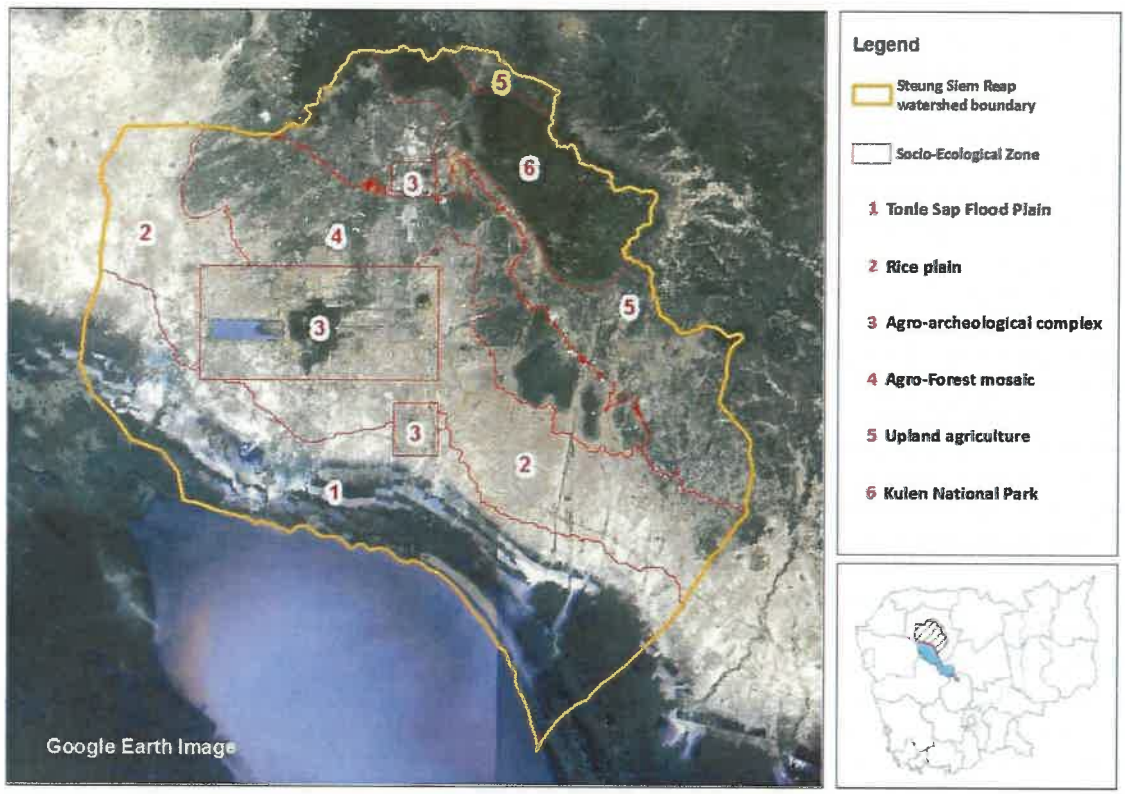


Figure 3. The zoning of the Siem Reap River Watershed. (Source: Satoyama Initiative 2012)

The specific project outputs and activities to achieve this Outcome are described below.

Output 4.1: Forests of the SSR watershed restored

69. A range of nature-based solutions (NbS) will be implemented across the SSR watershed. The NbS will include active restoration of forest areas, biodiversity corridors, wetlands, riparian zones and water source areas, alongside investments in agroforestry (Output 4.2). NbS will be implemented in line with the IUCN Global Standard for Nature-based Solutions[39] and priority will be given to IPLC-led restoration activities. Given the extent of the watershed, it will not be feasible to fully restore the diverse ecosystems with grant funds alone. Therefore, the project will target areas with high value from biodiversity or

[39] https://portals.iucn.org/library/sites/library/files/documents/2020-021-En.pdf

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ecosystem services for direct restoration, with the innovative financial models under development in Cambodia (including the PES model described in Outcome 3) attracting additional finance to scale investments across the rest of the watershed and the broader TSB. Restoration efforts under all activities of this Output will include a combination of small-scale active reforestation and assisted natural regeneration — complemented by the agroforestry investments under Outcome 4.2. Restoration activities will prioritise indigenous species to avoid the risk of introducing invasives, as well as ensuring that restoration efforts use diverse species and avoid monocropping (see Output 5.1 for details on research opportunities for expanding knowledge on native species and their use in restoration). All restoration work will focus on government owned land, or community land where tenor is clear and agreements have been made with land owners prior to implementation. This could include abandoned land, riparian zones along rivers, or public land between private fields. The hectarage listed in activities 4.1.2—4.1.5 combine with the hectarage of agroforestry (Output 4.2) to give the target area for Core Indicator 3. An ESMP will be developed for all on-the-ground activities once specific locations are identified in the first year of implementation.

- *Activity 4.1.1: Establish four tree nurseries.* Seedling supply for restoration efforts will be supplemented by the establishment of four tree nurseries, one each in Zones 6, 5, 4, and 1. The nursery establishment for Zone 6 will be managed by the Provincial Department of Environment, while the PDoAFF's Forestry Cantonment will manage Zones 5 and 4, and the Fisheries Cantonment will manage the nursery in Zone 1. During project implementation, tree seedlings propagated at the nursery will provide a direct supply for reforestation and agroforestry activities. Beyond the project lifespan, nurseries will continue operate through the sale of seedlings to other restoration initiatives, including those supported by the PES scheme. Local community members — at least 70% women — will be trained to operate the nurseries, including seedling propagation and care, as well as in basic business skills to manage the nursery sustainably beyond the project implementation.
- *Activity 4.1.2: Restore/establish 3,054 ha of forest and biodiversity corridors between the community of protected areas (CPAs) of PKNP in Zone 6 to community forestry areas (CFAs) in Zone 4 and Zone 5.* Once potential corridors have been identified under Output 2.2, communities will be engaged to plant trees along those corridors to improve ecosystem connectivity (particularly for smaller or mobile species, such as birds and insects, that also form part of the seed dispersal and pollination system for local ecosystems). The target sites will include a range of different degradation levels, with restoration protocols tailored to each. For example, heavily degraded land will be targeted for full active restoration through high-density tree planting, while light–moderately degraded land will be targeted for assisted natural regeneration involving lower density planting and increased focus on protection and management. Monocultures will be avoided, instead a diverse range of trees species will be selected, targeting indigenous trees that represent the natural species assemblage. Where possible, preference will be given to species with high value to communities, for example in terms of the provision of non-timber forest products (NTFPs). Planting efforts will prioritise using labour from local communities wherever possible, creating seasonal employment opportunities, including for women. These reforestation efforts will follow the same management structures as described for the nurseries above, with PDoE managing efforts within PKNP and PDoAFF managing efforts outside the park.
- *Activity 4.1.3: Restore 706 ha of wetland areas in the flooded forest and shrubland surrounding the Tonle Sap Lake (Zone 1).* Restoration efforts in the flooded forest will follow an approach that has proven successful through previous initiatives in the Siem Reap wetlands. Communities will be engaged to collect seeds from intact forests each year. Participating individuals will be paid per weight of seed collected, setting an upper limit per household to fairly distribute the income benefits across participating households. A portion of the collected seeds will be retained for propagation in the nursery to be established under Activity 4.1.1, with the remaining seeds being scattered in degraded areas to assist natural regeneration. Once propagated, seedlings from the nurseries will be planted by local community members — at least 50% women — who will be paid a daily wage for their services, creating seasonal employment opportunities.
- *Activity 4.1.4: Restore 100 ha of riparian vegetation to stabilise riverbanks along the Puok, Siem Reap, and Rolous Rivers (Zones 4 to 6).* Restoration efforts along riverbanks will focus on soil stabilization, planting tree and shrub species that bind soil and prevent erosion. Given the large extent of the rivers, restoration efforts will target areas of high erosion potential, particularly in upstream areas, extending 20m on either side of the river. Restoration efforts will prioritise using labour from local communities wherever possible, creating seasonal employment opportunities, including for women.
- *Activity 4.1.5: Rehabilitate spring water sources (Toeuk Chup) in Zones 4, 5 and 6.* To protect water sources in the headwaters of the SSR Watershed, areas surrounding springs will be reforested. The project will target 50 of the 96

springs identified by the PDoE in the SSR watershed, restoring a radius of approximately 500 - 800m around each spring (80 ha total). Restoration efforts around water source areas will follow the same protocols as other reforestation activities (see 4.1.2) and will prioritise using labour from local communities wherever possible, creating seasonal employment opportunities, including for women.

Output 4.2: Tree cover across the agroecological landscape of the SSR Watershed expanded through community agroforestry

70. While restoring degraded land to their original forest state is ideal for maximising ecosystem services, it is generally recognised that such restoration is not always feasible when land is now being used for other human activities. In the SSR Watershed, much of the land outside of protected areas or community forests[40] is currently being used for agriculture — making it unfeasible to fully restore forests without displacing local communities. In such instances, agroforestry provides an opportunity to increase tree cover – and the associated ecosystem services – while maintaining the agriculture-based livelihoods of rural communities.

71. Activities under this Output will support communities engaging in agricultural activities in the upper catchment areas of the SSR Watershed to adopt agroforestry practices. A variety of agroforestry interventions will be introduced, including intercropping and multi-strata agroforestry systems, with a focus on multi-purpose trees. Communities will be trained to identify the appropriate practiced based on the local context of each site, considering factors such as the type of agriculture being practiced, the topography of the land, the nature of soils and the availability of water and other inputs. Where possible, tree species used for agroforestry will include high-value species that provide non-timber forest products (NTFPs) that provide additional income potential to farmers. Support will also be provided to assist farmers to adopt sustainable livelihoods linked to NTFPs, as well as linking farmers to commodity value chains of key agroforestry and NTFPs products. The provision of seedlings for agroforestry interventions will be supported by the nursery development under Output 4.1. An ESMP will be developed for all on-the-ground activities once specific locations are identified in the first year of implementation.

- *Activity 4.2.1: Train extension officers from the PDoAFF on agroforestry.* Using a training of trainers approach, extension officers from the PDoAFF will be capacitated to train farmers on appropriate agroforestry practices. Training material will be integrated into standard training procedures to ensure that knowledge is retained within the extension services. Access for women extension officers to the training will also be facilitated.
- *Activity 4.2.2: Establish agroforestry training plots on community lands.* With support from extension officers, village training areas will be established on non-disputed land, partnering with willing local farmers[41] in Zones 4, 5 and 6. These farmers will be supported to implement smaller-scale interventions on their lands which will be used for future training of farmers across their community. Through this process, these farmers will be trained as trainers and established as local champions of agroforestry in their communities – using the platform of the training plots to promote agroforestry among farmers in surrounding communities. Where possible, some of the local champions will be female to help promote female-led agroforestry among communities and tailor training techniques to the needs of female farmers. To promote buy-in from farmers, they would be provided with the seedlings, and then trained on holistic, regenerative agroforestry practices and management, as well as related activities that maximise benefits of agroforestry. These plots will target central locations with good access and connectivity to surrounding communities to maximise visibility of the training sites.
- *Activity 4.2.3: Support farmers in Zones 4, 5 and 6 to take up agroforestry.* Using the extension officers trained under Activity 4.2.2, farmers in Zones 4, 5 and 6 will be trained on how to implement agroforestry practices on their farms. Training will include: i) general principles of agroforestry and assisting farmers to identify suitable agroforestry practices for their land; accessing finance for agroforestry inputs; iii) concepts of intercropping and other measures to maintain income during the initial period before the full benefits of the trees are realised; iv) harvesting and processing of NTFPs; and v) accessing new markets for NTFPs. The training areas established under Activity 4.2.3 will be used for practical demonstrations as part of the training process[42]. Farmers will then be provided with initial inputs, including seedlings and basic equipment needed to initiate agroforestry practices on a portion of their land. This activity will include targeted support to female farmers, including for training and inputs.

[40] as well as inside these areas in many instances
[41] An FPIC will be conducted with the landowner to ensure that sites are established voluntarily.
[42] This will include hosting exchange visits, conducted in parallel to outreach activities under Output 5.1.

Output 4.3: Diversified livelihood models developed to facilitate and incentivise conservation, restoration and sustainable use of natural resources.

72. To support the long-term sustainability of restoration and conservation efforts in the SSR Watershed, the project will address the drivers of forest degradation by supporting local communities to shift away from livelihood practices that require the cutting down of forests or over extraction of forest resources. This will be achieved by promoting diversified livelihood models that address the drivers along several pathways, including livelihoods that: i) directly benefit from healthy ecosystems and biodiversity; ii) promote the sustainable use of forest resources; or iii) strengthen value chains and market access for sustainable produce. A central component of the livelihood development will be the promotion of 'green destinations' within the tourism sector – linking with the 'Beyond Temples' initiative that aims to diversify the tourism offerings of Siem Reap beyond the current focus on cultural heritage and the Ankor Archaeological Area. Falling under the umbrella of community-based ecotourism (CBET), green destinations have been identified by the Ministry of Environment as a priority area for addressing deforestation by using co-governance models that enable the sustainable management of degraded ecosystems in the SSR Watershed and PKNP. Through these models, enhance livelihoods will create positive benefits for people's well-being and the protection of natural and cultural assets, creating direct incentives for communities to safeguard ecosystems. Livelihood development will include specific focus on gender empowerment, identifying opportunities to develop women-led enterprises, as well as inclusive opportunities for other vulnerable groups, including the youth and people with disabilities. A scoped ESIA and ESMP will be developed for all on-the-ground activities once specific locations are identified in the first year of implementation. Any activities that may impact on indigenous people and that trigger FPIC requirements will only start after FPIC has been implemented.

- *Activity 4.3.1: Develop a "Green Destination" handbook for community-based ecotourism*. Engagements will be held with community leaders – particularly those managing community-protected areas (CPAs) or community forests – and the tourism sector to develop a sustainable ecotourism model for the SSR Watershed that leverage the opportunities for protected areas to serve as 'green destinations'. Specific focus will be given to consultations with women and women-led organisations engaged in forest management or tourism activities in the target areas. These engagements will be facilitated by an ecotourism specialist, who will compile the findings into a 'Green Destination' handbook for sustainable ecotourism development in Cambodia. The handbook will cover a range of subject matters, including: i) international standards for safety, comfort, and access to water, sanitation and hygiene (WASH) facilities; ii) basic hospitality services; iii) partnership opportunities for engaging with tourism operators; iv) basic business and financial processes for establishing and operating a green destination; and v) accessing finance for up-front capital costs. Opportunities will also be investigated to link with other sectors — such as agriculture, fisheries and hospitality — to integrate green destinations into various value chains, creating opportunities for agro-tourism as well as 'farm to table' hospitality offerings.
- *Activity 4.3.2: Train communities managing CPAs, CF & CFi to establish green destination offerings to the tourism industry.* Using the Green Destination Handbook as a base, communities — including women and women-led organisations — will be trained to develop a range of ecotourism offerings. These offerings would leverage the draw form healthy ecosystems, which provide the backdrop for green destination offerings. This includes aspects of natural beauty, biodiversity, and physical activities that healthy ecosystems offer – which together incentivise conservation of surrounding ecosystems. Ecotourism options for green destinations could including homestays, cultural tours, guided nature walks, kayaking, and bird watching, among others. In addition to training on establishing business operations, individuals from beneficiary communities will also be trained as local guides. Finally, communities will be supported to access finance for establishing green destinations, either from local financial institutions, through partnerships with private tourism operators, or through the PES Scheme.
- *Activity 4.3.3: Streamline permitting processes for overnight stays in protected areas.* Currently, tourist access to protected areas for overnight stays requires a complex permitting process involving several different entities. This process is admin heavy and requires 1-2 weeks' notice for international tourists, constraining opportunities for integrating green destinations into tourist packages offered by local operators. To overcome this barrier, a policy expert will be procured to work with the multiple agencies involved in the permitting process to develop a streamlined process that will minimise the admin burden and time requirements. Potential options for streamlining include online permitting with automated systems, processing permits at the gates to protected areas, or centralised offices with the authority to approve applications. Under all scenarios, specific criteria will be defined in consultation with the relevant government entities to ensure that the specific requirements are represented in the process.

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- *Activity 4.3.4: Establish a tourism-based tree planting and NTFP collection programme.* To further expand national efforts for reforestation, opportunities have been identified to link tourist to tree planting initiatives in the target area. Under the programme, tourists visiting green destinations will be encouraged to purchase one or more seedlings from local nurseries and under the supervision of a local guide, plant the tree/s in recovering forests. The site will be geo referenced and the tourist will have the opportunity to revisit the site in the future – or "visit" the site virtually through an app[43]. Tourists not visiting green destinations will still have the opportunity to donate a tree through their tour operator as a voluntary contribution to reforestation efforts, with the funds being channelled through the PES mechanism. During the appropriate seasons, tourist would also be able to collect NTFPs – under supervision of a local guide trained under Activity 4.3.5 – for which they would pay a fee that can be used to support local conservation efforts. The guide would help tourist identify suitable products that are in season, demonstrate the appropriate collection methods, and showcase proper preparation/use techniques. Specific focus will be given to training women as guides.
- *Activity 4.3.5: Train communities on the sustainable harvesting and processing of NTFPs.* Communities living in or near CPAs, CFs and agroforestry plots will be trained on the collection and processing of NTFPs as a source of additional food and/or income. Training will include how to identify suitable NTFPs associated with the specific forests/trees in their surroundings, the appropriate season and method for collection, as well as processing techniques to maximise value form the products. People training in NTFP production would also be able to serve as guides for tourism-based NTFP programmes (Activity 4.3.4) linked to green destinations.
- *Activity 4.3.6: Support communities to develop value-add services for sustainable produce.* Communities will be supported for enterprise development linked to the value chains of NTFPs and agroforestry products – thereby enhancing the market and attractiveness of these livelihoods. The project will also look to build on the experiences of the Growth Stage Impact Venture (GSIV) on climate change adaptation and SDGs currently under implementation by UNDP, whereby enterprises will be supported to link their business models with investors. This activity will include targeted support for women-led ventures.

Component 3: Knowledge management (KM), communications, coordination, gender, and monitoring

(Total Cost: US$ 3,246,560; GEF project grant requested: US$ 566,815; Co-financing: US$ 2,679,745)

Outcome 5: Knowledge generated through project implementation is captured and shared locally, regionally, and globally through the Ecosystem Restoration Integrated Programme.

73. As part of the Ecosystem Restoration Integrated Programme (ERIP), the Cambodia project will include a strong focus on knowledge sharing. The knowledge management systems to be established under the project will collate and package lessons learned, which will not only be retained in Cambodia, but also to be shared globally through the ERIP Global Coordination Project (GCP). Knowledge sharing through the GCP will be bi-directional, drawing lessons and best practices from other country projects under the ERIP to improve the restoration and conservation approaches applied in Cambodia, while also contributing to the global knowledge base - which is expected to reach beyond the child projects under ERIP.

The specific project outputs and activities to achieve this Outcome are described below.

Output 5.1: Knowledge management, sharing and learning system developed

74. A knowledge management system will be developed – linking to the CEMIS and the monitoring tools developed under Output 1.3 – to capture the lessons learned and package them to be shared locally, regionally, and internationally. The knowledge dissemination will be supported by awareness campaigns targeting local communities to promote the integrated management approaches and associated livelihood practices in the SSR Watershed. Government staff will also be targeted for awareness raising, specifically to encourage full engagement in the participatory planning processes for IWM.

- *Activity 5.1.1: Develop a knowledge management system for IWM.* The knowledge management system will capture lessons learned through the project, as well as training materials and knowledge products — including, for example, the policy brief, the outcomes of all assessments, the management plans for TSB and SSR Watershed, the investment models for PES, and the guidelines for green destinations and other livelihood development actions. Traditional and customary

[43] Using existing high-resolution online mapping services.

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knowledge[44], as well as the outputs of systematic scientific research will also be incorporated throughout. In addition to collating data from monitoring, the project will partner with local academic institutions (for example the Royal University of Phnom Penh and the Royal University of Agriculture) and well as the Phnom Kulen Orchid Research and Conservation Centre and local NGOs to facilitate research on native species, their interactions, and their use in restoration activities. This will include collating results from ongoing research within these institutions, including postgraduate research by Masters or PhD students on the subject matter[45]. The outputs of this research will inform restoration activities under Outcome 4. Information shared via the knowledge management system— including knowledge products news articles, case studies etc — will also be shared with the global restoration community via the portal that the ERIP GCP will create to support the program.

- *Activity 5.1.2: Develop outreach strategies for supporting scaling out across sub-national administrative, national, regional, and global levels.* An outreach strategy will be developed to disseminate practical knowledge generated by the project, facilitating the scaling of best practices. These strategies will be inclusive in nature, tailoring information to different interest groups, including women, youth and people with disabilities. This will be done in close coordination with the GCP (see Output 5.2 below), which will use the global platform to extend the reach.
- *Activity 5.1.3: Raise awareness among communities and government staff of the principles of IWM and the benefits of restoration, conservation and ecosystem services.* Awareness raising will be conducted through travelling roadshows, online and printed media, as well as collaborating with the demonstrations and site visits under Output 4.2. This will include targeting public spaces such as schools and pagodas to encourage tree planting initiatives as promoted through the Circular Strategy.

Output 5.2: Participation in community of practice at global, regional, national and sub-national levels

75. Members of the project team[46] will participate in the ERIP Community of Practice (CoP) and other relevant platforms organised by the Global Coordination Project (GCP) to exchange knowledge and lessons. These engagements will facilitate coordination and collaboration with the GCP on strategies for efficient restoration, financing knowledge product provision, collection of financial data, and conversations on enhancing financing of projects. The lessons learned through the projects monitoring programme (see Output 6 below) will be shared with other participants in the CoP, while in turn the lessons drawn from other countries through the ERIP will be integrated back into the project activities, particularly through the CEMIS and the watershed management forums.

- *Activity 5.2.1: Facilitate* participation *in the GCP international capacity building activities*. This activity will form part of ongoing engagement with the GCP for the ER-IP. It will include regular attendance to virtual forums and online discussions between the GCP and child projects, as well as attendance of in-person trainings. At least two people from Cambodia will be sent to regional in-person trainings facilitated by the GCP, which will cover a range of topics, including: establishing and maintaining multistakeholder dialogues; restoration action planning; spatial analysis; technical trainings for evidence-based restoration; and financing plans for restoration.
- *Activity 5.2.2: Facilitate participation in regularly scheduled GCP-organized events to exchange best practices on enabling conditions for restoration.* Linked with the engagements in 5.2.1 above, the PMU will regularly engage in knowledge exchanges through the GCP. This will include in-person and virtual attendance to knowledge exchange events hosted regionally by the GCP. Participation will include not just attending, but also presenting lessons from the Cambodia child project, as well as gathering lessons from other projects — reporting back to the PMU and relevant stakeholders as part of the project's adaptive management.

[44] The handling and integration of traditional knowledge into the project's knowledge systems will be done with the consent of local communities, ensuring that traditional knowledge does not get exploited.

[45] All three academic institutions and research centres listed have independent ongoing research initiatives that are considering relevant themes for restoration and sustainable land management.

[46] Specific individuals will be selected by Ministry of Finance Project Director or National Project Manager based on the nature of the session and the technical needs. Participants may include members of the project implementation team, or experts form relevant government institutions with the requisite skillsets.

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Outcome 6: Project adaptively managed through effective monitoring

Monitoring will include Gender Action Plan, Environment and Social Management Framework/FPIC process, Stakeholder Engagement Plan

Output 6.1: Project Monitoring and Evaluation System established and tracking results.

76. The project will design and operate a monitoring and evaluation system to track environmental and socio-economic benefits generated by the project. This will include monitoring performance against the gender action plan and stakeholder engagement plan, as well as regular assessments of environmental and social risk management. The M&E system will follow UNDP and GEF M&E policies, reporting results against the indicators identified in the project results framework, as well as feeding information back into CEMIS and GCP platforms. This will ensure that the impact of interventions is being evaluated, with learning is captured and shared across the ERIP.

- *Activity 6.3.1: Monitor project activities and report on results*. Project implementation will be regularly monitored based on the M&E Plan presented in section VI Monitoring and Evaluation (M&E) Planc of the Project Document (ProDoc), and will include close monitoring of the Gender Action Plan and project Safeguards. Resulted on the monitoring will be reported to UNDP and GEF on an annual basis as part of the GEF PIR and UNDP annual reporting, and key findings will be integrated into the project knowledge management systems. The PMU will regularly assess the progress against targets and adjust approaches as necessary to achieve full impact.
- *Activity 6.3.2: Conduct independent mid-term review and terminal evaluation*. Independent reviews will be conducted following UNDP and GEF guidelines at the min-point of the project, and at the project close. The PMU will adjust approaches based on recommendations from the review to maximise efficiency and correct course should implementation not be reaching its full intended impact.

- *Activity 6.3.3: Implementation of the Gender Action Plan, Stakeholder Engagement Plan and undertake a review of the Social Environment Safeguard and project risk management.* An environmental and social safeguard specialist on the PMU will regularly monitor the implementation of project activities against the relevant social and environmental plans and frameworks to ensure that actions are inclusive, gender-responsive, and involve full participation of IPLCs. Monitoring will also check for compliance with ESS and project risk mitigation, as well as identifying and mitigating against any new risks that arise during implementation. Safeguards performance will be reviewed and reported on annually in the PIR, including an annual update on the status of implementation of the project's safeguards instruments, any changes in the SES risks or their significance and progress with ongoing FPIC processes.

77. As a child project under the ERIP, the proposed project has been designed to align closely with and contribute to the outcomes of the Global Coordination Project (GCP). The specific alignment of Outcomes between the GCP and this project is presented in Table 1 below.

Table 1. Alignment of project approach with the Global Coordination Project under the Ecosystem Restoration Integrated Programme

<table>
<tr><th></th><th>GCP 1.1</th><th>GCP 1.2</th><th>GCP 1.3</th><th>GCP 2.1</th><th>GCP 2.2</th><th>GCP 3.1</th><th>GCP 3.2</th><th>GCP 4.1</th></tr>
<tr><td>Outcome 1</td><td>Cross-sectoral coordination and planning</td><td rowspan="2">Strengthened capacity for evidence-based restoration planning</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Outcome 2</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Outcome 3</td><td></td><td></td><td>Leveraged finance to scale restoration</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Outcome 4</td><td></td><td></td><td></td><td>Engaged and informed stakeholders</td><td></td><td></td><td></td><td></td></tr>
<tr><td>Outcome 5</td><td>Dialogue on Best Practices</td><td></td><td></td><td colspan="2">Knowledge exchange and communities of practice</td><td>Adaptive Management</td><td colspan="2">Feedback of M&E systems into global IP targets</td></tr>
</table>

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Outcome 6						

78. The project interventions will also contribute to the indicators developed for the ERIP GCP. Some of these contributions will be tracked directly through the project indicators, while others will come from general alignment of activities and participation in the ERIP. Direct indicator alignment includes the following:

Table 2: Indicator alignment with GCP indicators

Project Indicator	GCP Indicator	Project Indicator	GCP Indicator
Indicator 1 Core Indicator 11	Indicator 2.2.3b	**Indicator 8**	Indicator 3.1.1
Indicator 2 Core Indicator 4 Sub-Indicators 4.1	Indicator 2.2.1 (a, b and d).	**Indicator 9**	Indicator 3.2.2
Indicator 3 Core Indicator 3 Sub-Indicators 3.1, 3.2, 3.4	Indicator 1.1.1 and 2.2.2a	**Indicator 10**	Indicator 2.2.1 (a, b and d).
Indicator 4 Core Indicator 6 Sub-Indicator 6.5	Indicator 2.2.5	**Indicator 11**	Indicator 3.2.2
Indicator 5	Indicator 1.1.2	**Indicator 12**	Indicator 4.3.5
Indicator 6	Indicator 1.1.4, 1.2.1 and 1.2.2	**Indicator 13**	Indicator 4.3.2
Indicator 7	Indicator 1.2.2	**Indicator 14**	Indicator 1.1.1

79. The identified components and their respective outputs and outcomes are expected to contribute to the GEF core indicators which measures GEF's Global Environmental Benefits as outlined below.

GEF Core Indicators

Table 3: GEF Core Indicators

GEF Core Indicator		Target
3	Area of **land and ecosystems under restoration** (hectare)	15,000
4	Area of **landscapes under improved practices** (hectare)	255,000
6	**Greenhouse Gas Emissions Mitigated** (metric ton of CO_2e) (direct, 20-year estimate)	14,323,890
11	People benefiting from GEF-financed investments **disaggregated by sex** (count)	32,390 people (16,195 of whom are expected to be women)

Global Biodiversity Framework

80. The Outputs listed above will contribute to several targets under the Kunming Montreal Global Biodiversity Framework, as listed below. Monitoring of these contributions will fall under the general M&E for the project, with results feeding into national reporting to UNCDB-GBF.

Table 4: Contribution to targets under the Kunming Montreal Global Biodiversity Framework

Target	Contributing Outputs
Primary Targets	
1: Plan and Manage all Areas to Reduce Biodiversity Loss	Component 1 (all Outputs) Supported through the development of improved management plans for the TSB and SSR Watershed.
2: Restore 30% of all Degraded Ecosystems	Output 4.1 and 4.2 Supported through the restoration of 4,000 ha of forests, riparian vegetation, water-source areas
3: Conserve 30% of Land, Waters and Seas	Component 1 (all Outputs) Supported under the TSBMP to promote the conservation of the TSB.

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10: Enhance Biodiversity and Sustainability in Agriculture, Aquaculture, Fisheries, and Forestry	Output 4.2 Supported through the promotion of agroforestry on 11,060 ha of farmland
11: Restore, Maintain and Enhance Nature's Contributions to People	Outcome 4 (all Outputs) Supported through the promotion of diversified livelihood models that Supported the sustainable use of forest resources.
14: Integrate Biodiversity in Decision-Making at Every Level	Component 1 (all Outputs) Supported through the development of multi-sectoral policy briefs and improved intersectoral coordination.
21: Ensure That Knowledge Is Available and Accessible to Guide Biodiversity Action	Output 1.3 Outcome 5 (all Outputs) Supported under the focused knowledge management and decision support tools.
Secondary Targets	
5: Ensure Sustainable, Safe and Legal Harvesting and Trade of Wild Species	Component 1 (all Outputs) Supported through the promotion of diversified livelihood models that promote the sustainable use of forest resources.
8: Minimize the Impacts of Climate Change on Biodiversity and Build Resilience	Outcome 4 (all Outputs) Supported through the use of NbS that will build resilience fo ecosystems and communities.
20: Strengthen Capacity-Building, Technology Transfer, and Scientific and Technical Cooperation for Biodiversity	Component 1 (all Outputs) Outcome 5 (all Outputs) Supported through capacity development for improved management of the TSB and SSR Watershed, as well as through engagements with local research institutions conducting research on biodiversity and restoration,
22: Ensure Participation in Decision-Making and Access to Justice and Information Related to Biodiversity for all	Component 1 (all Outputs) Supported through the development of multi-stakeholder forums for watershed management.
23: Ensure Gender Equality and a Gender-Responsive Approach for Biodiversity Action	Outcome 4 (all Outputs) Output 6.1 Supported through the inclusion of women and women-led groups in decision-making processes and targeted sustainable livelihood development initiatives.

Table 5: Contribution to Sustainable Development Goals

SDG	Target	Contributing Outputs
Goal 1: End poverty in all its forms everywhere	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	Component 1 (all Outputs) Outcome 3 (all Outputs)
	1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters	Outcome 4 (all Outputs)
Goal 5: Achieve gender equality and empower all women and girls	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	Component 1 (all Outputs)
	5.B Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women	Output 5.1
Goal 6: Ensure access to water and sanitation for all	6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate	Outputs 1.2 and 2.2
	6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes	Outputs 1.2 and 2.2 Outcome 4 (all Outputs)

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	6.B Support and strengthen the participation of local communities in improving water and sanitation management	Outputs 2.1 and 2.2
Goal 13: Take urgent action to combat climate change and its impacts	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	Outcome 4 (all Outputs)
	13.2 Integrate climate change measures into national policies, strategies and planning	Outcome 1 (all Outputs)
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	Output 5.1
	13.a Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly $100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible	Outcome 4 (all Outputs)
Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss	15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements	Outcome 4 (all Outputs)
	15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally	Outputs 1.2 and 2.2 Outcome 4 (all Outputs)
	15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world	Output 4.1 and 4.2
	15.4 By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development	Outcome 4 (all Outputs)
	15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species	Outputs 1.2 and 2.2 Outcome 4 (all Outputs)
	15.9 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts	Component 1 (all Outputs)
	15.A Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems	Outcome 3 (all Outputs)
	15.B Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation	Outcome 3 (all Outputs)

82. Compared to the Ecosystem Restoration Integrated Program Child Project Concept Note no major/key changes occur in the current proposal. However, it could be mentioned that the contributions to GEF Core Indicators were updated based on the final design. Specifically, the targets for Core Indicators 3 and 4 were switched around to better align with the nature of each indicator and the specific sub-indicators in each. Specifically, the 255,000 ha of land that will be passively restored through improved management practices has now been reflected under Core Indicator 4, while the 15,000 ha that comprises restoration and agroforestry investments on the ground have been reflected under Core Indicator 3. The total hectarage targeted remains the same. The calculations for GHG emissions were adjusted to reflect the nature of the final interventions, which resulted in an increase in the total emission avoided potential of up to 14,323,890 tonnes of Carbon Dioxide equivalent. The total number of beneficiaries was also increased from 20,000 to 32,390 people, largely as a result of increase the number of farmers targeted for agroforestry. In addition, the original Outcome 5 has been split into two, with the current Outcome 5 now focussing on knowledge management and the new Outcome 6 focussing on project implementation, monitoring and adaptive management. This was done to enable deeper focus on the knowledge aspects as a key element in the project sustainability, replicability, and contribution to the ERIP. Finally, it could be mentioned that Output 4.1 was split into two to highlight the differing approaches for restoration and agroforestry. The split between these two categories in terms of the target hectarage was adjusted compared to the initial estimates presented in the Concept Note, based on the outcomes of the baseline assessments. The revised split, which includes greater coverage of agroforestry, was done to maximise impact within the available budget. The final resulting mitigation impact of these interventions has, as mentioned above, increased as a result. The scope of Output 4.2 (now 4.3) was also adjusted to cover a broader range of sustainable livelihoods and provide more detail on green destinations as a subset of the ecotourism sector being targeted.

Resources required to achieve the expected result

83. The implementation of the project will require $7,827,522 in grant funding from the GEF, which will be split between the project outcomes as listed below. In addition to the purely financial resources, additional resources will be required from various sources through the project's implementation. These are described for each outcome below.

- Outcome 1: GEF Grant: USD 329,503; Co-Finance: USD 1,559,131

  Achieving Outcome 1 will require human resources from various government agencies that will participate in the development of policy briefs and the ITSBMP. The management plan will be a key output in achieving the results under Core Indicator 4, and will therefore require financial resources to not only engage suitable consultants (see budget notes 1, 4, 5, 8, 9, 12) but also to conduct comprehensive engagements with stakeholders. While funds have been allocated to hosting engagement workshops (see budget note 3, 7, 11), government partners will be required to provide the human resources to attend and actively contribute to the discussions to ensure that the needs of different sectors are adequately accounted for. Similarly, government entities will need to assign time to decision makers to fully engage with the DST and trade-off analysis training to fully realise the mainstreaming of IWM into sectoral policies and strategies.

- Outcome 2: GEF Grant: USD 201,768; Co-Finance: USD 954,194

  Similarly to Outcome 1, achieving the desired results from Outcome 2 will require human resources from stakeholders within the Siem Reap province, including staff from provincial government departments, as well as community leaders and the private sector – all of which will need to be represented in the multistakeholder watershed forums. The time contributions from these stakeholders will be spread out over time, with more intense contributions in the early stages of establishing the participatory models for SSR management, and more intermittent engagement for ongoing implementation, leadership and adaptive management of the resulting systems.

- Outcome 3: GEF Grant: USD 480,176; Co-Finance: USD 2,270,844

  The delivery of Outcome three will be heavily dependent on consulting services (see budget note 29) to identify and develop innovative finance mechanisms. However, to fully realise the impact of these mechanisms, the project will require buy-in from private sector and community partners, who have indicated support for the approach in which they will be actively involved in the establishment of sustainable investment models and PPCPs. Moreover, representatives from public, private and community groups will need to provide human resources to the PES forum, proving long-term guidance and collaborative decision making on how funds are reinvested for the mutual benefit of all involved. The project will help facilitate these inputs during the project duration through the hosting of workshops and meetings (see budget notes 28, 31, 33), with the long-term maintenance of these decision-making and management systems for the PES model requiring finance mobilised through the PES contributions.

- Outcome 4: GEF Grant: USD 5,876,521; Co-Finance: USD 27,791,320

  The restoration efforts under Outcome 4 will require labour from local communities, whose travel cost will be paid for through the project grant (see budget note 36). The implementation of the project restoration activities will be overseen by MoE, who will assign officials to manage operations of the ground, with their travel being covered by the project (see budget note 36). The agroforestry interventions will require the provision of community land for training plots, as well as human resources form local communities to manage the plots. Farmers will also need to provide the labour on their own farms to implement agroforestry practices after the project provides the training and basic inputs to initiate the process. Moreover, human resources from MoAFF extension services will be required for training farmers. For the implementation of livelihood interventions, in addition to the direct support form the project through consultancies and engagements, achieving impact at scale will require active participation and time commitments from communities and private entities engaged in partnerships.

- Outcome 5: GEF Grant: USD 192,055; Co-Finance: USD 908,273

  Achieving Outcome 5 requires knowledge contributions from various parties, including the projects PMU and supporting consultancies, as well as academic and research institutions. Resources are also required and budgeted for engaging with the GCP for the ER-IP (see budget notes 52-56).

- Outcome 6: GEF Grant: USD 162,760; Co-Finance: USD 1,771,472

  Resources required for Outcome 6 can be framed under two main categories – those budgeted direct under this outcome, and those budgeted separately for M&E (see below). First, the further development, implementation and monitoring of the gender and safeguard frameworks will require contracting several experts (see budget notes 21, 57,58,

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59), as well as conducting comprehensive community consultations. These engagements will require support from MoE officials.

- M&E: GEF Grant: USD 212,000; Co-Finance: USD 0

  Monitoring of project progress will require human resources form the M&E expert (see budget note 62), gender and safeguards expert (see budget note 1), and the project field Specialist (see budget note 16). Significant budget is also required for travel for on-the-ground monitoring. The evaluations will be managed through international contracts (see budget note 63).

- PMC: GEF Grant: USD 372,739; Co-Finance: USD 1,762,766

  Cutting across all Outcomes above, the project management will require financial resources for a number of contractual positions, including the Project Field Coordinator, Finance and Administration Assistant, and Admin Assistant (see budget note 64). Human resources will also be supplied by MoE in the form of a National Project Manager. UNDP will provide project delivery support, particularly for the procurement of international consultants, with resources being shared for two UNDP staff.

Partnerships

84. The project will build on and create partnerships with ongoing investments to maximise the impact of the GEF investment and achieve anticipated results. Key partnerships and their relevance to the project are listed below:

- Development Partners:
  - The project will seek to partner with **World Bank** to realise potential synergies and collaboration with their ongoing efforts in the country. In particular, alignment has been noted with the World bank-supported Cambodia Sustainable Landscape and Ecotourism Project (C-SLEP)[47], the first phase of which is ending in 2025, but that is earmarked for a second phase to begin before 2027. This alignment centres on the shared focus on protected areas management, reforestation, and sustainable livelihoods — particularly regarding ecotourism and NTFP value chains. The lessons learned and outputs from C-SLEP have already been used to shape the development of sustainable finance under Component 2, and will continue to engage during implementation to operationalise sustainable finance and foster private sector partnerships.
  - **Asian Development Bank** (ADB) is currently looking into options for a third phase of the Tonle Sap Poverty Reduction and Smallholder Development Project, with Phase 2 closing in 2024. Phase 3 will likely include Siem Reap, with the intention to establish connections between agriculture markets, businesses and smallholder farmers, including support for accessing international markets by maximising the benefits of road infrastructure development in the country. Partnerships will be sought to link the project value chains – particularly for agroforestry products and NTFPs – with the market development initiatives supported by ADB.
- Private Sector:
  - Close engagement with the private sector will be critical for the sustainable impact of the proposed project. In particular, private entities in the tourism and agribusiness sectors will be key stakeholders in the operation of the PES mechanism under Outcome 3, while also partnering in community livelihood development initiatives under Outcome 4. Several potential partners have already indicated interest in supporting, including various entities representing the tourism and hospitality industry in Seam Reap who are already engaging with communities to try and establish green destination ecotourism offerings. The project will further aim to engage with the private sector actors who have independently developed the Siem Reap River Master Plan, which seeks to restore a 5km stretch of the Seam Reap River as it runs through the town. These partnerships will ensure that the project impacts endure beyond the project, as well as unlocking future investment. With regard to the project's private sector engagement, as outlined in the ESMF (Annex 9a) private sector actors will be subject to risk screening applying the **UNDP Private Sector Due Diligence** tool.
- Local NGOs:

[47] Phase 1 (2019-2025) received USD53.16 M funding through WB and GEF.

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- Several local NGOs are active in the project landscape and will provide potential partners for project implementation – particularly in terms of community outreach and livelihood development. These organisations – which have varied mandates ranging from biodiversity conservation, to tourism, livelihood development and sustainable fisheries — not only understand the local context, but also have ongoing programmes into which the knowledge generated by the project can be integrated.
- The project will seek to collaborate with Conservation International (CI) Cambodia, which has been leading conservation and management work in Cambodia and on the Tonle Sap Lake for over 20 years. The project will be able to capitalize on the lesson learns, experience, and technical expertise from CI's work on flooded forest restoration within Community Fisheries and Community Protected Areas around the Tonle Sap Lake. These are relevant for both the policy/planning activities of the project (Outcomes 1 and 2) and those implemented on the ground (Outcomes 4 and 5).
- The project will seek to collaborate with the Wildlife Conservation Society (WCS) to realise potential synergies and collaboration with their ongoing efforts in the country. Alignment has been noted within WCS's contract under the KFW funded 'Lower Mekong Basin Wetlands Management and Conservation Project", (Ref. no. 201265974), which has been extended by two years and will conclude in December 2025. Additional alignment within WCS's current and future work streams include core project activities under the Northern plains REDD+ project, which has sustainable financing up to December 2027, and the Margaret A. Cargill Philanthropies (MACP), which concludes in June 2025, supporting watershed management within the head waters of the Stung Sen River Basin in Preah Vihear Province. These project alignments centre on the shared focus and capacity building within protected areas management, reforestation, and payments for ecosystem services — particularly regarding ecotourism in the Prek Toal Biosphere Reserve, Tonle Sap. The lessons learned and outputs from both the Lower Mekong Basin, NPL REDD+ project and MACP project have already been used to shape the development of sustainable finance under Outcomes 1, 3 and 4 and will continue to engage during development of integrated watershed management plans and policy as well as implementation to operationalise sustainable finance and foster private sector partnerships.

- Communities:
  - Strong community ownership and engagement will be essential for the successful implementation of the project. In this sense, local communities in the target sites will be brought on as active partners in the implementation of project activities. These partnerships will be managed through local leadership and representative organisations for different community interest groups. Communities will further be connected with private sector partners and government agencies to develop the PPCPs that will underpin the financial sustainability and livelihood development aspects of the project.
- Other ongoing/planned initiatives:
  - Building resilient livelihoods through nature-based solutions in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape – UNDP, USD7.7M, 2026-2030: The RGoC in partnership with UNDP is currently developing a complementary project with the LDCF (Least Develop Countries Fund), that will work synergistically with the ERIP child project to build resilience of communities in Cambodia. Both projects will be implemented in parallel (offset by 1 year) and will target the same geographical area — but consider different aspects of the development challenge, with the LDCF project focussing specifically on the additional climate change challenges. Given that agricultural expansion is one of the drivers of degradation, interventions related to climate-resilient agriculture (and potentially livestock) will also be considered under the LDCF project, in addition to nature-based solutions (NbS), as complementary interventions to restoration ERIP (Figure 4). UNDP, as the GEF Agency assigned to both projects, has made considerable efforts to ensure complementarity of the two projects. As the LDCF project is being developed one year behind the ER-IP child project, the design of that project is being refined to maximise the complementarity.

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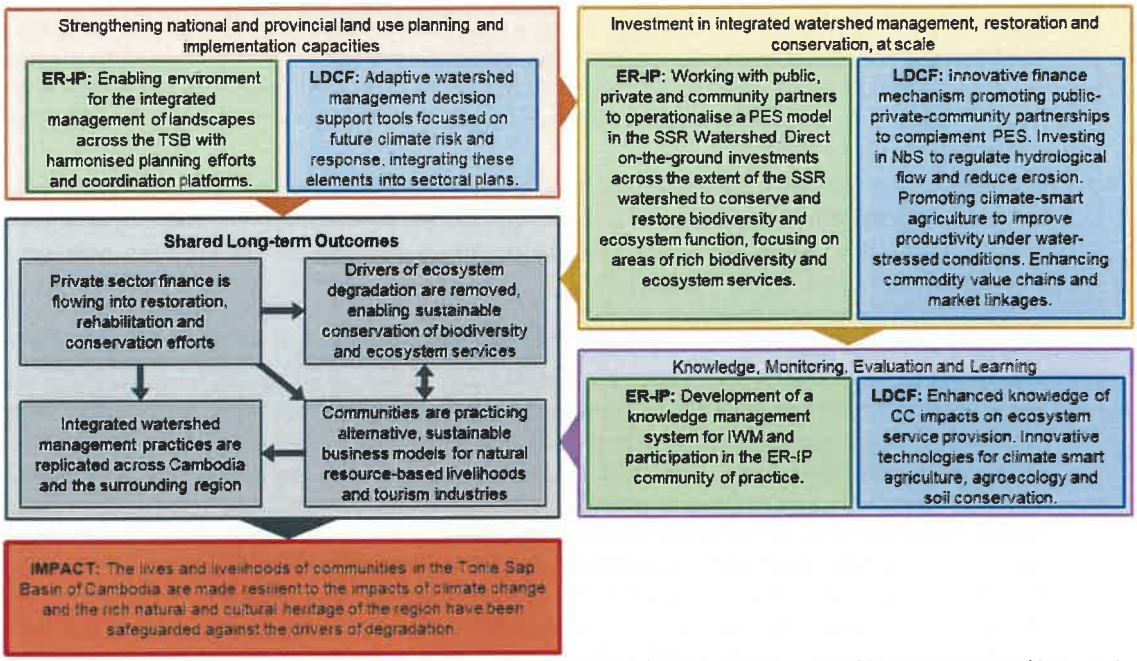


Figure 4: Complementarity between the ER-IP and LDCF projects to achieve common overarching outcomes and impacts in the Siem Reap/Phnom Kulen landscape.

- Public-Social-Private Partnerships for Ecologically-Sound Agriculture and Resilient Livelihood in Northern Tonle Sap Basin (PEARL) – FAO, USD42.8M, 2023-2029: PEARL aims to enhance the climate change resilience of smallholder farmers and local communities in the northern areas of the TSB by increasing their access to growing premium market segments while using their improved market access to incentivize their transition to climate-resilient practices, mainly through effective public-social-private partnerships. Outcome 4 of the proposed project will look to partner with PEARL to maximise opportunities for market development, while support in the agricultural sector will draw on the agrometeorological advisories for products such as cashew and other high-value NTFPs. Lessons will also be drawn from PEARL to enhance opportunities for PPCPs and finance under Outcome 3, while the two projects will complement each other in expanding the area of restoration across the TSB.
- World Bank: the first phase of the Cambodia Sustainable Landscape and Ecotourism Project (C-SLEP)[48] is ending in 2025, but that is earmarked for a second phase to begin before 2027. The project is aligned through a shared focus on protected areas management, reforestation, and sustainable livelihoods — particularly regarding ecotourism and NTFP value chains. The lessons learned and outputs from C-SLEP have already been used to shape the development of sustainable finance under Component 2, and will continue to engage during implementation to operationalise sustainable finance and foster private sector partnerships
- Conservation International (CI) Cambodia: The project will be able to capitalize on the lesson learns, experience, and technical expertise from CI's work on flooded forest restoration within Community Fisheries and Community Protected Areas around the Tonle Sap Lake. These are relevant for both the policy/planning activities of the project (Outcomes 1 and 2) and those implemented on the ground (Outcomes 4 and 5).
- Wildlife Conservation Society (WCS): The project will engage with the KFW funded 'Lower Mekong Basin Wetlands Management and Conservation Project", (Ref. no. 201265974), which has been extended by two years and will conclude in December 2025. Additional alignment within WCS's current and future work streams include core project activities under the Northern plains REDD+ project, which has sustainable financing up to December 2027, and the Margaret A. Cargill Philanthropies (MACP), which concludes in June 2025, supporting watershed management within the head waters of the Stung Sen River Basin in Preah Vihear Province. These project alignments centre on the shared

[48] Phase 1 (2019-2025) received USD53.16 M funding through WB and GEF.

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focus and capacity building within protected areas management, reforestation, and payments for ecosystem services — particularly regarding ecotourism in the Prek Toal Biosphere Reserve, Tonle Sap. The lessons learned and outputs from both the Lower Mekong Basin, NPL REDD+ project and MACP project have already been used to shape the development of sustainable finance under Outcomes 1, 3 and 4 and will continue to engage during development of integrated watershed management plans and policy as well as implementation to operationalise sustainable finance and foster private sector partnerships.

- Integrated Natural Resource Management (INRM) – UNDP, USD3.35M, 2020-2025: The INRM project, which is expected to conclude six months after the proposed project inception, will provide valuable lessons and information that will inform implementation of interventions under the proposed project. These projects align in their focus on productive and forest landscapes, with a shared focus on integrated landscape management/conservation, and sustainable use of BD natural resources and ecosystem services. The CO will provide continuity of experiences in implementation of the proposed project.
    - Tonle Sap Biosphere Reserve Project (TSBRP) – UNESCO, USD982,310, 2019-2024: The TSBRP, funded by FAO, aims to ensure sustainable, climate-resilient and inclusive development of Cambodia's fisheries. The project introduced high-level coordination mechanisms and communities of practice for the Tonle Sap Biosphere Reserve to protect biodiversity and strengthen livelihoods. As with the INRM project above the TSBRP will provide valuable lessons and information that will inform implementation of interventions under the proposed project.
    - The project will engage with Asian Development Bank (ADB) on the potential third phase of the Tonle Sap Poverty Reduction and Smallholder Development Project, with Phase 2 closing in 2024. Phase 3 will likely include Siem Reap, with the intention to establish connections between agriculture markets, businesses and smallholder farmers, including support for accessing international markets by maximising the benefits of road infrastructure development in the country. Partnerships will be sought to link the project value chains – particularly for agroforestry products and NTFPs – with the market development initiatives supported by ADB.
- The project will utilize access provided by the GEF's global partners (platforms), such as the UN Decade on Ecosystem Restoration, the Global Landscapes Forum, and the ER-IP Platform. By linking with these platforms, the project will leverage policies, practices, and investments that help to transform land degradation-related commitments into action and improvement on the ground, engaging with both the public and the private sectors at global, regional, and country levels. Additionally, the project will ensure that watershed platforms supported within the project are connected to the worldwide restoration initiatives (e.g., the Global Partnership on Forest Landscape Restoration and World Economic Forum) and serves as a principal forum for convening the global and national dialogues with stakeholders in the country on watershed conservation, restoration, and rehabilitation.

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Risks and Assumptions:

85. In accordance with UNDP SES policy, the Social and Environmental Screening Procedure (SESP) has been applied during the project development phase. The analysis identified a range of potential social and environmental impacts associated with the project activities. The SESP template details the specific environmental and social risks that apply. The significance of each risk, based on its probability of occurrence and extent of impact, has been estimated as being low, moderate or substantial.

86. Nine risks were identified as substantial, dealing with themes of the ability of vulnerable and marginalised groups claim their rights (P.3); the capacity to ensure the meaningful participation of stakeholders (P.2); inadvertent involvement of child labour (S7.3, 7.6); economic displacement (S5.2, 5.4); alterations to landscapes and natural features with cultural significance (S4.4); gender equality (P.9) and potential for gender-based violence (GBV) (P.12); the exclusion of Indigenous Peoples (S6.1, 6.3, 6.4, 6.5, 6.7, 6.9); the exacerbation of conflict (P.7); and climate change (floods, natural disasters, etc.) (S2.1, 2.2, 2.3).

87. Two moderate risks were identified, dealing with the issues of pollution prevention and resource use efficiency (S8.1, 8.2, 8.5) and adverse impacts on habitats (S1.1—1.10, 1.12). Based on the significance of these individual risks, the project has been allocated an overall SESP risk categorization rating of "Substantial", the overall risk category being taken from the highest rating allocated to any individual risk.

88. While the project areas have been selected, exact locations of physical footprints for on-the-ground activities have not been specified at the present stage of project development. The relevance of these risks may vary across sites, and the significance or likelihood of the risks or impacts identified by the current SESP will not necessarily be uniform across at all locations. Further screening is required to identify risks' site-specific significance, and to effectively target any required further impact assessment or management. Locations, and proposed project activities specific to those locations will be defined and/or confirmed during the first six months of the project. Once the initial project activities are fully specified and exact locations selected, site-based ground-truthing of the SESP will be required to determine whether additional social and environmental impacts may be present that will require further assessment and management. Over the course of the project, further project activities, which have not yet been included in the existing SESP, nor subsequent updates, may be proposed. All additional proposed activities will be subject to screening using the SESP , impacts identified and categorized as "High", "Substantial", "Moderate" or "Low".

89. As a substantial risk project, scoped environmental and social impact assessment is required in order to identify and assess impacts and develop management mechanisms to mitigate identified risks. This will include Environmental and Social Impact Assessment (ESIA) and Environmental and Social Management Plan (ESMP). Several other sub-plans will also be developed, as needed, including a Livelihood Action Plan (following the Process Framework approach), and Indigenous Peoples Plan, with application of FPIC. Principles and methods of Strategic Environmental and Social Assessment (SESA) have been integrated into the planning activities under Component 1 to ensure that all applicable social and environmental issues are identified and addressed; policy, legislative and institutional gaps are understood and remedied; all stakeholders and decision-makers understand and accept the policy or planning-level interventions to be implemented and that potential downstream risks and impacts are adequately mitigated.

90. The project will establish a Project Level Grievance Redress Mechanism (GRM) within the first six months of the project, in order to receive and facilitate resolution of any complaints and grievances. The GRM will be established at the project sites and at the national level to address grievances that are escalated to higher levels. Information about the GRM will be widely disseminated, and a system for tracking complaints will be established. Interested stakeholders may raise a grievance at any time to the Project Management Unit, UNDP or the GEF. All stakeholders will also have access to the UNDP Accountability Mechanism, including the Stakeholder Response Mechanism coordinated by the UNDP Country Office and Compliance Review.

91. In addition to the risks identified during the UNDP Safeguard screening process, the project also defined a subset of other risks based on the GEF-8 Risk Categories and the findings are listed in table 6 below. In this regard it should be noted that Environmental and Social risk rating is based on the overall SESP rating. The SESP risks and the below GEF identified risks are also presented in Annex 6 UNDP Risk Register.

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Table 6: Project risks and mitigation strategies

GEF RISK CATEGORIES	RISK ASSESSMENT	RISK CATEGORY	RISK RATINGS	MITIGATION MEASURES
		CONTEXT		
Climate	The key climate-related risks identified include extreme temperature, extreme precipitation and flooding, drought, and strong winds. Such events may impact the implementation of on-the-ground NbS interventions. (For more details, see Annex 15a Climate Screening Report). For example, during extreme rainfall events, flooding and erosion could uproot newly planted trees, or damage equipment. Access to forest areas may also be impacted following heavy rains. Droughts may also impact the survival of tree seedlings, especially at the early stages of growth. Extreme temperatures could also pose a health risk to workers.	Social and Environmental	Moderate	The project activities will consider the expected timing of rainfall events, planning community consultations outside of the rainy season where possible, and planting at the onset of the rain season, to maximise growth potential and allow plants to establish root systems before heavy rains start. The timing of extreme temperatures will also be considered, and work schedules will be adjusted to maintain safe working environments.
Environment and Social	The environmental and social impact assessment conducted for the project identified fifteen potential social and environmental risks associated with project activities. This includes nine risks which were considered substantial, covering matters related to : i) the capacity stakeholders to claim their rights or use the GRM; ii) the capacity of duty-bearers to meet their obligations towards protecting the rights of stakeholders; iii) child labour; iv) economic displacement; v) gender-based violence; vi) tangible and intangible heritage; vii) the rights and interests of indigenous peoples; viii) access to economic for natural resources; and ix) climate change.	Social and Environmental	Substantial	Several guiding frameworks have been developed for the project covering the full range of environmental and social risks. This includes the environmental and social management framework, the indigenous people planning framework, the gender action plan, livelihood action plan and the process framework. A safeguards and gender expert will also be hired as part of the project implementation team to ensure adherence to the risk mitigation strategies and actions identified under the various frameworks and action plans mentioned above. Additional assessments are required within the first year of project implementation, and throughout the project when project activities are further defined, to identify potential adverse impacts at specific project sites and to identify which users/user groups might be affected. Adverse impacts will, as they are identified, be subject to further study and stakeholder consultation to identify and where possible quantify the magnitude and severity of such impacts on the individuals/communities affected. Measures to avoid, minimize, mitigate, or manage such impacts will be developed and implemented. On-the-ground activities under Outcome 4 will not commence until these assessments have been conducted. Please refer to Annex 5 Social and

				Environmental Screening Procedure (SESP) and Annex 9a Environmental Social Management Framework (ESMF) for more detail.
Political and Governance	There is strong political support for the project. However, capacity constraints are currently impacting governance of watersheds in the TSB, particularly in terms of coordination actions between multiple sectors.	Political	Low	Component 1 of the project will directly address governance risks by building capacity and strengthening policy alignment. This will include providing policy briefs and training decision-makers across various sectors involved in watershed management on the concepts of integrated watershed manage, its benefits, and processes for collaborative action and inter-sectoral coordination.
	Lack of transparency in financial flows from voluntary contributions may erode confidence and impede governance of the PES mechanism	Political	Moderate	Under Outcome 3, the operational mechanism for PES will be strengthened, with specific focus on developing a suitable financial mechanism that enables transparency in the flow of funds within the target watershed. This will be underpinned by underpinned by extensive consultation with stakeholders, including members of the watershed forum and provincial and national government entities to ensure that the nature of the mechanism meet expectations.
INNOVATION				
Institutional and Policy	Given the multi-sectoral nature of IWM, effective coordination will be critical. There is a risk that the authority of coordination structures is not fully recognized and that siloed management actions remain the norm – including uncoordinated actions towards competing priorities. This includes the risk the community and private sector interests are not adequately represented in the decision-making process, and therefore may not fully buy in to the sustainable approaches promoted under the IWM approach. There is also a risk that policy briefs developed under Outcome 1 are not fully adopted and translated into action by decision makers.	Operational	Moderate	This risk will be mitigated by building on existing structures, collaborating with multiple stakeholders to refine the mandates in line with individual sector needs. The institutional and coordination arrangements for IWM will build on existing structures that are recognized by relevant institutions. The capacity of these authorities will be strengthened to better facilitate cross-sectoral participation in the decision-making process, including ensuring adequate representation form different affected groups (such as private sector, community, and vulnerable groups). Policy briefs will be developed using a stakeholder-led approach, with extensive consultations underpinned by a multi-sectoral policy review. Involving decision makers in this process will promote ownership of the concepts put forward and the briefs. Decision makers will further be trained on the concepts and their implementation. Effective implementation of IWM approaches promoted through the policy briefs will also be enhanced through the development of a decision support tool.

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Technological	The decision support tool being developed under Outcome 1 is reliant on the effective acquisition and processing of suitable data to develop advisories that will guide decision makers. There is a risk that such data is not adequately captured through the project knowledge and monitoring systems, or that data from outside sources – including scientific research and lessons from other initiatives – are not adequately captured into CEMIS. There is also risk that the decision support tool does not adequately integrate information from different sectors to enable decisions that are coordinated and complementary between sectors.	Strategic	Moderate	Activities are included under Outcome 5 to actively promote the collection of data to be integrated into CEMIS to underpin the DST. Experts with detailed knowledge of data integration will be procured to ensure that the data processing meets the requirements to enable decision support recommendations that account for the needs and priorities of different sectors.
Financial and Business Model	The PES scheme, which is a core component of the financial sustainability of the IWM approach in Siem Reap, is reliant on effective partnerships between the public sector, private sector and communities, and the willingness of private sector to contribute to the programme. There is a risk that private partners will not actively engage in the scheme, particularly if the benefits to them are not clear or if there is not transparency on how the funds paid into the scheme are used. There is further risk that the market for sustainable livelihoods is not adequately developed, that there is insufficient interest for green destinations in the ecotourism sector, or that offerings to not meet the required standards to appeal to international tourism.	Financial	Moderate	The operationalization of the PES scheme will involve close consultation with all interested parties. Representatives of the private sector and affected communities will be included in the management forums that will oversee the implementation of the scheme, including in the decision-making process to ensure that the actions funded by the scheme meet the needs of the community, while also providing the ecosystem services that will attract downstream buyers. A suitable PES contribution collection and accounting system will also be established to ensure transparency in the flow of funds. To mitigate risks to livelihoods, communities will be training on the requirements for sustainable livelihoods, including business management and standards for health, safety and comfort. Partnerships will also be developed between communities and private sector operators to share knowledge, as well as to integrate green destinations into the existing tourism packages on offer in Siem Reap.
EXECUTION				
Capacity for Implementation	Most of project implementation will take place at the sub-national level. Only two PMU staff (Project Field Coordinator and Admin Assistant) will be deployed in the field to lead the day-to-day implementation and coordination with different sub-national authorities including APSARA authority, Provincial Departments of Environment, Forestry & Fisheries, Tourism, and local communities. There is a risk that without a strong capacity deployed in the field and leadership support from the national level, the project may face delays.	Operational	Moderate	This risk will be mitigated through careful coordination between the national and local level implementation units, overseen by the Project Director, National Project Manager. UNDP will support in ensuring clear division of labor within the PMU team and with the appointed Project Director, National Project Manager, as well as focal points from other relevant Departments of the Ministry of Environment. This will include charting out the roles and responsibilities up front to ensure that

	In parallel, there are policy interventions and multi-sectoral coordination activities at the national level in Outcome 1. The Project Field Coordinator will spend the majority of his/her time handling the field operation in Siem Reap province, there is a risk of limited capacity in handling the enabling policy and mechanism at the national level.			project activities at both national and sub-national levels are synergized and well-coordinated. Additional support will be provided by the international project advisors, who will provide targeted support as needed. Furthermore, given the Project Director and National Project Manager are government-appointed positions, it is important to ensure the right capacity, function, and relevant mandate of the persons in charge with a sufficient amount of time allocated to the project.
Fiduciary	To manage development project, partner applies its financial rule and regulation, which meets the level of standard required as evidenced by the fact that partner receives overall risk rating as "low" based on the Micro Assessment conducted. Yet, there is risk that the project would not be implemented in full compliance with the set rule and regulation due to staffs turn over, limited staff technical expertise in the relevant areas, issue in segregation of duty. This would lead to negative findings from the HACT follow up exercise (audit or spot check), hence would impede the implementation progress of the project.	Organizational	Moderate	Clear expectation on the performance in project financial resources management will be clearly communicated with the national partner focal team, e.g. ensuring staffs with the required level of technical expertise to play to role as finance focal person, full compliance with the set rule and regulation is required. In addition, as a preventive measure, list of the past common audit/spot checks findings will be shared with the national partner. Regular HACT exercise (e.g. spot check or audit) will be scheduled on yearly basis on the partner.
Stakeholder	The integrated approach proposed by the project requires active stakeholder engagement and coordination. This includes engagement across different sectors as well as between public entities, private sector and community groups. If stakeholders are not adequately engaged both in the decision-making process and the implementation of activities, there is a risk that interventions will not be owned or sustained. These risks extend to the potential economic displacement or disruption of cultural heritage for local communities, particularly if decisions for natural resource/watershed management do not account for the needs and traditions of local groups.	Strategic	Substantial	A comprehensive stakeholder engagement plan has been developed for the project, ensuring that all affected parties are adequately engaged throughout the implementation period. This plan will also underpin the implementation of the various frameworks and actions plans identified under the ESMF.
Overall Risk Rating (the highest risk rating becomes the overall risk rating)			Substantial	The substantial risk rating is primarily linked to the social risks that present in this project.

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Stakeholder engagement

92. To ensure country ownership and the appropriateness of proposed solutions in the local context, the development of this project has been underpinned by a strong consultative process. The process was closely coordinated by the Ministry of Environment, working in full consultation and close engagement with other government entities, CSO and other relevant stakeholders – in particular those who will benefit from and be directly involved in the implementation of the project (i.e. direct project beneficiaries) and those who may be impacted (positively or negatively) by the project. This includes a strong focus on engagements with local communities, women, and other marginalised groups that are not only key stakeholders, but also the primary beneficiaries of the project.

93. This stakeholder engagement will continue through the implementation period, ensuring that the views, concerns and needs of these beneficiary groups are adequately captured and addressed in planning. Engagements will further ensure effective information disclosure, as well as inclusion in monitoring, evaluation and learning throughout the project cycle and implementation of the gender action plan. The range of potential stakeholders is diverse and may include target beneficiary groups, locally affected communities or individuals, national and local government authorities, civil society actors, including non-governmental organizations (NGOs) (both domestic and at times international), indigenous peoples, politicians, religious leaders, the academic community, private sector entities, workers organizations, UN agencies and donors, and other special interest groups. Several key stakeholder groups have been identified for engagement during project implementation, including (see Stakeholders list in the Strategy section above):

- Individuals and groups already involved in project sectors
- Women/women groups, involved in the sectors targeted by the project.
- Youth and vulnerable groups, who are at risk of marginalization.
- Any other marginalised (or at risk of marginalization) groups who can be involved in the project.
- UNDP staff involved in similar projects implemented in Cambodia.
- NGOs and Civil Society Organisations (CSOs) that are active in the target areas.
- University and Research institutions
- National, regional and traditional leaders and authorities, through whom/which decision making and participatory planning will be coordinated.

94. Several engagement methods will be used, tailored to the nature of the engagement/stakeholder. These include interviews, formal meetings, focus group meetings, workshops, site visit, community networks, consultations with experts, and trainings and capacity building activities. A comprehensive stakeholder engagement plan, identifying specific engagement modalities for each stakeholder groups is presented in Annex 8.

95. The identification of key stakeholders for the project was made through a consultative process, ensuring that the interests of each group were well understood to effectively plan their participation in the project. The stakeholder engagement plan considered the following components: i) identification of stakeholders directly and/or indirectly affected by the project; ii) identification of stakeholder interests; iii) identification of stakeholders potential influence on project outcomes or operations; iv) consideration of the capacities of the various stakeholder groups to effectively participate in the stakeholder engagement activities (and identification of measures to support them where capacity is limited), v) identification of project-affected marginalized and disadvantaged stakeholders, including persons with disabilities.

96. *Free, Prior and Informed Consent (FPIC):* Free, prior and informed consultations will be carried out for each of the beneficiary/affected communities/villages and the respective communes, ascertaining their broad community support and determining the potential impacts and possible support under the Project. Further details on the specific FPIC requirements for each Outcome are presented in the Indigenous Peoples Planning Framework.

97. At project inception, an environmental and social management plan will be developed which will address the need for FPIC, which will be further supported by the project's Grievance Redress Mechanism. In addition to the project level GRM a Stakeholder Response Mechanism (SRM) will be established at the UNDP Country Office level before project implementation ensuring there is a clear escalation mechanism in place for the project. Currently a web-link to the UNDP Global SRM is available at the Country Office website See section 6 in Annex 9a for more details.

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South-South and Triangular Cooperation (SSC/TrC)

98. As a child project under the global Ecosystem Restoration Integrated programme, the proposed project offers significant opportunity for south-south cooperation, which will be facilitated through the Global Coordination Project. Specific activities to ensure full engagement in the GCP and contribution to SSC have been included under Outcome 5 of the proposed project. In addition, to bring the voice of Cambodia to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP could support engagement with the global development discourse on ecosystem restoration and integrated watershed management. The project will provide regional cooperation opportunities with countries implementing initiatives on integrated watershed management and sustainable livelihoods in geopolitical, social and environmental contexts relevant to the proposed project in Cambodia.

Gender equality and Women's Empowerment

99. The proposed project will seek to actively address gender gaps and promote gender equality and women's empowerment in the target areas. The main possible **impacts and risks to gender equality** are listed below.

- Lack of involvement of women in the development of policy briefs for integrated watershed management and financing.
- Lack of involvement of women in **inter-sectoral and vertical government coordination and multi-stakeholder participation** enabling effective implementation of integrated watershed management.
- Difficult access for women to mechanisms for **sustainable investment models** to direct sustainable finance to upstream communities for conservation and restoration efforts.
- Lack of women involvement in **public-private-community partnerships** established to facilitate the operationalisation of the PES mechanism in Seam Reap.
- Lack of women involvement in the **diversified livelihood models** developed to facilitate and incentivise conservation, restoration and sustainable use of natural resources.
- Lack of inclusion of women, girls and youth in the sharing of **monetary and non-monetary benefits** from the project.
- Lack of participation of women, girls and youth in **decision-making** processes.
- Exacerbation of Gender-Based Violence and domestic violence.
- Exacerbation of **discrimination** against women, girls, and youth in project activities.
- Exclusion or low access of women, girls and youth to **financial mechanism and livelihood activities** promoted by the Project.
- Lack of access of women and youth to **coordination mechanisms** which play a key role in the implementation of the project and in the achievement of the project objectives.

100. To ensure that women equally benefit from the project's activities, a series of activities and corresponding actions are proposed in the gender and diversity mainstreaming framework. These activities and actions facilitate the integration of gender sensitive considerations based on findings from the project's gender analysis. The gender mainstreaming framework will include consideration of several key points, including dedicated (and where necessary separate) consultation with women to ensure their perspectives help shape the mechanisms developed, recognizing roles women can play and further developing those roles, ensuring equal representation of women and men in multi-stakeholder collaboration groups and training, ensuring equal consideration of women in targeted awareness-raising actions and encouraging equal opportunity recruitment of women for positions within the project management team and consultancies. A Safeguards and Gender Specialist will also be recruited to support the gender mainstreaming objectives of the project including ensuring gender-sensitive monitoring and reporting.

Activity	Actions
Facilitating women empowerment in the main sectors targeted by the project	Ensure appropriate **representation of women** in the project's decision-making bodies, such as committees and working groups that will work at upstream level. Women are involved in **policies revision**.

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Activity	Actions
Enhancing gender equality	Ensure equitable proportion of **benefits accessed by and delivered to women** from the project.
Ensuring gender and diversity integration	Ensure that all relevant **gender and diversity considerations are integrated into appropriate policies, strategies, plans, regulations and sectoral programmes.**
Promoting gender and diversity awareness	Promote gender and diversity awareness throughout all phases of project implementation. All **gender and diversity awareness training and services** should be delivered by qualified service providers. The project management team members, consultants and other service provider(s) staff involved in the project activities will be trained accordingly. Training on gender and diversity awareness for the staff of partners (including private sector) will be conducted, when appropriate and required. Training will also be including guidance on how to detect, intercept, respond to, and prevent **gender-based violence, sexual harassment, and other problems that may emerge during project implementation**.
Promoting equal opportunity employment	Promote **equal opportunities for employment positions** within the project management office, consultancies, and service providers, supporting the implementation of project activities. Ensure equal pay will be provided to both women and men for work of equal type in accordance with national laws and international norms. Ensure safe working conditions for both women and men workers will be provided.

101. These actions will be achieved through the inclusion of women in the decision-making structures for IWM (under Outcomes 1 and 2), alongside tailored support to women in developing sustainable livelihoods (under Outcome 4). Further actions have been identified in the gender action plan to ensure that all outputs are both gender sensitive and gender responsive. These actions include setting targets for inclusion of women in the planning and decision-making forums; active engagement with women and other vulnerable groups throughout implementation; addressing tenor-security issues for women involved in CPAs; and raising awareness through accessible mediums.

Further details on the gender context and the project's framework for gender-responsiveness can be found in Annex 10 Gender Analysis and Gender Action Plan.

Knowledge

102. Effective knowledge management, including the production, processing and dissemination of knowledge is the core focus of Outcome 5. This includes the production of several knowledge products, including policy briefs for integrated watershed management, several technical assessments to underpin project activities, management plans for the TSB and SSR Watershed, investment models for PES in the SSR Watershed, and the guidelines for green destinations and other livelihood development actions. These knowledge products will be captured through the projects knowledge management system. Furthermore, the project will strengthen the CEMIS to introduce a specific focus on integrated watershed management as well as establishing a decision support tool for IWM on the platform. These updates to CEMIS, along with the data generated and fed into the system through the project monitoring framework, will enable the adaptive management of ITSBMP and upscaling the project approach across Cambodia. Finally, the close coordination and integration with the GCP will ensure that lessons learned and knowledge generated through the project are effectively shared on the global level.

103. In line with the agreement on intellectual property rights and use of the logo on the project's deliverables and disclosure of information the project will, with regard to its knowledge products and other materials produced by the project, accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF.

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Information will be disclosed per relevant policies, notably the UNDP Disclosure Policy[49] and the GEF policy on public involvement[50].

Innovativeness, Sustainability and Potential for Scaling Up

104. Innovation: The project design incorporates several innovative approaches that will help transform systems in Cambodia to enable long-term, sustainable management of watersheds and the natural ecosystems that support them. At the heart of the innovation is the introduction of an integrated approach to watershed management in the TSB that will address the current siloed approach in which multiple line ministries holding mandates for different aspects of watershed management with limited coordination between ministries. Several outputs contribute to achieving integration, starting with the development of policy briefs that will enable government entities to incorporate integrated approaches into sectoral policies. These will be underpinned by a decision support tool which will enable government decision makers to plan for and adaptively manage watersheds to maximize ecosystem goods and services — accounting for trade-offs between competing priorities and the long-term shared benefits of environmentally sound strategic decision making. The implementation of this innovative approach for Cambodia will be initiated through the development of the ITSBMP and associated multi-stakeholder engagement forums, as well as the participatory models for integrated management of the SSR Watershed.

105. The second component of innovation in the project design comes in the form of innovative finance mechanisms that will leverage public-private-community partnerships to maintain impact in the long term. Initial efforts will focus on operationalising a PES scheme that was piloted in Siem Reap — introducing new dimensions that will overcome the barriers that prevented the PES scheme from taking off. Alongside these efforts, the project will invest in expanding the suit of sustainable finance opportunities available for integrated watershed management, laying the groundwork for innovate mechanisms that unlock finance from a variety of sources. These financial mechanisms will embrace the concept of integration that underpins the entire project, bringing together role-players from various sectors to work together towards the share benefits from ecosystem services. For example, the PES scheme will link the existing tourism sector with the relatively underdeveloped ecotourism sector through direct partnerships to unlock sustainable finance. By bringing together groups from different backgrounds and with different needs — including specific focus on vulnerable groups — these financial mechanism and the partnerships that underpin them will allow for integration at a very practical community level that ensures collaboration and mutual support.

106. A final component of innovation is the inclusion of the project in the Ecosystem Restoration Integrated Programme; which creates a window of opportunity for Cambodia to benefit from the global experiences. The GCP will contribute several elements to the Cambodia child project, including providing: a capacity building program for establishing and sustaining multistakeholder cross-sectoral processes (supporting the adoptions of the integrated approach); a Restoration Enabling Conditions Diagnostic tool that will support the assessments underpinning Output 1.1; Restoration finance knowledge products that will guide the development of new innovative finance mechanisms for Cambodia; and a digital Restoration knowledge portal along with capacity building guidance products and new restoration communities of practice that will contribute to the knowledge sharing and learning in Cambodia.

107. Sustainability: The sustainability of the project is rooted in two core elements – the institutional and governance systems that will embed the proposed integrated approaches into national strategies, and the financial sustainability of on-the-ground approaches. Institutional sustainability will be promoted through the use of existing structures, strengthening institutions and partnerships rather than establishing entirely new bodies. Moreover, by aligning the project with the national Pentagonal and Circular strategies, the resulting changes will be streamlined into Cambodia's sustainable development agenda. This will also help unlock public funds to by redirecting day-to-day mandates of relevant ministries to align with the integrated approach – building capacity among decision makers to conduct trade-off analyses and undertake integrated planning approached. Moreover, the development of a DST within the CEMIS system – and then connecting it with knowledge systems across different sectors – will enable ongoing training and guidance, thereby avoiding the loss of knowledge that might otherwise occur if relying purely on once-off training.

108. The sustainability of on-the-ground interventions will be closely linked with the innovation, particularly in terms of operationalising self-sustaining financial models. The PES Scheme, for example, will attract funding from multiple partners

[49] See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/
[50] See https://www.thegef.org/projects-operations/policies-guidelines

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within the target watershed itself, drawing on the shared benefits to create a positively reinforcing cycle. The more the results are experienced, the more investment will be made – with the project just catalysing the cycle. This will be further enhanced by leveraging private sector support to communities to develop sustainable livelihoods that are mutually beneficial in terms of building up the communities while also providing the much-needed ecosystem services. This will include leveraging private sector support for ecotourism-based livelihoods as well as in developing value chains for agroforestry products. The support for sustainable livelihoods that benefit from functioning ecosystems and rich biodiversity – including ecotourism and agroforestry – will also incentivise the conservation of forest ecosystems and maintenance or restoration efforts. These livelihoods are also sustainable in their own right, and will enable a positive cycle of growth for community enterprises. Combined, these mechanisms will incentivise and finance long-term maintenance of the projects integrated approach to watershed management.

109. Potential for scaling up: The scalability of the project is grounded in the selection of the SSR Watershed at the core focus on the project's on-the-ground interventions. As the cultural home of the Cambodian people and the heart of the country's tourism sector, implementation in Seam Reap positions this as a flagship project for the country. The interventions implemented here will, therefore, not only have high impact and sustainability potential, but will also provide a highly visible example that can be replicated across other watersheds in the TSB and elsewhere in the country. This will be underpinned by the strong knowledge components under Outcome 5, which will draw lessons and best practices, that will then be integrated into decision support tools under Output 1.3. Moreover, mainstreaming IWM into sectoral policies and strategies will help unlock public funds for scaling interventions by redirecting existing budgets to more environmentally sustainable approaches, while the introduction of innovative financial mechanisms that unlock private finance will enable scaling of beyond the scope from purely donor or publicly funded support.

Digital Solutions

110. The proposed project will adopt several digital solutions that will enhance the planning, monitoring and adaptive management of restoration efforts in Cambodia. First under Outcome 1, the project will strengthen the CEMIS digital platform, creating a new window for improved IWM data management and decision making. At the heart of this approach is a decision support tool (DTS) that will help decision makers access and make sense of the data being generated, and then to apply that knowledge in watershed management planning going forward. Users of the DST will also be trained on user friendly digital tools - including publicly accessible analytical tools such as the Integrated Valuation of Ecosystem Services and trade-offs (InVEST), Artificial Intelligence for Ecosystem Services (ARIES) – which will enable informed decision-making and trade-off analyses. Digital solutions will also be explored to enhance user experiences for private sector partners. This will include creating a user-friendly contribution collection and accounting system for the PES Scheme, through which downstream buyers of ecosystem services can make payments, track contributions, and observe how and where the contributions have been reinvested. To further facilitate the expansion of the ecotourism sector targeting green destinations, the project will explore options to use digital platforms to simplify and streamline the permitting process for overnight stays in protected areas. Moreover, the communication and outreach strategies that will be developed to disseminate knowledge and raise awareness will look towards digital solutions, including mobile internet and social media to enhance reach and stakeholder engagement.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

111. The IWM approach adopted by the project, which is grounded in the concept of nature-based solutions (NbS), is a proven and cost-effective strategy for safeguarding and restoring critical ecosystems in river catchment areas. The approach leverages the inherent resilience and functionality of natural ecosystems to promote biodiversity, regulate water flow, and mitigate the impacts of climate change, while supporting sustainable livelihoods and uplifting rural communities. In addition to the direct investments in restoring and conserving forests in Siem Reap, the project will strengthen the management of the broader TSB to enable low-cost passive restoration at a wide scale.

112. Such an integrated approach will promote green economic recovery in the area, establishing self-sufficiency through the introduction of financial mechanisms that leverage public-private-community partnerships to incentivise ongoing investment. This will maximise the impact of the project, mobilising private investment in addition to the initial GEF investments, which will extend beyond the lifespan of the project. Moreover, partnerships with the private sector will leverage the skills and

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experiences of local entities to upskill communities — particularly in the tourism and hospitality sector where existing operators offering culture-based tourism will partner with communities to develop green destination ecotourism in the region. Finally, the cost-efficiency of the project will be enhanced by partnering with other ongoing initiatives, coordinating efforts to ensure that the tools and markets developed through each project will benefit actions across the different projects in the country (see 'Partnerships' section above). This will include collaboration between this project and the upcoming LDCF project that is under development– see the Other ongoing/planned initiatives section above for details.

Project Management

113. The Ministry of Environment will appoint a National Project Manager to lead the implementation of the project at the Ministry's head office in Phnom Penh to ensure alignment with national priorities, as well as effective collaboration among relevant departments in the Ministry and between the Ministry and other national level institutions. S/he will be supported by an Administrative and Finance Assistant recruited by the Ministry. The Ministry will also recruit a Project Field Coordinator and an Administrative Assistant to be based in Siem Reap Province to coordinate the implementation of the project on the ground. The Ministry will recruit other positions on a part time basis to support project implementation (e.g. M&E Specialist, Safeguards and Gender Specialist, International Project Advisor).

114. This project will be implemented in parallel with another GEF funded project (LDCF) currently being developed by RGC in partnership with UNDP using a portfolio approach. This is expected to increase effectiveness in the delivery of national policies and strategies, as the Ministry will be better able to maximize synergies between these two projects and hence increase impact. There will also be cost-savings in the management of the projects, as it will be possible to combine quality assurance and governance arrangements. Along the same lines, the Ministry will coordinate internally the implementation of other initiatives sharing similar objectives (e.g. PEARL and CSLEP). The Ministry's portfolio approach will also result in enhanced effectiveness of the project through the creation of a field office in Siem Reap and cost-savings, especially in terms of travel costs.

115. The implementation modality, contingent upon GEF approval, will be CO Support to National Implementation Modality (NIM) instead of the application of Full NIM as the Government would like to leverage the additional capacities and expertise that UNDP brings to the table. CO Support to NIM will enable the project to overcome barriers related to (i) some of the government processes which are comparatively more time consuming, (ii) procurement of international expertise and innovation packages; (iii) delays in the implementation of provincial-level activities; and (iv) the risk of project extensions being required. Therefore, the GEF Agency (UNDP) expects to play a supportive execution role on this project, including for provincial level support, as well as the mobilization of all international experts using its existing procurement procedures. For further information please see the UNDP ProDoc Annex 2d for the Agency's justification note. The cost of the execution support (USD 50,000) will be internalized by UNDP as part of its in-kind co-financing and no charges to the GEF project budget will be charged to cover said cost. Furthermore, it should be noted that the decision-making authority on the execution support tasks remains in the hands of the executing agency, the Ministry of Environment.

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V. PROJECT RESULTS FRAMEWORK

Contribution to the Sustainable Development Goal (s): 1, *5, 6, 13, 15*						
Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework: *OUTCOME 3: By 2028, people in Cambodia, especially those at risk of being left behind, benefit from a healthier, gender-inclusive natural environment.*						
Applicable Output(s) from the UNDP Strategic Plan: 2.1; 4.1; 4.2; 6.1; E.3						
Project title and Quantum Project Number: Restoring ecosystems for sustainable development in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape.						
Objective and Outcome Indicators		**Data Source**	**Baseline**	**Mid-term Target**	**End of Project Target**	**Data Collection Methods**	**Risks/Assumptions**
Project Objective:	To generate multiple climate, environmental, and socio-economic benefits at scale by enabling integrated collaborative management (restoration, rehabilitation, and conservation) of degraded watershed systems in Tonle Sap Basin.						
	Mandatory Indicator 1: # direct project beneficiaries disaggregated by gender (individual people) GEF Core-indicator 11	Area of farms practicing agroforestry, project training reports,	No-one has benefitted yet from project interventions	15,000 people benefitting, (50% female)	32,390 people benefitting, (50% female)	Community surveys, site visits	Assumptions: Training of farmers in agroforestry will benefit then and their families; 7,400 farmers trained with an average farm size of 1.5 ha and average household size of 4.1 people. Livelihood support to individuals will benefit them and their household, with 500 people targeted. Risks: Communities do not take up or maintain sustainable practices after training and support is given.
	Mandatory GEF Core Indicators: Indicator 2: Area of land and ecosystems under restoration GEF Core-indicator 3	Implementation reports, nursery logs, restoration sites. Satellite imagery	0 ha under restoration	7,000 ha under restoration	15,000 ha under restoration	Document review. Site visits and spot surveys. Satellite imagery tracking.	Assumptions: Enough suitable land with clear land tenure can be sourced. Farmers trained on agroforestry and supplied with seedlings will adopt agroforestry practices on a portion of their land.

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							Risks: Project activities can be impacted and delayed by natural disasters. The implementation plan may be negatively impacted by unclear institutional roles and responsibilities during project implementation
	Indicator 3: Area of landscapes under improved practices GEF Core-indicator 4	Approved Integrated Tonle Sap Basin Management Plan, Local management plans Satellite imagery	Management of watersheds across the basin is siloed, with competing priorities between different sectors.	255,000 ha under improved, integrated land use practices	255,000 ha under improved, integrated land use practices	Document reviews (ITSBMP). Informant interviews. Satellite imagery tracking	Assumptions: The development of an Integrated Tonle Sap Basin Management Plan will lead to improved management and assist natural regeneration of forest ecosystems across the basin. Risks: Government entities on the ground do not fully adopt integrated practices.
	Indicator 4: Greenhouse gas emission mitigated GEF Core-indicator 6	Remote Sensing data collection for LDN monitoring and reporting. Field observations	0	818 508 tCO2e	2,046,270 tCO2e	ExACT Tool	Assumptions: Project meets the targeted restoration areas. Improved management of the TSB will at minimum stop moderately degraded forest from becoming more degraded.
Project Component 1	Capacity development for integrated watershed management						

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Outcome 1 National land-use planning for the Tonle Sap Basin mainstreams the restoration and conservation of biodiversity and ecosystem services through an integrated and coordinated management framework and decision support tools for IWM.	Indicator 5: Capacity of decision makers to plan for and implement restoration and conservation measures using an IWM approach	Capacity Development Scorecard 1-11 – Low 12-22 – Basic 23-34 – Moderate 35-45 – High	Average score of 28/45 (Moderate)	Average score of 34/45 (Moderate)	Average score of 38/45 (High)	Survey of decision-makers in MoE, MoAFF and MoT, as well as their provincial departments.	Assumptions: Training on the implementation of IWM policy briefs and the provision of a DST will increase capacity of decision makers. National and local stakeholders actively participate in project activities. Risk: Lack of uptake of IWM policies.
Outputs to achieve Outcome 1	*Output 1.1: Policy briefs developed for integrated watershed management and financing.* *Output 1.2. Integrated Tonle Sap Basin Management Plan developed.* *Output 1.3. Decision support tools for adaptive IWM integrated into the Cambodia Environment Management Information System (CEMIS) enhanced to enable effective monitoring and planning.*						
Outcome 2 Inter-sectoral and vertical government coordination and multi-stakeholder participation enabling effective implementation of integrated watershed management.	Indicator 6: Number of coordination units and management plans for the SSR Watershed.	Watershed Forum mandate documents and meeting logs, intervention maps, participatory management plan documents.	Watershed forum established by not operational.	1 watershed forum with at least 30% female representation 1 participatory management plan	1 watershed forum with at least 30% female representation 1 participatory management plan	Document review, stakeholder interviews	Assumptions: A multi-stakeholder forum, led my provincial government entities, will be able to make planning decisions that represent the needs of various stakeholders and integrate priorities across different sectors. Risks: The diverse set of stakeholders may not be able to come to agreement on plans related to watershed management.
	Indicator 7: Level of operationalisation of a decision support tool for IWM.	CEMIS	CEMIS does not yet has a decision support tool for IWM.	1 DST established and operational	1 DST established, operational and drawing data from the project KMS.	Document review, trial of the online tool.	Assumptions: A tool that collates and packages lessons learned and best practices form various sectors into an integrated system will enable informed decisions on IWM.

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							Decision makers will use the DST when planning for watershed management. Risks: Tool is not maintained and does not incorporate new data/ lessons as they arise through this and other initiatives.
Outputs to achieve Outcome 2	*Output 2.1. Revitalised multistakeholder watershed forums.* *Output 2.2. Participatory models for SSR management developed.* *Output 2.3. Institutional capacity developed for collaborative watershed management.*						
Project Component 2	Advancing investment to strengthen SSR watershed management						
Outcome 3 Sustainable investment in SSR watershed management facilitated by a long-term financing mechanism and public-private-community partnerships for livelihood empowerment	Indicator 8: Level of operationalisation of PES scheme and related accounting and reinvestment modalities.	Policy documents Watershed forum reports PES accounting reports	PES Scheme piloted in Siem Reap but not currently operational. No transparent or functional fee collection, accounting or reinvestment model in place.	PES scheme operational in Siem Reap, with clear fee collection system and transparent accounting system in place. Multi-sectoral forum mandated to manage the reinvestment portfolio.	PES scheme operational in Siem Reap, with funds being collected form downstream beneficiaries and reinvested in suitable upstream activities.	Assessment of reports from the watershed forum, as well as financial reports related to the PES model and government policies mandating financial flows.	Assumptions: Downstream stakeholders fully buy in to the mechanism and make contributions. Risks: Government policy does not allow for a fully transparent financial flow, raising doubts among voluntary contributors about the use of funds and building reluctance to contribute.
	Indicator 9: Number of partnerships established between public, private and community stakeholders	MoU documents	0	5 MoUS signed between private sector entities and community groups – at least 30% of which target women-led groups.	10 MoUS signed between private sector entities and community groups – at least 30% of which target women-led groups.	Document review	Assumptions: Private sector partners follow through on commitments wot work with communities, and mutually beneficial arrangements can be agreed. Risks: Potential partners may be hesitant to enter into formal written agreements, particularly given the uncertainty that arose from the impacts of the Covid-19 pandemic.

Outputs to achieve Outcome 3	*Output 3.1: Operational mechanisms for sustainable investment models established to direct sustainable finance to upstream communities for conservation and restoration efforts.* *Output 3.2: Investment criteria and models defined for eligible restoration, rehabilitation and conservation interventions under the SSR PES scheme.* *Output 3.3: Public-private-community partnerships established to facilitate the operationalisation of the PES mechanism in Seam Reap.*						
Outcome 4: Natural and cultural assets in the SSR watershed conserved and restored through the implementation of NbS and enhancement of local livelihoods.	Indicator 10: Extent of different land types/ecosystems restored or adopting agroforestry practices as a result of the practices	Implementation reports, nursery logs, restoration sites.	0 ha of forests restored 0 ha of wetland restored 0 ha of riparian vegetation restored. 0 ha of water source areas restored 0 ha of farmland practicing agroforestry	1,150 ha of forests restored 250 ha of wetland restored 45 ha of riparian vegetation restored. 35 ha of water source areas restored 5,000 ha of farmland practicing agroforestry	3,054 ha of forests restored 706 ha of wetland restored 100 ha of riparian vegetation restored. 80 ha of water source areas restored 11,060 ha of farmland practicing agroforestry	Document review Site visits and spot surveys.	Assumptions: Enough suitable land with clear land tenure can be sourced. Farmers trained on agroforestry and supplied with seedlings will adopt agroforestry practices on a portion of their land. Risks: Restoration costs become inflated
	Indicator 11: Community-members benefitting from project support for sustainable livelihoods	Training reports, business plans and registration documents.	0 people benefitting from alternative, sustainable livelihood practices (70% women)	200 people benefitting from alternative, sustainable livelihood practices (70% women)	500 people benefitting from alternative, sustainable livelihood practices (70% women)	Document review, community consultations. Site visits	Assumptions: Communities are willing to adopt new livelihood practices. Risks: Private sector do not partner with communities to help develop sustainable livelihoods.
Outputs to achieve Outcome 4	*Output 4.1: Forests of the SSR watershed restored* *Output 4.2: Tree cover across the agroecological landscape of the SSR Watershed expanded through community agroforestry* *Output 4.3: Diversified livelihood models developed to facilitate and incentivise conservation, restoration and sustainable use of natural resources.*						
Project component 3	*Knowledge management (KM), communications, coordination, and gender, and monitoring*						
Outcome 5 Knowledge generated through project implementation is captured and shared locally, regionally, and globally through the	Indicator 12: Number of knowledge products developed and disseminated	Knowledge management platform, research papers, outreach materials, awareness campaign logs	0 knowledge products	1 knowledge management system 1 outreach strategy 1 awareness campaign [51]	1 knowledge management system 1 outreach strategy 1 awareness campaign	Document review	Assumptions: Lessons learned are adequately captured and collated. Knowledge is properly tailored to user needs to enable adaptive management.

[51] As per the Gender Action Plan, the Awareness campaign and Roadshow will target both men and women; the specific ration will be set during the SES processes at project inception

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Ecosystem Restoration Integrated Programme.				2 Travelling roadshows	6 Travelling roadshows		Risks: Lessons from different sectors are not properly integrated, resulting in knowledge products that do not cover the holistic approaches required.
	Indicator 13: Participation in regional or international knowledge sharing events hosted under the ERIP or similar CoPs.	Travel receipts, workshop presentations, workshop reports.	No knowledge sharing events under the ERIP	Participation at least 2 events	Participation at least 4 events	Document review	Assumptions: Events are held within the appropriate timeframes for the project. Risks: Timing of suitable events conflict with other activities, impacting availability of project team to attend.
Outputs to achieve Outcome 5	*5.1. Knowledge management, sharing and learning system developed* *5.2. Participation in community of practice at global, regional, national and sub-national levels*						
Project component	**Monitoring & Evaluation**						
Outcome 6 Project adaptively managed through effective monitoring	Indicator 14: Effective monitoring and evaluation is ensured through timely submission of annual PIRs, Mid- term Review, Terminal Evaluation, all rated Marginally Satisfactory or above.	Annual PIRs Mid-Term Review Terminal Evaluation Report	0 annual PIRs 0 Mid- term Review 0 Terminal Evaluation	2 annual PIRs[52] 1 Mid- term Review rated MUS or above 0 Terminal Evaluation	5 annual PIRs 1 Mid- term Review rated MUS or above 1 Terminal Evaluation rated MUS or above	Document Review	Assumptions: Project management unit is fully operational and has capacity for effective monitoring. Risks: Delays in project implementation reduce the level of impact, particularly in early stages of implementation.
Outputs to achieve Outcome 6	*6.1: Project Monitoring and Evaluation System established and tracking results.*						

[52] PIRs will include reports on the SES and gender components as laid in the ESMF and GAP.

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VI. MONITORING AND EVALUATION (M&E) PLAN

117. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP (including guidance on GEF project revisions) and UNDP Evaluation Policy **The UNDP Country Office is responsible for ensuring full compliance with all UNDP project M&E requirements including project monitoring, UNDP quality assurance requirements, quarterly risk management, and evaluation requirements.**

118. Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the GEF Monitoring Policy and the GEF Evaluation Policy and other relevant GEF policies[53]. The M&E plan and budget included below will guide the GEF-specific M&E activities to be undertaken by this project.

119. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed – including during the Project Inception Workshop - and will be detailed in the Inception Report.

Minimum project monitoring and reporting requirements as required by the GEF:
Inception Workshop and Report: A project inception workshop will be held within 2 months from the First disbursement date, with the aim to:

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

GEF Project Implementation Report (PIR):

120. The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. UNDP will undertake quality assurance of the PIR before submission to the GEF. The PIR submitted to the GEF will be shared with the Project Board. UNDP will conduct a quality review of the PIR, and this quality review and feedback will be used to inform the preparation of the subsequent annual PIR.

GEF Core Indicators:

121. The GEF-8 Core indicators included as Annex 17 will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to MTR and TE. Note that the project team is responsible for updating the core indicators status. The updated monitoring data must be shared with MTR/TE consultants prior to required evaluation missions, so these can be used for subsequent ground truthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF.

Independent Mid-term Review (MTR):

122. An independent mid-term review (MTR) will be completed by the mid-point of the project. The terms of reference, the MTR process and the final MTR report will follow the standard templates and MTR guidance for UNDP-supported GEF-financed

[53] See https://www.thegef.org/projects-operations/policies-guidelines

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projects available on the UNDP Evaluation Resource Center. The MTR must be submitted to the GEF by the mid-point of the project but no later than 48 months after CEO Endorsement. To meet the submission deadline, final MTR reports must be completed and submitted to BPPS NCE team no later than 2 months in advance of the submission deadlineto allow sufficient time for internal review/clearance that is required prior to submission. Provisions must be taken to complete and submit the MTR within the submission deadline. Therefore, the MTR process must start no later than 8 months before the expected date of submission of the MTR.

123. The MTR will be 'independent, impartial and rigorous'. The evaluator(s) that UNDP will hire to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be reviewed. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project under review.

124. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the MTR process. Additional quality assurance support is available from BPPS/NCE.

125. The final MTR report will be publicly available in English and will be posted on the UNDP ERC by the MTR submission date included on cover page of this project document. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's submission to the GEF.

Terminal Evaluation (TE):

126. An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and TE guidance for UNDP-supported GEF-financed projects available on the UNDP Evaluation Resource Center. TE must be submitted to the GEF no later than 6 months after the Completion Date. This is a hard deadline that, if not met, can only be extended through a formal extension request. To meet the submission deadline, final TE reports must be completed and submitted to BPPS NCE team no later than 2 months in advance of the deadline to allow sufficient time for internal review/clearance that is required prior to submission. Provisions must be taken to complete and submit the TE within the submission deadline. Therefore, TE must start no later than 8 months before the expected date of submission of the TE (or 11 months prior to the estimated operational closure date).

127. The evaluation will be 'independent, impartial and rigorous'. The evaluator(s) that UNDP will hire to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project being evaluated.

128. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from BPPS NCE.

129. The final TE report will be publicly available in English and posted on the UNDP ERC by the TE submission date included on cover page of this project document. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report submission to the GEF. Per the GEF Terminal Evaluation requirements, for cancelled full-sized projects, Terminal Evaluations are required if the GEF grant expenditure exceeds more than US$ 2 million.

Final Report:

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

131. In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans.

132. **Monitoring Plan:** The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored by the Project Management Unit annually, and will be reported in the GEF PIR every year, and will be evaluated periodically during project implementation. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. Project risks, as outlined in the risk register, will be monitored quarterly.

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Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
Track results progress	To generate multiple climate, environmental, and socio-economic benefits at scale by enabling integrated collaborative management (restoration, rehabilitation, and conservation) of degraded watershed systems in Tonle Sap Basin.	Indicator 1: # direct project beneficiaries disaggregated by gender (individual people)	Midterm: 18,000 people benefitting, (50% female) Final: 37,310 people benefitting, (50% female)	Beneficiary were counted as those individuals receiving training in agroforestry and livelihood development, as well as their households. Numbers of farmers was calculated using the average farm size (1 ha) against the area targeted for agroforestry interventions (8,600ha) The number of farming households was added to the number of householders receiving livelihood training to get a total target beneficiary count.	Annually Mid-term Terminal Evaluation	Project Coordinator M&E Expert	Site surveys Project training reports
		Indicator 2: Area of land and ecosystems under restoration	Midterm: 5,480 ha under restoration Final: 12,540 ha under restoration	Total area targeted for four categories of restoration – namely biodiversity corridors, riparian zones, flooded forest and water source areas - plus the are targeted for agroforestry. Target areas were assessed using site surveys and mapping of the area.	Annually from year 2 Mid-term Terminal Evaluation	Project Coordinator M&E Expert	Document review Site visits and spot surveys.
		Indicator 3: Area of landscapes under improved practices	Midterm: 255,000 ha under improved, integrated land use practices Final: 255,000 ha under improved, integrated land use practices	The area under improved practices was determined as the area of forest land within the TSB that is classified as largely degraded based on remote sensing data for 2006-2022. This accounts for ~15% of the total deforested area, and will be targeted for "passive" restoration and natural regeneration facilitated by improved management under the Integrated Tonle Sap Basin Management Plan and its integration into the national spatial plan.	Mid-term Terminal Evaluation	Project Coordinator M&E Expert	Review of Integrated Tonle Sap Basin Management Plan and Local management plans for provinces/ districts across the TSB. Key informant interviews with local authorities in each province across the TSB.
		Indicator 4: Greenhouse gas emission mitigated	Midterm: 2,200,000 Final: 7,360,000	Greenhouse gas emission reductions as a result of forest restoration and improved management, as calculated using the ExACT tool.	Mid-term Terminal Evaluation	Project Coordinator M&E Expert	Remote Sensing data collection for LDN monitoring and reporting Field observations ExACT Tool
	Project Outcome 1	Indicator 5: Capacity of decision makers to plan for and implement	Midterm: Average score of 34/45 (Moderate)	Results of assessments using UNDP's Capacity Development Scorecard 1-11 – Low	Mid-term Terminal Evaluation	Project Coordinator M&E Expert	Survey of decision-makers in MoE, MoAFF

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Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
		restoration and conservation measures using an IWM approach	Final: Average score of 38/45 (High)	12-22 – Basic 23-34 – Moderate 35-45 – High. Baseline assessments indicated scores on the low end of the moderate scale. The target will be to improve capacity to the upper end of the moderate bracket by mid-term and into the high bracket by project end.			and MoT, as well as their provincial departments.
	Project Outcome 2	Indicator 6: Number of coordination units and management plans for the SSR Watershed.	Midterm: 1 watershed forum with at least 30% female representation 1 participatory management plan Final: 1 watershed forum with at least 30% female representation 1 participatory management plan	The indicator will track the establishment and operationalisation of a watershed management forum for the SSR water, ensuring that it is represented by all relevant stakeholders (including government, private sector and community representatives) and is mandated to guide planning for IWM in SSR. The indicator will also track the preparation and launch of a participatory management plan for the watershed.	Annually Mid-term Terminal Evaluation	Project Coordinator	Review of Watershed Forum mandate documents and meeting logs, intervention maps, participatory management plan documents. Stakeholder interviews
		Indicator 7: Level of operationalisation of a decision support tool for IWM.	Midterm: 1 DST established and operational Final: 1 DST established, operational and drawing data from the project KMS.	The indicator will track the establishment and functionality of the DST to be established under CEMIS. This will include assessing accessibility to the tool for decision makers, as well as the frequency at which data is being updated. The final target is a fully operational DST that is drawing information form the KMS and packaging it in an appropriate manner so as to guide decision makers.	Annually Mid-term Terminal Evaluation	Project Coordinator M&E Expert	Review of CEMIS online platform Trial of the online tool.
	Project Outcome 3	Indicator 8: Level of operationalisation of PES scheme and related accounting and reinvestment modalities.	Midterm: PES scheme operational in Siem Reap, with clear fee collection system and transparent accounting system in place. Multi-sectoral forum	The indicator will track the functionality of the PES scheme in SSR. The target is to have a fully functional PES mechanism that is drawing contributions from private sector entities and channelling the funds to upstream investments. The functionality of	Annually Mid-term Closure	Project Coordinator M&E Expert	Assessment of reports from the watershed forum, as well as financial reports related to the PES model and government

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Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
			mandated to manage the reinvestment portfolio. Final: PES scheme operational in Siem Reap, with funds being collected form downstream beneficiaries and reinvested in suitable upstream activities.	the PES mechanism should be underpinned by clear and transparent financial flow mechanisms and investment criteria, with all investments made via the contributions aligning with the activities identified in the investment criteria.			policies mandating financial flows.
		Indicator 9: Number of partnerships established between public, private and community stakeholders	Midterm: 5 MoUs signed between private sector entities and community groups – at least 30% of which target women-led groups. Final: 10 MoUs signed between private sector entities and community groups – at least 30% of which target women-led groups.	This indicator will assess the presence and implementation of MoUs between public, private and community entities towards collaborative efforts in managing, conserving and restoring the SSR watershed. MoUs should clearly describe the objectives and responsibilities of parties under the agreements. There should be evidence that the actions described in the MoUs are being implemented.	Annually Mid-term Terminal Evaluation	Project Coordinator	Document review of signed MoUs
	Project Outcome 4	Indicator 10: Extent of different land types/ecosystems restored or adopting agroforestry practices as a result of the practices	Midterm: 1,150 ha of forests restored 250 ha of wetland restored 45 ha of riparian vegetation restored. 35 ha of water source areas restored 4,000 ha of farmland practicing agroforestry Final: 3,054 ha of forests restored	This indicator tracks the extent of restoration efforts across five different categories, forests, riparian vegetation, water source areas and agroforestry plots and in Zones 4, 5 and 6, as well as flooded forest wetlands in Zone 1. For sites identified for assisted natural regeneration, there should be evidence of appropriate management measures as well as supplementary planting. For areas identified for full, active restoration, there should be evidence of tree planting at a	Annually Mid-term Terminal Evaluation	Project Coordinator M&E Expert	Review of implementation reports, nursery logs, restoration sites. Site visits and spot surveys.

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Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
			706 ha of wetland restored 100 ha of riparian vegetation restored. 80 ha of water source areas restored 8,600 ha of farmland practicing agroforestry	density that meets the requirements of national restoration guidelines. Agroforestry targets consider 7,400 farmers having been supported to implement agroforestry interventions for an average plot size of 1.5 ha. As the implementation of agroforestry will be phased across a plot, the full size of the plot on which agroforestry is being practiced will be included towards the target.			
		Indicator 11: Community-members benefitting from project support for sustainable livelihoods	Midterm: 200 people benefitting from alternative, sustainable livelihood practices (70% women) Final: 500 people benefitting from alternative, sustainable livelihood practices (70% women)	This indicator tracks the number of people who have received direct livelihood support through training and partnerships, and as a result are adopting sustainable livelihood practices. Target beneficiaries can include individuals or members of special interest groups who are working together on community-led enterprises.	Annually Mid-term Terminal Evaluation	Project Coordinator M&E Expert Gender and Safeguards Expert	Review of training reports, business plans and registration documents. Community consultations Site visits
	Project Outcome 5	Indicator 12: Knowledge Products developed and disseminated	Midterm: 1 knowledge management system 1 outreach strategy 1 awareness campaign 2 Travelling roadshows Final: 1 knowledge management system 1 outreach strategy 1 awareness campaign 6 Travelling roadshows	This indicator tracks the performance of the project KMS, including the collation and dissemination of information through the project. The target is to have a KMS that actively and regularly integrated information collected through the project implementation and monitoring, packages that information and then disseminates information to relevant stakeholders.	Annually Mid-term Terminal Evaluation	Project Coordinator M&E Expert	Review of knowledge products Key informant interviews Review of changes made to project implementation in response to lessons.

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Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
		Indicator 13: Participation in regional or international knowledge sharing events hosted under the ERIP or similar CoPs.	Midterm: Participation at least 2 events Final: Participation at least 4 events	This indicator tracks attendance and participation in regional or international knowledge sharing events. Participation includes both sharing lessons from this project, as well as gathering lessons from other projects and sharing them with the project implementation team and implementing entity.	Mid-term Terminal Evaluation	Project Coordinator	Review of presentations and knowledge products shared.
	Project Outcome 6	Indicator 14: Effective monitoring and evaluation is ensured through timely submission of annual PIRs, Mid- term Review, Terminal Evaluation, all rated Marginally Satisfactory or above.	Midterm: 2 annual PIRs 1 Mid- term Review rated MUS or above 0 Terminal Evaluation Final: 5 annual PIRs 1 Mid- term Review rated MUS or above 1 Terminal Evaluation rated MUS or above	This indicator tracks the overall performance of the project as assessment through the monitoring and evaluation.	Annually Mid-term Terminal Evaluation	Project Coordinator M&E Expert	Review of PIRs, MTR and TE.

Monitoring Activity	**Frequency/Timeframe**	**Expected Action**
Inception Workshop and Report	Inception Workshop within 2 months of the First Disbursement	As per above description
Track results progress (see above table for details)	Annually and at mid-point and Terminal Evaluation	Slower than expected progress will be addressed by project management unit.
Monitor and Manage Risk	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Monitor performance against safeguard and gender frameworks, including: Environmental Social Management Framework (ESMF); Indigenous People Planning Framework (IPPF); Process Framework (PF);	Ongoing	As per Annex 9a and 10. Activities should be adapted as risks are identified or grievances are filed.

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Monitoring Activity	Frequency/Timeframe	Expected Action
Livelihood Action Framework (LAF); Grievance Redress Mechanism (GRM); Gender Action Plan		
Supervision Missions	Annually	
Learning and Learning Missions	As needed	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	At least annually, Mid-Term Review	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Annual GEF Project Implementation Report (PIR)	Annually typically between June-September	Mandatory contribution by Project Team, CO and RTA. Strengths and weaknesses will be reviewed by project management and used to inform decisions to improve project performance
Project Review (Project Board)	*At least Annually, but frequency could be increased if needed.*	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders
Independent Mid-Term Review (MTR)	*N/A*	2.1; 4.1; 4.2; 6.1; E.3	*OUTCOME 3: By 2028, people in Cambodia, especially those at risk of being left behind, benefit from a healthier, gender-inclusive natural environment.*	30 September 2027	*MoE* *UNDP* *PDoE*
Independent Terminal Evaluation (TE)	*N/A*	2.1; 4.1; 4.2; 6.1; E.3	*OUTCOME 3: By 2028, people in Cambodia, especially those at risk of being left behind, benefit from a healthier, gender-*	31 August 2030	*MoE* *UNDP* *PDoE*

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			inclusive natural environment.		

Monitoring and Evaluation Budget for project execution:	
GEF M&E requirements to be undertaken by Project Management Unit (PMU)	**Indicative costs (US$)**
Inception Workshop and Report	6,500
Final Workshop	6,500
M&E Officer • **required to report on progress made in reaching GEF core indicators and project results included in the project results framework** • **Preparation of the annual GEF Project Implementation Report (PIR)**	85,000
Monitoring of *Environmental Social Management Framework (ESMF); Indigenous People Planning Framework (IPPF); Process Framework (PF); Livelihood Action Framework (LAF); Grievance Redress Mechanism (GRM); Gender Action Plan*	Combined work of M&E Officer and the Gender and Safeguard Specialist roles, with no additional costs required.
Travel for monitoring and learning missions	64,000
Independent Mid-term Review (MTR)	20,000
Independent Terminal Evaluation (TE)	30,000
TOTAL indicative COST	212,000

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VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

General roles and responsibilities in the projects' governance mechanism

Implementing Partner: The Implementing Partner for this project is the Ministry of Environment.

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

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

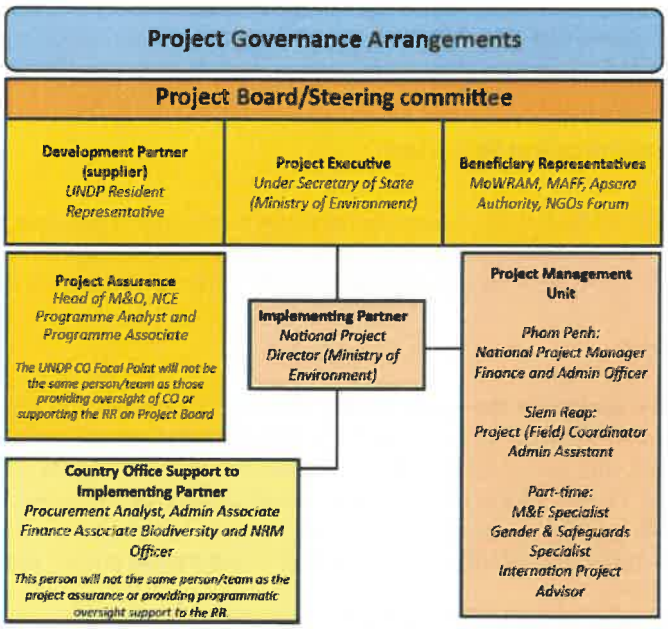
- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Overseeing the management of project risks as included in this project document and new risks that may emerge during project implementation.
- Procurement of goods and services, including human resources.
- Financial management, including overseeing financial expenditures against project budgets.
- Approving and signing the multiyear workplan.
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

135. Project stakeholders and target groups: Stakeholders were identified and consulted during the project preparation in order to assess their needs, expectations, and to ensure their consent (see Section 4 of Annex 8). Stakeholders will continue to be involved throughout project implementation as set out in Annex 8 Stakeholder Engagement Plan, as well as per the partnerships described in Section III – Results and Partnerships.

136. UNDP: UNDP is accountable to the GEF for the implementation of this project. This includes overseeing project execution undertaken by the Implementing Partner to ensure that the project is being carried out in accordance with UNDP and GEF policies and procedures and the standards and provisions outlined in the Delegation of Authority (DOA) letter for this project. **The UNDP GEF Executive Coordinator, in consultation with UNDP Bureaus and the Implementing Partner, retains the right to revoke the project DOA, suspend or cancel this GEF project.** UNDP is responsible for the Project Assurance function in the project governance structure and presents to the Project Board and attends Project Board meetings as a non-voting member.

137. A firewall will be maintained between the delivery of project oversight and quality assurance performed by UNDP). The segregation of functions and firewall provisions for UNDP in this case is described in the next section.

Project governance structure



First line of defence

- Person providing oversight of execution support (COS) cannot report to UNDP staff providing project assurance or providing programmatice oversight support to the RR.

Second line of defence

- Regional Bureau oversees RR and function of UNDP compliance in project assurance
- BPPS RTA oversees functions of technical oversight and GEF compliance in project assurance. BBPS NCE PTA oversees RTA function.
- UNDP GEF Executive Coordinator and Regional Bureau Deputy Director can revoke DOA, cancel/suspend project, or provide enhanced oversight.

138. The UNDP Resident Representative assumes full responsibility and accountability for oversight and quality assurance of this Project and ensures its timely implementation in compliance with the GEF-specific requirements and UNDP's Programme and Operations Policies and Procedures (POPP), its Financial Regulations and Rules and Internal Control Framework. A representative of the UNDP Country Office will assume the assurance role and will present assurance findings to the Project Board, and therefore attends Project Board meetings as a non-voting member.

139. **UNDP project support**: The Implementing Partner and GEF OFP have requested UNDP to provide support services in the amount of *USD$50,000* for the full duration of the project, and the GEF has agreed for UNDP to provide such execution support services [subject to approval from the GEF Sec. during CEO ER review period. Noting that the cost of the execution support (USD 50,000) will be internalized by UNDP as part of its in-kind co-financing and no charges to the GEF project budget will be charged to cover said cost. Furthermore, it should be noted that the decision-making authority on the execution support tasks remains in the hands of the executing agency, the Ministry of Environment .

140. To ensure the strict independence required by the GEF and in accordance with the UNDP Internal Control Framework, these execution services will be delivered independent from the GEF-specific oversight and quality assurance services.

Segregation of duties and firewalls vis-à-vis UNDP representation on the project board:

141. As noted in the Minimum Fiduciary Standards for GEF Partner Agencies, in cases where a GEF Partner Agency (i.e. UNDP) carries out both implementation oversight and execution of a project, the GEF Partner Agency (i.e. UNDP) must separate its project implementation oversight and execution duties, and describe in the relevant project document a: 1) Satisfactory institutional arrangement for the separation of implementation oversight and executing functions in different departments of the GEF Partner Agency; and 2) Clear lines of responsibility, reporting and accountability within the GEF Partner Agency between the project implementation oversight and execution functions.

142. In this case, UNDP's implementation oversight role in the project – as represented in the project board by the Resident Representative and via the project assurance function via the NCE Programme Analyst and Programme Associate, and the

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Head of the Management and Oversight Unit. UNDP's execution role in the project (as requested by the implementing partner and approved by the GEF) is performed by the Procurement Analyst, Admin Associate and Finance Associate (reporting to the Operations Manager) and the Biodiversity and NRM Officer (reporting to the Environment Policy Specialist).

Roles and Responsibilities of the Project Organization Structure:

a) Project Board: All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The Project Board (also called the Project Steering Committee) is the most senior, dedicated oversight body for a project.

The two main roles of the project board are as follows:

1) **High-level oversight of the execution of the project by the Implementing Partner** (as explained in the "Provide Oversight" section of the POPP). This is the primary function of the project board and includes annual (and as-needed) assessments of any major risks to the project, and decisions/agreements on any management actions or remedial measures to address them effectively. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, evaluations, risk logs and the combined delivery report. The Project Board is responsible for taking corrective action as needed to ensure the project achieves the desired results.
2) **Approval of strategic project execution decisions of the Implementing Partner** with a view to assess and manage risks, monitor and ensure the overall achievement of projected results and impacts and ensure long term sustainability of project execution decisions of the Implementing Partner (as explained in the "Manage Change" section of the POPP).

Requirements to serve on the Project Board:

- ✓ Agree to the Terms of Reference of the Board and the rules on protocols, quorum and minuting.
- ✓ Meet annually; at least once.
- ✓ Disclose any conflict of interest in performing the functions of a Project Board member and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- ✓ Discharge the functions of the Project Board in accordance with UNDP policies and procedures.
- ✓ Ensure highest levels of transparency and ensure Project Board meeting minutes are recorded and shared with project stakeholders.

Responsibilities of the Project Board:

- ✓ Consensus decision making:
  - The project board provides overall guidance and direction to the project, ensuring it remains within any specified constraints, and providing overall oversight of the project implementation.
  - Review project performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report;
  - The project board is responsible for making management decisions by consensus.
  - In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.
  - In case consensus cannot be reached within the Board, the UNDP representative on the board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.
- ✓ Oversee project execution:
  - Agree on project manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
  - Appraise annual work plans prepared by the Implementing Partner for the Project; review combined delivery reports prior to certification by the implementing partner.
  - Address any high-level project issues as raised by the project manager and project assurance;

- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor and refer such proposed major and minor amendments to the UNDP BPPS Nature, Climate and Energy Executive Coordinator (and the GEF, as required by GEF policies);
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
- Track and monitor co-financed activities and realisation of co-financing amounts of this project.
- Approve the Inception Report, GEF annual project implementation reports, mid-term review and terminal evaluation reports.
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.

✓ Risk Management:

- Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
- Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner. This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.
- Address project-level grievances.

✓ Coordination:

- Ensure coordination between various donor and government-funded projects and programmes.
- Ensure coordination with various government agencies and their participation in project activities.

Composition of the Project Board: The composition of the Project Board must include individuals assigned to the following three roles:

1. **Project Executive:** This is an individual who represents ownership of the project and chairs (or co-chairs) the Project Board. The Executive usually is the senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the project board with representatives of another category, it typically does so with a development partner representative. The Project Executive is the Under Secretary of State, Ministry of Environment.
2. **Beneficiary Representative(s):** Individuals or groups representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, or other government entities benefiting from the project can fulfil this role. There can be multiple beneficiary representatives in a Project Board. The Beneficiary representatives are the Ministry of Agriculture, Forestry and Fisheries , Ministry of Water Resources and Meteorology, the Apsara Authority, NGOs Forum.
3. **Development Partner(s):** Individuals or groups representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project. The Development Partner(s) is the Resident Representative of UNDP in Cambodia.

b) **Project Assurance:** Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including compliance with the risk management and social and environmental standards of UNDP. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. Project assurance is totally independent of project execution.

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143. A designated representative of UNDP playing the project assurance role is expected to attend all board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meeting and provide board members with the required documentation required to perform their duties. The UNDP representative playing the main project assurance function is the Programme Analyst.

c) **Project Management – Execution of the Project:** The National Project Manager (PM) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall day-to-day management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the board for their review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk registers.

The National Project Manager (appointed by MoE) will be assisted by the Admin and Finance Assistant (Phnom Penh), a Project Field Coordinator and Admin Assistant (Siem Reap), as well as part-time positions such as M&E Specialist, Gender and Safeguards Specialist, and International Project Advisor.

A designated representative of the PMU is expected to attend all board meetings and support board processes as a non-voting representative. The primary PMU representative attending board meetings is the National Project Manager

The PMU acts as the Secretariat to the Project Board is expected to prepare and attend all Project Board meetings and support Project Board processes. The Terms of Reference for staff of the PMU are provided in Annex 7.

The project management team will engage regularly with the ER-IP GCP team to maximise opportunities for shared learning through the integrated programme, and to ensure that tools and support services offered by the GCP are being used to their maximin advantage during implementation in Cambodia. Once reporting processes are established under the GCP, the PMU will ensure that necessary arrangements are in place to contribute country-level results to programme level indicators.

VIII. FINANCIAL PLANNING AND MANAGEMENT

144. The total cost of the project is USD 51,877,522. This is financed through a GEF grant of USD 7,827,522 administered by UNDP and additional support of USD 44,050,000. UNDP, as the GEF Implementing Agency, is responsible for the oversight of the GEF resources and the cash co-financing transferred to UNDP bank account only.

145. **Co-financing**: The actual realization of project co-financing amounts will be monitored by the UNDP Country Office and the PMU on an annual basis in the GEF PIF and will be reported to the GEF during the *mid-term review* and terminal evaluation process as follows:

Co-financing source	Co-financing type	Name of Co-financier	Investment Mobilized	Co-financing amount
Donor Agency	Loan	World Bank	Investment mobilized	USD 30,000,000

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Other	Grant	Wildlife Conservation Society	Investment mobilized	USD 2,388,000
GEF Agency	Grant	Food and Agriculture Organization	Investment mobilized	USD 2,000,000
GEF Agency	Grant	United Nations Development Programme	Investment mobilized	USD 1,450,000
GEF Agency	In-kind	United Nations Development Programme	Recurrent expenditures	USD 600,000
GEF Agency	Grant	Conservation International	Investment mobilized	USD 630,000
Recipient Country Government	In-kind	Ministry of Environment	Recurrent expenditures	USD 6,982,000
Total				USD 44,050,000

146. **Budget Revision and Tolerance**: As per UNDP POPP, the project board may agree with the project manager on a tolerance level for each detailed plan under the overall multi-year workplan. The agreed tolerance should be written in the project document or approved project board meeting minutes. It should normally not exceed 10 percent of the agreed annual budget at the activity level, but within the overall approved multi-year workplan at the activity level. Within the agreed tolerances, the project manager can operate without intervention from the project board. Restrictions apply as follows:

147. Should the following deviations occur, the Project Manager/IP through UNDP Country Office will seek the approval of the BPPS/NCE-VF team to ensure accurate reporting to the GEF. It is **strongly encouraged** to maintain the expenditures within the approved budget at the budgetary account and at the component level:

a) Budget reallocations must prove that the suggested changes in the budget will not lead to material changes in the results to be achieved by the project. A strong justification is required and will be approved on an exceptional basis. Budget re-allocations among the components (including PMC) of the approved Total Budget and Work Plans (TBWP) that represent a value greater than 10% of the total GEF grant.
b) Introduction of new outputs/activities (i.e. budget items) that were not part of the agreed project document and TBWP that represent a value greater than 5% of the total GEF grant. The new budget items must be eligible as per the GEF and UNDP policies.
c) Project management cost (PMC): budget under PMC component is capped and cannot be increased.

148. UNDP is not in a position to increase the total budget above the amount approved by the donor, therefore any over-expenditure would have to be absorbed from non-GEF resources by the Implementing Partner (GEF Executing Entity)

149. **Project extensions:** The UNDP-BPPS-NCE team Executive Coordinator must approve all requests for extension of the Project Completion Date and for other milestone extensions with hard deadlines. All extensions impose additional time and cost burdens at all levels and the GEF project budget cannot be increased beyond its originally approved amount. A single extension may be granted on an exceptional basis and subject to the conditions and maximum durations set out in the UNDP POPP. The project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs shall be covered by non-GEF resources; the additional UNDP oversight costs during the extension period must be covered by non-GEF resources, in accordance with UNDP's policy as set out in UNDP POPP.

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150. For any extension request, UNDP CO and IP will consult and jointly present a clear plan indicating how and from which specific sources the additional oversight costs that will be incurred by UNDP will be covered during the extended period. The BPPS-NCE Executive Coordinator will consult the Regional Bureaux (RBX) and may reject the extension request if no (external co-financing by the IP or internal UNDP CO resources) can be identified.

151. All extension requests, along with all supporting documentation, shall be submitted by the IP to the UNDP CO in line with the requirements and within the deadlines set out in the UNDP SOPs and policies in UNDP POPP.

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

153. **Transfer or disposal of assets**: In consultation with the Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project, however **must be done before the operational closure date**. In all cases of transfer, a transfer document must be prepared and kept on file[54]. The transfer should be done before Project Management Unit complete their assignments.

154. **Completion Date:** The project completion date is the date of Project Document Signature plus project duration. This date can only be extended through a formal extension request. Prior to completion date, all UNDP-financed inputs must be provided and related activities for the Project completed. No activities, except for the final clearance of the Terminal Evaluation Report and the corresponding management response and the end-of-project review Project Board Meeting should take place after the Completion Date.

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

- **Operational Closure**: **Operational closure must happen within 9 months from project completion date.** Prior to operational closure, the Terminal Evaluation must have been submitted and the corresponding TE management response and the end-of-project review Project Board meeting must have been completed. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. Before Operational Closure, the project must have completed the transfer or disposal of any equipment that is still the property of UNDP.
- **Financial Closure: Financial closure must happen within 6 months of operational closure or after the date of cancellation.** The project will be financially closed when the following conditions have been met: a) the project is operationally completed or has been cancelled; b) the Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).
  Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to BPPS/NCE for confirmation before the project will be financially closed in Quantum by the UNDP Country Office.

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

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156. **Cancellation and Suspension:** All projects considering going through cancellation or suspension must follow UNDP and GEF requirements. Guidance can be found in the UNDP POPP (SOPs for management actions of Vertical Fund projects escalated to the Executive Coordinator and Guidance for GEF project revisions).

157. **Refund to GEF:** Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/NCE team Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF. Unspent project balance is not permitted to be transferred to any other projects.

IX. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan														
Quantum Business Unit	UNDP-KHM													
Quantum Project ID:	00XXXXXX						Quantum Project Title:	Restoring ecosystems for sustainable development in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape						
Quantum Award ID:	XXXXXXX						Quantum Award Title:	Restoring ecosystems for sustainable development in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape						
UNDP-GEF PIMS No.	9519													
Implementing Partner	Ministry of Environment													
Quantum Outcome (GEF Component)	**Quantum Output (GEF Outcome)**	**Quantum Activity (GEF Output)**	**Quantum Responsible Party (UNDP, IP, or Responsible Party)**	**Quantum Fund ID**	**Quantum Donor ID**	**Quantum Budgetary Account Code**	**Quantum Budget Account Description**	**Amount Year 1 (USD)**	**Amount Year 2 (USD)**	**Amount Year 3 (USD)**	**Amount Year 4 (USD)**	**Amount Year 5 (USD)**	**Total (USD)**	**See Budget Note:**
Component 1: Capacity development for integrated watershed management	*Outcome 1: National land-use planning for the Tonle Sap Basin mainstreams the restoration and conservation of biodiversity and ecosystem services through an integrated and coordinated management framework and decision support tools for IWM.*	*Output 1.1: Policy briefs developed for integrated watershed management and financing.*	*MoE*	*62000*	*010003*	*71300*	*Local Consultant*	22,375					22,375	21f
				62000		*71600*	*Travel*	9,489					9,489	2
				62000		*75700*	*Training, workshop, conference*	6,560					6,560	3
			Total MoE					38,424	-	-	-	-	38,424	
			UNDP55	*62000*	*010003*	*71200*	*International Consultants*	38,700					38,700	4
			Total UNDP					38,700	-	-	-	-	38,700	
		Total Output 1.1						77,124	-	-	-	-	77,124	
		Output 1.2: Integrated Tonle Sap Basin Management Plan developed.	*MoE*	*62000*	*010003*	*71300*	*Local Consultant*	9,975	9,975				19,950	5
				62000		*71600*	*Travel*	3,980	3,980				7,960	6
				62000		*75700*	*Training, workshop, conference*	6,895	6,895				13,790	7
			Total MoE					20,850	20,850	-	-	-	41,700	
			UNDP[55]	*62000*		*71200*	*International Consultants*	13,580	13,580				27,160	8
			Total UNDP					13,580	13,580	-	-	-	27,160	
		Total Output 1.2						34,430	34,430	-	-	-	68,860	

55 UNDP will be providing execution support to the Implementing Partner (Ministry of Environment) for these activities, as requested the GEF Operational Focal Point of Cambodia. UNDP will use its own operational rules and guidelines for these activities. The Implementing Partner will maintain ultimate responsibility and accountability for the use of GEF resources and the successfully achievement of the project outputs, in alignment with the approved annual work plans.

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		Output 1.3: Decision support tools for adaptive IWM integrated into the Cambodia Environment Management Information System (CEMIS) enhanced to enable effective monitoring and planning.	MoE	62000	010003	71300	Local Consultant		10,967	21,933			32,900	9
				62000		71600	Travel		12,971	25,943			38,914	10
				62000		75700	Training, workshop, conference		8,485	16,970			25,455	11
			Total MoE					-	32,423	64,846	-	-	97,269	
			UNDP[55]	62000	010003	71200	International Consultants		28,750	57,500			86,250	12
			Total UNDP					-	28,750	57,500	-	-	86,250	
		Total Output 1.3							61 173	122,346	-		183,519	
		Total Outcome 1						111,554	95,603	122,346			329,503	
	Outcome 2: Inter-sectoral and vertical government coordination and multi-stakeholder participation enabling effective implementation of integrated watershed management.	Output 2.1: Revitalised multistakeholder watershed forums.	MoE	62000	010003	71300	Local Consultant	22,750					22,750	13
				62000		71600	Travel	9,370	2,342	2,342	2,342	2,342	18,738	14
				62000		75700	Training, workshop, conference	7,563	1,891	1,891	1,891	1,891	15,127	15
				62000		71800	Contractual Services-Imp Partn	33,300					33,300	16a
			Total MoE					72,983	4,233	4,233	4,233	4,233	89,915	
			UNDP[55]	62000	010003	71200	International Consultants	35,250					35,250	17a
			Total UNDP					35,250	-	-	-	-	35,250	
		Total Output 2.1						108,233	4,233	4,233	4,233	4,233	125,165	
		Output 2.2: Participatory models for SSR management developed.	MoE	62000	010003	71300	Local Consultant	7,000	10,500				17,500	18a
				62000		71600	Travel	1,727	2,591				4,318	19
				62000		75700	Training, workshop, conference	2,800	4,201				7,001	20
				62000		71300	Local Consultant	2,250	3,375				5,625	21a
			Total MoE					13,777	20,667	-	-	-	34,444	
			UNDP[55]	62000	010003	71200	International Consultants	5,400	8,100				13,500	22
			Total UNDP					5,400	8,100	-	-	-	13,500	
		Total Output 2.2						19,177	28,767	-	-	-	47,944	
		Output 2.3: Institutional capacity developed for collaborative watershed management.	MoE	62000	010003	71300	Local Consultant		4,200	1,400			5,600	18b
				62000		74200	Audio Visual&Print Prod Costs		3,750	1,250			5,000	23
				62000		71600	Travel		8,256	2,752			11,008	24
				62000		75700	Training, workshop, conference		1,313	438			1,751	25
			Total MoE					-	17,519	5,840	-	-	23,359	
			UNDP[55]	62000	010003	71600	Travel		3,975	1,325			5,300	26

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			Total UNDP						3,975	1,325			5,300	
		Total Output 2.3							21,494	7,165			28,659	
		Total Outcome 2						127,410	54,494	11,398	4,233	4,233	201,768	
	Total Component 1							238,964	150,097	133,744	4,233			
Component 2: Advancing investment to strengthen SSR watershed management	Outcome 3: Sustainable investment in SSR watershed management facilitated by a long-term financing mechanism and public-private-community partnerships for livelihood empowerment,	Output 3.1: Operational mechanisms for sustainable investment models established to direct sustainable finance to upstream communities for conservation and restoration efforts.	MoE	62000	010003	71600	Travel	3,000	4,500	1,500	1,500	1,500	12,000	27
				62000		75700	Training, workshop, conference	3,875	5,813	1,938	1,938	1,938	15,502	28
			Total MoE					6,875	10,313	3,438	3,438	3,438	27,502	
			UNDP[55]	62000	010003	72100	Contractual Services-Companies	97,500	97,500				195,000	29a
				62000		71200	International Consultants	17,625	17,625				35,250	17b
			Total UNDP					115,125	115,125				230,250	
		Total Output 3.1						122,000	125,438	3,438	3,438	3,438	257,752	
		Output 3.2: Investment criteria and models defined for eligible restoration, rehabilitation and conservation interventions under the SSR PES scheme.	MoE	62000	010003	71600	Travel		8,188				8,188	30
				62000		75700	Training, workshop, conference		7,750				7,750	31
				62000		71800	Contractual Services-Imp Partn		33,300				33,300	16b
			Total MoE						49,238				49,238	
			UNDP[55]	62000		72100	Contractual Services-Companies		35,000				35,000	29b
			Total UNDP						35,000				35,000	
		Total Output 3.2							84,238				84,238	
		Output 3.3: Public-private-community partnerships established to facilitate the operationalisation of the PES mechanism in Seam Reap.	MoE	62000	010003	71600	Travel		8,479	16,957			25,436	32
				62000		75700	Training, workshop, conference		1,500	3,000			4,500	33
				62000		71300	Local Consultant		5,250	10,500			15,750	21b
			Total MoE						15,229	30,457			45,686	
			UNDP[55]	62000	010003	72100	Contractual services - Companies		30,833	61,667			92,500	34
			Total UNDP						30,833	61,667			92,500	
		Total Output 3.3							46,062	92,124			138,186	
		Total Outcome 3						122,000	255,738	95,562	3,438	3,438	480,176	
	Outcome 4: Natural and cultural assets in the SSR watershed conserved and restored	Output 4.1: Forests of the SSR watershed restored	MoE	62000	010003	72300	Materials & goods		14,815	14,815	14,815	5,555	50,000	35
				62000		71600	Travel		379,259	379,259	379,259	142,223	1,280,000	36
				62000		72100	Contractual services - Companies		148,148	148,148	148,148	55,556	500,000	37
				62000		72300	Materials & goods		444,444	444,444	444,444	166,668	1,500,000	38

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	through the implementation of NbS and enhancement of local livelihoods.		Total MoE						986,666	986,666	986,666	370,002	3,330,000	
			UNDP[55]	62000	010003	71200	International Consultants		10,444	10,444	10,444	3,915	35,247	17c
			Total UNDP						10,444	10,444	10,444	3,915	35,247	
			Total Output 4.1						997,110	997,110	997,110	373,917	3,365,247	
		Output 4.2: Tree cover across the agroecological landscape of the SSR Watershed expanded through community agroforestry	MoE	62000	010003	71300	Local Consultant		2,666	2,667	2,667	1,000	9,000	39
				62000		75700	Training, workshop, conference		1,778	1,778	1,778	666	6,000	40
				62000		71600	Travel		114,626	114,626	114,626	42,985	386,863	41
				62000		72300	Materials & goods		550,163	550,163	550,163	256,311	1,906,800	42
				62000		72100	Contractual services - Companies		1,333	1,333	1,334	500	4,500	43
				62000		71800	Contractual services - Imp Partn		9,866	9,867	9,867	3,700	33,300	16c
			Total MoE						680,432	680,434	680,435	305,162	2,346,463	
			Total Output 4.2						680,432	680,434	680,435	305,162	2,346,643	
		Output 4.3: Diversified livelihood models developed to facilitate and incentivise conservation, restoration and sustainable use of natural resources.	MoE	62000	010003	71300	Local Consultant		8,519	8,519	8,519	3,194	28,751	44
				62000		75700	Training, workshop, conference		10,770	10,770	10,770	4,039	36,349	45
				62000		74200	Audio Visual & Print Prod Costs		1,393	1,393	1,393	521	4,700	46
				62000		71600	Travel		10,469	10,469	10,469	3,930	35,337	47
				62000		73400	Rental & Maint of Other Equip		2,666	2,666	2,668	1,000	9,000	48
				62000		72100	Contractual services - Companies		2,370	2,370	2,370	890	8,000	49
				62000		72200	Equipment and Furniture		8,889	8,889	8,889	3,333	30,000	50
				62000		71300	Local Consultant		17,000	17,000	17,000	6,375	57,375	21c
			Total MoE						62,076	62,076	62,078	23,282	209,512	
			UNDP[55]	62000	010003	71600	Travel		1,570	1,570	1,570	589	5,299	51
			Total UNDP						1,570	1,570	1,570	589	5,299	
			Total Output 4.3						63,646	63,646	63,648	23,871	214,811	
			Total Outcome 4						1,741,188	1,741,190	1,741,193	702,950	5,926,521	
	Total Component 2							122,000	1,996,926	1,836,752	1,744,631	706,388	6,406,697	
Component 3: Knowledge (KM), communications, coordination, gender, and monitoring	Outcome 5: Knowledge generated through project implementation is captured and shared locally, regionally, and globally through the	Output 5.1: Knowledge management, sharing and learning system developed	MoE	62000	010003	72100	Contractual services - Companies			21,334	42,666		64,000	52
				62000		71600	Travel			3,760	7,520		11,280	53
				62000		71300	Local Consultant			4,500	9,000		13,500	21d
			Total MoE							29,594	59,186		88,780	
			UNDP[55]	62000	010003	71200	International Consultants			11,750	23,500		35,250	17d
			Total UNDP							11,750	23,500		35,250	

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	Ecosystem Restoration Integrated Programme.	Total Output 5.1								41,344	82,686		124,030	
		Output 5.2: Participation in community of practice at global, regional, national and sub-national levels	MoE	62000	010003	75700	Training, workshop, conference					2,500	2,500	54
				62000		71600	Travel			1,900	1,900	1,425	5,225	55
				62000		71800	Contractual services - Imp Partn			12,109	12,109	9,082	33,300	16d
			Total MoE					-	-	14,009	14,009	13,007	41,025	
			UNDP[55]	62000	010003	71600	Travel			6,750	13,500	6,750	27,000	56
			Total UNDP					-	-	6,750	13,500	6,750	27,000	
		Total Output 5.2								20,759	27,509	19,757	68,025	
		Total Outcome 5								62,103	110,195	19,757	192,055	
	Outcome 6: Project adaptively managed through effective monitoring	Output 6.1: Project Monitoring and Evaluation System established and tracking results.	MoE	62000	010003	71300	Local Consultant	1,124	2,250	2,250	2,250	2,250	10,124	21e
				62000		75700	Training, workshop, conference	1,112	2,222	2,222	2,222	2,222	10,000	57
				62000		71600	Travel	6,568	6,568				13,136	58
			Total MoE					8,804	11,040	4,472	4,472	4,472	33,260	
			UNDP[55]	62000	010003	71200	International Consultants	85,500	11,000	11,000	11,000	11,000	129,500	59
			Total UNDP					85,500	11,000	11,000	11,000	11,000	129,500	
		Total Output 6 1						94,304	22,040	15,472	15,472	15,472	162,760	
		Total Outcome 6						94,304	22,040	15,472	15,472	15,472	162,760	
	Total Component 3							94,304	22,040	77,575	125,667	35,229	354,815	
M&E (as per Table B of the CEO Endorsement Request)			MoE	62000	010003	71600	Travel	7,112	14,222	14,222	14,222	14,222	64,000	60
				62000		75700	Training, workshop, conference	6,500				6,500	13,000	61
				62000		71300	Local Consultant	9,444	18,889	18,889	18,889	18,889	85,000	62
			Total MoE					23,056	33,111	33,111	33,111	39,611	162,000	
			UNDP[55]	62000	010003	71200	International Consultants			20,000		30,000	50,000	63
			Total UNDP					-	-	20,000	-	30,000	50,000	
Total M&E								23,056	33,111	53,111	33,111	69,611	212,000	
PMC			MoE	62000	010003	71800	Contractual services - Imp Partn	16,700	33,400	33,400	33,400	33,400	150,300	64
				62000		72200	Equipment and Furniture	1,709	-	-	-	-	1,709	65
				62000		72800	Information Technology Equipmt	7,620	4,050	4,050	4,050	4,050	23,820	66
				62000		72500	Supplies	22,092	957	957	957	957	25,920	67
				62000		73400	Rental & Maint of Other Equip	990	990	990	990	990	4,950	68
				62000		72400	Communic & Audio Visual Equip	2,808	2,808	2,808	2,808	2,808	14,040	69
			Total MoE					51,919	42,205	42,205	42,205	42,205	220,739	

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	UNDP[55]	62000	010003	74100	Professional Services	2,500	5,000	5,000	5,000	5,000	22,500	70
		62000		71400	Contractual Services - Individ	8,834	17,666	17,666	17,667	17,667	79,500	71
	Total UNDP					11,334	22,666	22,666	22,667	22,667	102,000	
Total PMC						63,253	64,871	64,871	64,872	64,872	322,739	
Total Project Grant						541,577	2,267,045	2,166,053	1,972,514	880,333	**7,827,522**	

Budget Notes

Budget Note No.	Budget Note (Description)
21f	• National consultancy for policy briefs and capacity building on integrated water management • Gender and Safeguard Specialist – 50 days per year for 4.5 years at a rate of $500 per day. Rate split across multiple Outputs to facilitate gender-responsive and risk mitigated activities under outcome 1.
2	• Travel for national consultant and PMU to conduct consultation meeting in 3 provinces. • Travel for local consultant support on consultation meetings at sub-national to inform policy briefs. • Travel for PMU to support on preparation of the workshops. • Travel for participants from provinces to attend the training (approx 6 people per training, 3.5 days per training, 3 trainings)
3	• 1 Multi-stakeholder consultation workshop and 1 validation workshop (the cost including venue, translator, headset, and other workshop materials) • Three 2-day training workshops. One workshop targeting MoE departments, one targeting MoAFF and one targeting MoT and other relevant ministries/departments. (20 people per training, 2 days with estimation of 6 people are from province)
4	• International consultant to lead the comprehensive, multi-sectoral policy review and gap analysis. Lumpsum value including travel.
5	• National consultant to support the comprehensive assessment of existing management plans across the TSB
6	• Travel for national consultant to conduct assessment of the management plan in the field (approx. 4.5 days) • Travel for local consultant to support on the consultation workshop in the provinces. (approx. 5 days) • Travel for PMU to support on preparation of the workshops. • Travel for local consultant to train decision makers in other 7 provinces. (approx. 28 days) • Travel for participants (approx. 10 participants across districts, each province) and PMU (2 people, across provinces)
7	• Multi-stakeholder consultation workshop at the national to inform the development of the ITSBMP followed by a validation workshop. One national level consultation (40 people), three sub-national consultations (30 people/meeting), and one national validation (50 people), including 2 times translator at national level. • 2-day training workshops. Eight workshops, targeting each of the seven provincial administrations within the TSB and one targeting the Tonle Sap Authority and other national-level stakeholders. (20 participants for each province, and 25 participants for Phnom Penh)
8	• International consultant to lead the comprehensive assessment of existing management plans across the TSB. Lumpsum value including travel.
9	• National consultant to support on developing of data driven decision support tools
10	• Travel for PMU to meet with international consultant (approx. 5 days) • Travel for national consultant to collect data and testing the tools (PP- SR-PP) (approx. 5 days) • Travel for national consultant to deliver CD to 7 provinces, and 8 coaching sessions. • Travel for participants and PMU to the training workshop on the use of monitoring and decision support tools under CEMIS (3-day workshop, 8 workshops) • Travel for participants and PMU to the coaching session on the use of monitoring and decision support tools under CEMIS (half-day workshop, 8 workshops) • Travel for national consultant to deliver training trade-off analysis for environmentally sound strategic decision making to decision makers in 7 provinces.

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	• Travel for participants and PMU to attend training workshop on trade-off analysis for environmentally sound strategic decision making. • DSA and Travel for MoE officials to participate in and provide technical inputs to activities under outcome1 (4days/trip * 2 trips/year * 2 people * 5 years)
11	• 3-day training workshop (8 workshops) to the seven provincial administrations within the TSB and one targeting national-level stakeholders. (20-25 people per training) • Half-day post-workshop coaching (8 coaching sessions) to the seven provincial administrations within the TSB and one targeting national-level stakeholders. (20-25 participant per coaching) • 2-day training workshops. 8 workshops, targeting each of the seven provincial administrations within the TSB and one targeting the Tonle Sap Authority and other national-level stakeholders. (20-25 participants per training) (Venue and materials)
12	• International consultant to develop training module on trade-off analysis for environmentally sound strategic decision making and provide ToT to national consultant and PMU (online). Lumpsum value including travel. • International Project Advisor (including travel to Cambodia) – 47 days per year for 5 years at a rate of $750 per day. Rate split across multiple Outputs to provide technical guidance for implementation of project activities.
13	• National consultant to identify gaps and needs for revitalising Tonle Sap Authority and the SR watershed management committee.
14	• Travel for national consultant and PMU (1 person) (approx. 5 days) • Travel for national consultant (approx. 7 days) • Travel for participants from PP (3 days, 7 people) • Travel for national level (4 people, PP-SR-PP) and local participants from different districts (10 people) • Travel for national level to attend the annual coordination workshop (approx. 7 people- 2 from MoE, and 5 from TSB authority) • Travel for national consultant (4 days * 5 years) • Travel for field team to participate in and provide technical inputs to project planning/reporting meetings in Phnom Penh related to activities under outcome2 (4-day trip)
15	• 1-day consultation workshop in Siem Reap province to engage stakeholders and inform the structure and mandate of the forum (25 people) • Bi-annual meetings of the SSR Watershed forum for years 2-4 (6 meetings, 30 people per meeting). From year 5 the cost will transition to the PES scheme. • 2-day annual coordination workshop for watershed forums and the Tonle Sap Authority from year 1 to year 5. (40 people workshop)
16a	• Cost of project field specialist for technical support to implementation of activities under outcome 2
16b	• Cost of project field specialist for technical support to implementation of activities under outcome 3
16c	• Cost of project field specialist for technical support to implementation of activities under outcome 4
16d	• Cost of project field specialist for technical support to implementation of activities under outcome 5
17a	• International Project Advisor (including travel to Cambodia) – 47 days per year for 5 years at a rate of $750 per day. Rate split across multiple Outputs to provide technical guidance for implementation of project activities under outcome 2.
17b	• International Project Advisor (including travel to Cambodia) – 47 days per year for 5 years at a rate of $750 per day. Rate split across multiple Outputs to provide technical guidance for implementation of project activities under outcome 3.
17c	• International Project Advisor (including travel to Cambodia) – 47 days per year for 5 years at a rate of $750 per day. Rate split across multiple Outputs to provide technical guidance for implementation of project activities under outcome 4.
17d	• International Project Advisor (including travel to Cambodia) – 47 days per year for 5 years at a rate of $750 per day. Rate split across multiple Outputs to provide technical guidance for implementation of project activities under outcome 5.
18a	• National consultant to conduct a comprehensive review and gap analysis of existing plans and policies for the management of the SSR Watershed. • National consultant to develop a law enforcement strategy and draft a participatory management framework for SSR, then to develop and deliver the training materials of guidelines for collaborative watershed management and train stakeholders on the implementation of the guidelines.
18b	• National consultant to develop a law enforcement strategy and draft a participatory management framework for SSR, then to develop and deliver the training materials of guidelines for collaborative watershed management and train stakeholders on the implementation of the guidelines.
19	• Travel for national consultant (approx. 4 days) • Travel for national consultant to support on consultation workshop. • Travel for participants from different districts. • Travel for participant from other districts.

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	• Travel for national consultant (approx. 5 days)
20	• 1-day Consultative community engagement workshops in the upper, middle and lower reaches of the SSR watershed. (in Siem Reap province, 35 participants per workshop, 5 workshops) • 3-day workshop with local authorities and SSR Watershed forum to consolidate inputs, and prioritise and map management strategies. (approx. 35 participants)
21a	• Gender and Safeguard Specialist – 50 days per year for 4.5 years at a rate of $500 per day. Rate split across multiple Outputs to facilitate gender-responsive and risk mitigated activities under outcome 2.
21b	• Gender and Safeguard Specialist – 50 days per year for 4.5 years at a rate of $500 per day. Rate split across multiple Outputs to facilitate gender-responsive and risk mitigated activities under outcome 3.
21c	• Gender and Safeguard Specialist – 50 days per year for 4.5 years at a rate of $500 per day. Rate split across multiple Outputs to facilitate gender-responsive and risk mitigated activities under outcome 4.
21d	• Gender and Safeguard Specialist – 50 days per year for 4.5 years at a rate of $500 per day. Rate split across multiple Outputs to facilitate gender-responsive and risk mitigated activities under outcome 5.
21e	• Gender and Safeguard Specialist – 50 days per year for 4.5 years at a rate of $500 per day. Rate split across multiple Outputs to facilitate gender-responsive and risk mitigated activities under outcome 6.
22	• International consultant to prioritise and map site-specific management strategy of SSR (approx. 15 days, including travel to Cambodia). Lumpsum value including travel.
23	• Printing and distribution of guidelines to relevant stakeholders (design and printing)
24	• Travel for national consultant (Siem Reap), approx. 4 days • Travel for local participants (15 people) and from Phnom Penh (6 people) • Travel for MoE official (project manager + Project director) (4days/trip * 4 trips/year * 2 people * 4.5 years)
25	• 2-day training workshops with local authorities, SSR Watershed forum and community leaders to train them on collaborative management. Workshops will be held annually from years 2-4 (35 people)
26	• Travel of technical expert(s) to participate in and provide technical input to project activities under outcome 2.
27	• Transportation for participants across 7 workshops • Travel for field team to participate in and provide technical inputs to project planning/reporting meetings in Phnom Penh related to activities under outcome3 (4-day trip)
28	• Three 2-day workshops, in Phnom Penh with 25 participants (20 from PP, 5 from SR, including project coordinator) • Two 1-day consultation workshops to engage stakeholders and inform the structure and mandate of the forum • 2-day workshop, in Phnom Penh with 25 participants (20 from PP, 5 from SR, including project coordinator) • Three 2-day workshops, in Phnom Penh and other provinces with 30 participants (including DSA of some participants from other province, including project coordinator)
29a	• International firm (including national experts) to further develop and operationalise the financial mechanisms for SSR Watershed under output 3.1. Lumpsum value including travel.
29b	• International firm (including national experts) to further develop and operationalise the financial mechanisms for SSR Watershed under output 3.2. Lumpsum value including travel.
30	• Transportation for participants across 3 workshops • Travel for field team to participate in and provide technical inputs to project planning/reporting meetings in Phnom Penh related to activities under outcome3 (4-day trip)
31	• 1-day engagement workshops in the upper, middle and lower courses of SSR Watershed, and with public and private partners. • 3-day collaborative workshop in Siem Reap to co-develop investment criteria • 2-day workshop, in Phnom Penh with 25 participants (20 from PP, 5 from SR, including project coordinator)
32	• Transportation for participants across 2 workshops • Travel for 6-day Engagement Roadshow across the SSR Watershed • Travel of technical expert(s) to participate in and provide technical input to project activities under outcome 3.3 • Travel and DSA for MoE officials (4days/trip * 4 trips/year * 2 people * 4.5 years)
33	• 2-day Workshop to develop a partnership roadmap for public, private and community stakeholders. • 1-day workshop and 1 MoU signing ceremony
34	• International firm (including national experts) to develop PPCPs for the operationalisation of the PES scheme for SSR Watershed. Lumpsum value including travel.
35	• Establishment of 4 nurseries (materials for construction 50 x 50 meters tree nursery, watering system and facilities)

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	• Seedling production materials (cost of seeds, plastic bag, fertilizer etc. for 3 years)
36	• Transportation for MoE officials and communities to support nursery establishment • Cost for tree planting/reforestation activities on the ground (food and travel allowance for local officials, local communities, refreshment during field planting activities) at $250 per ha
37	• Land preparation (land ploughing) at $100 per ha
38	• Tree planting inputs (seedings & transportation and minor materials/equipment etc.) at $300 per ha
39	• National consultant to train local extension officers using a ToT approach, and to establish training plots, including developing training materials
40	• One 4-day ToT training (including cost of travel and allowance for 20 officials including cost of training venue & training materials)
41	• Travel cost for field work and monitoring including refreshment for extension officers & local communities. • Travel for participants of exchange visits to training plots in neighbouring communities, using bus transfers. Trips facilitated by extension officers • Travel for field team to participate in and provide technical inputs to project planning/reporting meetings in Phnom Penh related to activities under outcome4 (4-day trip)
42	• Materials and Inputs for agroforestry establishment (crops & trees seedlings, minor equipment etc.)
43	• Local Transportation company (Minibus rental for 2 days/exchange x 15 exchanges) for exchange visit in outcome 4
44	• Ecotourism expert: Local consultancy to develop guidelines for green destination ecotourism, to train communities on its implementation - including establishing connections to tree planting initiatives - and to streamline permitting processes to facilitate international ecotourism • NTFP value chains assessment (VCA): Local consultancy to training communities on sustainable harvesting of forest resources and value chain development.
45	• Consultation workshop on green destination handbook (venue, refreshment, allowance & travel) • Cost of venue for the training 50 participants, approx. 120days (cost included with training materials and handouts) • Consultation workshop on green destination handbook (venue, refreshment, allowance & travel) • Training on the application of NTFP APP • Cost of consultation meeting to present and discuss finding from the NTFP VCA • Training on sustainable harvesting and processing of NTFPs linking to green destination (2 trainings) • Trains community on enterprise development linking to NTFPs and Agroforestry
46	• Translation, infographic design & layout and printing
47	• Travel for trainer and participants for training on green destination offerings • Travel for trainer and participants for consultation meetings to demarcate and develop maps of areas for tourism-based tree planting and NTFP collection (allowance, travel & refreshment) • Travel for facilitator for formulation of community enterprise plans and implementations • DSA and Travel for MoE officials to participate in and provide technical inputs to activities under outcome4 (4days/trip * 2 trips/year * 2 people * 5 years)
48	• Fuel and maintenance for motorbikes
49	• Design tourism tree-based planting and NTFP collection APP
50	a) Minor NFTPs processing equipment and facilities based on community value added produce and enterprise plans [USD 25,000] b) Procurement of two motorbikes [USD 5,000] to support the tree planting and agroforestry activities under Outcome 4. The field unit of the PMU recruited by the project will need to travel regularly to the project sites across the different geographical locations of the SSR to plan and implement these activities with target beneficiaries, particularly local communities, farmers, and authorities. The motorbikes will be used for this purpose. It is noted that for the other activities of the project, the Implementing Partner will use its own vehicles as part of their in-kind contribution to the project. Total budget USD 30,000
51	• Travel of technical expert(s) to participate in and provide technical input to project activities under outcome 4.
52	• Local firm/organization to develop a knowledge management system and outreach strategy, and to run an outreach/awareness programme including Printing of outreach material (design and printing) and Production of communication material to promote visibility of project results (from Year 2 to Year 5)
53	• 5-Day travelling roadshow held twice annually from year 3-5 (each roadshow has 6 people)

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54	• Knowledge sharing workshops to disseminate knowledge gathered during regional trainings to local stakeholders in Cambodia
55	• Travel for local participants (30 people) and MoE from Phnom Penh (4 people) to attend knowledge sharing workshops • Travel for field team to participate in and provide technical inputs to project planning/reporting meetings in Phnom Penh related to activities under outcome5 (4-day trip)
56	• Flights and DSA to attend regional events; two people per event for seven events. Flights estimated at $1000pp and DSA at $150pppd for 5 days, with a total of $1,750 per person per trip. • Travel of technical expert(s) to participate in and provide technical input to project activities under outcome 5.
57	• ESIA Public consultation • ESMP trainings, workshops during project implementation
58	• Travel for participants to attend consultation workshop • Travel for participants to attend ESMP training • Travel for MoE official (project manager + Project director) (4days/trip * 4 trips/year * 2 people * 4.5 years)
59	• International safeguard expert for project implementation throughout project duration • International Safeguards expert to carry out ESIA and SESA, develop ESMP and other plans during inception phase
60	• Travel for project monitoring • Travel for participants during inception and final workshops
61	• Inception and Final Workshop
62	• M&E Expert (30 days for year 1, 25 days for year2, 40 days for year 3, 25 days for year 4, and 50 days for year 5)
63	• International consultant to conduct MTR • International consultant to conduct TE
64	• Project field coordinator, Siem Reap (20% in PMU, other 80% spread under each output) salary is included seniority, insurance, 13th month salary, tax and other benefits. Expect 4% annual increment • Admin assistant, Siem Reap, salary is included seniority, insurance, 13th month salary, tax and other benefits. Expect 5% annual increment • Finance and Administration Assistant, Phnom Penh, salary is included seniority, insurance, 13th month salary, tax and other benefits. Expect 4% annual increment
65	• Office desks/chairs
66	• Computers/Laptops for PMU • Printer, Scanner and Ink, • Est. Accounting system for MOE = 2,000(one time) & renew software license- 1,500/year plus other ICT supplies
67	• Office stationery, Ink, photocopy, other logistic support
68	• Maintenance for ICT equipment
69	• Mobile Telephone Charges for 3 project staff (est. 20 per staff & per month) • Connectivity Charges ($200/month)
70	• Annual NIM financial audit and spot-check
71	• Natl Personnel Srvcs Agreement, Project Assistant shared cost-30% charge • Natl Personnel Srvcs Agreement, Biodiversity and NRM Officer shared cost-30% charge

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X. LEGAL CONTEXT

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

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

XI. RISK MANAGEMENT

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

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

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list.

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

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

   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have

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minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

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

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

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

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

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

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

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

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

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

9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds.

10. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.

11. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

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

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

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

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

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

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

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

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

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

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

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XII. MANDATORY ANNEXES

NOTE: The project Document Annexes are provided as separate files.

Annex 1 GEF Budget Template
Annex 2a GEF Execution Support Letter 2b LOA between UNDP 2c DPC calculations 2d Agency's justification note
Annex 3 Project Map and geospatial coordinates of the project area
Annex 4 Multiyear Workplan
Annex 5 Social and Environmental Screening Procedure (SESP)
Annex 6 UNDP Risk Register
Annex 7 Overview of Project Staff and technical consultancies/subcontracts
Annex 8 Stakeholder Engagement Plan
Annex 9a Environmental Social Management Framework (ESMF), 9b Process Framework 9c Livelihood Action Framework, 9d Indigenous Peoples Planning Framework
Annex 10 Gender Analysis and Gender Action Plan
Annex 11 Procurement Plan – for the first year of implementation
Annex 12 Project Board TOR
Annex 13a PCAT 13b Micro Assessment
Annex 14a Combined Co-Financing letters,
Annex 15a Climate Screening Report, 15b World Bank Climate Screening tool
Annex 16 Core indicator worksheet
Annex 17 ExAct Tool
Annex 18 Policies Baseline
Annex 19 GEF Taxonomy

Other Annexes

Annex 20 Landscape Profile and Situation Analysis
Annex 21 Biodiversity Profile
Annex 22 Ecosystem Restoration Intervention Analysis
Annex 23 Cultural Heritage Impact Assessment
Annex 24 Capacity Development Score Card Assessment Report
Annex 25 GEF CEO Endorsement/Approval
Annex 26 Response to Project Reviews

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Annex 7: Overview of Technical Consultancies /Subcontracts

Consultant	Time Input	Tasks, Inputs and Outputs
For Project Management		
Local / National contracting		
Project Field Coordinator *Budget Note: 64*	*Part time over 4.5 years*	The Project Field Coordinator (PFC) will be responsible for the coordination and implementation of project activities on the ground The PFC will also be responsible for local coordination of the project's monitoring and evaluation-related activities. The PFC will report to the National Project Manager (NPM), and will report on a periodic basis to the Project Board, as required. Duties and Responsibilities *Project management and coordination tasks of the project field coordinator* • Manage the overall conduct of the project activities on the ground under the guidance of the National Project Manager • Support the National Project Manager to plan the activities of the project and monitor progress against the approved workplan. • Execute activities on the ground under the guidance of the National Project Manager. • Monitor events as determined in the project monitoring plan, and update the plan as required. • Provide support for completion of assessments required by UNDP, spot checks and audits. • Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports. • Monitor progress, watch for plan deviations and suggest course corrections when needed within project board-agreed tolerances to achieve results. • Ensure that changes are controlled and problems addressed. • Contribute to regular progress reporting to the project board as agreed with the board, including measures to address challenges and opportunities. • Support revisions to the multi-year work plan, as needed, as well as annual and quarterly plans if required. • Support preparation of the inception report (no later than one month after the inception workshop), Project Implementation Report (PIR), Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF and other oversight agencies. • Ensure that the indicators included in the project results framework are monitored annually in advance of the GEF PIR submission deadline so that progress can be reported in the GEF PIR. • Disseminate project reports to local stakeholders and respond to queries from concerned stakeholders. • Perform other relevant tasks as requested by the National Project Manager. •

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Consultant	Time Input	Tasks, Inputs and Outputs
Administrative and Finance Assistant *Rate: USD 16,000 per year* *Budget Note: 64*	*Full-time for 4.5 years*	Duties and Responsibilities Under the guidance and supervision of the National Project Manager, the Administrative and Finance Assistant will carry out the following tasks: • Assist the National Project Manager in day-to-day management and oversight of project activities. • Assist the M&E officer in matters related to M&E and knowledge resources management. • Assist in the preparation of progress reports, including all documentation required for Project Board and other meetings (such as the Inception Workshop and collation of the document packs for the MTR and TE). • Communicate with project actors with regard to project activities. • Ensure all project documentation (progress reports, consulting and other technical reports, minutes of meetings, etc.) are properly maintained in hard and electronic copies in an efficient and readily accessible filing system, for when required by PB, TAC, UNDP, project consultants and other PMU staff. • Provide PMU-related administrative and logistical assistance. • Keep records of project funds and expenditures, and ensure all project-related financial documentation are well maintained and readily available when required by the National Project Manager. • Manage all payment requests against project budgets and work plans, and follow-up on timely disbursements by MoE or the UNDP CO. • Maintain data on co-financing commitments to the project using the required templates and ensure that all relevant financial data is supplied for the project's Mid-term review and Terminal Evaluation. • Review project expenditures and ensure that project funds are used in compliance with the Project Document and RGoC financial rules and procedures, and GEF Recommended Minimum Fiduciary Standards governing the use of GEF Resources. • Validate and certify FACE forms before submission to UNDP. • Provide necessary financial information as and when required for project management decisions and project audit(s) • Support the development of annual budgets and work-plans, and other operational and financial planning processes. • Review annual budgets and project expenditure reports, and notify the National Project Manager if there are any discrepancies or issues. • Undertake recruitment and procurement of goods and services in compliance with government procurement rules and procedures and manage payments to all service providers. • Contribute to the preparation and implementation of progress and financial reports.

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Consultant	Time Input	Tasks, Inputs and Outputs
		• Consolidate financial progress reports submitted by the responsible parties for implementation of project activities. • Liaise and follow up with the responsible parties for implementation of project activities in matters related to project funds and financial progress reports. • Perform other relevant tasks as may be requested by National Project Manager.
Admin Assistant *Rate: USD 10,000 per year* *Budget Note: 64*	*Full-time for 4.5 years*	Duties and Responsibilities Under the guidance and supervision of the Project Field Coordinator, the Admin Assistant will carry out the following tasks: • Assist the Project Field Coordinator in day-to-day management of project activities on the ground. • Assist the Administrative and Finance Assistant in carrying out her/his functions (listed above). • Provide logistical assistance, including of the organization of stakeholder meetings, field trips, training courses and workshops. • Perform other relevant tasks as may be requested by Project Field Coordinator.
For Technical Assistance		
Local / National contracting		
Gender and Safeguard Specialist *Rate: USD 500 pd* *Budget Note: 1*	*50 days per year for 5 years* *Outputs 1.1, 2.2, 3.3, 4.3, 5.1, 6.1*	Duties and Responsibilities With guidance from and directly reporting to the National Project Manager, closely working with the Project Field Coordinator and the International Safeguard Consultant, the Gender and Safeguard Specialist will carry out the following tasks: • Support the International Safeguards consultant in preparing the ESIA and SESA, and developing the ESMP. • Assist the Project Field Specialist in the monitoring of the project progress and participate in the production of progress reports ensuring that they meet the necessary gender and safeguard reporting requirements and standards. • Oversee and guide the design of surveys/assessments/assignments to ensure that they are in compliance with the UNDP Gender and Environment and Social safeguards and adequately addresses gender and minority groups (including indigenous peoples) concerns.

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Consultant	Time Input	Tasks, Inputs and Outputs
		• Assist the Project Field Specialist in ensuring that the implementation of the project plans including the gender action plan, the stakeholder engagement plan, the indigenous peoples plan framework, and the environmental and social management framework are in compliance with the UNDP Gender and Environment and Social safeguards and follow the UNDP SES policy. • Ensure social and environmental grievances are managed effectively and transparently in accordance with the project's grievance redress mechanism (GRM). • Review the SESP annually, and update and revise corresponding risk log; mitigation/management plans as necessary. • Ensure full disclosure with concerned stakeholders. • Oversee/ develop / coordinate implementation of all gender –related work. • Work with the Project Coordinator to ensure reporting, monitoring and evaluation and fully address the gender and Environment and Social safeguards issues of the project. • Ensure that gender sensitization modules are included in all training activities supported by the project and support the development of these modules. • Verify that project training materials and activities are aligned with local family realities, promote positive actions towards the role and involvement of women in family income generating activities and family finances, respect communities' ethnicity women's time availability, cultural practices, etc. • Ensure that guidelines, standards and incentives revised and/or developed by the project include gender dimensions. • Ensure that women participate in all project-related activities. • Support the collection of sex disaggregated and gender specific data. • Ensure that the project also supports women groups interested in livelihoods development. • Act as a resource person for the project's mid-term review and terminal evaluations. • Act as a resource person and contribute to the annual reviews of the project and produce analytical reports, including learning and other knowledge management products. • Support project site and learning missions.

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Consultant	Time Input	Tasks, Inputs and Outputs
		• Visit project sites as and when required to appraise project progress on the ground and validate written progress reports. • Perform other relevant tasks as may be requested by Project Field Coordinator.
Project Monitoring and Evaluation Officer *Rate: USD 500 pd* *Budget Note: 62*	*30 days for year 1* *25 days for year 2* *40 days for year 3* *25 days for year 4* *50 days for year 5*	Duties and Responsibilities With guidance from and reporting to the National Project Manager, and working closely with the Project Field Coordinator, the M&E Officer will carry out the following tasks: • Revise and validate the projects M&E framework as needed at project inception. • Develop project-specific M&E tools as necessary. • Ensure project's M&E meets the requirements of the Government, the UNDP Country Office, and UNDP-GEF; • Monitor project progress and participate in the production of progress reports ensuring that they meet the necessary reporting requirements and standards – including inputs to the annual PIRs. • Oversee and ensure the implementation of the project's M&E plan, including periodic appraisal of the Project's Theory of Change and Results Framework with reference to actual and potential project progress and results. • Oversee/develop/coordinate the implementation of the stakeholder engagement plan. • Oversee and guide the design of surveys/ assessments commissioned for monitoring and evaluating project results. • Facilitate mid-term and terminal evaluations of the project; including management responses. • Facilitate annual reviews of the project and produce analytical reports from these annual reviews, including learning and other knowledge management products. • Support project site M&E and learning missions. • Visit project sites as and when required to appraise project progress on the ground and validate written progress reports.
International / Regional and global contracting		
International Safeguard Consultant *Rate: USD 750pd* *Budget Note: 59*	*18 days for year 1* *12 days for year 2* *12 days for year 3* *12 days for year 4* *12 days for year 5* *Output 6.1*	Duties and Responsibilities With guidance from and reporting to the National Project Manager, and working closely with the Project Field Coordinator, the International Safeguard Consultant will carry out the following tasks: • Provide ongoing support and guidance to the local Gender and Safeguard Specialist on their day-to-day roles as described above. • Monitor progress in development/implementation of the project ESMP/ESMF, ensuring that UNDPs SES policy is fully met and the reporting requirements are fulfilled. • Oversee/coordinate the implementation of all safeguard related plans as laid out in the ESMF.

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Consultant	Time Input	Tasks, Inputs and Outputs
		• Ensure social and environmental grievances are managed effectively and transparently. • Review the SESP annually, and update and revise corresponding risk log; mitigation/management plans as necessary. • Ensure full disclosure with concerned stakeholders. • Ensure environmental and social risks are identified, avoided, mitigated and managed throughout project implementation. • Work with the M&E officer and the local Gender and Safeguard Specialist to ensure reporting, monitoring and evaluation fully address the safeguard issues of the project.
International Project Advisor *Rate: USD 750* *Budget Note: 12*	*47 days per year for 5 years* *Outputs 1.3, 2.1, 3.1, 4.1, 5.1*	Duties and Responsibilities With guidance from and reporting to the National Project Manager (NPM), and working closely with the Project Field Coordinator and core subject matter specialists within the Project team, the International Project Advisor will carry out the following tasks: Strategic programming and delivery oversight • Provide advice and technical inputs to the National Project Manager and Project Field Coordinator (PFC) in the conduct of the multi stakeholder inception workshop and supplemental bilateral planning workshops to ensure full stakeholder buy in and consensus on collaborative working arrangements. • Provide technical support in preparing Terms of Reference for consultants and sub-contractors, and assistance in the selection and orientation process; reviewing the work of all consultants and sub-contractors, to ensure timely and quality delivery of expected outputs; ensuring effective synergy among the various sub-contracted activities, and integration of project outputs. • Support the PFC in ensuring technical consistency, quality and timeliness of delivery of the • Support the development of training and capacity development on trade-off analysis for environmentally sound strategic decision making. • Support the revitalization of watershed management forums, guiding the development of agreements and mandates for the forum and guiding forum members on integrated approaches to watershed management.

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Consultant	Time Input	Tasks, Inputs and Outputs
		• Support the development of a roadmap for expanding investment through innovative financial models, ensuring inclusion of the latest global trends and innovations in the biodiversity and sustainable development finance landscape. • Guide restoration activities in high conservation value forest areas of the SSR watershed, ensuring application of best practice to achieve maximum ecosystem service benefits and sustainability or restoration efforts. • Support the production of communication material to promote visibility of project results, bringing experiences and • Bring national (and international) technical experiences to project planning and implementation to ensure that full use is made of lessons learned, and that best practices are used to achieve the project objective. • In view of the critical importance of capacity building, maintain strategic oversight for the technical quality and timely delivery of the project's capacity building activities under Component 1. • Provide technical assistance, capacity building support and advice to the MoE and other institutional stakeholders at national and local level on key strategic and policy issues related to integrate watershed management and planning, institutional strengthening processes, and appropriate monitoring and evaluation systems and knowledge management systems. • Based on the results of field assessments, lead the project specialists in providing hands on advice in designing locally-specific implementation strategies for project deliverables community levels, the demonstration of said strategies and the concurrent joint learning from experience by concerned institutional stakeholders. <u>Quality assurance support</u> • Provide quality assurance for the development of annual work plans, review progress, and advise NPM and PFC to ensure annual, mid-term and end-of-project targets will be met.

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Consultant	Time Input	Tasks, Inputs and Outputs
		• Assist the NPD and PC with technical input in preparation of the inception report, Project Implementation Review / Annual Project Report, and quarterly financial reports for submission to UNDP, the GEF, other donors and the Government, as required. • Provide technical input to consultants in the conduct of a mid-term review, and in undertaking revisions in the implementation program and strategy, based on review results. • Assist the NPM and PFC in liaison work with project partners, donor organizations, NGOs and other groups to ensure effective technical coordination of project activities, and coordination with local, national and international complementary projects and programs. • Perform other relevant tasks as may be requested by the NPM and PFC.
International consultant for MTE ***Total Value:*** *USD 20,000* *Budget Note: 63*	*N/A*	The standard UNDP/GEF project mid-term evaluation TOR will be used. This will include: • Supporting the mid-term evaluation. • Assisting the international mid-term evaluation specialist in order to assess the project progress, achievement of results and impacts. • Supporting the drafting of the mid-term evaluation report and discussing it with the project team, government and UNDP. • As necessary, participating in discussions to extract lessons for UNDP and GEF.
International consultant for TE ***Total Value:*** *USD 30,000* *Budget Note: 63*	*N/A*	*The standard UNDP/GEF project mid-term evaluation TOR will be used. This will include:* • Supporting the Terminal Evaluation. • Assisting the international Terminal Evaluation specialist in order to assess the project progress, achievement of results and impacts. • Supporting the drafting of the Terminal Evaluation report and discussing it with the project team, government and UNDP. • As necessary, participating in discussions to extract lessons for UNDP and GEF.
External service providers for delivery of technical outputs		
Consultants/Professional Services (USD 100,000 and above) **The scope of projects below USD 100,000 will be determined in the first year of implementation.*		
• ***International / Regional and global contracting***		

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Consultant	Time Input	Tasks, Inputs and Outputs
International Safeguards Consultant ***Total Value:*** *USD 80,000* *Budget Note: 59* *Output 6.1*	*N/A*	International Safeguards consultant to carry out ESIA and SESA, develop ESMP and other plans during project inception phase. The draft ToRs of this assignment are described in the ESMF and will include: • To prepare an Environmental and Social Assessment (ESIA) and its respective Environmental and Social Management Plan (ESMP) for the operation to ensure the socio-environmental sustainability of its different components. • Analyze, evaluate and propose measures to prevent, control, mitigate, restore and/or compensate the potential environmental and social impacts of the project so that the project complies with UNDP's SES and national legislation. • The ESIA must include management plans and other instruments detailing environmental and social requirements, in particular to guide the final design of the project and its components, including recommendations for changes to the project design as well as specific actions to be taken by contractors and subcontractors. • Develop a consultation/stakeholder engagement plan, including an analysis of interested and affected parties, detailing documentation requirements, and dissemination of information about the project. • Support the implementing partner (and responsible party) in carrying out meaningful consultations. • Prepare a project-level grievance redress mechanism
Development Finance Firm ***Total Value:*** *USD230,000* *Budget Note: 29* *Output 3.1*	*N/A*	International firm to further develop and operationalise the financial mechanisms for SSR Watershed. The international firm should include in its team a national consultant with detailed knowledge of the finance landscape and governance systems in Cambodia. The tasks of the consultancy will include: • Develop a transparent financial mechanism to direct finance to investments in ecosystem services. The model should build on the pilot PES scheme established but never fully operationalised in Siem Reap. • Refine the operational framework for a PES Scheme in Seam Reap, ensuring alignment with national policies and governance systems, as well as stakeholder engagement and participation. • Develop a PES contribution collection and accounting system that is supported by public and private sector stakeholders and can be self-sustaining in the long term. The accounting system should tie in with the transparent financial mechanism described in the first task above, ensuring that funds can be traced from the contributor to the reinvestment in the same watershed. • Establish a multi-stakeholder PES forum in Seam Reap to oversee the implementation of the PES Scheme, including collection and reinvestment of financial contributions. • Establish an implementation modality for reinvestment of collected funds in the SSR watershed, ensuring clear mandates, roles and responsibilities are laid out for all stakeholders.

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Consultant	Time Input	Tasks, Inputs and Outputs
		• Co-develop a set of investment criteria for interventions funded through the PES scheme that will be implemented through the modalities described above. • Draft policy brief to embed the processes for PES operationalisation into national and sub-national policy frameworks. • Develop a roadmap for expanding investment through innovative financial models. • For all of the above activities, ensure detailed consultation with national and local level government entities, private sector stakeholders and communities. This included convening engagement workshops with upstream communities and potential downstream buyers of ecosystem services to identify needs. Note: While direct consultations and international travel are covered in the lumpsum value for the consultancy, the costs of multi-stakeholder consultation workshops are budgeted separately.

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