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United Nations Development Programme

PROJECT DOCUMENT

Cambodia

Project Title: Community Action for Sustainable Forests (CASFor)
Project Number: 01005062
Start Date: 21 November 2025 **End Date:** 31 December 2027 **PAC Meeting date:** N/A

Brief Description

The project Community Action for Sustainable Forests (CASFor) aims to promote the sustainable management of local forest resources and contribute to national commitments and global action on climate change mitigation and biodiversity conservation. CASFor adopts a market-driven participatory approach across its activities, leveraging sustainable market opportunities while protecting forest landscapes[1] rehabilitating and managing forest resources and building livelihoods' resilience. This collaborative investment will assist project partners, Community Forestry (CFs), and Community Protected Areas (CPAs) in tailoring their activities to align with market demand, understanding market requirements, identifying potential partners, and addressing existing barriers. Beyond forest products buyers, the engagement will extend to potential investors in the carbon market that could support forest restoration activities as part of the sustainable financing options.

CASFor will support CFs and CPAs and local communities to better understand the status and potential of forest resources and to make informed decisions regarding management options through the forest data collection and analysis. Given the increase in the number and area of CFs/CPAs across the country, it is important to design a forest and land use monitoring system that can measure small-scale community-based forest operations and integrate them into national forest and land use monitoring systems. Therefore, national institutional capacities will be strengthened to assess the potential contribution of Community-Based Forest Management (CBFM) to climate change mitigation, which is now possible thanks to high resolution satellite data. The project will also support the integration of tools and CPA/CF activities into Cambodia Environment Management Information System (CEMIS).

The project will strengthen existing monitoring systems in Cambodia as CEMIS. Based on a gap analysis of existing systems that will be conducted through support of the United Nations Reducing Emissions from Deforestation and Forest Degradation (UN-REDD) initiative 'Climate change mitigation through social forestry actions in ASEAN (Association of Southeast Asian Nations) countries' implemented by the Food and Agriculture Organization (FAO) and the Cambodia Sustainable Landscape and Ecotourism Project (CSLEP), managed by the United Nations Development Programme (UNDP). Priority actions will be implemented to enable the updating of infrastructures, the integration of tools and data collected at local level, the interoperability of systems, as well as data sharing between stakeholders.

A comprehensive capacity building program will be implemented with the technical teams of the Ministry of Agriculture, Forestry and Fisheries (MAFF) and the Ministry of Environment (MoE) to ensure the monitoring of the climate impact of CBFM and its integration into the national forest and land monitoring systems, as well as in the Nationally Determined Contributions (NDC). The project will also support the systematization of successful experiences and lessons learned to demonstrate the impact of CBFM on conservation of forest resources, climate change mitigation and resilience-building. On this basis, knowledge management and communication products will be developed to further leverage climate finance for CBFM.

This project contributes to a Swiss Agency for Development and Cooperation (SDC)-funded project with the same name, which is implemented by FAO, UNDP, Regional Community Forestry Training Center (RECOFTC), Wildlife Conservation Society (WCS), MAFF and MoE. These activities are therefore linked to the overall goal of the larger SDC funded project.

[1] A landscape is an area with varied land uses, such as natural forests, secondary forests, timber plantations, farmland and degraded lands (https://www.recoftc.org/flr-guide-southeast-asia/what-forest-landscape-restoration#). The scope of CASFor is clearly within forest boundaries, including protected areas and buffer zones. Specifically, CASFor will intervene in the agreed and demarcated Community Forestry (CFs) and Community Protected Areas (CPAs) boundaries. Synergies and complementarities will be promoted with other landscape-level initiatives such as REDD+ and Cambodia Sustainable landscape and ecotourism project.

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Contributing Outcome (UNSDCF, CPD, RPD):
Cooperation Framework Outcome Involving UNDP #3: By 2028, people in Cambodia, especially those at risk of being left behind, will benefit from a healthier, gender-inclusive natural environment. Indicative Output(s) with gender marker: 2

Total resources required:		766,418.31
Total resources allocated:		766,418,31
	UNDP TRAC:	6,575.31
	Donor:	759,843.00 (FAO)
	Government:	0
	In-Kind:	
Unfunded:		

Agreed by (signatures):

UNDP
DocuSigned by: 5341BE539BD1458... Print Name: Mr. Enrico Gaveglia UNDP Resident Representative
Date: 18-Dec-2025

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I. DEVELOPMENT CHALLENGE

Deforestation and climate change

Unsustainable landscape management and forest loss through deforestation and degradation are major sources of risk for the Cambodian economy and society, with impacts on ecosystem services (including access to water and natural disaster prevention), climate change, biodiversity, and food security. The most vulnerable groups in society are disproportionately affected by the economic shocks and reduced economic opportunities generated by these unsustainable practices.

The causes and effects of deforestation and forest degradation have been attributed to factors going beyond the forestry sector: rapid growth of the rural population, expansion of agriculture and settlements into forest areas, rural poverty and lack of alternative livelihoods and the allocation of large-scale Economic Land Concessions (ELCs) and other social economic concessions. Furthermore, weak forest governance, law enforcement, and monitoring of forest resources coupled with a lack of forest estate demarcation have resulted in uncertain land tenure and unauthorized encroachment. Recent studies have shown that deforestation due to large-scale agro-industrial plantations accounted for 30 percent of the total deforestation between 2001 and 2019, with a significantly higher proportion resulting from agrarian expansion by smallholder farmers. This is in part due to Cambodia's predominantly rural population, inward migration and the rapid expansion of cash crop agriculture (rubber, cashew, cassava, biofuel), rural infrastructure development programs, and high demand for wood fuel which have further contributed to deforestation and forest degradation.

Global, regional, and national development pressures are beginning to cause system-wide shifts in environmental conditions, particularly on hydrological and other climate conditions. Environmental effects include a loss in biodiversity, reduced water conservation and increased soil erosion during the wet season and decreased water flows during the dry season. This affects agricultural productivity and reduces the amount of arable land, resulting in fewer land use options and shorter economic lifespan for investments in the agricultural sector. Deforestation has also affected water flow along the Mekong, which is compounded by similar deforestation problems in Lao PDR, Thailand, and southern China. In the context of increasing ecological and climate change, there is a need to understand the impacts of ongoing environmental change within the local community context and use this information to build on the work of government and development partners to improve the resilience of communities and ecosystems in Cambodia. This is critical to ensuring protection and sustainable management of forested and freshwater ecosystems and agricultural production on which communities and economic development depend.

Combating and halting the root causes of deforestation and forest degradation are an indispensable pre-condition for preventing further decline of the forest resource, for facilitating investments into it and for performing an important step towards protecting the climate to achieve a more sustainable development path in Cambodia.

Assessment and monitoring of forest resources

MoE is coordinating Cambodia's engagement with the UN Biodiversity and Climate Change Conventions (Convention on Biological Diversity (CBD) and United Nations Framework Convention on Climate Change (UNFCCC)). This includes responsibility to coordinate greenhouses gases inventories, NDC, the Long-Term Strategy for Carbon Neutrality, the Cambodia National Adaptation Plan Financing Framework and Implementation Plan and the National Biodiversity Strategy and Action Plan (NBSAP), management of other carbon finance mechanisms, as well as acting as designated national authority for multilateral climate funds and hosting the REDD+ Task Force Secretariat. In 2017, the REDD+ Taskforce Secretariat launched the National Forest Monitoring System (NFMS) to track REDD+ activities and improve data on forest carbon stocks and forest cover changes. It adopted a national forest definition[2] and land use classification system and set up a spatial monitoring tool to analyse global alerts on forest loss. A system is also being developed to issue early warning alerts on deforestation in protected areas. MAFF is also working on the design of the Forest Resource Management Information System (FRMIS) to improve the management of production forests.

It appears that different actors use different systems (infrastructures, methodologies, data, etc.) at different spatial scales (national, subnational and local) to monitor land cover and forest resources. This represents a considerable challenge for the consistency of measures and, particularly, for the integration, in a national monitoring framework, of different projects implemented by different actors at different spatial scales. Ultimately, this diversity of systems and

[2] Cambodia defines forest as a 'a unit of an ecosystem in the form of wetland and dryland covered by natural or planted vegetation with a height from 5 meters on an area of at least 0.5 hectares, and canopy crown cover of more than 10%, including forest regrowth and areas under afforestation or reforestation. The national definition of forest includes forest plantations.

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actors also represents a challenge for the development of sustainable land management policies as well as for measuring and reporting, among other things, their impact on climate change.

These challenges are complex and need to be addressed through coordinated actions by all concerned stakeholders. Better coordination is needed between MAFF and MoE and between the development partners to agree on priorities for improved forest and land use monitoring systems. Interactions between CBFM practices and climate change mitigation and adaptation need to be assessed, monitored, and reported, notably in view of sharing the benefits of carbon finance with local communities. Human, institutional and technical capacities at both national and local levels need to be strengthened to assess and demonstrate the contribution of CBFM towards climate change mitigation and adaptation.

Community-based forest management

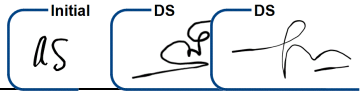
The MAFF and the MoE are the national institutions responsible for forest management in Cambodia. Nearly 85 percent of the Cambodian forest is designated as protected areas and biodiversity corridors for conservation, while remaining forests are under production forestry. With the institutional restructuring and decentralization, the provincial level departments of MAFF and MoE (Provincial Department of Agriculture, Forestry and Fisheries (PDAFF) and Provincial Department of Environment (PDoE)) will become key institutions to implement national policies and plans. While the national ministries will play a key role in providing policy and strategic direction, the ongoing decentralization will continue with the delegation of power to district and commune level authorities, who will play a significant role in decision-making on forest management approaches. In this context, the capacity of local level institutions needs to be built to strengthen grassroots democracy and enhance their skills and abilities to promote inclusive approaches. New commune councillors have been elected in 2022 and the formulation of the five-year commune development plan will be an important function of newly elected commune councillors.

The Forestry Law (2002) ensures customary user rights for forest products and by-products for rural communities. The law provides a legal basis for the use and management of forests through community forestry. The 2003 Sub-decree on Community Forestry Management sets out the rules for the establishment, management and use of CFs, and the National Forestry Program (2010-2029) seeks to reinforce the community-based approach encouraging communities to legally register community forest areas with a view to playing a bigger role in managing local forestry resources.

The Protected Area Law (2008) recognized the rights and roles of the local communities, indigenous ethnic minorities and the public to participate in decision-making on the sustainable management and conservation of biodiversity. CPAs are established to preserve natural resources and improve local community livelihood through the sustainable management of the existing resources (including fishery, forestry, ecotourism, water usages, etc.).

Recent years have seen an expansion of CPAs and CFs. 174 CPAs have been formed covering an area of nearly 0.3 million ha and an increasing trend is anticipated. The long-term strategy for Sustainable Forest Management (SFM) in Cambodia set a target to allocate 2 million ha of forest for CFs by 2029. According to Cambodia's 2018 Community Forestry Statistics, approximately 0.5 million ha of forests have already been assigned to 636 CFs, and 439 CFs have signed agreements with the local FA. The formal recognition of communal land rights by the Royal Government of Cambodia (RGC) has improved local tenure and reduces the risk that forests will be appropriated by external interests. The development of CF/CPA management plans was crucial for effective management and protection of forest resources, and the provision of sustainable products and services. Transparent long-term planning stimulates the active engagement of the CF/CPA members and their involvement into potential benefit streams. In addition, they can serve as an effective fundraising tool with local microfinance institutions or donors. With the recognition in Cambodian laws, CFs and CPAs play critical roles in protecting the allocated forest land and in managing forest resources in a sustainable manner that can provide benefits to the rural population.

While positive effects in some sites have been observed, CBFM provides limited financial benefits for the communities. While many CPAs are still seeking formal recognition and registration, many CPAs are in the process of developing their management plan. Furthermore, those that have been approved often exhibit an advanced state of deforestation or forest degradation as a result of their former use. In addition, many communities face challenges for legally selling and marketing their products (e.g. timber, fuelwood, charcoal and Non-Wood Forest Products (NWFPs)) due to their limited capacity and resources to comply with many of the administrative regulations (e.g. obtaining approvals for CF and official permits for harvesting, selling, transport and marketing) which is further aggravated by a mandatory interval of five years between the approval of the management plan and the permission to sell forest products. Thus, the number of legal products supplied from CF/CPA areas remains limited, as communities face the challenge of competing against low-priced illegal sources that circumvent the required administrative procedures. The FA is currently exploring this revenue stream through targeted pilots to identify effective implementation.



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Sustainable finance

It is difficult for CFs and CPAs to access finance to develop and implement viable business models while minimizing the impact of their activities on ecosystems integrity. In fact, unavailability of knowledge on sustainable financing mechanisms has been identified as one of the major barriers to incentivize CBFM. While financing CBFM requires mobilizing various financing options through partnerships between communities, government and the private sector, there is a gap between the anticipated recipients and the potential fund providers.

The emergence of Microfinance Institutions (MFI) is an impressive proof of the tremendous needs of funds for rural individuals and communities. Unfortunately, MFI act in their own commercial interest and interest rates of 25 percent p.a. are common. Only about a quarter of the loans taken in rural areas are used for agriculture and productive purposes. The rest is taken for consumption or supporting studies of children. Thus, the recovery rate of loans is low, and this argument is used for reasoning the high interest rates.In addition, CFs and CPAs are state owned and therefore often face additional struggles to access MFI which require clear collateral ownership.

Alternatively, the Cambodia SME bank constitutes an interesting option for loans going towards products for the agriculture sector. Their interest rate of 5%, with no collateral needed for loans under $50,000, represent an interesting opportunity. Nevertheless, communities and individuals struggle to access this, as the SME bank has limited representation as well as strict use of loans according to the initial objective of the loans. Sustainable approaches for funding communities should support the introduction of sustainable business concepts, where the communities act like a commercial entity, and develop bankable business plans. If such examples for CFs and CPAs would be available, the probability of achieving sustainable solutions would be higher. The ideas for the introduction of business approaches is still underdeveloped. Some projects have been supported by development partners (e.g. ecotourism projects, certified organic rice production (i.e. IBIS rice), etc.), but they have not been replicated at wider scale.

While direct financing is needed to support viable CFs and CPAs, an enabling policy and regulatory environment is also needed for lasting changes for the benefits of people and forests. Preconditions for using finance effectively need to be addressed, with enhancing land tenure security and simple regulation for the commercialization of forest products.

In the short term, the most suitable financing mechanism for generating immediate positive impacts are mini-trust funds and CF/CPA credit schemes. Both allow CFs/CPAs to determine their own priorities, encourage active forest management, provide a sense of independence and have already led to the empowerment of women.

Reforms and political will need to be complemented with earmarked funding from the RGC, both nationally and through subnational administrations. Without it, forestry will continue to lag significantly behind other agricultural and land use sectors. Such funding can contribute to increase capital in mini-trust funds and incentivize the implementation of CF and CPA management plans. Two funds have been established to channel financial resources to the CF and CPA: the Environmental and Social Fund (ESF) for CPAs and the National Forestry Development Fund (NFDF) for CFs. Reports exist on how the Government could capitalize these funds with revenues from REDD+ projects and other fiscal revenues such as taxes on private plantations in ELCs and fines levied on the illegal trade of timber products and NWFPs. However, support is needed to increase the functioning and transparency of the ESF, NFDF or a similar system and the fee collection. Support is also needed to identify how some of the financial resources transferred from the central government to communes could be used to invest in seed activities for CFs and CPAs development.

II. STRATEGY

Theory of Change (TOC) cf. Figure 1 for TOC Diagram:

IF

- National and subnational authorities of different ministries are better coordinated, equipped with up-to-date information and monitoring tools, and are able to provide enhanced technical services to respond and better apply sustainable forest management practices;
- Sustainable financing solutions, market opportunities and successful business models are viable options to enhance CBFM;

THEN

- Community forest user groups will have the possibility to manage and improve their livelihoods sustainably,
- Forest ecosystems will be maintained and managed profitably while contributing to climate action and biodiversity conservation;

BECAUSE

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- Coordinated and well-equipped forest authorities can provide essential technical support, legal recognition, and monitoring systems that empower community forest groups to manage resources effectively;
- Communities have fair access to financing mechanisms and benefits incentivising investment in sustainable practices that enhance both livelihoods and forest conservation.

This project is part of a collaboration between FAO, UNDP, RECOFTC, WCS, MoE and MAFF under SDC funded, larger project with the same name. Therefore this project will be complemented with work in the field, policy advocacy and CBFM monitoring contributions of project partners to sustainably manage local forest resources.

Key Assumptions are:

- The project assumes sustained commitment and ownership from government institutions at both national and subnational levels. This includes political will, resource allocation, and policy support for the goals and activities of the CBFM initiative. It is further assumed that decentralized forest governance structures will be strengthened and maintained, enabling local authorities and community institutions to manage forest resources effectively and transparently. National forest monitoring systems, such as CEMIS, are expected to be supported and continuously developed to integrate local-level data, thereby supporting community-led climate actions and improving national reporting. Additionally, the regulatory frameworks governing community forests and protected areas are assumed to be consistently enforced, ensuring legal certainty for sustainable harvesting and benefit-sharing.
- The project's success also depends on the continued engagement of Community Forestry User Groups (CFUGs) and CPA networks in key activities such as monitoring, reporting, and policy dialogues. Their active participation is essential for maintaining accountability and fostering local ownership. Effective collaboration between relevant ministries—particularly the Ministry of Environment (MoE) and the Ministry of Agriculture, Forestry and Fisheries (MAFF)—is assumed to persist, ensuring coordinated implementation and shared responsibilities. Moreover, it is anticipated that civil society organizations, academic institutions, and development partners will remain committed to contributing knowledge, resources, and advocacy to support project outputs. Finally, the government is expected to ensure long-term integration of forest monitoring systems into national climate and biodiversity strategies, thereby institutionalizing the gains of the project and securing its sustainability beyond the project lifecycle.

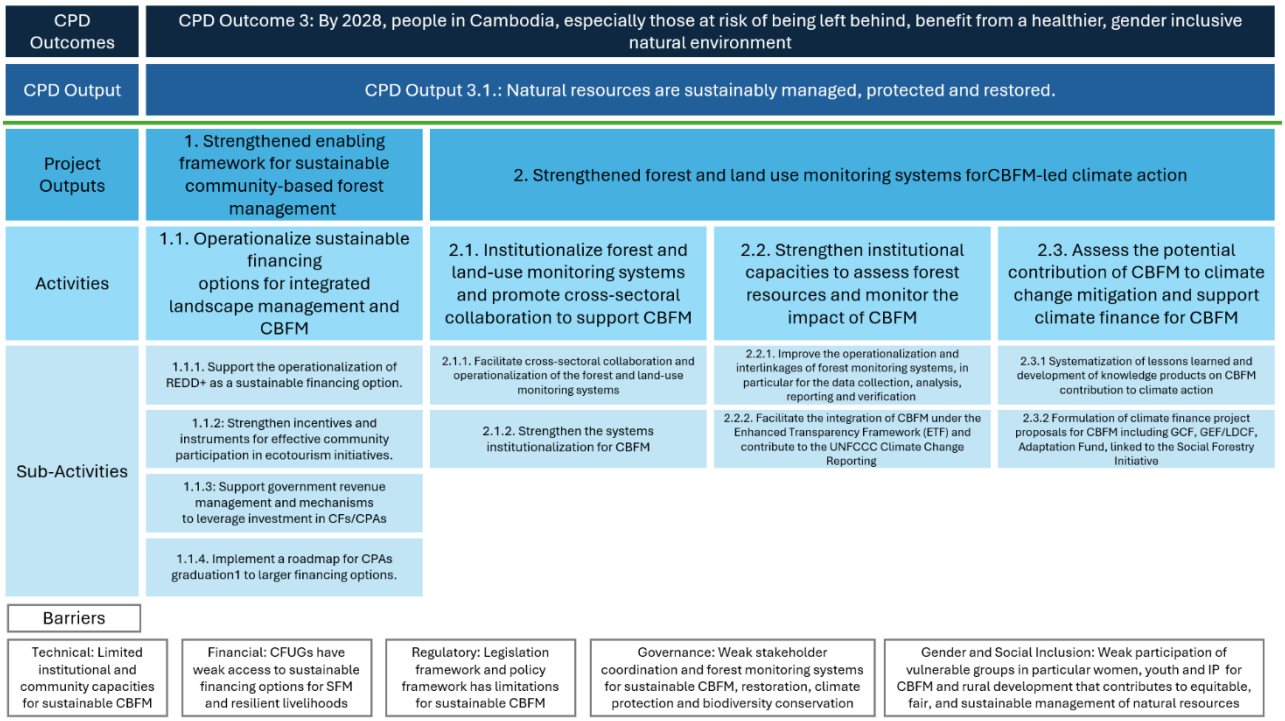


Figure 1 Theory of Change Diagram (The Interoperability Table between the larger CASFor (by FAO) and UNDP's CASFor project outputs, activites and sub-activities numbering can be found in Annex 6)

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The TOC is elaborated below on how it clearly links to the UNSDCF/CPD outcome:

The project is strongly aligned with the United Nations Sustainable Development Cooperation Framework (UNSDCF), UNDP's Country Programme Document (CPD), and the Susainable Development Goals (SDGs). It supports the UNSDCF's vision for inclusive, sustainable, and resilient development by promoting sustainable management of forest resources. The project contributes to UNDP's CPD priorities by enhancing environmental governance, fostering community-based forest resources management, and improved data quality and transparency. It contributes directly to Goal 13 (Climate Action) and Goal 15 (Life on Land) by supporting climate change mitigation efforts and measures that promote the sustainable use of natural resources, in particular biodiversity preservation and soil and water conservation. The project also contributes to the achievement of other SDGs. The contribution will also be made to Goals 5 (Gender Equality) and 10 (Reduced Inequality) through ensuring the equal participation and inclusion of the women, men, youth, Indigenous People in the different interventions.

The project's strategic intervention focus is clustered around four core components: i) sustainable financing options for CBFM (e.g. REDD+, ecotourism, benefit sharing mechanism), ii) improved and expanded forest and land use monitoring systems, iii) institutional capacity to monitor forest resources and, iv) knowledge management. These components are designed to strengthen the enabling framework of CBFM, overall enhancing transparency and traceability. The interventions are supported by policy reform, financial incentives, stakeholder capacity building, and gender mainstreaming, ensuring systemic change that is scalable and replicable.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

The CASFor project will strengthen the sustainable management of local forest resources by enhancing forest governance, improving forest monitoring systems, and enabling community-based forest management (CBFM) through a market-driven participatory approach. By equipping national and subnational authorities with integrated monitoring tools and technical capacity, and by developing sustainable financing mechanisms, including REDD+ and ecotourism, the project will create enabling conditions for community forest user groups to manage forests profitably and sustainably.

Through the integration of CPA/CF activities into CEMIS, and the development of interoperable databases and infrastructure, the project will ensure that small-scale forest operations are captured within national forest and land use monitoring systems. Capacity building for MAFF and MoE will support the monitoring of CBFM .Ultimately, CASFor will contribute to enhanced ecosystem resilience through sustainable forest management, restoration, and biodiversity conservation, and to strengthened community resilience through improved livelihoods, inclusive governance, and access to sustainable finance. The systematization of successful experiences and knowledge products will further leverage climate finance and demonstrate the role of CBFM in climate change mitigation and adaptation.

Under the UNDP Camobdia Country Programme Document (CPD 2024 – 2028), the project contribute to CPD Outcome 3, and CPD output 3.1.

- **CPD Outcome 3 By 2028, people in Cambodia, especially those at risk of being left behind, benefit from a healthier, gender inclusive natural environment**

This project is contributing to UNDP Cambodia's CPD Outcome 3 by supporting the development of an inclusive government of natural resources, especially through CBFM and improvement of transparency, data availability and forest monitoring. Building on this, the project will strengthen the enabling framework for sustainable CBFM by identifying and operationalizing sustainable financing options (public and private) as ecotourism, REDD+ financing mechanism and help to enhance UNDPS's sustainable portfolio.

In addition the project will enhance forest and land use monitoring systems to ensure consistency, transparency, and accessibility for better decision-making and international reporting. This includes integrating CBFM operations into national monitoring systems, especially linked to NDC and UNFCCC reporting requirements. These efforts will promote access to climate finance and strengthen Cambodia's role in regional initiatives such as ASEAN social forestry.

- **CPD Output 3.1.: Natural resources are sustainably managed, protected and restored.**

The project will strengthen regulations for effective community and private sector participation in ecotourism and sustainable forestry, while operationalizing financing options like REDD+, and mapping and leveraging climate and environmental funds and financing options. By scaling up interventions from UNDP's sustainable finance portfolio and

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institutionalizing successful experiences, the project will contribute to positioning CBFM as a cornerstone of sustainable resource management in Cambodia (CSLEP, BIOFIN, Climate Promise, SDG Partnership on sustainable forestry).

The project cosists of two outputs as further elaborated below:

- **Output 1 Strengthened enabling framework for sustainable community-based forest management**

This output will aim to identify and operationalize sustainable financing options (public and private) for sustainable value chain development and CBFM. The project will notably pursue existing efforts related to the operationalization of REDD+ as a sustainable financing option and support the strengthening of regulations for effective community and private sector participation in ecotourism initiatives. The project will scale up interventions and successful experiences from UNDP's sustainable finance portfolio (Cambodia Sustainable Landscape and Ecotourism Project (CSLEP), Biodiversity Finance Initiative (BIOFIN), Climate Promise, SDG Partnership on sustainable forestry) and other relevant initiatives (e.g., Global Environment Facility (GEF) Small Grants Programme).

- **Activity 1.1 Operationalize sustainable financing options for integrated landscape management and CBFM**
  - **Sub-activity 1.1.1 Support the operationalization of REDD+ as a sustainable financing option**

Under this sub-activity, the project will support the operationalization of the regulatory framework for REDD+ projects (or "nested systems"), which is expected to enhance the integrity and quality of REDD+ projects by setting common rules and methods to not only account for and track emissions reductions, but also to uphold safeguards across individual projects and national programs. The project will build on and complement existing efforts to support Cambodia's transition from the readiness phase to the implementation phase. In consultation with donors and the government, the project will focus on supporting the development and/or implementation of specific elements of the nested framework, as the design of national guidelines for community-based REDD+ financing mechanism and other related incentives. This will also be done by generating and sharing lessons learned from ongoing REDD+ projects.

  - **Sub-activity 1.1.2 Strengthen incentives and instruments for effective community participation in ecotourism initiatives**

Complementing existing national efforts (e.g. those related to World Bank's supported CSLEP), CASFor will provide technical support towards the revision and operationalization of the National Ecotourism Policy (e.g. through the development of regulations on ecotourism, including guidance on the private sector engagement (e.g. development of agreements with CPAs beyond ecotourism, for instance for NTFPs, etc.). The national level Monitoring and Evaluation (M&E) will be strengthened through the development of a database for ecotourism and made accessible through a national platform (e.g. CEMIS). Training will be provided to relevant stakeholders.

  - **Sub-activity 1.1.3 Support government revenue management and mechanisms to leverage investment in CFs/CPAs**

Under this sub-activity, the project will support the full operationalization of the main financial management mechanisms for sustainable financing options. This includes the ESF, regulated by two sub-decrees (in 2016 and 2021), which could be the main public funding model to manage financing for biodiversity and protected areas in Cambodia. The project will provide a policy brief with main recommendations and create a roadmap on the financial management system to improve accountability in line with international standards to increase the confidence of potential investors.

  - **Sub-activity 1.1.4. Implement a roadmap for CFs and CPAs graduation[3] to larger financing options**

A wide range of financing options exist to leverage investment in CF and CPA activities, including blended finance funds through private sector partnerships, concessional loans backed by guarantee mechanisms, crowdfunding platforms for collateral-free loans at low-interest rates, or investments in forest restoration by carbon funds in exchange for a share of carbon credits. Nevertheless, most CFs and CPAs have not yet reached the maturity level required to access such financing opportunities and current sources of finance are mostly limited to grants (which lack sustainability) and, credit schemes/mini-trust funds which are only sufficient to support basic operations.

This sub-activity will develop and support the implementation of a tailored roadmap to increase the readiness of CPAs to leverage larger sources of funding to develop their activities. The potential and requirements of each financing mechanism will be assessed against the various CPAs and an roadmap will be developed to address the constraining

[3] "Graduation" is defined as tier-level capacity development of targeted CFUGs. For more details about the process and approach, consult the Sustainable Financing Assessment and the Capacity Development Needs Assessment.

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barriers. The assessment of the different financing mechanisms reveals that each has its own strengths and weaknesses and no single instrument can provide a comprehensive solution to the challenges faced by CFs and CPAs. Therefore, the roadmap will support interventions for each stage of the CPA development (from financing basic operations, to investing in the early-stage business model and the growth of field-tested operations). At each stage, requirements that are common to all financing options will be identified as key priorities for interventions. Further, a stock-take of CPAs, regarding their readiness to leverage sources of funding identified in the roadmap will be conducted.

- **Output 2 — Strengthened forest and land use monitoring systems for CBFM-led climate action**

Forest and land use monitoring systems are essential to enable public entities, as well as the private sector and civil society, to make better decisions about natural resources planning and management. In Cambodia, MAFF and MoE have the responsibility to ensure that national forest and land use monitoring systems are consistent, transparent, reliable, accessible, and fully functional to serve both national functions and international reporting requirements. Furthermore, in the context of climate action, transparent and consistent reporting is at the heart of the Enhanced Transparency Framework (ETF) of the Paris Agreement and is essential for accessing results-based climate finance.

This output aims to improve national forest and land use monitoring systems to integrate, monitor and report on operations related to CBFM. Particular attention will be paid to improve the monitoring of the climate impact of CBFM, as well as to ensure their integration in the NDC framework and the United Nations Framework Convention on Climate Change (UNFCCC) reporting systems.

Linked to that, this output will promote synergies and collaborations with other UNDP initiatives related to environment data/information management and measurement, reporting and verification, in particular with the global and regional UN-REDD Technical Assistance, CSLEP, Climate Promise. Furthermore, the capitalization and institutionalization of successful experiences and learnings will be undertaken as well as access to climate finance through global climate and environmental funds and/or social forestry actions in ASEAN within which Cambodia is one of the focus countries.

- **Activity 2.1. Institutionalize forest and land use monitoring systems and promote cross-sectoral collaboration for CBFM**
  - **Sub-activity 2.1.1. Facilitate cross-sectoral collaboration and operationalization of the forest and land use monitoring systems**

This sub-activity will identify the responsible structures and information related to forest resources and CBFM. The process of defining the institutional arrangements will be participatory and will require the meeting and consultation of a range of stakeholders, including the project consortium under the larger CASFor project, namely FAO, RECOFTC, WCS, MAFF and MoE, to ensure consensus around the institutional implementation arrangements to be adopted.

Under this sub-activity, the project will support following elements through stakeholder dialogues:

- review existing systems, policy documents (NDC/Long Term Strategy for Carbon Neutrality (LTS4CN)), UNFCCC reporting frameworks, etc. and develop a briefing document with recommendations on the institutionalization arrangements of CBFM
- support the institutional arrangements for forest and land use monitoring in support of and to report on CBFM
- collaborate with specialized national, regional, initiatives and programmes
- promote intersectoral coordination within the country;
- develop institutional mechanisms to ensure the flow of information from local to national level.
- Assessment of technical, human, material and financial capacity needs to develop, in a participatory manner, a detailed action plan for the integration and institutionalization of the various forest and land monitoring systems, with particular focus on monitoring in support of and to report on CBFM.

  - **Sub-activity 2.1.2. Strengthen the systems institutionalization for CBFM**

The institutionalization of forest and land use monitoring systems, including the allocation of a budget for operationalization, are essential to their credibility and continuity. To move towards a comprehensive and viable national monitoring framework providing both transparent and accessible data on the evolution of land use and forest resources is necessary. After reviewing the strengths and weaknesses of the existing structures and lines of communication, system development support, including user interface and user management, and technical assistance for the backend development of the CBFM monitoring application will be provided.

- **Activity 2.2. Strengthen the institutional capacities to assess forest resources and monitor the impact of CBFM**
  - **Sub-activity 2.2.1. Improve the operationalization and interlinkages of forest monitoring systems, in particular for the data collection, analysis, reporting and verification**

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Building on UN-REDD Sustainable Forest Trade, the project will support near real-time monitoring at subnational levels to strengthen law enforcement capabilities. Specifically, the project will support the operationalization of the near real-time monitoring developed in consultation with General Directorate of National Protected Areas (GDNPA), General Directorate for Environmental Knowledge and Information (GDEKI) and FA. GDNPA, GDEKI and FA technical staff will operate the system and field validation will be conducted in partnership with communities to validate results and to improve the system. The Spatial Monitoring and Reporting Tool (SMART) and CPA databases will be integrated into CEMIS. The project will to a limited degree support the operationalization and scaling up of the "SMART" tool to improve forest law enforcement efforts. Technical training on the operation of SMART will be provided for MAFF and MoE staff at various levels (national, provincial and district). Training on SMART field data collection using SMART mobile data will also be provided to local communities.

In synergy with the ASEAN Social Forestry Initiative and other relevant initiatives, support will be provided to General Directorate of Local Communities (GDLC) on database establishment for data collection and the monitoring of the climate impact of activities in the targeted area.

To support operationalization and interlinkages of various forest monitoring systems, necessary training and capacity development events will be organized targeting government technicians and other relevant stakeholders.

- **Sub-activity 2.2.2. Facilitate the integration of CBFM under the Enhanced Transparency Framework (ETF) and contribute to the UNFCCC climate change reporting**

This sub-activity will support the integration of CBFM in the definition, implementation and monitoring of NDC. More specifically, the following actions will be undertaken: facilitate discussions and validate findings with government counterparts on the sharing of benefits resulting from carbon market transactions under Article 6 and 13 of the Paris Agreement.

Activity 2.3. Assess the potential contribution of CBFM to climate change mitigation and support climate finance for CBFM.

- **Sub-activity 2.3.1 Systematization of lessons learned and development of knowledge products on CBFM contribution to climate action**

This sub-activity will support for the identification and implementation of specific activities related to CBFM as climate change mitigation and resilience-building actions to be included in the NDC and assess the potential incentives for CFs and CPAs to undertake climate action.

More specifically, regarding the impact of CBFM on mitigation and resilience to climate change, this sub-activity will support the realization of a knowledge product to provide evidence-based information on the livelihoods of communities within CFs and CPAs over time.

- **Sub-activity 2.3.2 Formulation of climate finance project proposals for CBFM including GCF, GEF/ Least Developed Countries Fund (LDCF), Adaptation Fund, linked to the Social Forestry Initiative**

This sub-activity will work to demonstrate the impact of CBFM on climate action to mobilize climate finance (through the development of concept notes and project proposals that will be submitted to global climate and environmental funds in coordination with the designated government authorities) towards SFM. This effort will leverage resource mobilization through synergies and complementarities with other development initiatives and resource partners. That would be fostered through public-private partnerships (included in Activity 1.1) and through design of new investments that include dissemination of innovative environmental and climate adaptation and mitigation measures. Prospect environmental and climate-related projects have been discussed with the designated authorities of Adaptation Fund, National Designated Authorities of the GCF and GEF operational focal point. The new proposals developed during the project timeframe will be clearly aligned with the strategic plans and inserted in the project pipelines.

Resources required to Achieve the Expected Results

The project is budgeted at $766,418.31, under which UNDP is responsible for activities related to CBFM monitoring and financing options. UNDP staff time is a key input at multiple levels. The Associate Policy Analyst will be the Project Manager, supported by the Project Assistant. The Climate and Forest Specialist and the Monitoring, Reporting and Verification (MRV) Specialist will provide technical expertise, and the Programme Analyst and Programme Associate will perform the oversight function. Further, a Letter of Agreement with MoE is envisaged.

Procurements will mainly include contractual services, logistics related to workshops, consultations and travel.

Partnerships

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This project is part of the larger CASFor project implemented by a consortium of partners: FAO, UNDP, WCS and RECOFTC. Within the forestry sector in Cambodia, the four partners work at different levels and have well-defined supplementary strengths. RECOFTC and WCS have a long-standing experience in supporting CFs and CPAs, piloting different financing models. In this regard, the two organizations will work together in five targeted Provinces (Bantey Meanchey, Kampong Thom, Preah Vihear, Kratie and Stoeung Treng), selected based on previous investments, potential for sustainable financing opportunities, value chains development and marketable, alignment with national policies and plans. The organsiations willcatalyse their existing support and bring in field-based evidence and pragmatic approaches which have been tested. To scale up field activities, the two UN agencies (FAO and UNDP) will build on their technical support and extensive reach at the higher policy and institutional levels with both MoE, MAFF and other relevant partners, their engagement in regulatory revisions and development, the institutionalization and localization of ongoing support, such as the MRV system, using data and evidence collected at the field level. Respective existing partnerships of all partners will be leveraged at both the local, national and global levels.

The development of synergies across the programmes of the four implementing partners will allow support to be more integrated, leveraging different expertise, networks of practitioners and specialized service providers covering integrated landscape management, forest landscape restoration, forest resources assessment, capacity building of grassroots producer organizations and Small and Medium Enterprises (SMEs) in the forestry sector, as well as legal and technical assistance to community-based local governance structures, traditional authorities and Indigenous Peoples to negotiate rights to natural resources access. Participatory territorial approaches need to be promoted to negotiate natural resources rights and to promote inclusive rural transformation. These approaches are based on the recognition that territories are made by a diversity of stakeholders, with varying values, needs and strong interdependencies among them. The strengthening of the Technical Working Group structures in Cambodia will also strengthen relations with other institutions.

Dialogues and partnerships will be established with investors and institutional funds interested in sustainable financing, especially for forest and landscape restoration and plantation development.

To ensure accountability in the partnership engagement process, the relevant UNDP corporate risk screening and management tool will be applied as appropriate.

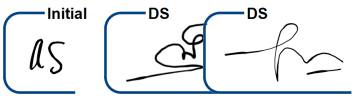
Risks and Assumptions

Risk Category	Risk Statement	Mitigation Response
Social and Environmental	**Concentration of power, benefits by elite and men, lack of capacity and awareness of government and right holdes** Weak governance within all institutions can result in concentration of power and benefits by the elite and men. Further, limited capacity and awareness of stakeholders on the activities, policy discussions and decision making can limit the participation of relevant stakeholders, restrict their participation and may lead to grievances.	Continuous self-assessment, training on governance, strong monitoring and learning systems help foster inclusion, transparency and good governance. Special focus will be on ensuring gender equality, inclusion of marginalized groups and increasing respective capacities within partner structures and processes.
Social and Environmental	**Lack of stakeholder interest and support** Lack of capacity, awareness of policy-related activities and limited access to information on decision-making processes can lead to the exclusion of any potentially affected stakeholders, in particular marginalised groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them.	Marginalized groups—particularly women, youth, and Indigenous Peoples—will be meaningfully included in all aspects of project implementation. This includes participation in decision-making processes, access to capacity-building opportunities, and equitable benefit-sharing mechanisms. The project establishes facilitation processes and safeguards to empower these groups to contribute to decision-making processes.

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Operational	**Lack of knowledge by communities and private sector to contribute to Small-scale Ecotourism Policy design** Lack of interest and support on the draft policy design by communities and private sector and limited of capacity of national decision makers on effective local benefit sharing mechanisms with communities would limit opportunities for fair participation and equitable benefit-sharing.	Extensive stakeholder engagement processes with government institutions, community representatives, private sector actors and NGOs will be conducted. Awareness and capacity will be build for effective participation and gender-sensitive multistakeholder dialogues will be organized.
Strategic	**Limited cooperation on data and information sharing among stakeholders** Currently, CBFM data is managed in isolation by individual stakeholders, discouraging timely data sharing, as stakeholders may have conflicting interests or concerns about ownership and control. Therefore, generated data by the project and external sources might not be adequately accessible and integrated into CEMIS and limit effectiveness	Specific focus on multistakeholder cooperation and data sharing agreements to collect and supply required data and proactive discussions with government counterparts and stakeholders.

The project is designed to avoid any direct responsibility for field implementation directly involved with NWFP and activities that might lead to deforestation. The project supports regulatory and institutional development related to CBFM. Environmental and social safeguards confirm that the project will not engage in activities directly related to potential risks of deforestation or negative impacts on local communities, and any potential risks from pilot interventions will be managed through appropriate assessments. Thus, the project's role is strictly preventative and transformative, ensuring alignment with international standards and national regulations. Social and Environmental risks, such as concentration of power and benefits, gener inequality, and lack of stakeholder interest and support, are mitigated through inclusive engagement, training and policy integration. Political risks are low due to strong alignment with national priorities. Operational gaps will be tackled through partnerships and capacity-building. Overall, implementation capacity will be strengthened through collaboration with partners and stakeholder engagement will be enhanced with tailored strategies and incentives. Strong financial controls and monitoring frameworks are in place to ensure accountability and effective execution.



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Stakeholder Engagement

CASFor has undertaken a comprehensive stakeholder consultation process during the proposal development phase with CF/CPA community members and leaders, subnational government authorities, national government authorities, private sector actors and development partners. Three-levels of "nested" stakeholder consultation were held, in which key themes of the CASFor project (regulatory reform, institutional strengthening, forest monitoring systems, sustainable financing, capacity building) were nested at the level most appropriate for discussion. These levels consisted of:

- Rapid field visits that included focus group discussions with a total of 10 CFs/CPAs. These gathered data to support the value chain assessment and private sector engagement plan, but as well as data relevant to overall project development and validation.
- Subnational stakeholder consultation. This level targeted subnational authorities as well as representatives from CF/CPA federations and networks in the target provinces.
- National stakeholder consultation. This level targeted national level authorities and focused on issues more relevant to national level (ex: forest monitoring systems, institutional strengthening and sustainable financing).

In addition, multilateral and bilateral meetings were held with the consortium partners of the larger CASFor project (consortium of partners: FAO, RECOFTC, UNDP, WCS) and government partners (MAFF and MoE). The objective of all consultation meetings was to gather on-the-ground perspectives on priority interventions for the larger CASFor project, in order to (i) prioritize and refine the project's activities, (ii) validate/triangulate the conclusions of the different assessments (on political economy, value chains, capacity building and sustainable financing) and (iii) secure feedback on the project's overall approach and content.

The primary stakeholders of UNDP-relevant outputs of the project are the national staff from the Ministry of Environment, especially the GDLC and GDEKI, as well as staff from other government institutions such as tMAFF, with focus on the FA, MRV/REL technical team, REDD+ taskforce, academic and research institutions, technical forestry staff, NGOs, CSOs, and community members. Stakeholders are notably the persons and institutions that will be involved in the management of Cambodia's CEMIS and CPA/CF management in the future. They will be trained on basic and advanced concepts of assessment of forest resources and monitor the impact of CBFM and in operationalization of sustainable financing options for integrated landscape management and CBFM.

UNDP is committed to ensuring meaningful, effective and informed participation of stakeholders in the formulation and implementation of UNDP programmes and projects. This process seeks to enhance transparency, two-way communication, information provision and enable fair and representative participation of all sections of affected populations, including the most vulnerable and marginalized.

Digital Solutions

During the implementation of this project, UNDP will promote the adoption and related capacity building for the deployment of in-house open-source, innovative digital solutions to respond to the need at the national level for innovative systems that enable accurate, efficient, and costeffective monitoring and reporting of forest and land cover.

The project will use CEMIS, geo-spatial platform, as well as a robust partnership-building approach to support forest restoration activities, to raise incomes and strengthen resilience to climate change. CEMIS is a new big-data platform developed and managed by the MoE, through technical support from UNDP, for monitoring of environment and natural resources. CEMIS is designed to display and to create geo-spatial information as well as to manage, archive and share information across stakeholders.

Data gathered through CEMIS will provide users, smallholders, forest communities, forest and farm producers and government officials, as well as potential development partners and investors, with useful and usable information to make sound, scientific evidence-based decisions on how and where to invest in landscape restoration. This is particularly important for policy and decision making, and for enabling participation and enhanced landscape governance. The use of Invormation Technology (IT) can bring information up from the grassroots level to the decision-makers and vice versa.



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The project will support the development and operationalization of forest and land use monitoring system (CEMIS), which enable the public to access the data in a user-friendly manner. Especially, existing databases are improved and made accessible through CEMIS (or similar platform).

Knowledge

The project will adhere to UNDP, FAO and SDC policies on knowledge management. The Knowledge Strategy has two objectives: (i) the first objective is to improve the balance and integration between the efforts to produce needed information and knowledge, and its efforts to facilitate access to and flow of needed information and knowledge; and (ii) the second objective is to increase the adoption of information and knowledge sharing concepts, methods and tools by managers and teams.

It is recognized that all knowledge products produced through this project need to be appropriately shared and preserved. Considerable effort will be taken by the project to preserve the knowledge products, especially those that are not time-sensitive. Arrangements will be made with MAFF and MoE, the main target agencies of this project, and with the FAO Representation in Cambodia to identify mechanism for knowledge storage after the conclusion of this project.

Information on good practices is a specialized form of knowledge. This project will both identify good practices from Cambodia and other countries and promote their use. Good practices will be systematized and disseminated as part of the knowledge products to leverage capitalization and institutionalization.

One of the project objectives is to leverage capitalization of experiences and facilitate knowledge dissemination. The World Overview of Conservation Approaches and Technologies (WOCAT) (https://www.wocat.net), is one of the most important knowledge platforms used by practitioners to systematize information and promote knowledge sharing on sustainable land management practices.

Lessons learned

The larger CASFor project builds upon the work of the SDC funded Partnership for Forestry and Fisheries (PaFF) project which ran in three phases from 2014 to 2023. Impressive progress was made in formalizing new CFs, supporting development and implementation of CF management plans, and establishing CF credit schemes as sustainable financing mechanisms for CF operations and community resilience and well-being. PaFF's final evaluation was occurring concurrently with the larger CASFor proposal development, enabling lessons learned from PaFF such as the following:

- Additional sustainable financing options need to be leveraged to secure the financial independence of CFs and CPAs, many of whom have depended on donor funds for nearly two decades. This is why the larger CASFor project will operationalize sustainable financing mechanisms, and why FAO and UNDP were identified as consortium members, as organizations with strong financing experience and ability to leverage private sector investment.
- CFs/CPAs rely strongly on local government support, and occasionally form a symbiotic relationship in which engagement in CFs/CPA management builds the leadership capacity of community members, preparing them to take on additional roles of commune leadership. In support of achieving this symbiotic dynamic, significant government inclusion is needed to achieve a shared understanding between cantonment, provincial and central levels on the changing regulatory framework and new precedents being set for the way CFs and CPAs are managed and supported. For this reason, government partners have been closely involved in the design of this project to ensure ownership.

Beyond experiences with PaFF, the larger CASFor project will benefit from experience of decades of UNDP and the consortium partners' cumulative country, regional and global experience working to improve forest governance. Studies, publications, project progress reports and evaluation provide valuable sources for this information, as do UNDP's accumulated experience from regional and local technical assistance programmes, including those addressing long-term regional partnerships.

Communications

CASFor will promote the systematization and institutionalization of successful experiences and results achieved by the project interventions. This objective would revolve around the dissemination of good practices related to the participation of local communities and involvement of government authorities in addressing barriers and obstacles for community-based sustainable forest management such as limited patrolling capacity, weak law enforcement and poor private sector involvement. Communication will focus specifically on reducing deforestation and land degradation, addressing local conflicts over forest resources, and combating land grabbing through the approaches and examples

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promoted by the project to reach key stakeholders and a broader public audience to leverage a successful, viable and sustainable model of community-based forest management.

Visibility and communication materials will be produced and distributed to beneficiaries, stakeholders, and government counterparts. This will include reports of project activities and results highlighting the financial contribution from the SDC during meetings, in press releases, project reports, and project activities. Furthermore, the project will ensure that communities, target beneficiaries, government authorities, and other stakeholders will be aware and understand the project.

The UNDP website and social media accounts will be utilized for posting information on the project and its progress. The project will also participate in other knowledge-sharing activities, including the display of project materials and lessons learned from project activities. Project information materials will also be appropriately translated. These materials will be shared with CASFor partners and their information will be adequately promoted by UNDP.

Sustainability and Scaling Up

Capacity Development (including Potential Exit Strategy)

Capacity development lies at the core of CASFor's design, cutting across both outputs. A preliminary capacity development needs assessment was carried out during project formulation and outlines the objective of CASFor's capacity development intervention, as well as its scope and target beneficiaries.

The project includes capacity development activities at national level, resulting in strengthened human and institutional capacities and creating a more conducive enabling environment for sustainable forest-dependent livelihoods. CASFor will build on existing capacities, enhance them, and ensure their sustainable application.

CASFor will focus on the central government (particularly MAFF and MoE). Both ministries are presently working on revising the forest law and the protected area law, which will need a complete set of subsidiary regulations to be applicable and implementable at subnational levels. CASFor's is designed to support this process.

UNDP has previously worked with FA/MAFF, FiA/MAFF and GDNPA to enhanced field services and the capacity of REDD+ and has developed short reporting lines as well as articles and video stories which will be of benefit to the project.

As UNDP has previously undertaken various technical assessments related to CBFM, a mapping of these existing assessments will be conducted to draw key findings and identify priority areas of recommendation and gaps where additional support is needed – especially as related to relevant laws outside the forestry sector. In addition, support will be provided in priority areas identified by government partners, on the development and/or revision of key guidelines, declarations, policies and/or strategic plans.

The mechanisms that will ensure ownership and lasting continuity of CASFor's capacity development interventions will include climate finance earmarked for CBFM and support for data collection and analysis, enabling the government and local communities to better understand the status and potential of forest resources and make informed decisions regarding management options and restoration efforts. This will be enhanced by supporting a forest monitoring systems that improve knowledge and transparency on the state of CF and CPA resources, as well as the provision of ecosystem services. These systems are expected to be maintained in the long-term, as they help Cambodia to meet its international reporting requirements.

Decent Rural Employment

The project will primarily contribute to the pillar four of decent work (i.e. Governance and social dialogue). The project will promote good forest governance by contributing to revisions, reviews and publications of the legal framework and by strengthening the supporting infrastructure for CFs and CPAs, such as provincial CF and CPA networks.

Environmental Sustainability

The project is based on an integrated landscape approach covering four categories of interventions: production, protection, restoration and inclusion. Through this approach, the project's two outputs contribute to conserving, protecting and enhancing natural ecosystems.

SFM is centred around an environmentally sustainable approach that aims to bring back the good functioning of ecosystems and the overall quality of the environment in the long term, while improving local communities' livelihoods. SFM plays a critical role in climate mitigation by protecting (e.g., soil management) or creating carbon sinks (e.g., planting trees). Project activities will contribute towards creating an enabling environment for sustainable CBFM practices that can act as a pull factor for further legality, and thereby encourage adpoption of environmentally sound practices.

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The project shall contribute to and align with the national priorities and its sector relevant strategies and action plans. Those include:

- National Strategic Plan on Green Growth (NSPGG) 2013-2030 strengthening conservation for forest resources and biodiversity;
- Updated NDC (2025), the LLTS4CN, the Cambodia National Adaptation Plan Financing Framework and Implementation Plan (2017), the Circular Strategy on Environment 2023 – 2028, and the Cambodia Climate Change Strategic Plan 2024-2033 through integrating the climate adaptation and mitigation actions through developing the evidence-based and monitoring system to track the progress of their contributions;
- Agriculture Strategic Development Plan (ASDP) (2019-2023), particularly programme 4 on the management and development of forest resources and wildlife to protect, improve and maintain the forest cover, promote the livelihoods and participation of CFs as well as the restoration of the degraded forest land;
- National Protected Area Strategic Management Plan (2017-2031) through securing protected area boundaries, zones and management plans; promoting biodiversity conservation and restoration; harmonizing development activities with protected area management objectives; and strengthening Institutional Capacity and Collaboration.
- National Forest Programme 2010-2029 through contributing to support the community livelihood development and sustainable financing;
- NBSAP 2016 in particular to the themes 1 (Protected Area System), 6 (Sustainable Land-Use Planning), 8 (Biodiversity and Climate Change) and 9 (Sustainable Forest Resources Management);
- National Action Plan for Land Degradation Neutrality 2018-2027, in particular, for the project contribution to the land restoration activities.
- National REDD+ Strategy 2017-2026 through promoting better forest management practices and support to sustainable livelihoods, as well as by enabling more sustainable private sector investment.

The project's results fit under the Swiss Cooperation Programme in the Mekong Region (MRCP) 2022-25 Outcome 2 - Climate Change and Natural Resource Management (CCNRM) portfolio. It will contribute across the three MRCP outcome statements of the Programme including:

- MRCP Outcome statement 1: People are more resilient to climate change and disasters, have more secure and safe access to natural resources, as well as better control over natural resources.
- MRCP Outcome statement 2: Public, private sector and civil society organizations (in particular CBOs) are providing more responsive climate change adaptation and mitigation, as well as natural resource management support services.
- MRCP Outcome statement 3: Policymakers develop and implement policies, rules and regulations which increase people's access to and control over natural resources and improve climate change adaptation and mitigation.

Gender Equality

Women in Cambodia are highly vulnerable to the land use changes associated with planned or unplanned deforestation, the allocation of ELCs and illegal logging. This is because women and girls engage in a wider range of activities in agriculture and forestry to bridge gaps in income and compensate for transitory food shortages. The loss of access to natural resources undermines economic coping mechanisms, increases their poverty and can jeopardize the food security of rural households. Unclear land tenure also hurts women, who may have little or no knowledge of land laws, land tenure requirements, land titling procedures and have little access to legal aid in disputes.

The World Bank estimates that poverty is greater amongst Cambodian women than men in all economic groups, due to decreased access to resources, healthcare and education; this is exacerbated by the fact that women are more likely to work in the informal sector; they comprise less than 25 percent of public-sector jobs but around 65 percent of the rural workforce and are more likely to work in family-owned enterprises or as unpaid family labour in agriculture. While Cambodia is making progress in improving the legal framework to protect women and integrating gender into economic development strategies and plans, implementation of these policies and the impact of these institutions is hampered by inadequate financial and human resources. Cultural norms on gender roles have not kept pace with these policies, further limiting their implementation.

To address these opportunities and challenges, the project will incorporate specific gendered components into its activities such as:

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- Ensuring balanced gender representation in capacity building activities, and including specific activities targeting the engagement of women in technical capacity building, to mitigate the risk that those who benefit the most from enhanced livelihood resilience are not inadvertently excluded from trainings;
- Including gender considerations in analyses undertaken by the project, especially technical assessments of sustainable financing models and private sector engagement strategies.

Indigenous Peoples

Cambodia is a signatory of the United Nations Declaration on the Rights of Indigenous Peoples, and home to an estimated 24 different Indigenous communities, representing 2-3 percent of the country's population. There are no statistics on specific indigenous populations; 2015 Commune Database Statistics show that the total indigenous population is around 277,000 – primarily in Ratanakiri, Mondulkiri and Kratie provinces. This proposal was prepared following stakeholder consultations that included consultation of Indigenous Peoples (IPs).

These land conflicts often occur because in Cambodia there are no criteria for legally differentiating between forest lands, IPs' lands, agricultural land, and land for shifting cultivation. All forest resources are considered state property, according to Article 15 of the 2001 Land Law which governs Cambodia's tenure regime. As such, the regulatory framework in Cambodia does not allow people to own forest land, nor does it devolve a complete bundle of rights to community forests, such as the right to exclude encroachers or trespassers. Sub-decree 83 of the Land Law outlines a process for obtaining recognition of land rights – via land registration – that is too expensive and cumbersome for most IPs and communities to follow. This puts IPs further at risk of being victimized by land grabbing, during a period where the ecological changes wrought by climate change are likely to be disproportionately felt by IPs, women and disadvantaged groups.

During the projects, IPs will be actively consulted and involved in the deliverables to assure just and equitable involvement and consultations.

Technical/ technological innovation

Improvements of the Forest Monitoring Systems are planned. This includes the development of the CPA database and the Community Based Ecotourism database. In addition, the development of a mobile application to enhance community forest monitoring and data collection will be supported. Based on government needs, these databases and the SMART database will be integrated into CEMIS.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The CASFor strategy is designed to deliver maximum results by leveraging a robust Theory of Change that aligns interventions with clearly defined enabling conditions. By focusing on strengthening institutional capacity, improving forest monitoring systems, and unlocking sustainable financing, the project ensures that limited resources are directed toward high-impact, scalable solutions. Lessons from the PaFF project have informed CASFor's shift toward market-based approaches, which are more cost-effective and sustainable.

By aligning CASFor with complementary initiatives such as UN-REDD, CSLEP, BIOFIN, and SDG Partnership, enhances efficiency further. This allows the project to share tools, data systems, and technical expertise, reducing duplication and maximizing learning. For example, CASFor builds on the REDD+ nested system and the recently established CEMIS platform, in progress to be continously improved, to integrate community-level data into national monitoring systems, while also contributing to Cambodia's NDC and climate finance readiness.

Joint operations are embedded in CASFor's implementation model. The project promotes shared monitoring systems (e.g., CEMIS), joint patrols using SMART tools, and collaborative procurement and training with government. These joint efforts not only reduce costs but also foster national ownership and institutional sustainability. By combining evidence-based design, strategic partnerships, and integrated operations, representing an efficient and effective pathway to achieve sustainable forest management and resilient livelihoods in Cambodia.

Project Management

The project activities will mainly take place in Phnom Penh. All project team members, Environmental Programme Specialist, Programme Analyst, Programme Associate, Climate and Forest Specialist, MRV Specialist, Associate Policy Analyst, and Project Assistant are based in Phnom Penh. The UNDP Country Office (e.g. teams of finance, communications, human resource, procurement, admin, ICT, results-based management) will provide relevant support services to the project. Such support will be cost recovered based on actual work time required by the project implementation (Please refer to ISS charge in the multi-year budget).

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V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework:
Cooperation Framework Outcome Involving UNDP #3: By 2028, people in Cambodia, especially those at risk of being left behind, will benefit from a healthier, gender-inclusive natural environment.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Environmental Performance Index.
Baseline (2022): 30.10 (Rank: 154)26
Target (2028): 31.55
Indicator: Public expenditure for climate actions as % of GDP
Baseline (2021): 2.3%
Target (2028): 2.8%

Applicable CPD Output(s) from the UNDP Strategic Plan (SP):
SP Outcome 4: By 2029, international environmental agreements are mainstreamed into national development frameworks to drive sustainable development.
IRRF Indicator: A.4.1.2 Number of countries that have new or strengthened policy tools in place to enable the enhancement and/or implementation of new commitments under the Paris Agreement, the Kunming-Montreal Biodiversity Framework, UAE Energy Consensus or the UNCCD 2018–2030 Strategic Framework, including: a) Nationally Determined Contributions

CPD Output 3.1.: Natural resources are sustainably managed, protected and restored.
CPD Output Indicator 3.1.2.: Number of gender-informed and inclusive regulatory, planning and policy instruments for sustainable natural resource management.
Baseline (2023): 0
Target CPD (2028): 10
Target CASFor (2027): 4

Project title and Quantum Project Number: Community Action for Sustainable Forests (CASFor) / 01005062

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2026	2027	FINAL	
CPD Output 3.1	**CPD Output Indicator 3.1.2.:** *Number of gender-informed and inclusive regulatory, planning and policy instruments for sustainable natural resource management.*	Project progress reports.	0	2023	*0*	*4*	*4*	*Reports from consultants* ***Risk*** *Continued Government support and Stakeholders' willingness to participate in the project activities is needed.*

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EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2026	2027	FINAL	
Project Level[4]	***1.1** Number of gender-sensitive multistakeholder dialogues supported.*	Project progress reports.	0	2024	*4*	*4*	*8*	*Reports from consultants* ***Risk*** *Continued Government support and Stakeholders' willingness to participate in the project activities is needed.*
	***1.2** Number of civil society organizations that contribute to those dialogues.*	Project progress reports.	0	2024	*2*	*2*	*4*	*Reports from consultants* ***Risk*** *Continued Government support and Stakeholders' willingness to participate in the project activities is needed*
	1.3** Number of forest monitoring systems, i.e. CEMIS strengthened**.	National and provincial forest and land monitoring reports. Project progress report.	0	2024	*0*	*1*	*1*	*Reports from consultants* ***Risk*** *Government needs to assure engagement for integration/consolidation of forest monitoring systems.*
Output 1	***2.1** Number of public, private and civil society organisations with increased capacity to deliver climate change and sustainable CBFM*	Project progress reports. Reports on capacity-building events.	*0*	2024	*2*	*2.*	*4*	*Reports from consultants* ***Risk*** *Active engagement of relevant institutions and other key stakeholders. is needed.*
	***2.2** Number of policy instruments and regulations related to CFs/CPAs supported.*	Policy instrument. Technical guidelines on forest management planning.	*0*	2024	*0*	*2*	*2*	*Reports from consultants* ***Risk*** *Continued Government support is needed.*

[4] Project level indicators refer to indicators related to activities conducted under both outputs and need to be reported together.

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EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2026	2027	FINAL	
	***2.3** Number of good quality DRR, Climate change, Biodiversity, CBFM related laws/policies/guidelines developed and adopted.*	REDD+ Taskforce Secretariat website, Consultation Reports, national policies and regulations.	*0*	2024	*0*	*3*	*3*	*Reports from consultants* ***Risk*** *Continued Ggovernment support is needed.*
Output 2	***3.1** Number of knowledge products disseminated on CBFM-led climate action.*	Project progress reports, knowledge publication workshops proceedings	0	2024	*0*	*1*	*1*	*Reports from consultants* ***Risk*** *Ggovernment ownership is needed.*

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VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial 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.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	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	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	An Issue Log will be activated in Quantum and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change. Based on the initial risk analysis submitted (see annex 1), a risk log will be activated in Quantum and regularly		

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
			updated by reviewing the external environment that may affect the project implementation.		
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	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

The assessment of the project's effectiveness will be conducted by an independent third party. UNDP will participate in the evaluation process which will be led by FAO and include the terminal evaluation. As this project is only 2 years long, no mid-term evaluation will be conducted.

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MULTI-YEAR WORK PLAN **EXPECTED OUTPUTS**	**PLANNED ACTIVITIES**	**Resp. Party**	**Funding Sources**	**Account Code**	**Budget Description**	**Descriptions Itemized Cost**	**Planned Budget by Year**		**TOTAL Budget Amount 2026-2027**
							YEAR1 2026	**YEAR2 2027**	
Output1: Strengthened enabling framework for sustainable community-based forest management (FAO-Output 2.1	**ACTIVITY1.1: Operationalize sustainable financing options for integrated landscape management and CBFM (FAO-Activity 2.1.3.**								
	Sub-Activity1.1.1: Support the operationalization of REDD+ as a sustainable financing option. (FAO- Sub-Activity 2.1.3.1)	UNDP	FAO	71200	International Consultants	National framework/ guideline for community-based REDD+ financing mechanism (40 days x 650$/days)	15.000,00	10.000,00	25.000,00
		UNDP	FAO	71400	Contractual Services - Individuals	Climate and forest specialist (NPSA11)26% of annual proforma cost : US$60,000*26%	15.600,00	15.600,00	31.200,00
		UNDP	FAO	71600	Travel	Field mission and travel for project counterpart	10.000,00	10.000,00	20.000,00
		UNDP	UNDP-TRAC1	71600	Travel	Field mission and travel for project counterpart	4.470,45	2.104,86	6.575,31
		UNDP	FAO	75700	Training, Workshops and Confer	Meeting/ workshop on community-based REDD+ financing mechanism	6.000,00	6.000,00	12.000,00
		UNDP	FAO	72600	Grant/LoA	Nex Advance under HACT framework (testing of community model)	30.000,00	30.000,00	60.000,00
					Sub-total Sub-Activity 1.1.1		**81.070,45**	**73.704,86**	**154.775,31**
	Sub-Activity1.1.2: Strengthen incentives and instruments for effective community participation in ecotourism initiatives. (FAO-Sub-Activity 2.1.3.2)	UNDP	FAO	72100	Contractual Services-Companies	Guideline for private sector engagement in Ecotourism, and ET database development	25.000,00	15.000,00	40.000,00
		UNDP	FAO	75700	Training, Workshops and Confer	Meeting, Training, workshop on community ecotourism initatives	9.000,00	9.000,00	18.000,00
					Sub-total Sub-Activity 1.1.2		**34.000,00**	**24.000,00**	**58.000,00**
	Sub-Activity1.1.3: Support government revenue management and mechanisms to leverage investment in CFs/CPAs (FAO-Sub-Activity 2.1.3.3)	UNDP	FAO	71200	International Consultants	Options and roadmap to improve transparency and accountability in the financial management system. (54 days x $650/day)	20.000,00	15.000,00	35.000,00
		UNDP	FAO	75700	Training, Workshops and Confer	Stakeholders consultation Meetings/ workshops on financial management system	2.000,00	3.000,00	5.000,00
					Sub-total Sub-Activity 1.1.3		**22.000,00**	**18.000,00**	**40.000,00**
	Sub-Activity1.1.4: Implement a roadmap for CFs and CPAs'	UNDP	FAO	71200	International Consultants	Stocktake and Roadmap for CPAs access to larger financing options (54 days x $650/day)	25.000,00	10.000,00	35.000,00

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	graduation to larger financing options. (FAO-Sub-Activity 2.1.3.4)	UNDP	FAO	75700	Training, Workshops and Confer	Stakeholders consultation Meetings/ workshops on leveraging larger financing options	10.000,00	-	10.000,00
					Sub-total Sub-Activity 1.1.4		**35.000,00**	**10.000,00**	**45.000,00**
					Total Activity 1.1		**172.070,45**	**125.704,86**	**297.775,31**
OUTPUT2: Strengthened forest and land use monitoring systems for reduced historical emissions and climate action (FAO-Output 2.2)	**ACTIVITY 2.1: Institutionalize forest and land use monitoring systems and promote cross-sectoral collaboration for CBFM (FAO-ACTIVITY 2.2.1)**								
	Sub-Activity2.1.1: . Facilitate cross-sectoral collaboration and operationalization of the forest and land-use monitoring systems (FAO-Sub-Activity 2.2.1.1)	UNDP	FAO	71500	UN Volunteers	1 International UNV-Policy Analyst _85% of proforma cost: US$48,984*85%	41.640,00	41.640,00	83.280,00
		UNDP	FAO	75700	Training, Workshops and Confer	Stakeholders consultation Meetings/ workshops on forest and land-use monitoring systems	10.000,00	-	10.000,00
					Sub-total Activity 2.1.1		**51.640,00**	**41.640,00**	**93.280,00**
	Sub-Activity2.1.2: Strengthen the systems institutionalization for CBFM (FAO-Sub-Activity 2.2.1.2)	UNDP	FAO	72100	Contractual Services-Companies	System development support, including TA to GDLC	14.055,00	15.000,00	29.055,00
					Sub-total Activity 2.1.2		**14.055,00**	**15.000,00**	**29.055,00**
					Total Sub-Activity 2.1		**65.695,00**	**56.640,00**	**122.335,00**
	ACTIVITY 2.2: Strengthen the institutional capacities to access forest resources and monitor the impact of CBFM (FAO-ACTIVITY 2.2.2)								
	Sub-Activity2.2.1: Improve the operationalization and interlinkages of forest monitoring systems, in particular for the data collection, analysis, reporting and verification (FAO-Sub-Activity 2.2.2.2)	UNDP	FAO	67400	Labour Cost – IP Staff	MRV Specialist (P4) 13% of annual proforma cost: US$250,284 *13%	32.550,00	32.550,00	65.100,00
		UNDP	FAO	72100	Contractual Services-Companies	Integration of databases into CEMIS (e.g. SMART, CPA)	27.000,00	27.000,00	54.000,00
		UNDP	FAO	75700	Training, Workshops and Confer	Stakeholders consultation Meetings/ workshops on operationalization and interlinkages of forest monitoring systems	13.000,00	13.000,00	26.000,00
					Sub-total Sub-Activity 2.2.1		**72.550,00**	**72.550,00**	**145.100,00**
	Sub-Activity2.2.2: Facilitate the integration of CBFM under the ETF and contribute to the UNFCCC Climate Change Reporting (FAO-Sub-Activity 2.2.2.3)	UNDP	FAO	72100	Contractual Services-Companies	BSM from various carbon offset projects under Article 6 & 13 of the Paris Agreement	21.000,00	-	21.000,00
		UNDP	FAO	75700	Training, Workshops and Confer	Meeting/ workshop on Article 6 & 13	5.000,00	-	5.000,00

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					Sub-total Sub-Activity 2.2.2		**26.000,00**	**-**	**26.000,00**
					Total Activity 2.2.2		**98.550,00**	**72.550,00**	**171.100,00**
	Activity 2.3: Assess the potential contribution of CBFM to climate change mitigation and support climate finance for CBFM (FAO-Activity 2.2.3)								
	Sub-Activity 2.3.1: Systematization of lessons learned and development of knowledge products on CBFM contribution to climate action (FAO-Sub-Activity 2.2.3.1)	UNDP	FAO	72100	Contractual Services-Companies	Development of communication knowledge products	-	10.777,00	10.777,00
					Sub-total Sub-Activity 2.3.1		**-**	**10.777,00**	**10.777,00**
					Total Activity 2.3		**-**	**10.777,00**	**10.777,00**
Project Management Cost (PMC)	**PMC**								
	Project Management Cost (PMC)	UNDP	FAO	64300	Staff Mgmt Costs - IP Staff	Oversight and assuance 1. programme analyst-NOB-4% of annual proforma 2. Programm Associate-G7-5% of annual proforma 3. Magangment and oversight-NOC&NOA-2% of annual proforma	8.000	8.000	16.000,00
		UNDP	FAO	74500	Miscellaneous Expenses	Delivery Enabling Serivces- ISS cost recovery	16.200,00	16.200,00	32.400,00
		UNDP	FAO	72400	Communic & Audio Visual Equip	Internet connectivity charge and Telephone card allowance for project staffs (25$/monthsx 4 staff x 24 months)	1.200,00	1.200,00	2.400,00
		UNDP	FAO	73100	Rental & Maintenance-Premises	Office cost sharing for 3 projects staff	9.900,00	9.900,00	19.800,00
		UNDP	FAO	71400	Contractual Services - Individuals	Project Assistant NPSA5_50% of Annual proforma cost: US$21,600*50%	10.800,00	10.800,00	21.600,00
		UNDP	FAO	71500	UN Volunteers	1 International UNV-Policy Analyst _15% of proforma cost: US$48,984*15%	7.350,00	7.350,00	14.700,00
		UNDP	FAO	72500	Supplies	Office supplies	630,00	616,33	1.246,33
					Total PMC		**54.080,00**	**54.066,33**	**108.146,33**

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						Total Programme activities/outputs (Excl. GMS)	**390.395,45**	**319.738,19**	**710.133,64**
				75100	Facilities & Administration (GMS)-8%		30.874,00	25.410,67	56.284,67
						Total Programme activities/outputs (Incl. GMS-8%)	**421.269,45**	**345.148,86**	**766.418,31**
						Total TRAC1	4.470,45	2.104,86	6.575,31
						Total FAO (incl. GMS-8%)	416.799,00	343.044,00	759.843,00

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VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Implementation Arrangements

UNDP will use the existing Project Steering Committee (PSC) mechanism established for the larger project "Community Action for Sustainable Forests (CASFor)" The detail composition is shown in Figure 2 below. The UNDP components are part of the larger project named "Community Action for Sustainable Forests (CASFor)." In this project, UNDP implements specific components focused on CBFM monitoring and governance, complementing other components implemented by FAO, WCS, RECOFTC, FA and GDLC. A multi-stakeholder project steering committee (PSC) has been established for the entire larger project to oversee performance, address implementation issues, and provide strategic guidance to ensure the delivery of results across all components under the overall programme. Since the role of the existing PSC covers the oversight function as per the core requirements of UNDP programme management for the governance board, and UNDP is a member of the steering committee, UNDP will use this existing mechanism to govern the implementation of the components implemented by UNDP under this project.

As the PSC oversees the entire project and all consortium partners, its structure ensures harmonized decision-making, streamlined processes, and enhanced collaboration. By leveraging this existing mechanism, UNDP contributes to efficiency and coherence within the consortium. In addition to its participation in the PSC, UNDP will conduct regular oversight activities (e.g. risk monitoring and quality assurance) in close coordination with the project implementation team. These measures complement the PSC's role and reinforce UNDP's quality assurance standards throughout the project cycle.

The functions of the PSC will be to review and approve annual reports, work plans and budgets and provide strategic guidance. The PSC is also tasked to accommodate technical/social/legal/political changes that may affect the project, identifying changes in the project required due to evolving circumstances, discussion of issues of concern, dealing with grievances related to the project, and generally ensuring smooth and effective implementation.

Institutional Framework and Coordination

The PSC will be chaired by MAFF and co-chaired by FAO, as a lead agency for the whole project, and will meet twice a year. It will involve representatives from the resource partner (SDC), FA and GDLC, concerned departments of MAFF and MoE, as well as from other concerned ministries (Ministry of Interior/Department of Decentralization, Ministry of Planning), and the organisations involved in implementation (FAO, UNDP, RECOFTC, WCS). To enhance synergies and complementarities with similar initiatives, the PSC will also consider, upon approval by government counterparts, the participation of selected private sector partners and the Danish Church Aid (DCA). It will provide guidance/decisions to ensure that the action remains in line with overall national, regional and local priorities and approve the annual work plans, budgets and reports. These plans and budgets will be developed through close consultation with the development partners involved in the sector.

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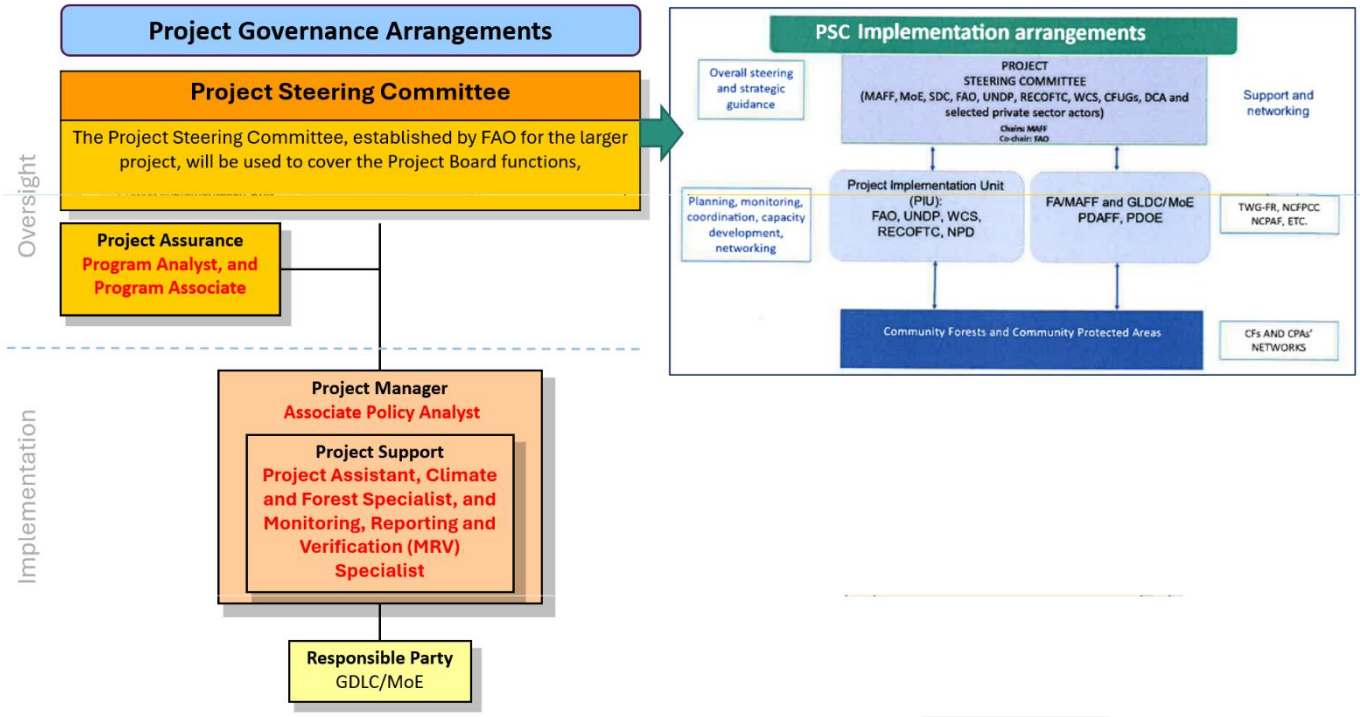


Figure 2 Diagramme of the implementation arrangements for CASFor with Project Steering Committee Implementation arrangements

Government Inputs

Under UNDP's component, GDLC is the main government counterpart, specifically linked to facilitate collaboration, access to data and testing of community models to assure inclusivity, and improve relvance, active engagement of all government partners under the larger CASFor project will be engaged.

In the larger CASFor project, the roles and responsibilities of FA and GDLC in the project at the national level are to include housing the project, providing counterpart staff, encouraging the project staff/consultants to interact with FA and GDLC in the areas of their specialization, reviewing and implementing as appropriate project reports and recommendations, participating in the project's capacity building exercises and generally facilitating the achievement of the project objectives.

At the provincial level, the MAFF and MoE will house the project's coordination and support teams when needed. The provincial staff will work with the project teams to build capacity of CPAs and CFs, organise the various levels of capacity building workshops, and encourage coordination.

The specific inputs into this project by the RGC are to:

- guarantee timely and effective support throughout the implementation of the project;
- provide office space and utilities (e.g. electricity, water) for the PIU;
- provide office space and utilities (e.g. electricity, water) for the capacity building teams in each of the provinces;
- promote the collaboration between FA and GDLC to attain the objectives of the larger CASFor project;
- facilitate the communication of the project staff and consultants into the appropriate FA and GDLC departments;
- assign staff to each staff/consultant to act as their focal point and to provide a degree of oversight;
- facilitate access to data and FA and GDLC staff to enable project staff/consultants to carry out their ToRs;
- provide counterpart staff for the various project activities where required, including capacity assessments and system diagnostics (e.g. statistics, IT infrastructure, research); and
- provide the chair for the Project Steering Committee and ensure active participation to the meetings and project events.

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VIII. LEGAL CONTEXT

Where the country has signed the Standard Basic Assistance Agreement (SBAA)

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

This project will be implemented by UNDP ("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.

IX. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism , 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. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. 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).

4. UNDP as the Implementing Partner will: (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.

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5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. 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.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

i. 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;

ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. 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 responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, 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, each sub-party 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, each sub-party, 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.

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d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective 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 sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;

(iii) Report and monitor allegations of SH and SEA of which any of the sub-parties 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. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties 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 relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party 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 relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It 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.

h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and

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Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient 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.

i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', 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 it to find a solution.

j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

   Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

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

   Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient 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 such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, 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.

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l. Each contract issued by the responsible party, subcontractor or sub-recipient 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 it shall cooperate with any and all investigations and post-payment audits.

m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, 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.

n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

Initial DS DS

X. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening**
3. **Risk Log**
4. **Project Steering Committee Terms of Reference**
5. **Interoperability table of FAO and UNDP numbering of activities.**

1. Project Quality Assurance Report

ASM-19309 - Quality Assurance - Design

Procedure Year: 2025

Procedure Rating: Highly Satisfactory

Procedure Status: Approved

Procedure Name: ASM-19309

Procedure Department: CO - Cambodia - Phnom-Penh

Procedure Type: Design

Record Owner: Sovanny Chhum

Created by: Sovanny Chhum,1/21/2026, 7:15 PM

Last Modified by: Shakeel AHMAD,1/26/2026, 4:24 AM

Portofolio/Project Type: Project

RELATED PORTFOLIOS/PROJECTS (1)

NAME	PORTOFOLIO/PROJECT NAME	DEPARTMENT	STATUS	ATLAS PROJECT NUMBER	START DATE	END DATE
01005062	Community Action for Sustainable Forests (CASFor)	CO - Cambodia - Phnom-Penh	On Going		11/17/2025	12/31/2027

RELATED SESPS (1)

PARENT PROCEDURE	PROCEDURE TYPE	PROCEDURE YEAR
ASM-19310	SESP (Social and Environmental Screening Procedure)	2025

Approval Information

Approval Date: Mon Jan 26 00:00:00 GMT 2026

Approved By: Shakeel AHMAD <shakeel.ahmad@undp.org>

APPROVAL HISTORY

STEP NAME	DATE	STATUS	ASSIGNED TO
Submitted for Approval	2026-01-26 04:24:47	Approved	Shakeel AHMAD
Approval Request Submitted	2026-01-22 20:32:10	Started	Sovanny Chhum

Identified Risks & Treatments

Category: 3. Operational

Risk Significance: Low

Risk Significance: Low

Sub-Category: 3.5. Partners' engagement

Event:

If communities and the private sector lack sufficient knowledge on the importance and potential benefits of small scale ecotourism,
communities are less likely to engage with decision makers. As a result, their perspectives and interests might not be

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adequately represented in policy discussions or project agreements, limiting opportunities for fair participation and equitable
benefit sharing.

Causes:

There is a strong political will to support local livelihoods through small-scale ecotourism development. To advance this vision, the MoE plans to update a national policy draft that provides clear guidance for the private sector on establishing agreements with CPAs and implementing small-scale ecotourism development projects. However, a critical challenge persists that national decision makers often lack sufficient capacity and expertise in designing effective local benefit sharing mechanisms. In particular, there is limited understanding of how benefits should be adequately shared with communities. Without addressing this gap there is a risk that ecotourism initiatives may fail to deliver fair outcomes for local people, undermining both community well being and conservation goals.

Impact:

If the draft national policy on ecotourism fails to adequately address benefit sharing between private sector and communities, the policy draft may remain incomplete, lack of credibility, or will not be finalised and adopted. This would weaken the fram

RELATED TREATMENTS (2)				
ACTIVITIES FOR TREATMENT	EXPECTED EFFECT	TIME PLAN FOR COMPLETE	STATUS	COMMENTS
- Prioritize multistakeholder engagement and cooperation, with a strong emphasis on establishing clear data sharing agreements to ensure timely collection and supply the required data. - Conduct proactive and structured discussions with government counterparts and stakeholders to validate data and integrate into the CEMIS plateform.		12/31/2027	Ongoing	
Implement extensive stakeholder engagement processes involving the government institutions, community representatives, private sector actors and NGOs. Government, community and private sector counterparts will be engaged from the outset to build awareness and strengthen capacity for effective participation. As part of this effort, two gender-sensitive multistakeholder dialogues will be organized to promote inclusive discussion and collaboration on small scale ecotourism.		12/31/2027	Ongoing	

Category: 7. Strategic

Risk Significance: Low

Risk Significance: Low

Sub-Category: 7.3. Stakeholder relations and partnerships

Event:

There is a risk that data generated by the project and external sources is not accessible, reliable, or adequately integrated in the CEMIS platform. Incomplete or inaccurate data integration could undermine the platform's credibility and limit its effectiveness as a comprehensive tool for monitoring and decision-making.

Causes:

There is a strong political will to support local livelihoods through small-scale ecotourism development. To advance this vision, the MoE plans to update a national policy draft that provides clear guidance for the private sector on establishing agreements with CPAs and implementing small-scale ecotourism development projects. However, a critical challenge persists that national decision makers often lack sufficient capacity and expertise in designing effective local benefit sharing mechanisms. In particular, there is limited understanding of how benefits should be adequately shared with communities. Without addressing this gap there is a risk that ecotourism initiatives may fail to deliver fair outcomes for local people, undermining both community well being and conservation goals.

Impact:

If the draft national policy on ecotourism fails to adequately address benefit sharing between private sector and communities, the policy draft may remain incomplete, lack of credibility, or will not be finalised and adopted.

No Treatments defined.

QA Questionnaire:

Strategic | Status: Complete | Quality Rating: Exemplary

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?

(●) 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.

( ) 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.

( ) 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the information icon for these cases.
*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project is strongly aligned with UNDP's Country Programme Document (CPD), and the Sustainable Development Goals (SDGs). The project contributes to UNDP's CPD priorities by enhancing environmental governance, pursuing new avenues for sustainable financing, promote sustainable livelihoods and improve data quality and transparency to reduce loss of forest cover

and destruction of ecosystems. It directly advances SDGs such as SDG 15 (Life on Land), SDG 13 (Climate Action), and SDG 8 (Decent Work and Economic Growth) by integrating sustainability into community based forest management (CBFM), sustainable financing mechanisms as REDD+ and eco-tourism and improving data availability, transparency and quality through establishing and expanding existing databases and integrating them where relevant into CEMIS.

2. Is the project aligned with the UNDP Strategic Plan?

- (●) 3: The project responds to at least one of the development settings as specified in the Strategic Plan and adapts at least one Signature Solution. The project's RRF includes all the relevant SP output indicators. (all must be true)
- ( ) 2: The project responds to at least one of the development settings as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)
- ( ) 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project is fully aligned with UNDP Strategic Plan Outcome 4: By 2029, international environmental agreements are mainstreamed into national development frameworks to drive sustainable development. The project also responds to the accelerators of Digital, Gender Equality and Finance.

3. Is the project linked to the programme outputs? (i.e., UNSDCF/CPD, RPD or Strategic Plan IRRF for strategic interventions not part of a programme)

- (●) YES
- ( ) NO

*Note: Project QA cannot be approved by Project QA Approver when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, the project links to the programme outputs and Strategic Plan IRRF as the followings:
CPD Output Indicator 3.1.2.: Number of gender-informed and inclusive regulatory, planning and policy instruments for sustainable natural resource management.
IRRF Indicator: A.4.1.2 Number of countries that have new or strengthened policy tools in place to enable the enhancement and/or implementation of new commitments under the Paris Agreement, the Kunming-Montreal Biodiversity Framework, UAE Energy Consensus or the UNCCD 2018–2030 Strategic Framework, including: a) Nationally Determined Contributions

Relevant | Status: Complete | Quality Rating: Highly Satisfactory

4. Does the project identify target groups , and particularly those marginalized, vulnerable and left further behind (LNOB)

- ( ) 3: The LNOB target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
- (●) 2: The LNOB target groups are clearly specified, prioritizing groups left furthest behind.
- ( ) 1: The LNOB target groups are not clearly specified.

*Note: Risk management must be done for criteria with score of 1. Projects that build institutional capacity should still identify targeted groups to justify support.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project clearly identify target group through a multifaceted strategy that emphasizes inclusivity, equity, and empowerment, particularly for marginalized and vulnerable groups. One of the core elements of this approach is the prioritization of indigenous rights. The project ensures that community empowerment and access rights are upheld, with a strong focus on safeguarding the rights of indigenous peoples and other marginalized communities. This includes creating mechanisms to ensure their voices are heard and respected within the policy work, sustainable financing options development and monitoring frameworks. To support this, the project will implement extensive stakeholder engagement with several stakeholders (e.g. government, community members, private sector, and NGOs) and will ensure participation of marginalized groups in these discussions and in decision-

making process, enforce capacity building opportunities and equitable-benefit sharing mechanisms for them. This process will include gender-sensitive multistakeholder dialogues,

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

(●) 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.
( ) 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.
( ) 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

UNDP is one of the key players in the CBFM, forest management, REDD+ and natural resource management space and past lessons learnt, knowledge and experience have been used to inform the current project design. For example, UNDP is driving the Results-Based Payment work in Cambodia for REDD+ and has been preparing the Nesting Framework since 2018. Further, UNDP is currently supporting the development and streamlining of the CEMIS platform. Besides, UNDP supported the development of the NDC 3.0, Cambodia Climate Change Strategic Plan 2024-2033 and is in process of the development of the NBSAP 2026. These past experience and knowledge greatly contribute to both the project design and implementation.

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

(●) 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)
( ) 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.
( ) 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

UNDP is specialized in the Forest sector, and has a clear advantage on the ground, including a strong partnership with the Ministry of Environment (MOE). The roles of the MOE, Ministry of Agriculture, Forestry and Fisheries (MAFF), Food and Agriculture Organization (FAO), Wildlife Conservations Society (WCS), and Regional Community Forestry Training Center (RECOFTC) are clearly defined, and the expertise of each partner will ensure the successful implementation of the project. Stakeholder engagement plan is clearly outlined under the current project and a communication strategy is under development. This project is part of a larger project funded by SDC and requires 50% co-financing, which is building upon previous SDC project, and extensive experience of the partners in the respective area of expertise. Moreover, exchanges with neighboring countries are established through programmatic work synergies of SDC. Through the co-financing modality, this project creates synergies with different ongoing projects in the thematic and geographic areas and, especially for UNDP's component, it is well-embedded in ongoing activities.

Principled | Status: Complete | Quality Rating: Highly Satisfactory

7. Does the project apply a human rights-based approach?

( ) 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)

2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)

1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project mainstreams the human rights-based approach through a multifaceted strategy that emphasizes inclusivity, equity, and empowerment, particularly for marginalized and vulnerable groups. The project also strengthens accountability to stakeholders through a comprehensive stakeholder engagement strategy that ensures inclusive participation, transparency, and responsiveness. It identifies and analyzes key stakeholder groups—including government institutions, private sector actors, civil society, and local communities—and actively involves them in project planning, implementation, and monitoring. This participatory approach enhances ownership of project outcomes and fosters mutual accountability. Mechanisms such as regular consultations, project meeting of consortium of partners, project steering committees, and Provincial Advisory Committees provide platforms for stakeholders to voice concerns, contribute insights, and influence decision-making. The project also commits to continuous learning and adaptation, using feedback loops and transparent reporting to refine strategies and ensure that stakeholder needs and expectations are addressed throughout the project lifecycle.

8. Does the project use gender analysis in the project design?

3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)

2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)

1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, the project is likely to improve gender equality and women's empowerment by sector and by adopting a gender-responsive approach to consultations and decision-making. It includes gender perspectives in policy work, sustainable financing options and monitoring components. Thereby, the project also aims to close gender gaps in access to resources, enhance women's participation in decision-making, and generate socio-economic benefits such as employment, leadership roles, and income-generating opportunities for women. Monitoring and evaluation mechanisms will track gender-disaggregated indicators to ensure progress and accountability.

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)

2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)

1: Sustainability and resilience dimensions and impacts were not adequately considered.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project mainstreams sustainability and resilience by reinforcing the integration natural resource management principles into the Forestry sector. It promotes equal sharing of benefits from sustainable financing solutions, such as REDD+ and ecotourism, and strengthens CBFM monitoring to strengthen sustainable forestry within Cambodia. This strengthens Cambodia's resilience, particularly by promoting sustainable forestry and diversifying income streams for CBFM. The project also strengthens institutional and policy frameworks to support long-term sustainability and climate mitigation. By fostering innovation, building local capacity and engaging diverse stakeholders, including women, youth and vulnerable groups, the project ensures inclusive and adaptive systems that can withstand environmental and socio-economic shocks.

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of the preparation and dissemination of reports and communication materials; organization of events, workshops, or training; strengthening capacities of partners to participate in international negotiations and conferences; partnership coordination (including UN coordination) and management of networks; and global/regional projects with no country-level activities as well as Development Effectiveness projects and Institutional Effectiveness projects. [If yes, upload the completed checklist. If SESP is not required, Select all exemption criteria that apply.]

- (●) Yes
- ( ) No
- ( ) SESP not required because project consists solely of (Select all exemption criteria that apply)

***Applicable only to option "SESP not required"**

- [ ] 1: Preparation and dissemination of reports, documents and communication materials
- [ ] 2: Organization of an event, workshop, training
- [ ] 3: Strengthening capacities of partners to participate in international negotiations and conferences
- [ ] 4: Partnership coordination (including UN coordination) and management of networks
- [ ] 5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
- [ ] 6: UNDP acting as Administrative Agent
- [ ] 7: Development Effectiveness projects and Institutional Effectiveness projects

*Note: Project QA cannot be approved by Project QA Approver when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, SESP has been fully conducted to identify potential environmental and social impacts and risks. Social and Environmental Screening Checklist is attached to the signed Project Document.

Management & Monitoring | Status: Complete | Quality Rating: Exemplary

11. Does the project have a strong results framework?

- (●) 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)
- ( ) 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
- ( ) 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project has a strong result framework with clear baselines, medium and long-term targets and indicators. The result framework also includes data collection methods and risks associated with each output.

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

(●) 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)

( ) 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)

( ) 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

As part of a larger project, the UNDP component adheres to the project governance mechanism established for the entire consortium of partners. The project steering committee is chaired by H.E. Chesda Chan, Secretary of State, MAFF and co-chaired by Ms Rebekah Bell, Representative of FAO Cambodia. The project steering committee ToR is attached to the ProDoc. For the UNDP component, the Associate Policy Analyst will be the Project Manager, supported by the Project Assistant. The Climate and Forest Specialist and the Monitoring, Reporting and Verification (MRV) Specialist will provide technical expertise, and the Programme Analyst and Programme Associate will perform the oversight function.

13. Have the project risks been identified using the risk assessment tools (Project Quality Assurance, Social and Environmental Screening Procedure, Partner Capacity Assessment Tool, Harmonized Approach to Cash Transfer, Private Sector Due Diligence, etc., if applicable), with clear plans stated to manage and mitigate each risk?

(●) 3: Project risks related to the achievement of results are fully described in the project risk register, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)

( ) 2: Project risks related to the achievement of results are identified in the initial project risk register based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.

( ) 1: Some risks may be identified in the initial project risk register, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project risks are fully described in the risk analysis table with clear Event, Cause, Impacts, Risk Category and Sub-Category and Risk Treatment.

Efficient | Status: Complete | Quality Rating: Exemplary

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design?

(●) Yes
( ) No

*Note: Risk management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, the project is designed to synergize with other national and regional initiatives. Lessons learned from a previous SDC-funded project on which CASFor is building have informed CASFor's shift to a market-based approach that is more cost-effective and sustainable. Aligning CASFor with complementary initiatives such as UN-REDD, CSLEP, BIOFIN, and SDG Partnership further enhances efficiency. This allows the project to share tools, data systems, and technical expertise, reducing duplication and maximizing learning. For example, CASFor builds on the REDD+ nested system and the recently established CEMIS platform, which is being continuously improved, to integrate community-level data into national monitoring systems while also

contributing to Cambodia's NDC and climate finance readiness. By combining evidence-based design, strategic partnerships, and integrated operations, representing an efficient and effective pathway to achieve sustainable forest management and resilient livelihoods in Cambodia.

15. Is the budget justified and supported with valid estimates?

- (●) 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.
- ( ) 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.
- ( ) 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project is budgeted at the sub-activity level across the 2 years of the project duration with sufficient funding and co-funding. Detailed budget has been prepared to be able to set up the project in the Quantum System.

16. Is the Country Office / Regional / Global Project fully recovering the costs involved with project implementation?

- (●) 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
- ( ) 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
- ( ) 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

*Note: Risk management must be done for criteria with score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project fully covers all project costs that are attributable to the project in accordance with UNDP policies.

Effective | Status: Complete | Quality Rating: Satisfactory

17. Have targeted groups, and particularly those marginalized, vulnerable, and left further behind (LNOB), been engaged in the design of the project?

- ( ) 3: Credible evidence that all targeted groups, prioritising discriminated, vulnerable and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)
- (●) 2: Some evidence that key targeted groups have been consulted in the design of the project.
- ( ) 1: No evidence of engagement with targeted groups during project design.
- ( ) Not Applicable

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The marginalized, vulnerable, and left further behind groups were fully engaged during the design of the project, especially during the consultation processes. The project also ensures meaningful participation of these target groups throughout the project through continued consultation during the project implementation and has integrated relevant risks into the SESP analysis and Risk Log.

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?

- (●) Yes
- ( ) No

*Note: Risk Management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Annual project quality assurance will assess strengths and weaknesses through project management and use of the results to inform decisions to improve project performance. In addition, internal review of data and evidence from monitoring actions (e.g. performance data, risks, lessons learned, will be used to discuss course corrections at project team level or in Project Steering committee, as needed but at least annually.

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

- (●) Yes
- ( ) No

*Note: Risk management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The gender marker for all project outputs are scored at GEN2 as mentioned in the ProDoc. The gender marker is scored at the aggregated level, where gender equality and women's empowerment serve as a significant objective of the project. The gender will be mainstreamed in the project implementation.

20. Have societal digital risks and opportunities been taken into account when designing the project's approach and have digital or data technology solutions been considered to enhance the efficiency, effectiveness and scalability of project results?

- ( ) 3: To the extent possible, societal digital risks and opportunities have been investigated when designing the strategy and Theory of Change, and the potential use of digital or data technologies in project activities has been considered in line with UNDP's digital standards and data principles. (All must be true)
- (●) 2: Only the potential use of digital or data solutions in project activities has been considered in line with UNDP's digital standards and data principles, but there is no or limited evidence that aspects of inclusive digital societies have been considered in the design of the strategy or Theory of Change.
- ( ) 1: Neither societal digital risks and opportunities, nor digital or data technology solutions were specifically considered in the project design or, UNDP's digital standards and data principles are not taken into account when intending to use digital or data technology solutions in project activities.
- ( ) Digital considerations are not relevant to this project.

***Applicable only to option "Digital considerations are not relevant"**

- [ ] 1: Societal digital transformation is not a government or contextual priority
- [ ] 2: A non-digital approach yields higher effectiveness and efficiency
- [ ] 3: Other (specify in the "Evidence" section)

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project strategically integrates digital technologies and solutions to address key development challenges in Cambodia's forestry sector, in alignment with the UNDP Strategic Plan2026–2029. By focusing on CBFM monitoring, data improvement, accessibility, and transparency, the initiative aims to transform the sector while improving the experiences of target beneficiaries and partners.

Sustainability & National Ownership | Status: Complete | Quality Rating: Satisfactory

21. Have national / regional / global partners led, or proactively engaged in, the design of the country / regional / global project, respectively?

- ○ 3: National / regional / global partners have full ownership of the country / regional / global project and led the process of the development of the project jointly with UNDP.
- ◉ 2: The project has been developed by UNDP in close consultation with national / regional / global partners.
- ○ 1: The project has been developed by UNDP with limited or no engagement with national partners.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The National Partners, MOE and MAFF, have full ownership of the country's project and led the process of the development of the project jointly with UNDP, FAO, WCS and RECOFTC. The project design and development has always been fully consulted with national partners and relevant stakeholders.

22. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?

- ○ 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
- ◉ 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.
- ○ 1: Capacity assessments have not been carried out
- ○ Not Applicable

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project has conducted a preliminary needs assessment which informed the capacity development activities, especially focused on human and institutional capacities to strengthen the enabling environment for CBFM. CASFor includes relevant training programmes for stakeholders, especially government counterparts in CBFM monitoring tools.

23. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?

- ○ Yes
- ○ No
- ◉ Not Applicable

*Note: Risk management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

This is a DIM project and therefore, most components will be implemented by UNDP, and its system will be applied throughout the project's components with UNDP will implement. There is one LoA planned as Nex Advance under the HACT framwork to MoE ot test community models, providing the most adequate possibility to integrate this testing in national systems.

24. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

- ◉ Yes
- ○ No

*Note: Risk management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, the proposed activities in all the Components as outlined above, are designed to be sustained after the lifetime of the project, as they include establishing tools which will outlive the project duration (CBFM monitoring tools integrated into CEMIS, draft Ecotourism policy, sustainable financing options for CBFM). The activities will also build capacity locally, both training beneficiaries but also creating and reinforcing networks of experts and trainers in the country (training modules/SOPs). These

initiatives will be endorsed and adopted by the national government, underscoring the ownership of the executing agency or national partner. They will subsequently be implemented across construction companies to ensure long-term sustainability and widespread adoption of project outcomes beyond the initial implementation phase.

2. Social and Environmental Screening Template [English] [French] [Spanish]

Project Information	
1. Project Title	Community Action for Sustainable Forests (CASFor)
2. Project Number (i.e. Quantum project ID, PIMS+)	01005062
3. Location (Global/Region/Country)	Cambodia
4. Project stage (Design or Implementation)	Implementation
5. Date	December 2025

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

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach
The reduced resilience of the forest ecosystems due to land degradation and deforestation has an impact on the community lives and livelihoods, especially for climate vulnerable communities with limited adaptive capacity. The project will contribute to the right to decent work as outlined in the Universal Declaration of Human Rights. A key component of its theory of change is that if communities have increased capacities to manage businesses and access alternative resources, then community-led forest user groups will be able to manage and improve their livelihoods sustainably and in the long term. By promoting sustainable resource management, livelihoods and good forest governance and monitoring, the project will also contribute to the right to a clean, healthy, and sustainable environment as recognized by the UN General Assembly and the UN Human Rights Council. The project will specifically contribute to revisions, reviews and publications of the legal framework. Moreover, the project is expected to contribute to mainstreaming the interest of Indigenous Peoples and Local Communities (IPLC) by ensuring that IPs, CFs and CPAs are able to economically benefit from the community-based forest management.
Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment
Project activities have a strong focus on advancing gender equality, considering the specific country context of Cambodia. The project will actively contribute to gender mainstreaming across relevant policies and monitor specific indicators, including a number of gender-sensitive multistakeholder dialogues supported under the project. Women in Cambodia are highly vulnerable to the land use changes associated with planned or unplanned deforestation, the allocation of ELCs and illegal logging. This is because women and girls engage in a wider range of activities in agriculture and forestry to bridge gaps in income and compensate for transitory food shortages. The loss of access to natural resources undermines economic coping mechanisms, increases their poverty and can jeopardize the food security of rural households. Unclear land tenure also hurts women, who may have little or no knowledge of land laws, land tenure requirements, land titling procedures and have little access to legal aid in disputes. To address these challenges, the project will incorporate specific gendered components into its activities such as: • Ensuring balanced gender representation in capacity building activities, and including specific activities targeting the engagement of women in technical capacity building, to mitigate the risk that those who benefit the most from enhanced livelihood resilience are not inadvertently excluded from trainings; • Including gender considerations in analyses undertaken by the project, especially technical assessments of sustainable financing models and private sector engagement strategies.

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Briefly describe in the space below how the project mainstreams sustainability and resilience
The CASFor project mainstreams sustainability and resilience by embedding capacity development at its core, targeting both national institutions and local communities. It strengthens institutional capacities, particularly within MoE and MAFF, by supporting legal reforms, enhancing forest governance, and promoting sustainable livelihoods. The project ensures long-term ownership and continuity of interventions through climate finance mobilization for CBFM. It also supports forest monitoring systems that improve transparency and data-driven decision-making, helping Cambodia meet international environmental reporting obligations. The project aligns with national strategies such as the National REDD+ Strategy, Climate Change Strategic Plan, and Biodiversity Action Plan, contributing to climate mitigation, land restoration, and biodiversity conservation. Digital solutions like CEMIS, a geo-spatial platform currently under the development with UNDP support, enable efficient monitoring and reporting, empowering stakeholders with evidence-based insights for sustainable landscape governance. These combined efforts foster resilience to climate change and promote inclusive, environmentally sound development.
Briefly describe in the space below how the project strengthens accountability to stakeholders
Primary stakeholders of UNDP-components/outputs of the project are officers from the General Directorate of Local Community (GDLC) and Environmental Knowledge and Information (GDEKI) of Ministry of Environment, as well as staff from other government institutions such as the Forestry Administration (FA) of the Ministry of Agriculture, Forestry and Fisheries (MAFF), MRV/REL technical team, REDD+ taskforce, academic and research institutions, technical forestry staff, NGOs, CSOs, and community members. Stakeholders are notably the persons and institutions that will be involved in the management of Cambodia's CEMIS and CPA/CF management in the future. They will be trained on basic and advanced concepts to assess forest resources and monitor the impact of CBFM and in the operationalization of sustainable financing options for integrated landscape management and CBFM. UNDP is committed to ensuring meaningful, effective and informed participation of stakeholders in the formulation and implementation of UNDP projects.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	QUESTION 3: What is the level of significance of the potential social and environmental risks? *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description (broken down by event, cause, impact)	*Impact and Likelihood (1-5)*	*Significance (Low, Moderate Substantial, High)*	*Comments (optional)*	*Description of assessment and management measures for risks rated as Moderate, Substantial or High*
1. Weak governance and capacity within all institutions can result in concentration of power and benefits by the elite and men. This leads to project activities being delayed, planned results not being achieved, and project impact being limited. This is specifically important in the design and implementation of opportunities regarding benefit-sharing mechanisms.	I = 4 L = 1	Low		Continuous self-assessment, training on governance, strong monitoring and learning systems help foster inclusion, transparency and good governance. Special focus will be on ensuring gender equality and increasing respective capacities within partner structures and processes.
2. Lack of capacity, awareness of policy-related activities and limited access to information on decision-making processes can lead to the	I = 3 L = 1	Low		Marginalized groups—particularly women, youth, and Indigenous Peoples—will be meaningfully included in all aspects of project implementation. This includes participation in decision-making

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exclusion of any potentially affected stakeholders, in particular marginalised groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them.				processes, access to capacity-building opportunities, and equitable benefit-sharing mechanisms. The project establishes facilitation processes and safeguards to empower these groups to contribute to decision-making processes.		
	QUESTION 4: What is the overall project risk categorization?					
	Low Risk	x				
	Moderate Risk	☐				
	Substantial Risk	☐				
	High Risk	☐				
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)					
	Question only required for Moderate, Substantial and High Risk projects					
	Is assessment required? (check if "yes")	☐			*Status? (completed, planned)*	
	if yes, indicate overall type and status		☐	Targeted assessment(s)		
			☐	ESIA (Environmental and Social Impact Assessment)		
			☐	SESA (Strategic Environmental and Social Assessment)		
	Are management plans required? (check if "yes)	☐				
	If yes, indicate overall type		☐	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)		
			☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)		
			☐	ESMF (Environmental and Social Management Framework)		
	Based on identified risks, which Principles/Project- level Standards triggered?		Comments (not required)			
	Overarching Principle: Leave No One Behind	☐				
	Human Rights	☐				

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	Gender Equality and Women's Empowerment	☐	
	Accountability	☐	
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐	
	2. Climate Change and Disaster Risks	☐	
	3. Community Health, Safety and Security	☐	
	4. Cultural Heritage	☐	
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	☐	
	7. Labour and Working Conditions	☐	
	8. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	***Date***	***Description***
QA Assessor (Mr. Sovanny Chhum)		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver (Mr. Shakeel Ahmad)		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.

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SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.		
Overarching Principle: Leave No One Behind **Human Rights**		**Answer (Yes/No)**
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	N
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	N
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	N
Would the project potentially involve or lead to:		
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	N
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [16]	N
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	N
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	N
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	N
Would the project potentially involve or lead to:		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	N
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Y
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	N
P.12	exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.*	N

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

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Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
Would the project potentially involve or lead to:		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	Y
P.14	grievances or objections from potentially affected stakeholders?	N
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	N
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
Would the project potentially involve or lead to:		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	N
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	N
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	N
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	N
1.5	exacerbation of illegal wildlife trade?	N
1.6	introduction of invasive alien species?	N
1.7	adverse impacts on soils?	N
1.8	harvesting of natural forests, plantation development, or reforestation?	N
1.9	significant agricultural production?	N
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	N
1.11	significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	N
1.12	handling or utilization of genetically modified organisms/living modified organisms?[17]	N
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[18]	N
1.14	adverse transboundary or global environmental concerns?	N
Standard 2: Climate Change and Disaster Risks		
Would the project potentially involve or lead to:		

17 See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.

18 See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.

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2.1	areas subject to hazards such as earthquakes, floods, landslides, severewinds, storm surges, tsunami or volcanic eruptions?	N
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	N
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	N
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	N
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	N
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	N
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	N
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	N
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	N
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	N
3.7	influx of project workers to project areas?	N
3.8	engagement of security personnel to protect facilities and property or to support project activities?	N
Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		
4.1	activities adjacent to or within a Cultural Heritage site?	N
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	N
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	N
4.4	alterations to landscapes and natural features with cultural significance?	N
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	N
Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	N

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5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	N
5.3	risk of forced evictions?[19]	N
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	N
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1	areas where indigenous peoples are present (including project area of influence)?	N
6.2	activities located on lands and territories claimed by indigenous peoples?	N
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above.* *	N
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	N
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	N
6.8	risks to the physical and cultural survival of indigenous peoples?	N
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	N
Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note: applies to project and contractor workers)		
7.1	working conditions that do not meet national labour laws and international commitments?	N
7.2	working conditions that may deny freedom of association and collective bargaining?	N
7.3	use of child labour?	N
7.4	use of forced labour?	N
7.5	discriminatory working conditions and/or lack of equal opportunity?	N
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	N

[19] Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

* Note: revised July 2022 modifying presumption of risk significance from Substantial or higher to Moderate or higher.

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Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	N
8.2	the generation of waste (both hazardous and non-hazardous)?	N
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	N
8.4	the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	N
8.5	the application of pesticides that may have a negative effect on the environment or human health?	N
8.6	significant consumption of raw materials, energy, and/or water?	N

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Docusign Envelope ID: 9023719D-E5A6-480E-843A-14452D1C7C0E

3. Risk Log

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(~~individual~~ team accountable for managing the risk)*	Risk Treatment and Treatment Owner
1	If communities and the private sector lack sufficient knowledge on the importance and potential benefits of small scale ecotourism, communities are less likely to engage with decision makers. As a result, their perspectives and interests might not be adequately represented in policy discussions or project agreements, limiting opportunities for fair participation and equitable benefit sharing.	There is a strong political will to support local livelihoods through small-scale ecotourism development. To advance this vision, the MoE plans to update a national policy draft that provides clear guidance for the private sector on establishing agreements with CPAs and implementing small-scale ecotourism development projects. However, a critical challenge persists that national decision makers often lack sufficient capacity and expertise in designing effective local benefit sharing mechanisms. In particular, there is limited understanding of how benefits should be adequately shared with communities. Without addressing this gap there is a risk that ecotourism initiatives may fail to deliver fair outcomes for local people, undermining both community well being and conservation goals.	If the draft national policy on ecotourism fails to adequately address benefit sharing between private sector and communities, the policy draft may remain incomplete, lack of credibility, or will not be finalised and adopted. This would weaken the framework for equitable partnerships, lead to delays and poor implementation in Project sub-activity 1.1.2.	**3. OPERATIONAL (3.5. Partners' engagement) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **1 - Not likely** Impact: **4 - Extensive** Risk level: **LOW (equates to a risk appetite of MINIMAL)**	From: 21-Nov-25 To: 31-Dec-27	Project Manager	**Risk Treatment:** Implement extensive stakeholder engagement processes involving the government institutions, community representatives, private sector actors and NGOs. Government, community and private sector counterparts will be engaged from the outset to build awareness and strengthen capacity for effective participation. As part of this effort, two gender-sensitive multistakeholder dialogues will be organized to promote inclusive discussion and collaboration on small scale ecotourism. **Risk Treatment Owner**: Project Implementation Team

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Docusign Envelope ID: 9023719D-E5A6-480E-843A-14452D1C7C0E

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(~~individual~~ team accountable for managing the risk)*	Risk Treatment and Treatment Owner
2	There is a risk that data generated by the project and external sources is not accessible, reliable, or adequately integrated in the CEMIS platform. Incomplete or inaccurate data integration could undermine the platform's credibility and limit its effectiveness as a comprehensive tool for monitoring and decision-making.	The MoE is hosting CEMIS, a data management platform designed to consolidate information on CBFM within CPAs. UNDP is supporting MoE through CASFor and the WB-MoE CSLEP co-financing to collect , validate and integrate data into the CEMIS platform. Currently, data is managed in isolation by individual stakeholders. This fragmented approach discourages timely data sharing, as stakeholders may have conflicting interests or concerns about ownership and control. Consequently, the accuracy, accessibility and effective use of data are limited. Further, technological challenges related to data integration may further hinder the platform's functionality and reduce its potential to serve as a reliable tool for evidence-based decision-making.	Failure to ensure accessible, accurate and well integrated data within CEMIS, would undermine the project's objective of strengthening forest and land use monitoring systems and lead to delays in the implementation and impact of the project sub-activities 1.1.2; 2.1.2; 2.2.1.	**7. STRATEGIC (7.3. Stakeholder relations and partnerships) - UNDP Risk Appetite: OPEN TO SEEKING**	Likelihood: **1 - Not likely** Impact: **3 - Intermediate** Risk level: **LOW (equates to a risk appetite of MINIMAL)**	From: 21-Nov-25 31-Dec-	Project Manager	**Risk Treatments:** - Prioritize multistakeholder engagement and cooperation, with a strong emphasis on establishing clear data sharing agreements to ensure timely collection and supply the required data. - Conduct proactive and structured discussions with government counterparts and stakeholders to validate data and integrate into the CEMIS plateform. **Risk Treatment Owner:** - Project Implementation Team

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Docusign Envelope ID: 349368C4-23DA-4C92-8752-11D8C86E670C

4. Project Steering Committee Terms of Reference



Community Action for Sustainable Forests (CASFor)

Terms of Reference for Project Steering Committee

1. Project Summary

The project "Community Action for Sustainable Forests (CASFor)" co-funded by the Swiss Development and Cooperation Agency aims to promote the sustainable management of local forest resources while building resilience, improving livelihoods and enhancing ecosystem services to local communities. Eventually, CASFor aims to contributing to national commitments and global action on climate change mitigation and biodiversity conservation while improving forest governance, integrated landscape management and monitoring and reporting systems.

The project has two outcomes:

- Outcome 1: Enhanced resilient livelihoods through enabling communities to participate in integrated landscape management; and
- Outcome 2: Enhanced forest governance through strengthened forest monitoring and an improved enabling framework for Community-based Forest Management.

CASFor's interventions benefit 113 Community Forestry (CFs) and 34 Community Protected Areas (CPAs) in 25 Districts, 72 Communes and 181 villages located in Kampong Thom, Preah Vihear, Stung Treng, Kratie, and Banteay Meanchey Provinces. In addition, CASFor supports the improvement of Community-based Forest Governance through strengthened forest and environmental monitoring systems and evidence-based reporting on climate change mitigation.

2. CASFor's Implementation arrangements

CASFor is implemented by a consortium of partner Organizations, namely the Food and Agriculture Organization of the United Nations (FAO), that leads the consortium, reports to SDC and coordinates with United Nations Development Programme (UNDP), the Regional Community Forestry Training Center for Asia and the Pacific (RECOFTC) and the Wildlife Conservation Society (WCS) under the oversight of the Forestry Administration (FA) of the Ministry of Agriculture Forestry and Fisheries (MAFF), and the General Directorate of Local Community (GDLC) of the Ministry of Environment (MOE), the execution of project activities at national and sub-national levels.

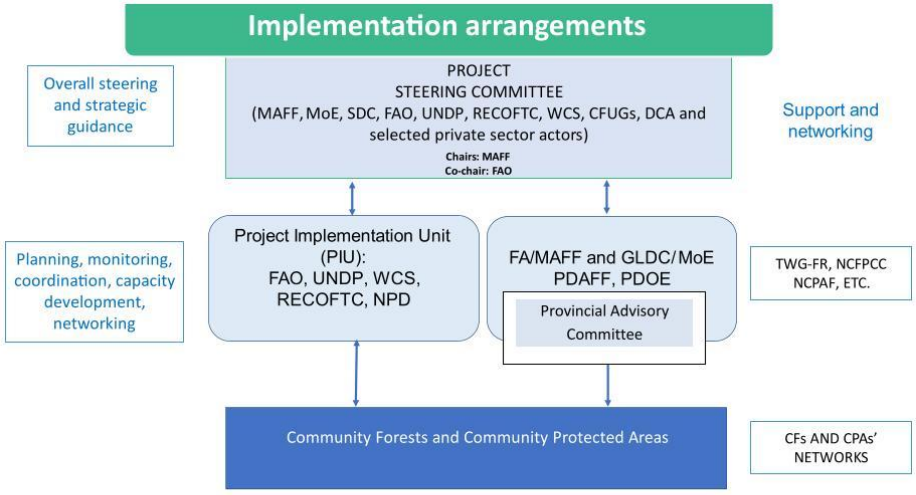
FAO will be responsible for financial and progress reports to the Project Steering Committee (PSC) and to the donor. A Provincial Advisory Committee (PAC) will be established in each target Province and supported by RECOFTC and WCS to liaise with the PSC and share technical recommendations from field implementation perspective. The PSC through the Project Implementation Unit (PIU) – composed by the nominated National Project Coordinator/MAFF (NPC), FAO, UNDP, RECOFTC and WCS management team – and the PAC will supervise implementation of activities to assure achievement of targets and expected outputs at national and sub-national levels.

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The PSC will be guided by the implementation arrangements presented in the figure 1 below.

Figure 1: Diagramme of the implementation arrangements for CASFor



3. Function and representation of the PSC

The PSC will serve as platform of main project stakeholders to provide strategic and policy guidance, support planning and decision-making, and act as oversight and senior-level structure for the PIU. Moreover, the PSC will assure coordination among partners to support the effective implementation and project delivery.

The PSC will include representation of key stakeholders to guide and support the project components and ensure successful achievement of expected results. The PSC will be chaired by MAFF in its role of institutional facilitator and moderator and co-chaired by FAO as lead implementing partner Organization. The number of permanent members may be up to 15 from line ministries, resource and implementing partners, namely MAFF, MoE, SDC, UNDP, WCS, and RECOFTC.

The table below presents the composition of the PSC of CASFor project.

Name	Position	Function
1. H.E **Chesda Chan**	Secretary of State, Ministry of Agriculture, Forestry and Fisheries (MAFF)	Chair
2. Ms. **Rebekah Bell**	Representative of Food and Agriculture of the United Nations Representation (FAO) Cambodia	Co-chair
3. H.E **Srey Sothea**	Under-Secretary of State, Ministry of Agriculture, Forestry and Fisheries (MAFF)	Member
4. H.E **Khan Samban**	Under-Secretary of State, Ministry of Agriculture, Forestry and Fisheries (MAFF)	Member
5. Mr. **Khun Sareth**	Deputy Secretary General, Ministry of Agriculture, Forestry and Fisheries (MAFF)	Member
6. Mr **Dany Chheang**	Deputy Director General of Forestry Administration, Ministry of	Member

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	Agriculture, Forestry and Fisheries.	
7. Mr. **Pichhara Pheth**	Deputy Director General, General Directorate of Local Community, Ministry of Environment.	Member
8. Mr. **Reto Grüninger**	Director of Swiss Agency for Development and Cooperation (SDC), Cambodia	Member
9. Mr. **Ratanakoma Long**	Deputy Director, Department of Forestry and Community Forestry, Forestry Administration, MAFF.	Member
10. Mr. **Radar Bun**	Deputy Director, Department of Forest Industry and International Cooperation, Forestry Administration, MAFF.	Member
11. Mr. **Sarin Kim**	Deputy Director of Community Livelihood Department, General Directorate of Local Community, Ministry of Environment.	Member
12. Mr. **Shakeel Ahmad**	Deputy Resident Representative of United Nations Development Programme (UNDP) Cambodia	Member
13. Mr. **Alistair Mould**	Country Director, Wildlife Conservation Society (WCS) Cambodia	Member
14. Mrs. **Kalyan Hou**	Country Director, Regional Community Forestry Training Center for Asia and Pacific (RECOFTC), Cambodia	Member
15. Mr. **Horn Kimhong**	Country Director, Danish Church Aid (DCA), Cambodia	Observer*
16. Mr./Ms.	Representative of Japan International Cooperation Agency (JICA)	Observer*
17. Mr./Ms.	Representatives of private sector and of any other Organizations (inclusion to be confirmed by PSC Chair)	Observer*

*Observers will be either confirmed or removed at first PSC meeting

The nominated PSC members have different role and position in their respective Organizations, as they are mostly associated with Representational responsibilities in comparison with designated PIU members that perform a more day-to day technical and/or managerial role.

4. Roles and responsibilities of PSC components

a. PSC Chair and Co-chairpersons:

- Invite members to attend PSC meetings to be held every 6 months to monitor and follow up the implementation of the CASFor project;
- Lead the coordination and facilitation of discussions among PSC members and moderate unanimous decisions;
- Review and approve progress reports and annual work plan and budget;
- Review and approve the minutes of the PSC meeting ensuring adequate follow up of key action points;
- Monitor the achievement of project targets and expected outputs;
- Facilitate effective coordination with government counterparts and project partners at all levels;
- Facilitate PSC decisions on addressing grievances and project risks and recommend adequate solutions to tackle challenges;
- Maintain close communication with the PAC to integrate their recommendations and facilitate field monitoring;
- Visit target sites to gain insights about project progress, achievements and challenges; and
- (For the Co-chair) Take charge of executing responsibilities for the PSC chair when he is not present.

Upon concerted decision, the PSC chair may exceptionally request other parties to participate in the meetings to facilitate stakeholder consultation and share technical insights and moderate coordination on grievances and report on beneficiaries' needs and solutions.

b. PSC members

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- Attend or designate an alternate to the PSC's meetings or other meetings as invited by the PSC's chair;
- Support review and approval of progress reports, work plans and budgets presented at the PSC meetings;
- Provide advice to address challenges raised in the meeting to support smooth project implementation, meeting the project targets and deadlines;
- Facilitate information-sharing and give recommendations to support project implementation in accordance with the approved project plan and budget based on good practices and lessons learned;
- Provide input for review and evaluation of deliverables and outputs in support to the PIU;
- Support alignment of project activities with relevant policies and strategies;
- Facilitate the dissemination of knowledge, information, and lessons learned to national and subnational stakeholders in support of PAC and PIU;
- Communicate with PAC members on project implementation progress and challenges;
- Participate in field and monitoring visits as necessary; and
- Assist with grievance resolution and risk management in support of PIU.

5. Frequency of meetings

PSC meetings will be held twice a year, by Quarter one (January-March) and three (July-September) to review the project progress and achievements and approve the activities work plan and budget for the upcoming semester.

6. Approval of documents and PSC reports

The PIU is tasked to prepare the PSC meetings and act as the PSC Secretariat, in charge of the transmission of relevant documents and prepare the draft PSC minutes with emphasis on key decisions and follow-up points. All members can propose agenda items during the preparation of the PSC meeting.

Strategic and operational decisions and approval of documents will be reached by consensus before or during the PSC meetings. The PSC meeting minutes shall be shared with members within 15 days from the date of the meeting for review and final approval by PSC Chair.

7. Provincial Advisory Committee (please refer to separate ToR document)

The Provincial Advisory Committee (PAC) is a bottom-up structure that ensures liaison and coordination between PSC and PIU with focus on provincial work plan and budget. It is composed by Representatives of PDoE, FA Cantonments, RECOFTC and WCS and of any other Provincial Authority as applicable. The PAC will facilitate the monitoring of the implementation at provincial level, support identification of solutions and application of recommendations as instructed by PSC. PAC Members will meet monthly to review provincial work plan and coordinate for successful implementation of main activities.

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5. Interoperability table of FAO and UNDP numbering of activities.

	FAO Numbering	UNDP Numbering	Activity Description
Output	**2.1**	**1**	**Strengthened enabling framework for sustainable community-based forest management**
Activity	*2.1.3*	*1.1*	*Operationalize sustainable financing options for integrated landscape management and CBFM*
Sub-Activity	2.1.3.1	1.1.1	Support the operationalization of REDD+ as a sustainable financing option.
Sub-Activity	2.1.3.2	1.1.2	Strengthen incentives and instruments for effective community participation in ecotourism initiatives.
Sub-Activity	2.1.3.3	1.1.3	Support government revenue management and mechanisms to leverage investment in CFs/CPAs
Sub-Activity	2.1.3.4	1.1.4	Implement a roadmap for CPAs' graduation to larger financing options.
Output	**2.2**	**2**	**Strengthened forest and land use monitoring systems for CBFM-led climate action**
Activity	*2.2.1*	*2.1*	*Institutionalize forest and land-use monitoring systems and promote cross-sectoral collaboration to support CBFM*
Sub-Activity	2.2.1.1	2.1.1	Facilitate cross-sectoral collaboration and operationalization of the forest and land-use monitoring systems
Sub-Activity	2.2.1.2	2.1.2	Strengthen the systems institutionalization for CBFM
Activity	*2.2.2*	*2.2*	*Strengthen institutional capacities to assess forest resources and monitor the impact of CBFM*
Sub-Activity	2.2.2.2	2.2.1	Improve the operationalization and interlinkages of forest monitoring systems, in particular for the data collection, analysis, reporting and verification
Sub-Activity	2.2.2.3	2.2.2	Facilitate the integration of CBFM under the Enhanced Transparency Framework (ETF) and contribute to the UNFCCC Climate Change Reporting
Activity	*2.2.3*	*2.3*	*Assess the potential contribution of CBFM to climate change mitigation and support climate finance for CBFM*
Sub-Activity	2.2.3.1	2.2.1	Systematization of lessons learned and development of knowledge products on CBFM contribution to climate action
Sub-Activity	2.2.3.2	2.2.2	Formulation of climate finance project proposals for CBFM including GCF, GEF/LDCF, Adaptation Fund, linked to the Social Forestry Initiative

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