United Nations Development Programme

04 March 2026

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Subject: LPAC Waiver Request – UNDP Component of GEF-8 Global IP on Promoting Circular Solutions for the F&B Sector to Tackle Plastic Pollution in Cambodia (Plastic IP)

The project "***Promoting Circular Solutions for the F&B Sector to Tackle Plastic Pollution in Cambodia***" (the UNDP Project) is a component of a larger Global Integrated Programme (IP). This multi-agency initiative leverages the collective experience and prior efforts of several GEF Implementing Agencies to scale up proven circular economy models and accelerate the transition toward a plastic-free F&B sector. UNEP serves as the Lead Agency, responsible for programme coordination and integration of results at national and regional levels (Further details are available in Annex I: Project Document on Promoting Circular Solutions for the F&B Sector to Tackle Plastic Pollution in Cambodia (Plastic IP).

UNDP Cambodia, as an Executing Agency, received USD$2,652,294 via the UN-to-UN agreement with UNEP, signed on 4 February 2026 (Further details are available in Annex II: Signed UN-to-UN Agreement). With this funding, a project "***Promoting Circular Solutions for the F&B Sector to Tackle Plastic Pollution in Cambodia***" is created and implemented by UNDP Cambodia using DIM modality (Further details are available in Annex I: Project Document on Promoting Circular Solutions for the F&B Sector to Tackle Plastic Pollution in Cambodia (Plastic IP).

While UNDP's Programme and Operations Policies and Procedures (POPP) typically require a Local Project Appraisal Committee (LPAC) prior to approval, the UNEP-led design process has already met these requirements. The process included rigorous stakeholder consultations conducted during the Project Preparation Grant (PPG) phase, formal government approvals, and strict adherence to GEF's Social and Environmental Standards (SES), ensuring full inter-agency coordination and compliance.

Given the extensive consultations already conducted and the GEF's approval of the project design, a separate LPAC would be redundant. Furthermore, the approved scope is finalized and cannot be altered at this stage. In light of these factors, we seek a waiver from the standard LPAC requirement specifically for the UNDP component.

Enclosed:

- Annex I: Project Document on Promoting Circular Solutions for the F&B Sector to Tackle Plastic Pollution in Cambodia (Plastic IP)
- Annex II: Signed UN2UN Agreement
- Annex III: UNDP's Project Document on Promoting Circular Solutions for the Food and Beverage Sector to Tackle Plastic Pollution in Cambodia (Plastic IP)
- Annex IV: Minutes of Stakeholder Consultations during PPGs

PROJECT DOCUMENT
Cambodia

Project Title: Promoting Circular Solutions for the Food and Beverage Sector to Tackle Plastic Pollution in Cambodia (Plastic IP)
Project Number: 11184
Implementing Partner: UNDP Cambodia
Start Date: 4 March 2026 **End Date:** 31 December 2030 **PAC Meeting date:** N/A

Brief Description

The use of single-use plastics (SUPs) has rapidly accelerated in Cambodia, particularly in the food and beverage (F&B) and tourism sectors, resulting in negative impacts on human health, the environment, and the economy. The Royal Government of Cambodia has developed various policies and strategies to support a circular economy (CE). However, their implementation is hindered by a lack of enforceable regulations, financial instruments, capacity, and public awareness.

To address these challenges, the project aims to catalyze CE approaches by: i) **Strengthening the regulatory environment** through policies and standards, ii) **Mobilizing finance** and engaging the private sector for innovation, iii) **Promoting behavioral change** among consumers and businesses, and iv) **Ensuring national coordination** and knowledge sharing.

Target provinces include Phnom Penh, Siem Reap, and Preah Sihanouk for interventions in the hospitality, tourism, and F&B sectors. The project will attain the following four (4) project components:

- **Project Component 1**: Enabling a regulatory and policy environment;
- **Project Component 2**: Engagement of the F&B sector for innovation and mobilization of finance for CE measures;
- **Project Component 3**: Promotion of behavior and social change towards CE solutions among citizens and the F&B private sector andnd tourism industries ;
- **Project Component 4**: National and programme-level coordination, knowledge management and communication.

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

Indicative Output(s) with gender marker: with **Gender Marker: GEN 2**,
The project contributes to the CPD Output 3.2: circular economy promoted to reduce pollution and improve consumption behaviours and production practices.

Total resources required:		US$2,652,294.00
Total resources allocated:		
	UNDP TRAC:	
	The United Nations Environmental Programme (UNEP**)**	US$2,652,294.00
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures):

UNDP
Date: 4 March 2026
DocuSigned by: 5341BE539BD1458... Printed Name: **Mr. Enrico Gaveglia** **Resident Representative, UNDP Cambodia**

I. Development Challenge

Cambodia's economy and population have grown rapidly in tandem. From 2011 to 2021, Gross Domestic Product (GDP) per capita increased from US$ 882 to US$ 1,625 (WB, 2022). Meanwhile, the population grew from 13.8 million in 2008 to 16.6 million in 2021 (WB, 2023). The **growing economy and population** have vastly increased the use of materials and the amount of waste generated. This has added significant pressure on Cambodia's resources, infrastructure, and environment. In Phnom Penh, for instance, the total volume of municipal waste increased drastically from 343,657 metric tons in 2007 to 1,288,223 metric tons in 2022 (MoE 2023). At least 20% of this waste is plastic that is dumped in landfills.

Single-use plastics (SUPs) used in the Food and Beverage (F&B) sector (e.g., plastic bags, cups, wraps, PET bottles - polyethylene terephthalate) are the dominant type of plastic waste found in landfills. This is also true of plastic waste found in the environment and waterways. The combined drone and field surveys conducted by the World Bank (2025) found that SUPs accounted for around 90% of all waste leakage to rivers and coastal areas in Cambodia. This study further identified the top ten plastic items by number leaking into the environment in Cambodia.

Although recent data is not available, according to the Ministry of Environment (MoE) data from 2015, 63% of the total municipal waste generated in the country was collected, 29% was either illegally dumped or burned, and 8% was informally collected for recycling.

Plastic pollution poses significant environmental, economic, and **health risks**. The estimated cost of marine plastic pollution from land-based water sources in Cambodia is US$ 2.5 million per year.[1] Major cities such as Phnom Penh, Siem Reap, and Preah Sihanouk are severely affected by increased flooding risks since plastic waste blocks waterways and clogs sewage and drainage systems.

Uncontrolled burning of plastic waste also releases Greenhouse Gases (GHGs) and harmful chemicals, such as dioxins and furans, into the atmosphere, heightening public health risks. In coastal areas, the impacts of plastic waste on the tourism industry are particularly significant. In Sihanoukville, for example, nearly 80% of the debris found on beaches is plastic, which deteriorates the area's natural environment, marine ecosystems, and scenery (FFI, 2020). Given that fish account for more than 60% of rural Cambodians' protein intake, there is also a high risk that humans ingest microplastics through the food chain, impacting their long-term health.

A combination of factors has led to a surge in consumption of SUPs (e.g., plastic bags, PET bottles, Expanded Polystyrene (EPS) container packaging, and cutlery) from the F&B sector. Among the general trends are rapid urbanization, population increase, and business growth. This is complemented by the acceleration of food delivery since the pandemic and the subsequent recovery of the tourism sector. The estimated market size of the Cambodian food and Beverage service Industry is US$ 2.51 billion, and it is forecast to reach US$ 4.74 billion by 2029, leading to a significant increase in (SUP) packaging demand (Mordor Intelligence Industry Report, 2024).[2] The COVID-19 pandemic triggered a drastic increase in online food delivery services, leading to a surge in SUP packaging use and waste volume. There has also been a notable expansion of businesses in the F&B sector whose business models currently rely heavily on SUPs. These include, but are not limited to, Coca-Cola, Pepsi, Chip Mong, and fast-food restaurants such as KFC, Burger King, Domino's Pizza, The

[1] https://theoceancleanup.com/the-price-tag-of-plastic-pollution/

[2] https://www.mordorintelligence.com/industry-reports/cambodia-foodservice-market-growth

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Pizza Company, and Bonchon, as well as cafes such as Starbucks, Brown, and Amazon Café (Mordor Intelligence, 2024).

The tourism sector, one of the four key sectors of the Cambodian economy, also significantly contributes to SUP use and waste. After the country reopened to tourism in 2023, Cambodia saw a 211% increase in tourists (from 1.26 million to 3.92 million) during the first nine months of the year compared to 2022 (MoT, 2023). While precise data is unavailable, this can be assumed to have contributed to increasing volumes of SUPs and associated waste.

SUPs are produced abroad and imported into Cambodia by distributors or brand owners. There are recent instances of local production of plastic packaging, including Expanded Polystyrene (EPS).[3] More detailed information on SUP production in Cambodia is not yet available. Baseline data on SUP import, production, and consumption are limited, and no system is in place for coordinated collection, updating, and reporting of such data, which also impacts the ability to measure the impacts of interventions.

This situation illustrates the urgent need to target the F&B and tourism sectors to combat plastic pollution and to minimize, ideally eliminate, the consumption and production of SUPs, especially non-essential SUPs.[4]. Without such interventions, Cambodia should expect an increasing trend in plastic consumption, production, and pollution, with associated negative impacts on the environment, people's health, and the economy.

It is also notable that plastic pollution is receiving increasing global attention. Cambodia is one of the Member states actively contributing to the Intergovernmental Negotiating Committee to develop an international legally binding instrument on plastic pollution. Besides addressing the nationally specific challenges, Cambodia will need to develop and implement a national plan that proposes measures that contribute to the global efforts against plastic pollution, guided by the upcoming international legally binding instrument.

The project is firmly anchored in the ***Pentagonal Strategy–Phase 1 (2023–2028)***, specifically aligning with Pentagon 4, which prioritizes accelerating a green transition and promoting a circular economy. It is further operationalized through the ***Circular Strategy on Environment (2023–2028)***, focusing on the "Clean, Green, and Sustainable" pillars. By supporting these frameworks, the project contributes directly to the Royal Government of Cambodia's (RGC) mission to modernize waste management systems and reduce environmental pollution through sustainable consumption and production practices.

Building on this strategic foundation, the project aligns with a comprehensive suite of regulatory frameworks that govern waste in the Kingdom. This includes the foundational ***Sub-Decree No. 36 on Solid Waste Management (1999)*** and ***Sub-Decree No. 113 (2015)***, which decentralizes garbage management to the sub-national level. A key success remains the implementation of ***Sub-Decree No. 168 (2017)*** on plastic bags; according to a recent rapid assessment, this levy has led to a 50% reduction in plastic bag usage at major supermarkets in Phnom Penh and other major cities. Furthermore, the project leverages ***Sub-Decree No. 124 (2018)*** to promote tax incentives for SMEs operating in priority green sectors and producing plastic alternatives.

[3] "Towards an Action Plan to Reduce Priority Plastics in Cambodia (a roadmap for Single-use Plastics)"

[4] Non-essential SUPs are defined for this project as plastic items or packaging that are used once, or for a short period of time, before being thrown away, and which have a reusable, refillable, and other available CE alternative. This can include: plastic bags and wrappers, food containers, cutlery, straws, bottles, cups/lids, and sachets (e.g. for coffee, sugar, salt, shampoo)among others.

To address the growing plastic challenge, the project implements the objectives of the ***Plastic Action Roadmap Cambodia (2021-2035)*** and the ***Policy Matrix on the Reduction of Plastic Product Consumption***. These frameworks provide a clear path for the upcoming Sub-decree on Plastics Management, focusing on restrictions for priority Single-Use Plastics (SUPs) in public buildings, educational institutions, and establishments across the tourism sector. By fostering an environment that incentivizes businesses to adopt 4R (Refuse, Reduce, Reuse, Recycle) actions, the project ensures that Cambodia's transition toward a circular economy is both inclusive and policy-driven.

The framework, however, mainly comprises recommendations, draft regulations that are not yet approved and enforced, and other measures are still in draft form or not yet implemented. As a result, stakeholders lack knowledge, and the private sector lacks incentives to invest resources into circular solutions to tackle plastic pollution and is unlikely to act until the necessary regulations (such as the draft Sub-decree on Plastic Management) and policies are implemented. There is also a limited understanding of the gaps regarding a forthcoming international legally binding instrument on plastic pollution, including in the marine environment, as agreed by UNEA Resolution 5/14.[5] Additional efforts may be necessary to align existing measures with new requirements if significant gaps are identified.

Regarding green financing, several development partners such as Global Green Growth Institute (GGGI), UNDP, and United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) have supported the RGC with the development of readiness studies as well as capacity building on green bonds (both sovereign and corporate green bonds). Initial proposals are under development for blended financing and credit guarantee schemes to support energy-efficiency businesses. The Ministry of Economy and Finance (MEF) is also in the process of designing a Green Public Procurement (GPP) under its Public Financial Management scheme with EU support. The RGC is also developing a related roadmap for Sustainable Public Procurement (SPP), as well as a sub-decree on eco-labelling to set appropriate standards and criteria for the certification of products, including plastic packaging and alternatives to SUPs.

There is also an urgent need for fiscal, financial, economic, and procurement measures, such as taxes, subsidies, levies, green financing instruments, and green procurement criteria and technical specifications, to effectively encourage a shift from a linear to a circular plastics economy.

However, for a science-based plastic policy package that seeks to eradicate unnecessary plastic consumption, considers the overall environmental impact of various plastic alternatives (beyond biodegradability), and provides incentives for reuse and alternative use, it is crucial to clearly define SUPs and establish standards for SUP substitutes in the first place. This is to avoid creating another problem while addressing plastic pollution.

The project aims to catalyse Circular Economy (CE) approaches to reduce SUPs production, consumption, and disposal in the F&B and tourism sectors. The project approach is to:

- Project Component 1. Strengthen the enabling regulatory and policy environment;
- Project Component 2. Mobilize finance for CE measures and engage the F&B and tourism sectors for innovation;
- Project Component 3. Promote behaviour and social change towards CE solutions among citizens and the F&B and tourism sectors; and

[5] On 2 March 2022, at the fifth session of UNEA, 175 UN Member States passed Resolution 5/14 entitled "End plastic pollution: Towards an internationally legally binding instrument". Agreement was reached to develop a draft internationally legally binding instrument on plastic pollution by the end of 2024.

- Project Component 4: Ensure national and program-level coordination, knowledge management, and communication.

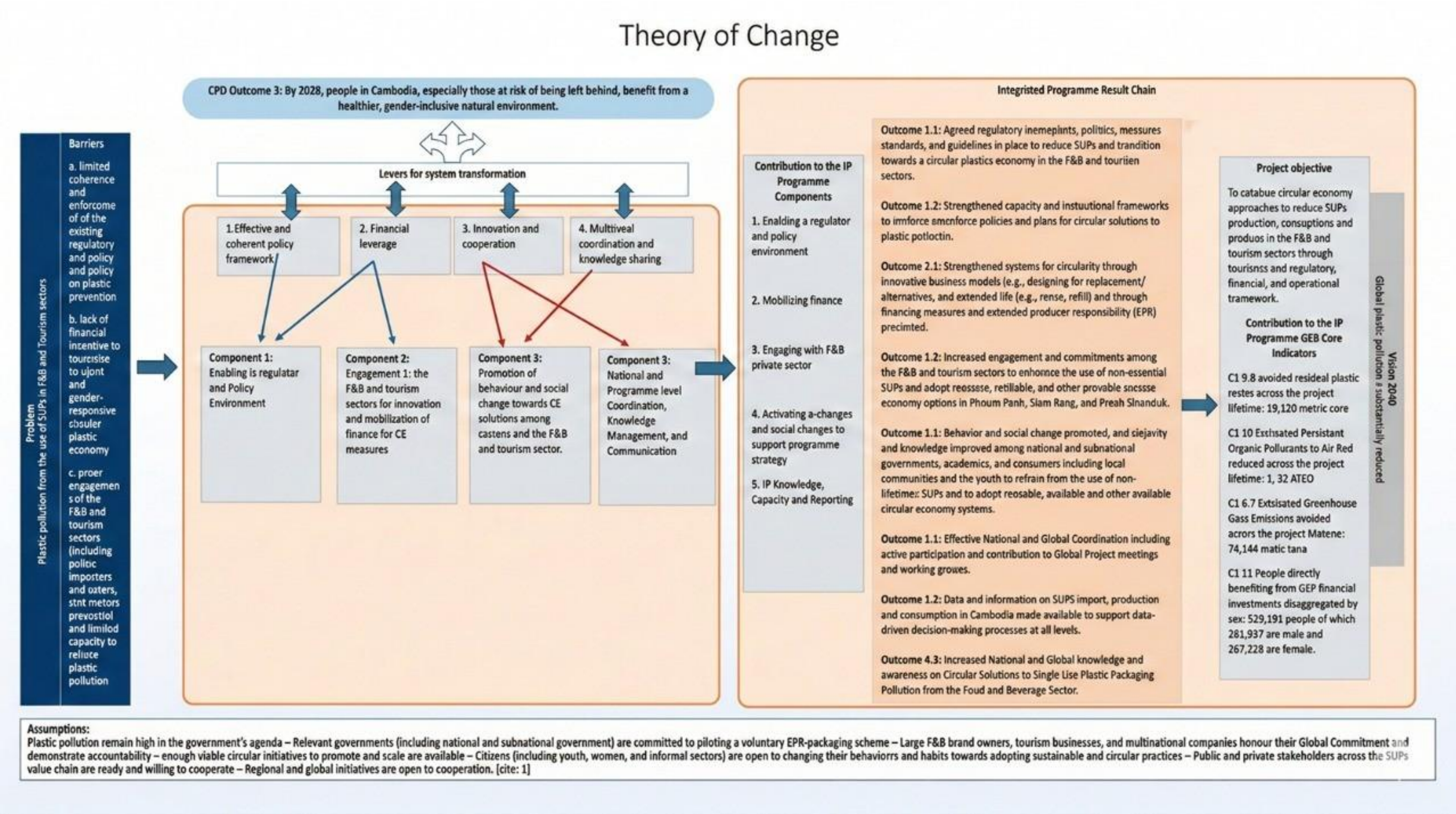
The project is expected to contribute to the following Global Environmental Benefits (GEBs):

- 19,120 metric tons of avoided residual plastic waste (Core Indicator 9.8),
- Reduce Persistent Organic Pollutants (POPs) by 1.32 grams of Toxic Equivalent (TEQ) (Core Indicator 10) and 74,144 metric tons of Carbon Dioxide Equivalent (CO_2e) (Core Indicator 6.7) to air;
- It will directly benefit 529,164 people, including 261,937 men and 267,228 women.

II. STRATEGY

The key assumptions underpinning this Theory of Change (ToC) are that: tackling plastic pollution remains high on the government's agenda, and relevant governments (including national and subnational governments) are committed to piloting a voluntary EPR packaging scheme. Also, that large F&B brand owners, tourism businesses, and multinational companies honour their Global Commitments and demonstrate accountability. It's also necessary that there are enough viable circular initiatives to promote and scale. Citizens (including youth, women, and informal sectors) must also be open to changing behaviours and habits toward adopting sustainable and circular practices, and public and private stakeholders across the SUPs value chain must be ready and willing to cooperate. Lastly, it will be key that regional and global initiatives are open to cooperation (e.g., the IP circular solutions for plastics, EAS Regional Node of the GPML, COBSEA, ASEAN, and PEMSEA).

Figure 1: **Theory of Change**



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- A gender-responsive and multi-stakeholder consultation process is established to modernize Sub-Decree 168 on plastic bag management and establish robust eco-labelling standards.
- Targeted financial incentives and green procurement instruments are established to de-risk and scale circular business models.
- Specialized technical training is provided to government officials and private sector actors, specifically within the Food & Beverage (F&B) and tourism industries.
- Voluntary Extended Producer Responsibility (EPR) schemes focused on developing reuse and refill infrastructure are launched.
- Data on plastic waste is collected to inform evidence-based behavioral change, the formulation for strategies and monitoring, and "SUP-free" zones are established to transform public consumption habits and production practices.

THEN

- A critical mass of hotels, restaurants, and public buildings would successfully phase out non-essential plastics from their operations.
- The emergence of bankable circular innovations and business models that provide viable alternatives to traditional plastic would gain traction.
- Standardized data sets and definitions SUP-free avaiable that enable evidence-based policymaking and the monitoring of plastic waste streams would be established.
- A framework for practical, scaled-up circular solutions that can be replicated across major Cambodian cities would be created.

BECAUSE

- The lack of policy coherence and the financial incentive to promote investment on plastic alternatives products would be resolved, to enable a stable, predictable market for green investments.
- Government oversight, combined with private sector responsibility and consumer behavior change would align to ensure that circularity is a shared obligation rather than an isolated effort.
- Experiential learning and cross-sector knowledge sharing would be available and utilized to scale successes and accelerate the adoption of circular practices.
- An enabling environment would be built where sustainable plastic alternatives become more convenient, cost-effective, and culturally preferred over traditional single-use plastics.

Building on and in alignment with the GEF Plastic Integrated Program's Problem Analysis and Theory of Change (ToC), the project will apply the following five levers for system transformation to help overcome the identified barriers:

- <u>Policy and governance.</u> Based on recent progress and the overall ambition of the RGC, a government-led, multi-stakeholder, and gender-responsive consultation process will help advance the development and implementation of a comprehensive policy and regulatory framework addressing SUPs in the F&B and tourism sectors.
- <u>Financial leverage:</u> Alongside policy support, the project will accelerate the implementation of financial instruments to create the necessary incentives for the private sector to produce/consume more sustainably and to enhance the financial viability of innovative CBMs.
- <u>Innovation and cooperation</u>. The project aims to create the enabling regulatory, financial, and technical conditions for businesses to innovate. It will also build a strong business case for moving away from SUPs by implementing an experiential learning approach to test circular solutions and improved practices and

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by systematically documenting, assessing, and sharing learning. It is anticipated that learning will generate positive, incremental loops and be scaled up in the near future.

- Behaviour and social change. A shift to sustainable alternatives to plastics will not be possible in the F&B and tourism sectors without a change in social and cultural norms and habits. A behaviour change approach will be mainstreamed throughout the planned interventions to systematically leverage factors that enable pro-environmental behaviours at the individual and community levels.
- Multilevel coordination and knowledge sharing. In the quest to make the economy more circular, information sharing is considered a key enabler.[6] The project will foster dialogue and knowledge exchange from the city to the global level to build consensus, spur innovation, and scale practical solutions to address plastic pollution.

The section that follows identifies the areas of focus the project to address the challenges identified, to achieve the project objective. Specifically, to catalyse circular economy approaches to reduce single-use plastics (SUPs) production, consumption, and disposal in the Food and Beverage and Tourism sectors through strengthened regulatory, financial, and operational frameworks, the project will address the main barriers identified as follows:

a. *Limited coherence and enforcement of the existing regulatory and policy framework on plastic prevention.*

The project will provide extensive gender-responsive training, guidance, and technical assistance to relevant government officials for them to:

- understand the urgency of advancing the approval of existing regulations, policies, strategies, and action plans, and ensure their successful implementation by providing clear and consistent rules, especially to the private sector
- recognize the existence of policy/regulatory gaps and have the capacity and knowledge to design or update existing plastic prevention policies and regulations (including financial and economic/procurement measures) to fill these gaps, ensuring that no environmental burden shifting occurs.
- update or develop and submit for approval at least 3 targeted regulatory and policy measures to reduce the production and consumption of SUPs and sustain the transition towards a circular plastics economy, ensuring women's participation in consultation processes and incorporating gender-responsive considerations in these measures. In particular, the project will support the update of the Sub-decree 168 on plastic bags, the enacting of the Policy Matrix on the Reduction of Plastic Product Consumption and Strengthening of Plastic Waste Management in Short Term, and of Draft sub-decree on plastic management, which proposes possible bans and restrictions on non-essential and problematic SUPs, levies, and additional obligations for plastic bags and PET bottles. The Draft sub-decree on eco-labelling, supported by MoE, MISTI, and GIZ, will also be updated.

a. *Lack of financial incentives to transition to a just and gender-responsive circular plastic economy*

The project will support the development and implementation of at least 3 targeted financial, economic, and procurement instruments to reduce the production and consumption of SUPs and sustain the transition towards a circular plastic economy, including provisions for women-owned businesses and gender-responsive criteria.

It will also deliver targeted, gender-responsive technical guidance and business support to interested organizations to turn potential circular solutions into bankable projects eligible for financing through the

[6] Jäger-Roschko, M., & Petersen, M. (2022). Advancing the circular economy through information sharing: A systematic literature review. Journal of Cleaner Production, 369, 133210. https://doi.org/10.1016/j.jclepro.2022.133210

financial, economic, and procurement instruments developed under Outcome 1.1, while also supporting the relevant ministries in effectively implementing these instruments.

b. *Poor engagement of the F&B and tourism sectors (including plastic importers and plastic alternatives providers) and limited capacity to reduce plastic pollution.*
For F&B and tourism businesses to get on board and move away from SUPs, the project will:

- deliver gender-responsive training, guidelines, as well as outreach interventions, to ensure key stakeholders in the F&B and tourism sectors are aware and understand the new policy and regulatory framework addressing SUPs, as well as of any new financial and technical opportunities in support of innovation.
- pioneer at least one voluntary EPR scheme for packaging, promoting reuse/refill and reverse logistics, in at least one city in Cambodia. To function, reuse/refill systems require collection from consumers, reverse logistics, washing and sanitizing, and refilling and/or restocking. Because of the challenges and costs of individual companies going it alone, businesses need to operate on platforms that can serve many companies simultaneously. EPR can help scale these systems by pooling the resources needed to develop, deploy, and maintain the needed infrastructure and promote packaging standardization across businesses. The EPR scheme, co-designed by all interested parties, will pool producers' funds to help build a shared reuse infrastructure in the pilot city. A government body will oversee the funds to ensure the social and community benefits from the reuse infrastructure are shared equally and to further optimize efficiency for large-scale reuse.
- ensure a critical mass of public and private organizations, such as hotels, restaurants, bars, public buildings, and food delivery service companies, in the three major cities of Cambodia start phasing out the use of SUPs within their operations by following a common approach and monitoring system, leading to a tangible reduction in the amount of plastic waste produced.

c. *Lack of official definitions and standards for SUPs and their alternatives*
The project will help develop definitions and standards to clarify what SUPs and their alternatives are, their relative socio-economic and environmental impacts, and their ability to sustainably support a circular plastic economy. Even more importantly, the project will improve access to and management of data on SUP imports, production, and consumption to support policymaking.

d. *Limited availability and awareness about viable alternative solutions to SUPs for the F&B and tourism sector*

Existing circular solutions will be scaled, and innovative CBMs will be piloted in Phnom Penh, Siem Reap, and/or Preah Sihanouk through facilitated access to finance and tailored technical support for interested businesses and entrepreneurs. An EPR scheme for packaging that promotes and supports a reuse-and-refill system will also be pioneered in at least one pilot municipality. Ongoing funds will be used to maintain the infrastructure and to provide technical assistance to help producers transition their packaging to reusable formats that leverage the shared infrastructure.

e. *Limited interest in transitioning to sustainable alternatives among consumers and the private sector*
"SUP-free" zones will be established across the country, where public institutions, educational centres, schools, as well as restaurants, hotels, bars, and food delivery systems will be working hand in hand with suppliers and local administrations to phase out non-essential SUPs from their operations, while increasing the convenience, access, and cost-effectiveness of available alternatives.

The project serves as a critical catalyst for the UNDP Cambodia's CPD (2024–2028), bridging the gap between economic modernization and environmental health. It directly advances **CPD Outcome 3** (**By 2028, people in Cambodia, especially those at risk of being left behind, benefit from a healthier, gender**

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inclusive natural environment.) by establishing a coherent policy framework to curb the production and consumption of single-use plastics, ensuring that the Cambodian people, particularly those at risk of being left behind, benefit from a healthier, gender-inclusive natural environment free from pollution. Most importantly, the project fuels **CPD Output 3.2 (Circular economy promoted to reduce pollution and improve consumption behaviours and production practices**) by driving the transition toward a productive, low-carbon, and climate-adapted economy; by operationalizing financial incentives and pioneering "green" instruments like credit guarantee schemes, it fosters a formalized market for circular business models that transform resource management while creating inclusive economic opportunities within the F&B and tourism sectors.

III. RESULTS AND PARTNERSHIPS

Expected Results

The initiative strategically aligns with Cambodia's national development priorities, particularly the Royal Government of Cambodia's Pentagonal Strategy Phase I (2023–2028), which emphasizes economic diversification, inclusive and resilient development, and a transition toward green growth.

The project aims to trigger systems change to accelerate the transition towards a circular economy (CE) of plastics in the F&B sector and prevent plastic pollution through upstream solutions in the following areas:

1. **Elimination and Reduction**: Reduction in the amount of plastic used in the F&B sector, including a shift to reuse and reduction of very short-lifetime items.
2. **Design for Circularity**: Increase in varieties of plastic items designed for circularity, elimination of problematic design elements, shift to alternatives, and shift to use of recycled and sustainably sourced materials.
3. **Circularity in Practice**: Implementation of policies and innovative business models that ensure materials circulate in practice, including reusable systems, and incentives for circularity.

This project aims to catalyse circular economy approaches to reduce SUPs production, consumption, and disposal in the F&B and tourism sectors, and to reduce plastic pollution. To this end, it seeks to attain the following outcomes and outputs under the four interlinked components.

The Cambodia Child Project serves as a strategic cornerstone for achieving UNSDCF/CPD Outcome 3 " ensuring that by 2028, the Cambodian people, particularly those at risk of being left behind, benefit from a healthier, gender-inclusive natural environment". This ambition is directly reflected in the UNDP Cambodia CPD (2024–2028), which prioritizes promoting circular-economy models to mitigate pollution and transform consumption behavior. While the project is a primary driver for SDG 12 (Responsible Consumption and Production), it creates a systemic multiplier effect across the 2030 Agenda by reducing plastic leakage into waterways and land (SDGs 6 and 15), lowering the carbon intensity of the plastic value chain (SDG 13), and fostering green economic growth through resilient urban infrastructure and sustainable jobs (SDGs 8 and 11).

More specifically, under the UNDP Cambodia Country Programme Document (CPD 2024–2028), the project contributes to CPD Outcome 3 and CPD Output 3.2 through the following key attributions:

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

The GEF Plastic F&B project directly supports achieving a healthier, gender-inclusive environment by mitigating the systemic impacts of plastic pollution on Cambodia's ecosystems. By targeting the avoidance of 19,120 metric tons of residual plastic waste and the reduction of 74,144 metric tons of greenhouse gas emissions, the project creates tangible environmental benefits for over 529,000 people, with a specific focus on gender equity, benefiting more than 267,000 women. Through the implementation of a just and gender-responsive circular plastic economy, the project ensures that those at risk of being left behind, such as informal waste workers and vulnerable communities in Phnom Penh, Siem Reap, and Preah Sihanouk, are integrated into a safer, more sustainable environment. This holistic approach ensures that environmental health translates into improved quality of life and resilience for all Cambodian citizens by 2028.

Output 3.2.: Circular economy promoted to reduce pollution and improve consumption behaviours and production practices.

The project serves as a primary driver for Output 3.2 by addressing the regulatory and financial barriers that currently hinder sustainable production and consumption. To address the lack of standards and low sector engagement, the project establishes clear definitions for single-use plastics (SUPs) and their alternatives, while catalyzing circular-economy approaches through innovative business models such as "reuse and refill" and Extended Producer Responsibility (EPR). By strengthening institutional enforcement capacity and promoting behavioral change among consumers and youth, the project aims to shift production practices across the F&B and tourism sectors fundamentally. These interventions directly reduce pollution at the source and utilize data-driven decision-making to ensure that circularity becomes a permanent fixture of Cambodia's economic landscape.

To deliver the expected results, the project aims at bring about transformative change by delivering outputs that could be claustered under four components – Component 1: Enabling a regulatory and policy environment; Component 2: Engagement of the F&B sector to promote CE; Component 3: Promotion of behaviorial change toward CE; and Component 4: National and programme level coordination, knowledge sharing, and communication. The project forms part of the broader CE promotion programme led by UNEP called Global Integrated Programme (IP). Accordingly, through its implementation, the project will also contribute to the IP outcomes (8 IP Outcomes), and IP components (5 IP components). The sections below provide a detailed elaboration of the project outputs and activities.

Project Component 1: Enabling a Regulatory and Policy Environment

This component aims at advancing a coherent, inclusive policy framework to reduce the production and disposal of single-use plastics (SUPs) across the F&B and tourism sectors. By modernizing regulatory instruments such as Sub-decree 168 and eco-labelling standards, the project establishes a robust "Enabling Regulatory and Policy Environment" that aligns government oversight with private-sector accountability.

This component builds on the baseline of approved and draft regulations, policies, strategies, and action plans, and updates/enacts these measures as appropriate. This will strengthen the enabling regulatory and policy environment for implementing circular solutions in the F&B and tourism sectors to tackle plastic pollution in Cambodia, resulting in clear and enforceable direction and rules – a level playing field. It will also lay the foundation for sustainable financing for such interventions. A wide range of stakeholders (line ministries, subnational government officers, banks and other financial institutions, private sector, academics, citizens and local communities, development partners (DPs)) will be involved in the consultation process and their capacities would be enhanced through targeted training to be able to contribute to the review of the existing regulatory and policy framework, to the update and/or development of missing policy and economic instruments, as well as to the implementation and enforcement, as appropriate.

The project will also build on COBSEA's efforts to replicate good practices and develop tools to address plastic pollution from land-based sources, which includes pilots on integrated plastic waste management; case studies and regional sectoral guidelines on the prevention and reduction of marine litter and how to address single-use/avoidable/hard-to-recycle plastics in packaging, EPR schemes, monitoring, and assessment. The project will also coordinate with COBSEA-supported regional plastic action events.

The following sections present detail elaboration of the project outputs and activities, as well as their linkages to the relevant IP outcomes and outputs.

Project Component 1: Enabling a Regulatory and Policy Environment
Output 1.1: Agreed regulatory frameworks, policies, measures, standards, and guidelines in place to reduce SUPs and transition towards a circular plastics economy in the F&B and tourism sectors. (***Ref.IP Outcome 1.1***)
Activity 1.1.1: At least 3 targeted regulatory and policy measures to reduce the production and consumption of SUPs and sustain the transition towards a circular plastics economy, updated/developed and submitted for approval by Y4. (***Ref.IP Output 1.1.1***)
Activity 1.1.2: At least 3 targeted financial, economic, and procurement instruments to reduce the production and consumption of SUPs and sustain the transition towards a circular plastic economy, developed and submitted for approval by Y4. (***Ref. IP Output 1.1.2***)
Activity 1.1.3: A set of guiding principles, including definitions and standards for SUPs and SUPs SUP alternatives, developed to support a just and equitable transition towards a circular plastics economy in the F&B and tourism sectors, by Y2. (***Ref. IPOutput 1.1.3***)
Output 1.2: Strengthened capacity and institutional frameworks to implement/enforce policies and plans for circular solutions to plastic pollution. (***Ref. IP Outcome 1.2***)
Activity 1.2.1: Concerned authorities and other key stakeholders trained on at least 6 areas of intervention and have access to sets of guidelines on overall policy implementation and specific measures, by Y4. (***Ref. IP Output 1.2.1***)

Output 1.1: Agreed regulatory frameworks, policies, measures, standards, and guidelines in place to reduce SUPs and transition towards a circular plastics economy in the F&B and Tourism sectors. (***Ref. IP Outcome 1.1***)

Activity 1.1.1: At least 3 targeted regulatory and policy measures to reduce the production and consumption of SUPs and sustain the transition towards a circular plastics economy, updated/developed and submitted for approval by Y4. (***Ref.IP Output 1.1.1***)

- **Sub- activity 1.1.1.1:** Update existing and/or develop new policy instruments through extensive gender-responsive stakeholders' consultation and support their implementation through the development of guidelines for targeted sectors to adopt the measures in phases.

  The project will support the update and/or development of specific policy instruments to prevent plastic pollution from the F&B and tourism sectors in Cambodia. Specifically, the project will support:
  - The update of <u>the Sub-decree 168 on plastic bags</u>, e.g., to increase the levy. This will also include a review of the updated draft and facilitation of the approval process.
  - The enactment of the <u>Policy Matrix on the Reduction of Plastic Product Consumption and Strengthening of Plastic Waste Management in the short term</u>, including measures such as bans on the use of certain SUPs in public buildings, educational institutions, and hotels; development of an SUP-free tourism strategy; and incentives for businesses to produce alternatives to SUPs.
  - The enactment of the <u>Draft sub-decree on plastic management</u>, which proposes possible bans and restrictions on non-essential and problematic SUPs, levies, and additional obligations for plastic bags and PET bottles.

- The update of the Draft sub-decree on eco-labelling is supported by MoE and MISTI. The current version does not address the F&B and tourism sectors, alternative products and approaches, CE solutions, or products with recycled content, among others.

A technical review process of the draft sub-decrees and the Policy Matrix will be necessary at the outset of the project to understand what changes and updates are needed. At the same time, key stakeholder groups will be called to contribute to the policy-making process through the organization of gender-responsive outreach and consultations (targeting, in particular, potentially affected businesses to ensure their inputs are taken into account and ensure future compliance). This will include organizing expert review meetings, producing the necessary tools to facilitate inter-ministerial reviews (e.g., policy briefs, reports, PPT presentations), and documenting the meeting conclusions and recommendations. The project will also support the MoE in developing implementation guidelines for targeted sectors to adopt the measures in phases.

The main identified partners for these outputs are:

- National government for their role in regulations development, approval, and enactment
- Sub-national government, private sector, civil society, and academia for their input and buy-in
- International partners (including UNDP and UNEP) for their input and sharing of lessons learned and best practices from other countries

Activity 1.1.2: At least 3 targeted financial, economic, and procurement instruments to reduce the production and consumption of SUPs and sustain the transition towards a circular plastic economy, developed and submitted for approval by Y4. (***Ref. IP Output 1.1.2***)

- **Sub-activity 1.1.2.1:** Update existing and/or develop new financial, economic, and procurement instruments through extensive gender-responsive stakeholders' consultation.

  The project will support a review of existing financial, economic, and procurement measures, building on inputs from the Global Project (such as recommended tools, toolkits, guidelines, and best practices), to inform their update and/or the development of new instruments to disincentivize consumption and production of SUPs and promote circular solutions, such as reusable systems, in the F&B and tourism sectors. Extensive gender-sensitive stakeholder outreach and consultations will be organized to ensure all inputs are duly considered and to facilitate future approval and implementation. This will include organizing expert review meetings, producing the necessary tools to facilitate inter-ministerial reviews (e.g., policy briefs, reports, PPT presentations), and documenting the meeting conclusions and recommendations.

  Existing measures include:

  - Market-based instruments, such as increased levies and taxes against SUPs to deter the importation, production, and consumption of SUPs, and tax reductions, exemptions, and subsidies for alternatives and circular solutions, will be operationalized. This will involve coordination and collaboration among MEF, MoE, and the Council for the Development of Cambodia (CDC) to identify mechanisms to operationalize incentives for CE-related businesses under the Policy Matrix and the Investment Law. Both have been enacted, but not yet implemented (under the law, businesses with environmentally friendly practices are eligible for incentive measures).
  - Green financing and public procurement measures will be designed. These include:
    - Green bonds, blended financing, and credit guarantee schemes: Building on and in collaboration with the ongoing work supported by the relevant ministries (MEF, MoE, MISTI) and development partners (e.g. GGGI, UNESCP, UNDP), and based on a review of best practices in the region and knowledge shared by the Global Project, the project will develop, in

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cooperation with banks and other financial institutions, recommendations for green bonds, blended financing, and credit guarantee schemes that could be used in Cambodia and related details such as eligibility criteria and operational aspects. This will be followed by the development and adoption of such measures (for testing; see IP Output 2.1.1) to support circular solutions, such as reusable systems or substitution with safe and circular materials.

- Credit scheme: Building on a market-based plastic credit scheme that has been piloted in Cambodia, the project will undertake a feasibility assessment to determine whether the scheme could be effectively applied to support upstream solutions such as SUPs alternatives and other circular economy approaches.
- Green public procurement: In full coordination with relevant ministries (MEF and MoE) and the EU, which are currently working to advance green public procurement under the Public Financing Management Programme, the project will contribute to the ongoing work by providing specific inputs for the development of a possible list of, and eligibility criteria for relevant green, safe, and circular products and services (such as reusable systems) to prevent the use of SUPs and create markets for more circular products and solutions, targeting all government procurement departments.

The main identified partners for these outputs are:

- National government for their role in the development, approval, and enactment of relevant instruments
- National banks, private banks, and other financial institutions for their input and commitment to green financing
- Sub-national government, private sector, civil society, and academia for their input and buy-in
- International partners (including UNDP and UNEP) for their input and sharing of lessons learned and best practices from other countries

Activity 1.1.3: A set of guiding principles, including definitions and standards for SUPs and SUP alternatives, developed to support a just and equitable transition towards a circular plastics economy in the F&B and tourism sectors, by Y2. (***Ref. IPOutput 1.1.3***)

- **Sub-activity 1.1.3.1:** Develop clear definitions, standards, and guiding principles for SUPs and their alternatives.

  The project will support the development of a set of definitions, standards, and principles to guide citizens, public authorities, and businesses (in particular, in the F&B and tourism sectors) in their policy, purchasing, and investing decisions related to SUPs and their alternatives. The aim is:

  - To improve the understanding of, and bring clarity to, what SUPs are.
  - To improve the understanding of the polymers used to produce SUPs (fossil-based, bio-based, CO2-based) and their environmental and socio-economic impacts.
  - To improve the understanding of commercially available alternative materials to plastics and clarify where they can bring genuine environmental benefits, under which conditions, and in which applications.
  - To prevent differences at the national level and fragmentation of the market by promoting a shared understanding on the production and use of these plastics and alternative materials.

  The standards and guiding principles will vary depending on the different stakeholders. Their development will be led by governmental actors, and relevant explanatory and implementation guidance will be produced for the private sector and consumers. The development of the guiding principles will build on and adapt the guidance provided by the Global Project and will benefit from contributions from technical experts. This activity will also be coordinated with project activities to update the draft Sub-

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decree on eco-labelling (see IP Output 1.1.1) for sustainable consumption and to create markets for more circular products and solutions.

The main identified partners for these outputs are:

- National government for their role in the development and approval of the guiding principles
- Sub-national government, private sector, civil society, academia, for their input and buy-in
- International partners (including UNDP and UNEP) for their input and sharing of lessons learned and best practices from other countries

Output 1.2: Strengthened capacity and institutional frameworks to implement/enforce policies and plans for circular solutions to plastic pollution. (***Ref. IP Outcome 1.2***)

Activity 1.2.1: Concerned authorities and other key stakeholders trained on at least 6 areas of intervention and have access to sets of guidelines on overall policy implementation and specific measures, by Y3 Q4. (***Ref. IP Output 1.2.1***)

- **Sub-activity 1.2.1.1:** Map and analyze stakeholders in the F&B and tourism sectors and assess their capacity-building needs.

  An in-depth analysis of the F&B and tourism sectors in Cambodia will be undertaken at the outset of the project (Inception phase) to inform the regulatory and policy-making process (Outcome 1.1), build an effective capacity-building program (Outcome 1.2), and, more generally, improve project implementation. The analysis aims to:
  - Identify key drivers of growth, key business risks, trends, and expected shifts (at the global, national, and local levels and for the supply and demand side).
  - Map stakeholders across the value chain, identifying the "change makers" (those ready to champion policy changes) and the "bottlenecks" (those that resist policy changes), as well as key expectations, current knowledge, and capacities, etc.
  - Identify existing, viable, safe, and sustainable circular practices to reduce the production and consumption of F&B SUPs and understand the key elements of their success: their business models, the key drivers and enabling factors (e.g., specific public policies), their financial sustainability/cost-effectiveness, and the reasons behind it.
  - Identify key challenges, bottlenecks (particularly related to access to finance and public policies, but also consumer-related challenges), and other global/national/local trends/shifts that might limit the scalability/replicability of these ventures.
  - Develop a set of recommendations to inform the development of a comprehensive regulatory and policy framework and associated capacity building interventions (capacity building strategy) to reduce SUP production and consumption and to achieve a circular plastics economy effectively.

- **Sub-activity 1.2.1.2:** Organize at least 6 training workshops targeting key stakeholder groups to strengthen their capacity on plastics prevention-related policy making and implementation.

  Building on the findings of the analysis of the F&B and tourism sectors (sub-activity 1.2.1.1), a capacity-building strategy will be developed, including specific training modules tailored to the capacity needs of identified key stakeholder groups. The strategy will also build on and adapt additional tools and guidance from the Global Project where applicable, including: (i) stakeholder engagement through partnerships and coalitions, including with the finance sector, private sector, NGOs, and global initiatives, for program leverage and impact, connection to child projects, and to strengthen existing coalitions and initiatives for effective and inclusive program delivery and results, especially with the private sector; (ii) developing reuse solutions (reusable products; logistics, facilities, and support needed for reuse and refill systems), with an emphasis on low-cost, high effective examples that can be considered for educational purposes and replication; and (iii) finance mechanisms and approaches to identify and scale up innovative and blended finance mechanisms and de-risking solutions, and to support the financing of innovative business models and technologies towards plastics waste prevention systems or emerging circular financing approaches. Other necessary guidance, training material, and awareness raising material specific to Cambodia will be developed as necessary. All workshops will include a training evaluation to gather learner feedback or other valuable information to assess the quality of the training course itself. At least 6 training workshops will be organized addressing, but not limited to, the subjects outlined in Table 1. All workshops will include a training evaluation to gather learner feedback or other valuable information to assess the quality of the training course itself.

Table 1: Key training and capacity building interventions

#		Subjects	Main objectives	Target stakeholders
2		Updated/new sub-decrees on plastic management and Policy Matrix	Raise awareness about, and build capacity for implementation of, the strengthened regulatory and policy framework including Sub-decree 168 on plastic bags, Sub-decree on plastic management, and Sub-decree on eco-labelling, and the Policy Matrix (e.g. to support bans and levies on certain SUPs).	Line ministries, subnational government officers, banks and other financial institutions, private sector, academics, citizens and local communities, DPs
3		Financial and economic instruments	Raise awareness about, and build capacity for implementation of, financial and economic instruments developed and addressed in the legal framework such as tax reductions/exemptions and subsidies for alternatives and CE solutions.	Line ministries (e.g. MoE, MEF, MISTI), DPs (e.g. GGGI, ESCAP), banks and other financial institutions, private sector
4		Green financing and public procurement	Raise awareness about, and build capacity for implementation of, green financing and public procurement approaches developed and addressed in the legal framework such as: green bonds, blended financing, and credit guarantee schemes; plastic credit scheme; and green public procurement. This will contribute to sustainable consumption and creating markets for more circular products and solutions.	Line ministries (e.g. MoE, MEF, MISTI) and DPs (e.g. GIZ), banks and other financial institutions, private sector
5		Definitions and standards	Raise awareness about, and build capacity for implementation of, definitions, standards, and guidance developed under the project, addressing materials and alternatives for their environmental and economic social-economic performances; policy guidance on what materials should be phased out and what alternative solutions should be put in place; guidance on designing sustainable materials and circular products; guidance on developing reuse solutions; and guidance and standards for eco-labelling and certification schemes.	Line ministries, subnational government officers, private sector, academics, citizens and local communities, DPs

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6		Preventing the import and use of banned or to-be-banned plastic products and waste	Raise awareness about, and build capacity for implementation of, plastics management as well as associated obligations under the chemicals and waste related international agreements, addressing: preventing the import and use of banned or to-be-banned plastic products and waste; identifying such products and waste potentially entering the country, Standard Operating Procedures (SOPs), and solutions, such as the establishment/strengthening and use of interim storage for suspected items; and transmitting information to the MoE for potential action.	General Department of Customs and Excise of Cambodia

The main identified partners for these outputs are:

- National government for their role in stakeholder analysis and mapping
- National government (MoWA) for advising on gender aspects
- National government, sub-national government, private sector, civil society, academia, for their participation in trainings
- National banks, private banks, and other financial institutions for their input to, and participation in, the training on green financing
- International partners (including UNDP and UNEP) for their input and sharing of lessons learned and best practices from other countries

Contribution to IP Outcome(s) and component(s):
The intervention under this component 1 contribute to two outcomes, and four components of the IP as listed below:

- Relevant IP outcomes:
  - **IP Outcome 1.1:** Agreed regulatory frameworks, policies, measures, standards, and guidelines in place to reduce SUPs and transition towards a circular plastics economy in the F&B and Tourism sectors.
  - **IP Outcome 1.2:** Strengthened capacity and institutional frameworks to implement/enforce policies and plans for circular solutions to plastic pollution.
- Relevant IP components (Figure 2: Cambodia Child Project Outcomes and their relationship to the Outcomes of the Integrated Program):
  - IP component 1: Enabling a regulator and policy environment.
  - IP component 2: Mobilizing finance.
  - IP component 4: Behavior and social change.
  - IP component 5: IP knowledge, capacity, and reporting.

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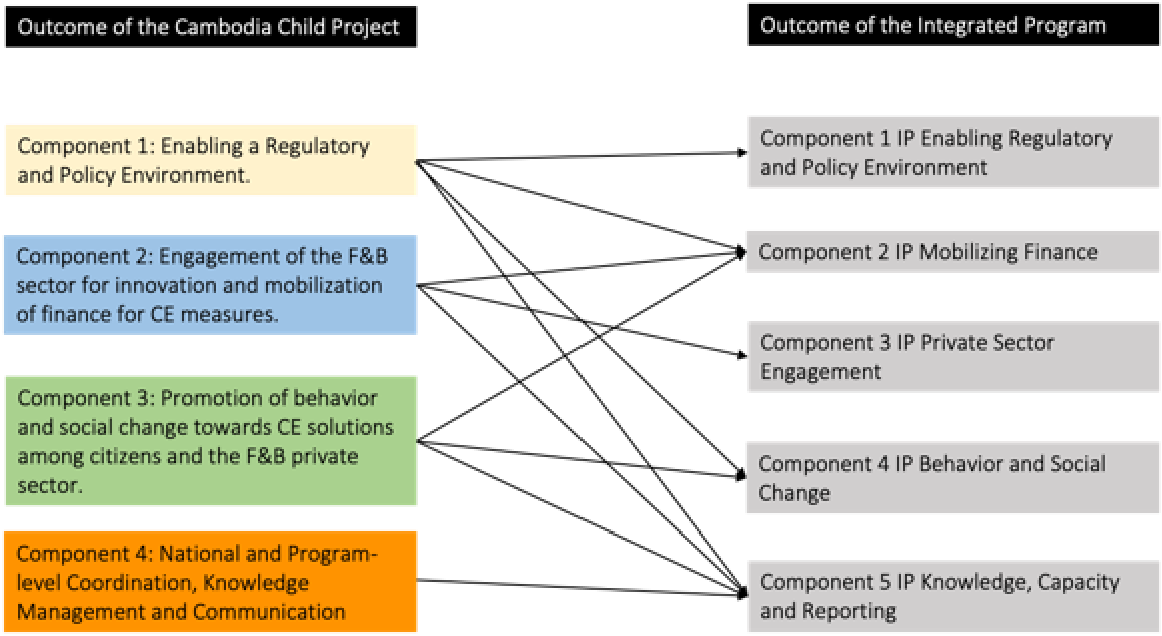
Figure 2: Cambodia Child Project Outcomes and their relationship to the Outcomes of the Integrated Program



Project Component 2: Engagement of the F&B and tourism sectors for innovation and mobilization of finance for CE measures

This component will support the F&B and tourism sectors in identifying and testing circular solutions to phase out SUPs and mobilizing finance to sustain such measures. Creating a circular plastics economy that effectively promotes elimination, reuse, or substitution of plastics with safe and circular materials requires transformational changes to traditional business models, as well as the building of an ecosystem of partnerships and collaboration across the value chain, from plastics manufacturers to consumer goods companies, governments, investors, and consumers. Within Project Component 2, the project will seek the engagement of (i) government ministries, sectoral associations, chambers of commerce, and banks and financial institutions, regarding financing circularity – at national level; (ii) government ministries and agencies, municipalities, private sector, informal sector, and NGOs/civil society, regarding the pioneering of an EPR-packaging schemes promoting reuse systems – at national and city level; (iii) hotels, coffee shops, bars, restaurants, and food delivery service companies, regarding the phasing out of non-essential SUPs; and (iv) public administrations regarding the creation of "SUP-free" public buildings – at city level.

To reach out and engage major players of the F&B sector, such as Coca-Cola, Pepsi, Chip Mong, KFC, Burger King, Domino Pizza, The Pizza Company, Bonchon, Starbucks, Brown, and Amazon Café. International platforms and fora will be used, including the Consumer Goods Forum, the ASEAN Committee on Consumer Protection (ACCP), to leverage co-finance and resources. Collaboration with Laos will be explored, as many companies in F&B and tourism have operations and initiatives in both countries (and throughout the region to scale beyond the project).

The component will benefit from existing knowledge, tools, guidance, and experience, such as the draft EPR roadmap and the plastic-free Hotel Manual, as well as best practices and lessons learned from the region. It will build on the regulatory and policy framework, strengthen capacity under Project Component 1, and implement the various measures.

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Project Component 2: Engagement of the F&B sector for innovation and mobilization of finance for CE measures
Output 2.1: Strengthened systems for circularity through innovative business models (e.g., designing for replacement/ alternatives, and extended life (e.g., reuse, refill) and through financing measures and extended producer responsibility (EPR) promoted. (***Ref. IP Outcome 2.1***)
Activity 2.1.1: At least 3 bankable projects to prevent the consumption and production of SUPs in the F&B and/or tourism sector identified, developed, and submitted for financing through the financial, economic, and procurement instruments developed within Output 1.1.2 in Phnom Penh, Siem Reap, and/or Preah Sihanouk, by Y5. (***Ref. IP Output 2.1.1***)
Activity 2.1.2: At least 1 voluntary EPR-packaging scheme pilot-tested to support plastic waste prevention in at least one city by Y5. (***Ref. IP Output 2.1.2***)
Output 2.2: Increased engagement and commitments among the F&B and tourism sectors to eliminate the use of non-essential SUPs and adopt reusable, refillable, and other available circular economy options in Phnom Penh, Siem Reap, and Preah Sihanouk. (***Ref. IP Outcome 2.2***)
Activity 2.2.1: Guidelines to help private and public organizations phase out F&B SUPs, developed by Y3. (***Ref. IP Output 2.2.1***)
Activity 2.2.2: At least 80 hotels, coffee shops, and restaurants are “SUP-Free” by Y5. (***Ref. IP Output 2.2.2***)
Activity 2.2.3: At least 20 ministries (including their public buildings) and 10 educational institutions are “SUP-Free” by Y5. (***Ref. IP Output 2.2.3***)
Activity 2.2.4: At least 2 food-delivery service companies are piloting CE measures by Y5. (***Ref. IP Output 2.2.4***)

Output 2.1: Strengthened systems for circularity through innovative business models (e.g., designing for replacement/alternatives, and extended life (e.g., reuse, refill)) and through financing measures and extended producer responsibility (EPR) promoted. (***Ref. IP Outcome 2.1***)

Activity 2.1.1: At least 3 bankable projects to prevent the consumption and production of SUPs in the F&B and/or tourism sector identified, developed, and submitted for financing through the financial, economic, and procurement instruments developed within IP Output 1.1.2 in Phnom Penh, Siem Reap, and/or Preah Sihanouk, by Y5. (***Ref. IP Output 2.1.1***)

- **Sub-activity 2.1.1.1:** Develop guidance for relevant ministries to implement green public procurement instruments. This work will be coordinated with existing initiatives supported by the EU and GIZ, which lead the development of criteria, feasibility assessments, and the piloting of green public procurement instruments.

- **Sub-activity 2.1.1.2:** Develop guidance to access economic incentives and green financing targeting the private sector. This will support the private sector in identifying green financing opportunities (e.g., innovative and blended finance mechanisms and de-risking solutions) and in testing their access to and application of these tools. This work will be coordinated with existing initiatives supported by GGGI, UNESCAP, and UNDP, focusing on the development of criteria, a list of eligible businesses for green bonds, blended financing, and de-risking solutions.

- **Sub-activity 2.1.1.3:** Hold a series of sectoral workshops, events, and roundtables to inform stakeholders (identified through the stakeholder analysis/mapping; IP Output 1.2.1) on policy advancements and new opportunities to finance circular solutions in the F&B and tourism sectors (IP Outcome 1.1), as well as mobilising private sector support for circular solutions (through the creation of Public Private Partnership (PPP) or other agreements). This will be complemented and supported by sectoral communications through relevant Ministries, sectoral associations, chambers of commerce, and financial operators.

- **Sub-activity 2.1.1.4:** Identify interested organizations in the F&B and/or tourism sector and provide them with technical and business support to develop at least 3 bankable circular solutions (e.g., elimination of SUPs, conversion to reuse, substitution with alternative materials) in total and access the green financing mechanisms developed in IP Output 1.1.2. Business support will be provided by the GGGI to identify the bankable circular solutions, conduct pre-feasibility studies based on assessment of the financial and technical needs to implement/scale the solutions, and link the bankable projects with available green financing/investments (directly applying the green financing mechanisms established under IP Output 1.1.2 or through other mechanisms). The project will also collaborate with the EU (TBC), which leads work under the public financial management programme to design and operationalize green public procurement instruments, including the identification of eligible sectors and criteria.

- **Sub-activity 2.1.1.5**: Compile lessons learned, including guidelines and best practices, as well as scalability to other sectors, regarding access to green financing and green public procurement instruments.

The main identified partners for these outputs are:

- National government, national banks, private banks, and other financial institutions for their input to the development of guidance for accessing economic incentives and green financing
- National government, sub-national government, private sector, and academia for their input to the development of guidance on the green public procurement instrument
- National banks, private banks, and other financial institutions for their input to the development of guidance for accessing economic incentives and green financing
- GGGI, UNESCAP, and UNDP for their participation in the development of criteria, a list of possible businesses eligible for green bonds, blended financing, and de-risking solutions, coordinated with existing initiatives
- EU and GIZ, which led the work on developing criteria, feasibility assessments, and piloting of green public procurement instruments, coordinated with existing initiatives
- Other international partners for their input and sharing of lessons learned and best practices from other countries

Activity 2.1.2: At least 1 voluntary EPR-packaging scheme pilot-tested to support plastic waste prevention in at least one city by Y5. (***Ref. IP Output 2.1.2***)

Building on the existing draft EPR roadmap, the project will:

- **Sub-activity 2.1.2.1:** Organize at least one workshop on EPR addressing all interested parties (private sector, government ministries and agencies, municipalities, informal sector, and NGOs/civil society representatives). The workshops will inform about the EPR principles and the Cambodian EPR roadmap, clarify needs and requirements, and explain how EPR for packaging can support circular solutions in the F&B and tourism sectors. This will include sharing success case studies (if available) and assessing interest from municipalities/private sector to start a pilot EPR scheme.

- **Sub-activity 2.1.2.2:** Identify at least one municipality and at least 5 businesses from the F&B and tourism sectors interested in pilot-testing the voluntary EPR-packaging scheme in the EPR-packaging scheme for circular solutions. This will be a coordinated action among national and local authorities, communities, and civil society, with support from the Global Project, to mobilize the private sector's support for the EPR, targeting major corporations in the F&B sector (e.g. Coca Cola, Unilever, Pepsi, Chip Mong, Cambrew Ltd) and tourism sector noting their engagements in Cambodia and, where applicable, at global level and in other countries in the region (e.g. India, Vietnam, Philippines).

- **Sub-activity 2.1.2.3:** Organize a study tour to another country in the region that has an operational EPR scheme to share experiences, lessons learned, and best practices.

- **Sub-activity 2.1.2.4:** Establish a gender-sensitive working group on EPR (in coordination with NPAP), including all relevant stakeholders.

- **Sub-activity 2.1.2.5:** Co-design with all interested parties a voluntary EPR-packaging scheme that will support circular solutions to prevent the use of SUPs in the F&B and tourism sectors, defining the target products, the alternative products, and approaches (e.g., reuse-refilling, take-back scheme) and the target producers/importers/suppliers.

- **Sub-activity 2.1.2.6:** Develop an implementation framework/roadmap for the EPR-packaging scheme pilot, including governance, financial mechanisms, management procedures, timeline, M&E mechanism, and a gender-sensitive strategy to integrate the informal sector.

- **Sub-activity 2.1.2.7:** Support the establishment of a Producer Responsibility Organization (PRO) or service providers to administer the EPR scheme pilot.

- **Sub-activity 2.1.2.8:** Monitor progress, measure impacts, compile lessons learned, and best practices. This includes assessing the management of financial contributions from the participating private sector, establishing mechanisms to monitor implementation, and evaluating EPR-related impacts.

The main identified partners for these outputs are:
- National government (MoE) for leading EPR design and implementation oversight
- National government (MoEF) for supporting MoE for designing and piloting an EPR scheme, in particular, for designing an EPR fund
- National government (MoWA) for advising on gender aspects
- Sub-national government for advising on and facilitating EPR implementation
- UNDP, GIZ, and UNEP for supporting EPR development and implementation, including sharing lessons learned and best practices from other countries
- Private sector for participating in the EPR scheme, including providing inputs to the design of, and selection of products for, the EPR pilot.

Output 2.2: Increased engagement and commitments among the F&B and tourism sectors to eliminate the use of non-essential SUPs and adopt reusable, refillable, and other available circular economy options in Phnom Penh, Siem Reap, and Preah Sihanouk. (***Ref. IP Outcome 2.2***)

Activity 2.2.1: Guidelines to help private and public organizations phase out F&B SUPs developedby Y3. (***Ref. IP Output 2.2.1***)

Sub-activity 2.2.1.1: Develop Guidelines to help private and public organizations phase out F&B SUPs.

To help private and public organizations phase out F&B SUPs, the project will support the development of gender-sensitive Guidelines and the associated technical and outreach/communication materials (e.g., leaflets). The Guidelines will include:

- a list of priority non-essential F&B SUPs that need to be phased out. The criteria to select the SUPs should include: (i) SUPs whose import/use is restricted by the law; (ii) SUPs that are most commonly used in the tourism and food service sectors (e.g. hotels, restaurants, bars), in public and educational

buildings (e.g. ministries, schools), and by food-delivery service companies; and (iii) SUPs that are most commonly found during clean-ups/plastic waste audits in Cambodia.
- a set of cost-effective, convenient, and honest solutions for the elimination, conversion to reuse, or substitution with safe alternative materials/products for each one of the SUPs in the list.
- a simple step-by-step guide on how to phase out these SUPs at the level of the individual organizations, and to monitor and report on progress (e.g., questionnaires for initial, mid-term, and final plastic audits).

The Guidelines will build on existing resources and tools available in Cambodia, such as the Hotel Manual, as well as on the guidance, experience, and lessons learned of other international organizations and initiatives, such as the Global Tourism Plastic Initiative [1], PlasticFreeSchools in the UK and PlasticFreeSchool in Viet Nam, WWF Plastic Smart Cities, etc. They will be designed in collaboration with all relevant Ministries and through consultations with experts and stakeholders. To incentivize private sector participation in the initiative, the guidelines will build a strong business case (including risks and opportunities) to support the adoption of CE approaches. Gender-specific considerations will be mainstreamed throughout the document to ensure women's role in transitioning to SUP-free is duly considered.

The main identified partners for these outputs are:
- National government (MOE) for providing oversight
- National government (MoT) for working with MoE to develop and implement the SUP-free tourism strategy
- Sub-national governments (Phnom Penh, Siem Reap, and Preah Sihanouk), provincial and municipal Departments of Environment, and Phnom Penh Capital Hall for supporting SUP-reduction interventions through awareness raising, communication, and monitoring
- Private sector, including hotels, coffee shops, restaurants, malls, food-delivery service companies, brand owners, importers and producers, informal sector including plastic waste collectors, and financial institutions for participating in SUP-reduction, including reporting
- International partners (including UNDP and UNEP) for their input and sharing of lessons learned and best practices from other countries.

Activity 2.2.2: At least 80 hotels, coffee shops, bars, and/or restaurants are "SUP-Free" by Y5. (***Ref. IP Output 2.2.2***)

- **Sub-activity 2.2.2.1:** Support at least 80 private establishments in the tourism and food service sectors in phasing out non-essential F&B SUPs.

  The project will work with private establishments in the tourism and food service sectors on phasing out non-essential SUPs from their operations. This will entail:
  - The organization of a workshop to present the Guidelines (IP Output 2.2.1) and raise awareness on plastic pollution, the need to phase out SUPs, and business risks and opportunities from moving out of plastics.
  - Deliver tailored support to interested hotels, coffee shops, bars, and restaurants to run an initial plastic audit (baseline), define and implement an action plan, including specific measures to phase out non-essential F&B SUPs, through targeted training, direct technical assistance, and access to alternatives and other resources, as per the Guidelines (IP Output 2.2.1).
  - Monitor progress and identify best practices and lessons learned for future replication, as per the Guidelines (IP Output 2.2.1).
  - Successful implementation will also be formally recognized through communications initiatives (e.g., on social media) and tools (e.g., stickers), and annual recognition events (see Output 3.1).

The main identified partners for these outputs are:

- National government (MOE) for providing oversight
- National government (MoT) for supporting MoE with the implementation in tourism areas
- Sub-national governments (Phnom Penh, Siem Reap, and Preah Sihanouk), provincial and municipal Departments of Environment, and Phnom Penh Capital Hall for supporting SUP-reduction interventions through awareness raising, communication, and monitoring
- Private sector, including hotels, coffee shops, restaurants, malls, food-delivery service companies, brand owners, importers and producers, informal sector including plastic waste collectors, and financial institutions for participating in SUP-reduction interventions, including providing SUP-alternative products and approaches, and awareness raising
- National banks, private banks, and other financial institutions for providing financial support
- International partners (including UNDP and UNEP) for their input and sharing of lessons learned and best practices from other countries.

Activity 2.2.3: At least 20 ministries (including their public buildings) and 10 educational institutions are "SUP-Free" by Y5. (***Ref. IP Output 2.2.3***)

- **Sub-activity 2.2.3.1:** Support ministries, public administrations, and educational institutions in phasing out non-essential F&B SUPs.

  The approach will be similar to the one applied in Output 2.2.2:
  - An initial workshop will be organized to present the Guidelines (IP Output 2.2.1) and raise awareness of ministries, public administrations, and/or educational institutions on plastic pollution and the role that the public sector can play in setting the example and phasing out SUPs.
  - Support will be provided to interested institutions to run an initial plastic audit (baseline), define and implement an action plan, including specific measures to phase out non-essential F&B SUPs, through targeted training, direct technical assistance, and access to guides and other resources, as per the Guidelines (IP Output 2.2.1).
  - Progress will be monitored throughout the implementation of the action plan, and best practices and lessons learned will be identified for future replication, as per the Guidelines (IP Output 2.2.1).
  - Successful implementation will also be formally recognized through communications initiatives (e.g., on social media) and tools (e.g., stickers), and annual recognition events (see IP Output 3.1).

The main identified partners for these outputs are:

- National government (MOE) for providing oversight and coordination
- National government (other ministries) and education institutions, other ministries for supporting the implementation of SUP-free public buildings and educational institutions
- International partners (including UNDP and UNEP) for their input and sharing of lessons learned and best practices from other countries

Activity 2.2.4: At least 2 food-delivery service companies are piloting CE measures by Y4. (***Ref. IP Output 2.2.4***)

- **Sub-activity 2.2.4.1:** Support at least two food-delivery service companies in pilot-testing approaches to reduce the use of F&B SUPs across their operations.

  The project will address the growing food delivery market by testing sustainable, convenient, cost-effective, and safe approaches to reduce reliance on F&B SUPs. The first step will be to take stock of past experiences, identify existing practices in Cambodia and the region, and assess their effectiveness in phasing out F&B SUPs (benchmark). Following the Guidelines (IP Output 2.2.1), the project will:

- Organize outreach campaigns to raise interest in the food-delivery sector.
- Enroll at least 2 food-delivery service companies and co-design reuse/refill systems adapted to their service.
- Support the rolling out of the systems through direct technical support, increased access to finance, and capacity building.
- Monitor progress and identify best practices and lessons learned for future replication.
- Successful implementation will also be formally recognized through communications initiatives (e.g., on social media) and tools (e.g., stickers), and annual recognition events (see IP Output 3.1).

The main identified partners for these outputs are:

- National government (MOE) for providing oversight, coordination, and guidance for development
- Sub-national governments (Phnom Penh, Siem Reap, and Preah Sihanouk), provincial and municipal Departments of Environment, and Phnom Penh Capital Hall for supporting SUP-reduction interventions through awareness raising, communication, and monitoring
- Private sector, including food-delivery service companies and importers and producers, for participating in SUP-reduction interventions, including providing SUP-alternative products and approaches, and awareness raising
- National banks, private banks, and other financial institutions for providing financial support
- International partners (including UNDP and UNEP) for their input and sharing of lessons learned and best practices from other countries.

Contribution to IP Outcome(s) and component(s):
The interventions under this component 2 will contribute to two outcomes of the IP, and three IP components as listed below:

- **Relevant IP outcomes:**
    - **IP Outcome 2.1:** Strengthened systems for circularity through innovative business models (e.g., designing for replacement/alternatives, and extended life (e.g., reuse, refill)) and through financing measures and extended producer responsibility (EPR) promoted.
    - **IP Outcome 2.2:** Increased engagement and commitments among the F&B and tourism sectors to eliminate the use of non-essential SUPs and adopt reusable, refillable, and other available circular economy options in Phnom Penh, Siem Reap, and Preah Sihanouk.

- **Relevant IP components (**Figure 2: Cambodia Child Project Outcomes and their relationship to the Outcomes of the Integrated Program**):**
    - IP component 2: Mobilize finance.
    - IP component 3: Private sector engagement.
    - IP component 5: Knowledge, capacity, and reporting.

Project Component 3: Promotion of behaviour and social change towards CE solutions among citizens and the F&B private sector

This component will nudge behaviour and social change within the F&B and tourism sectors to reduce dependency on non-essential SUPs through informational “soft” interventions. Cambodia has supported various awareness-raising initiatives on plastic pollution to date, using social media and working with influencers, reaching a total of 4 million people and enhancing awareness among citizens. However, sustaining continuous efforts in awareness-raising about plastic pollution and its related adverse effects remains pivotal to fostering behavioral change. Given the limited knowledge of and interest in alternatives to SUPs, and the prevailing takeaway culture, an additional targeted emphasis on food-delivery service companies and hotels is necessary to reduce non-essential SUP consumption in Cambodia effectively.

Informational measures will be designed and implemented to increase stakeholders' support for structural changes in Project Components 1 and 2.

Project Component 3: Promotion of behavior and social change towards CE solutions among citizens and the F&B private sector
Output 3.1: Behavior and social change promoted, and capacity and knowledge improved among national and subnational governments, academics, and consumers including local communities and the youth to refrain from the use of non-essential SUPs and to adopt reusable, refillable, including local communities and the youth, to refrain from the use of non-essential SUPs and to adopt reusable, refillable, and other available circular economy options. (***Ref. IP Outcome 3.1***)
Activity 3.1.1: A Behavior and Social change gender-responsive strategy developed and implemented with a focus on high-impact behaviors and strategic target groups, including targeted outreach programs, community engagement initiatives, and educational campaigns that address the multiple drivers, barriers, contexts, and timing of behavior by Y5. (***Ref. IP Output 3.1.1)***

Output 3.1: Behavior and social change promoted, and capacity and knowledge improved, among national and subnational governments, academics, and consumers including local communities and the youth to refrain from the use of non-essential SUPs and to adopt reusable, refillable, including local communities and the youth, to refrain from the use of non-essential SUPs and to adopt reusable, refillable, and other available circular economy options. (***Ref. IP Outcome 3.1***)

Activity 3.1.1: A Behavior and Social Change gender-responsive Strategy developed and implemented with a focus on high-impact behaviors and strategic target groups, including targeted outreach programs, community engagement initiatives, and educational campaigns that address the multiple drivers, barriers, contexts, and timing of behavior by Y5. (***Ref. IP Output 3.1.1)***

- **Sub-activity 3.1.1.1:** Develop and implement a gender-sensitive "Behavior and Social Change Strategy".

  The project will develop and implement a gender-sensitive "Behavior and Social Change Strategy" to complement and support the structural measures (or hard measures) implemented in Components 1 and 2. The strategy will build on the analysis of the stakeholder groups, as initiated in the Stakeholders engagement and the Communication and KM plans, to tailor "soft" interventions, such as and not limited to:
  - Prompts, simple self-evident cues closely focused on behaviors that encourage a sustainable action, such as "Bring your own" cup or containers displayed in cafes and bars.
  - Justifications (declarative information), simple pieces of information that explain why a certain behavior should be done. For example, illustrating how plastic take-away containers might not only affect the environment when littered, but also affect users' health by leaching toxic chemicals into the food they contain.
  - Instructions (procedural information), simple pieces of information, which explain how to do a desired behavior (e.g., simple leaflets explaining how the reuse/refill system supported by the pilot EPR-packaging scheme works).
  - Rewards might also be applied to incentivize organizations' participation in the "SUP-free" initiatives (IP Outcome 2.2). For example, an annual event will be organized to award businesses, students, and municipalities for their achievements in phasing out F&B SUPs and to showcase best practices.
  - Social initiatives (social diffusion and norms) through government channels and social media (e.g., Facebook, TikTok, Instagram) will also be designed, building on experience, to incentivize the adoption of sustainable behaviors through the influence of known influencers or artists who already act sustainably. Whenever relevant, the project will identify and involve NGOs/CSOs, youth, and academia in carrying out social activities.

Special attention will be given to the role of women and vulnerable communities in supporting durable behavior change and to how these groups can become change leaders.

The main identified partners for these outputs are:

- National government (MOE) for providing oversight and coordination along with other relevant ministries
- Sub-national governments, provincial and municipal Departments of Environment, Phnom Penh Capital Hall, private sector, academia, and NGOS/CSOs for awareness raising, communication, and monitoring
- International partners (including UNDP and UNEP) for their input and sharing of lessons learned and best practices from other countries

Contribution to IP Outcome(s) and component(s):
The interventions under this component 3 will contribute to one outcome of the IP, and three IP components as listed below:

- **Relevant IP outcomes:**
    - **IP Outcome 3.1:** Behavior and social change promoted, and capacity and knowledge improved, among national and subnational governments, academics, and consumers, including local communities and the youth, to refrain from the use of non-essential SUPs and to adopt reusable, refillable, and other available circular economy options.

- **Relevant IP components (**Figure 2: Cambodia Child Project Outcomes and their relationship to the Outcomes of the Integrated Program**):**
    - IP component 2: Mobilize finance.
    - IP component 4: Behavior and social change.
    - IP component 5: Knowledge, capacity, and reporting.

Project Component 4: National and Program-level Coordination, Knowledge Management, and Communication

This component will focus on coordination, knowledge management, and communication at the national and program levels.

The project will leverage COBSEA's Regional Node of the GPML, which provides access to policies, frameworks, and knowledge products on marine litter, promotes the replication of good practices, bridges science and policy through access to regional research and data, and strengthens learning, capacity building, and partnerships. The COBSEA Working Group on Marine Litter (WGML) will be leveraged to facilitate regional and international coordination where appropriate. The project will also build on COBSEA's efforts to harmonize monitoring methods to produce more robust, comparable data in the region, including the Regional Guidance on Harmonized National Marine Litter Monitoring Programmes.

Project Component 4: National and Program-level Coordination, Knowledge Management, and Communication
Output 4.1: Effective National and Global Coordination, including active participation and contribution to Global Project meetings and working groups. (***Ref. IP Outcome 4.1***)
Activity 4.1.1: National Level Coordination Mechanism established/implemented. (***Ref. IP Output 4.1.1***)
Activity 4.1.2: Coordination and active participation and contribution to Global Project meetings and working groups. (***Ref. IP Output 4.1.2***)

Output 4.2: Data and information on SUPs import, production, and consumption in Cambodia made available to support data-driven decision-making processes at all levels. (***Ref. IP Outcome 4.2***)
Activity 4.2.1 : Baseline data on SUP import, production, and consumption, and their status, including gender-disaggregated data highlighting differential impacts on women and men, are regularly collected and analyzed by Y5, and the results are regularly monitored and reported by Y5. (***Ref. IP Output 4.2.1***)
Output 4.3: Increased National and Global knowledge and awareness on Circular Solutions to Single Use Plastic Packaging Pollution from the Food and Beverage Sector. (***Ref. IP Outcome 4.3***)
Activity 4.3.1: Communication and Knowledge Management strategy developed and implemented for the project, developed and implemented using IW: LEARN platform, Global Project, and other relevant platforms, with a focus on developing knowledge products that address gender aspects of circular solutions to SUPs. (***Ref. IP Output 4.3.1***)
Activity 4.3.2: Contribution to the Global Project Knowledge Management and Communication, including gender-specific best practices and success stories in contributions to the Global Project. (***Ref. IP Output 4.3.2***)

Output 4.1: Effective National and Global Coordination, including active participation and contribution to Global Project meetings and working groups. (***Ref. IP Outcome 4.1***)

Activity 4.1.1: National Level Coordination Mechanism established/implemented. (***Ref. IP Output 4.1.1***)

- **Sub-activity 4.1.1.1:** Establish and implement a national-level project coordination mechanism.

  The detailed implementation arrangements are detailed separately (and included in Appendix 5), along with the Terms of Reference of the Project Management Unit and Steering Committee (see Appendix 3f). The following activities will be carried out to ensure national-level coordination for the project implementation:
  - Project Management Unit established, and effective for the day-to-day management of the project.
  - Inception Phase completed to define the work plan, budget revision further (if required), drafting of execution elements, sub-contracts, and consultancies, etc.
  - A Steering Committee was established, and regular meetings were undertaken.

- **Sub-activity 4.1.1.2:** Implement the SCP inter-ministerial coordination body.

  This activity will support the SCP inter-governmental coordination body to meet at least twice/year to plan and monitor policy interventions and ensure inter-ministerial coordination. This will involve producing the necessary tools to facilitate inter-ministerial reviews (e.g., policy briefs, reports, PPT presentations) and documenting the meeting conclusions and recommendations.

- **Sub-activity 4.1.1.3:** Strengthen a multi-stakeholder coordination and collaboration body, such as the National Plastic Action Partnership (NPAP), and integrate it into the project.

  This activity will strengthen multi-stakeholder coordination and collaboration, involving the government and the private sector, including CE businesses, development partners, the F&B sector, banks, and civil society representatives, to discuss and advance priority measures and CE approaches. Building on the work of the WEF-funded NPAP, chaired by the MoE with UNDP as the host agency, the project will strengthen the NPAP through increased participation and a dedicated budget.

  The NPAP will meet at least twice/year to facilitate stakeholder collaboration (e.g., government, CE businesses, development partners, F&B sector, banks), including support for business incubation, technical support, and green financing. The NPAP will also coordinate with the SCP inter-ministerial coordination body, and in some cases, participants will participate in both.

The main identified partners for these outputs are:

- National government (MOE) for providing oversight and coordination along with other relevant ministries
- NPAP for playing a lead role in multi-stakeholder coordination and collaboration
- International partners (including UNDP and UNEP) for their input and sharing of lessons learned and best practices from other countries.

Activity 4.1.2: Coordination and active participation and contribution to Global Project meetings and working groups.

- **Sub-activity 4.1.2.1:** Coordinate participation and contribute to Global Project meetings and working groups.

The Global Project's objective is to optimize the delivery of a cohesive program across 15 countries to enhance replicability and address global barriers to reducing plastic pollution in the food and beverage sector. As such, various mechanisms are envisaged to ensure regular coordination with each of the National Child Projects. These include the participation of relevant staff and consultants in virtual meetings and the contribution and review of documents, with the overall aim of ensuring alignment and exchange across the national projects.
Key activities will include the following:

- Participation and contribution of inputs (to documents, agenda, etc) in the Annual Conference, starting in 2025, to share and exchange experiences, knowledge, and best practices. Representation from the government and the Project Management Unit has been budgeted.
- Attendance and contributions to at least 2 virtual learning sessions on relevant topics per month, to apply IP assets to national planning and adapt these to the local national context.
- Participation and contributions to working groups organized by the Global Project, in particular the Advisory Committee, Private Sector Working Group, and Technical Working Group meetings.

The main identified partners for these outputs are:

- National government (MOE) for providing oversight and coordination regarding contributions to, and communication with, the Global Project, including participation in the IP Annual Conference, virtual events, and working groups
- International partners (including UNDP and UNEP) for facilitating contributions to, and communication with, the Global Project

Output 4.2: Data and information on SUPs import, production, and consumption in Cambodia made available to support data-driven decision-making processes at all levels. (***Ref. IP Outcome 4.2***)

Activity 4.2.1 Baseline data on SUP import, production, and consumption are collected, and the status of SUP import, production, and consumption is regularly monitored and reported by Y5. (***Ref. IP Output 4.2.1***)

Sub-activity 4.2.1.1: Collect baseline data on SUP import, production, and consumption and regularly monitor, update, and report.

This activity will establish baseline data on SUP import, production, and consumption in partnership with the relevant private sector, ministries, and enforcement agencies. It will build on customs data, existing studies,

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international methodology (e.g., from the Basel Convention), regional and national training on harmonized monitoring methods conducted by COBSEA/Commonwealth Scientific and Industrial Research Organisation (CSIRO), and baseline surveys in Cambodia, the Philippines, Thailand, and Viet Nam, also conducted by COBSEA. Once the baseline has been established, data monitoring and updates will occur at regular intervals and be reported to the MoE. This will serve as an important input to the project's monitoring and evaluation of its impacts and will further inform policy-making. Opportunities to coordinate with a regional monitoring database on the COBSEA Regional Node web platform will be explored, including adding training materials to the Regional Node's e-learning compendium on monitoring methods.

The main identified partners for these outputs are:
- National government (MOE) for leading the development and implementation of data collection in coordination with relevant ministries and departments, such as Customs
- International partners (including UNDP and UNEP) for advising on best practices

Output 4.3: Increased National and Global knowledge and awareness on Circular Solutions to Single Use Plastic Packaging Pollution from the Food and Beverage Sector. (***Ref. IP Outcome 4.3***)

Activity 4.3.1: Communication and Knowledge Management strategy developed and implemented for the project, developed and implemented using Global Project, COBSEA's Regional Node of the GPML, and other relevant platforms. (***Ref. IP Output 4.3.1***)

Sub-activity 4.3.1.1: Develop and implement a Communication and Knowledge Management strategy.

The project will coordinate with the other national activities, the Global Project, and other platforms to ensure effective communication and knowledge management. This includes:
- Upload project information to the MoE and UNDP/UNEP websites.
- Further define and implement the project communication strategy and ensure alignment with the Global Project Communication Strategy.
- Compile and disseminate project knowledge products via various platforms (e.g., COBSEA can serve as a knowledge-sharing partner through existing mechanisms like the East Asian Seas Regional Node of the GPML).
- Documented project results disseminated through IW: LEARN activities and established global initiatives.
  - Produce communication and IW: LEARN compliant materials, including developing regular newsletters to keep relevant stakeholders and interested parties informed on the progress of the project.
  - At least 2 key IW: LEARN events with participation from the project team.
  - News items regularly submitted to UNEP and IW: LEARN.

The main identified partners for these outputs are:
- National government (MOE) for providing oversight and coordination regarding the development and implementation of the Communication and Knowledge Management strategy
- Sub-national governments, provincial and municipal Departments of Environment, Phnom Penh Capital Hall, private sector, academia, and NGOS/CSOs for playing key roles in awareness raising, communication, and monitoring
- International partners (including UNDP and UNEP) for their input and sharing of lessons learned and best practices from other countries, as well as a knowledge-sharing partner, such as COBSEA, through the existing mechanisms like the East Asian Seas Regional Node of the GPML and COBSEA Working Group on Marine Litter (WGML).

Activity 4.3.2: Contribution to the Global Project Knowledge Management and Communication. (***Ref. IP Output 4.3.2***)

Component 3 of the Global Project (one of the IP Child projects) will integrate across all participating Child projects to ensure program coherence and enable synergies through Knowledge Management, communication, and coordination. These will foster the sharing of project lessons and experiences among and beyond the National Projects. It will also promote coherence among indicators and implement a cohesive communications strategy to drive the uptake of solutions beyond the National Child Projects and amplify impact and behavior change for a broader audience. The following Outcomes are expected:

- Integrated communications strategy implemented, wider engagement and cooperation improved with target stakeholders, visibility and impacts of the Program generated and improved.
- Knowledge management strategy implemented, and new knowledge of the Program applied by target stakeholders.

Sub-activity 4.3.2.1: Ensure regular contributions to the Global Project's knowledge management and communication.

Therefore, the following activities will be undertaken to ensure the Cambodia Child Project contributes to the Integrated Program:

- Ensure alignment with the IP branding guidelines and the communications strategy.
- A designated project staff from PMU will be responsible for liaising with the Global Project on communications matters related to the Program.
- Sharing of key knowledge and communication products (in English) to the Global Project Web-site; if needed, translate Global Project content for national partners and stakeholders to increase uptake.
- Provide updates and inputs to the project webpage (to be hosted on the Program website).
- Share challenges and successes with the broader IP (through virtual meetings and online forum) and the contribution to the broader community via knowledge sharing with relevant external fora (e.g. participation in events, panels, conferences, contributing to external websites, the Global Project, etc.).

The main identified partners for these outputs are:

- National government (MOE) for providing oversight and coordination
- Sub-national governments, provincial and municipal Departments of Environment, Phnom Penh Capital Hall, private sector, academia, and NGOS/CSO for playing key roles in monitoring implementation, recording lessons learned, and communicating to MoE
- International partners (including UNDP and UNEP) for their input and sharing of lessons learned and best practices from other countries.

Contribution to IP Outcome(s) and component(s):
The interventions under this component 4 will contribute to three outcome of the IP, and one IP component as listed below:

- **Relevant IP outcomes:**
  - **IP Outcome 4.1:** Effective National and Global Coordination, including active participation and contribution to Global Project meetings and working groups.
  - **IP Outcome 4.2:** Data and information on SUPs import, production, and consumption in Cambodia made available to support data-driven decision-making processes at all levels.
  - **IP Outcome 4.3:** Increased National and Global knowledge and awareness on Circular Solutions to Single Use Plastic Packaging Pollution from the Food and Beverage Sector

- **Relevant IP components** (Figure 2: Cambodia Child Project Outcomes and their relationship to the Outcomes of the Integrated Program):
    - IP component 5: Knowledge, capacity, and reporting.

Resources Required to Achieve the Expected Results

With a total budget of US$2,652,294, this project is implemented by UNDP, using Direct Implmentation Modality (DIM). The UNDP Country Office, through its dedicated team, ensures effective oversight, coordination, and technical guidance to ensure the delivery of the expected outputs and results of the project.

UNDP Team

UNDP team consists of the Environmental Programme Specialist, Programme Analyst, Programme Associate, Project Management Specialist, Project Coordination Officer, and Project Assistant; will ensure successful delivery of the project activities/outputs. Their roles are to work directly for the project, include supporting key functions such as: **i**) Developing and delivering national capacity-building programmes, **ii**) Facilitating evidence-based research and policy formulation, and **iii**) Ensuring the enforcement of regulatory frameworks and policies.

UNDP team will also consiste of the focal team who will provide qulaiy oversight for the project, the team consists mainly the Programme Analyst, and Programme Associate.

To ensure smooth implementation, the project will engage with the key national agency, the MoE, both by having them directly implement relevant activities and outputs, and through regular consultations and dialogue. Relevant government officers will also be designated by the MoE to participate actively in the implementation of the project.

Partnerships

At the national level, the project will collaborate with the Improvement of Disposal Capacity of Plastic Litter in Urban Provinces project funded by Japan, and the Management of Plastics Waste and Circular Interventions on Plastics in South, Southeast Asia, and the Pacific (Short name: TCCF Plastics Circularity Project) for the joint implementation of the GEF-8 Integrated Programme for circular solutions for plastic pollution.

At the national level, the project will strategically collaborate with the Japan-funded initiative for the Improvement of Disposal Capacity of Plastic Litter and the Coca Cola Foundation-funded Plastics Circularity Project to create a unified implementation front for the GEF-8 Integrated Programme. This collaboration focuses on technical and policy alignment, specifically by synchronizing GEF-8's upstream circular solutions with the existing infrastructure and disposal capacities established by the Japanese-funded project. By leveraging the TCCF project's regional expertise in South and Southeast Asia, the partnership will facilitate a robust knowledge exchange, ensuring that proven regional circular models are effectively adapted and scaled within the Cambodian context to avoid duplication of efforts and maximize resource efficiency.

The expected complementarity lies in creating a seamless plastic value chain, where the Japan-funded project optimizes "downstream" end-of-life disposal. At the same time, the GEF-8 program introduces "upstream" circular interventions to reduce plastic leakage at the source. This synergy transforms isolated projects into a holistic national strategy, providing a unified platform for policy advocacy and data sharing. Ultimately, this integrated approach ensures that the Royal Government of Cambodia benefits from a comprehensive circular economy framework in which improvements and circular innovations reinforce one another for long-term environmental sustainability.

The project will foster enhanced inter-agency collaboration under the leadership of the Ministry of Environment (MoE) by aligning waste management efforts supported by key development partners, including UNEP and JICA. This coordination aims to maximize institutional synergies and collective impact by jointly formulating policies and rigorously enforcing regulatory frameworks. Furthermore, by scaling Extended Producer Responsibility (EPR) schemes across targeted provinces, municipalities, and the national level, the project ensures a unified, systemic approach to the circular economy transition across Cambodia.

The project will also closely collaborate with the MoE, the leading ministry that coordinates with line ministries and subnational governments to ensure multi-sectoral interventions to tackle plastic pollution. The project will also work with various stakeholders are listed in the below table.

Table 2: Key partners and anticipated contribution to the project

#	Partners	Role in implementation
1	Government - Ministry of Environment	• Lead the technical management and implementation of project interventions to ensure the achievement of results, in alignment with the strategic direction of the GEF-8 Integrated Programme. • Collaborate with UNDP on monitoring and reporting, providing technical data and progress updates, while acknowledging that UNDP retains primary responsibility for the independent evaluation and financial oversight of GEF resources. • Serve as the primary focal point for coordination with line ministries, subnational governments, and project partners to ensure multi-sectoral interventions for tackling plastic pollution. • Lead the development and implementation of regulatory and policy frameworks, including standards, guidelines, and economic instruments (such as EPR) pertaining to plastic products and circular economy solutions. • Drive private sector engagement, specifically targeting the Food & Beverage (F&B) and tourism industries to foster market-based circularity. • Manage the execution of demonstration pilots, ensuring technical quality and local ownership of plastic pollution solutions. • Provide co-financing to support the long-term sustainability and scale-up of project activities.
2	Government - Ministry of Economy and Finance	Development and implementation of economic and fiscal measures • support MoE and other line ministries for the development and implementation of regulations, policies, and measures pertaining to economic and financial measures (taxes, subsidies, green public procurement) • Support the work on the design and piloting of green financing (green bonds, credit grantee scheme, and blended financing) • Support MoE for designing and piloting an EPR scheme, in particular, for designing an EPR fund
3	Government -	Promotion of alternatives and CE business model development and growth

#	Partners	Role in implementation
	Ministry of Industry, Science, Technology, and Innovation	• Work with the MoE and other line ministries for the development and implementation of regulations, policies, and measures pertaining to CE business development (e.g., SUP alternatives and CE approaches) • Provide technical support for the design and testing of CE business models and upscaling • Promoting plastic waste recycling by leveraging mechanical recycling • Support digital tracking to enhance the monitoring and enforcement of waste management efforts.
4	Government - Ministry of Tourism	Effective engagement of the F&B and tourism sectors in eliminating SUPs and adopting CE measures • Work with the MoE and other line ministries for the development and implementation of regulations, policies, and measures pertaining to the reduction of SUPs in the F&B and tourism sectors • Undertake outreach to the F&B and tourism sectors to ensure their commitment and actions towards eliminating SUPs and adopting CE measures • Lead outreach to the F&B sector through the development and enforcement of 'SUP-free' zones.
5	Government - Ministry of Interior, Subnational governments Phnom Penh, Siem Reap, Sihanoukville	Effective engagement of subnational governments in providing circular solutions to plastic management • Work with the MoE and other line ministries for the development and implementation of regulations, policies, and measures pertaining to plastic products, alternatives, and CE solutions and tools such as PPP and EPR • Support the effective enforcement of the above measures at the subnational level, including raising awareness about new measures among subnational authorities, the private sector, citizens, youth, and local communities, including the informal sector • Advise on EPR and public-private partnerships for circular solutions • Support subnational governments in plastic management, including waste collection, sorting, and disposal site management.
6	Government - Ministry of Education, Youth and Sports (MoEYS)	Raising awareness and engaging students for behavioral change • Work with the MoE and other line ministries for the development and implementation of regulations, policies, and measures • Raise awareness among teachers and students regarding the impacts of single-use plastics within school facilities while enforcing SUP-free policies and plastic reduction initiatives.
7	Government - Ministry of Women's Affairs	Promoting gender equality and ensuring gender sensitive measures • Work with the MoE and other line ministries to ensure gender equality and promote gender-sensitive measures for the development and implementation of regulations and guidelines pertaining to SUP-alternatives and CE solutions and tools such as EPR • Advise on promotion of business models that can unlock the opportunities for promoting gender equality, as well as for women-led enterprise. • Promote gender equality among women waste collectors and women-owned micro, small, and medium enterprises (MSMEs) that transform plastic waste into upcycled materials.
8	Private sector - Cambodia's Tourism, Restaurant, and Hotel Associations, in	Reduction of SUPs and adoption of CE measures • Provide inputs into and review the development of regulations, policies, and measures pertaining to the relevant fields of operation

#	Partners	Role in implementation
	Siem Reap, Phnom Penh, and Preah Sihanouk	• Raise awareness about plastic pollution and measures that can be easily taken to reduce SUPs in the hospitality, F&B, and tourism sectors • Support implementation of measures included in the hotel manual to eliminate unnecessary SUPs and promote CE solutions
9	Private sector - Major F&B companies (e.g., Coca Cola, Unilever, Danone, Pepsi, Nestle, P&G, J&J, Chip Mong, Cambrew Ltd, and others), importers, distributors, retailers	Reduction of SUPs and adoption of CE measures and engagement in EPR • Provide inputs into and review the development of regulations, policies, and measures pertaining to the relevant fields of operation • Provide inputs to the design of, and relevant data for inclusion in, in relation to production and consumption of the plastic products, and an EPR pilot • Support and participate in the implementation of project activities to design and undertake demonstration pilots of CE business models; and to design and undertake demonstration pilots to avoid/reduce the production and consumption of SUPs through improving product design, alternatives, reuse, and refill • Support the assessment of the feasibility of locally suitable CE solutions and EPR as alternatives to SUPs • Provide co-financing in the form of investments in technologies/infrastructure to avoid/reduce the generation of plastic waste and promote alternatives • Support implementation of an EPR-packaging scheme pilot, which will include defining target products and upstream alternative products and approaches (e.g., refilling, take-back scheme), defining target producers/importers of such products, and designing an EPR fund and management procedures
10	Private sector - Businesses that provide CE solutions (alternatives, refill, and reuse)	Developing and scaling up CE solutions • Provide inputs into and review the development of regulations, policies, and measures pertaining to the relevant fields of operation • Provide inputs to the design of, and relevant data for inclusion in, in relation to production and consumption of the plastic products, and an EPR pilot • Participate in providing CE solutions to support other private sector businesses (e.g., hotels, cafes, food-delivery service companies)
11	Private sector - National banks and other private banks	Designing and operationalizing green bonds • Work with the MoE, MEF, and other line ministries for the development and implementation of regulations, policies, and measures pertaining to green financing (green bonds, credit grantee scheme, and blended financing) • Support the piloting of a green financing
12	Communities and the informal sector	Reduction of the consumption of SUPs and collection of plastic waste for reuse and refill • Communities, in partnership with local and national CSOs/NGOs/CBOs and environmental authorities, will support the monitoring of project activities carried out in their areas and participate in the development of a comprehensive awareness raising/communication strategy as well as provide inputs to project activities that are relevant to the general public (e.g. SUP reduction, participation in reuse and refill schemes) • Participating in green jobs created with the support of the project, which will benefit local communities
13	IGOs and NGOs - GGGI, GIZ, IGES UNESCAP, UN-Habitat UNIDO Fauna and Flora International World Economic Forum World Bank	Provide technical assistance in relevant operational areas and promote coordination and synergy among related measures to maximize impact. • Provide inputs into and review the development of regulations, policies, and measures pertaining to the relevant fields of operation, for example: o GIZ: EPR, green public procurement, eco-labelling, certification o GGGI, UNESCAP: green bonds and financing o UNEP: policy and legal support, upstream measures to reduce SUPs, EPR o UNDP: policy regulation, green financing, private sector engagement, EPR,

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#	Partners	Role in implementation
		• Support the national coordination mechanisms to align different initiatives with national priorities and the roadmap in relation to plastic management o WEF, UNDP, UNEP, FFI • Support activities related to awareness raising and implementation of priority measures, in partnership with local CBOs and NGOs, to reach project beneficiaries and stakeholders • Support dissemination of project results at the national and local levels • Provide co-financing for the implementation of the project
14	Influencers Youth groups	Outreaching consumers to avoid the use of SUPs and to promote reuse and refills • Support awareness raising of plastic pollution and SUP-alternatives and CE solutions • Support behavior and social change towards CE solutions
15	Schools and universities	Promoting innovations and new technologies for reducing SUPs and CE solutions • Support awareness raising of plastic pollution and SUP-alternatives and CE solutions • Support behavior and social change towards CE solutions • Support development of SUP-alternatives and CE solutions

The project will also work with other development partners and NGOs working in solid waste management to ensure effective coordination and to maximize synergy among related initiatives. These partners include JICA, GIZ, UNEP, World Bank, ADB, and FFI.

At the regional level, Cambodia is committed to the ASEAN Regional Action Plan on Combating Marine Debris, the COBSEA Regional Action Plan on Marine Litter (RAP MALI), and the PEMSEA goals for resilient coasts. The project will actively engage these mechanisms to share best practices, replicate successful CE models, and coordinate actions through the East Asian Seas Regional Node of the Global Partnership on Marine Litter (GPML). This regional synergy is further strengthened by Cambodia's participation in UNDP's Ending Plastic Pollution Innovation Challenge (EPPIC), which supports innovations in plastic alternatives.

At the global level, Cambodia is a member state supporting the UNEA 5/14 resolution to establish an international, legally binding instrument to end plastic pollution. In alignment with this global mandate, this project will serve as a primary national mechanism to promote Circular Economy (CE) measures that reduce plastic production, consumption, and disposal. Through the UNEP and UNDP networks, the project will catalyze change beyond national boundaries by exploring global fora and potentially serving as a regional center of excellence for plastic solutions.

Broader Stakeholders' Engagement

The project is strategically designed to function within a broader national ecosystem of development initiatives, ensuring that GEF-8 interventions act as a catalyst for existing large-scale investments. While partners such as the World Bank and ADB lead "downstream" infrastructure developments, this project focuses on the essential "upstream" policy frameworks and circular economy (CE) innovations. By collaborating with the European Union (EU) on green public procurement and leveraging UNEP's global networks for policy advocacy, the project ensures that robust regulations support new physical infrastructure. This top-down policy approach is balanced by a bottom-up engagement strategy with Civil Society Organizations (CSOs) and informal waste collection associations, ensuring that the transition to a circular economy is inclusive and protects the livelihoods of vulnerable waste workers.

Specific areas of collaboration will center on technical synchronization, financial leverage, and market transformation. The project will partner with UNIDO to scale industrial recycling models and link them to the green investment pathways developed with GGGI. A critical component of this synergy is the engagement of the private sector, particularly within the Food & Beverage and tourism industries, to pilot Extended Producer Responsibility (EPR) schemes and transition toward plastic-free alternatives. By bridging the gap between global standards set by UNEP and the localized operational realities of the informal sector and private associations, the project transforms isolated activities into a seamless, multi-sectoral national strategy for long-term environmental sustainability.

The below table provides comprehensive list of stakeholders, their relevant initiatives, that project will engage with.

Table 3: Multilateral Institutions and their works on CE

Nb	Entity Name	Focus Areas	Target Location	Brief description of the relevant initiatives
1	The Embassy of Japan and JICA	*General Waste Management*	*Phnom Penh*	This project will build on the ongoing project funded by Japan, titled "Combatting marine plastic litter project". Given the expertise of Japan related to solid waste management in Cambodia, the project will explore a possible partnership with JICA.
2	Asian Development Bank (ADB)	*General Waste Management*	*Cambodia*	Under the Asian Development Bank's Second Urban Environmental Management in the Tonle Sap Basin project (Ministry of Public Works and Transport, 2019), three provinces (Battambang, Banteay Meanchey, and Kampong Thom) in Cambodia will receive improved solid waste management infrastructure, and other provinces may be added. The project includes sewage treatment plants, drainage, and landfill construction. The landfills will have the capacity to collect waste for ten years. Currently, ADB is supporting the "*Greater Mekong Subregion Climate Change and Environmental Sustainability Program (CCESP)*", which includes the theme "Enhancing Environmental Quality Through Pollution Control and Sustainable Waste Management".
3	The World Bank	*General Waste Management*	*National, Sihanoukville, and Siem Reap*	A financing agreement was concluded with the Ministry of Economy and Finance (MEF) of the Royal Government of Cambodia for a project to improve solid waste and plastic management in selected areas. The project consists of the following parts: ▪ Institutional strengthening for solid waste and plastic management;

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Nb	Entity Name	Focus Areas	Target Location	Brief description of the relevant initiatives
				▪ Integrated solid waste and plastic management, planning, monitoring, and capacity building for the participating provinces, municipalities, and districts; ▪ Solid waste and plastic management infrastructure; ▪ Contingent emergency response. The project will establish a project management unit within MoI and a project implementation unit within MoE.
4	GIZ	*Waste Management and Circular Economy*	*Phnom Penh and other cities in Cambodia*	The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH has been working in Cambodia since 1994. In Cambodia, GIZ has three priority areas: 1) Sustainable economic development; 2) Health and social protection; 3) Just transition. GIZ has been supporting Cambodia in the transition towards a Circular Economy through the following initiatives: 1) Promoting climate-friendly products through eco-label and green public procurement; 2) Improving the urban environment in ASEAN countries through waste management; 3) Strengthening reduce, reuse, recycle (3R) to preserve marine biodiversity.
5	Global Green Growth Institute (GGGI)	*Waste Management and Access to Green Financing*	*Phnom Penh*	Partnering with UNIDO, GGGI supported waste recycling in Battambang province (Global Green Growth Institute, 2019). They provided technical support to one small plastic recycling business outside of Battambang town. GGGI was also examining issues in Cambodia's Kep province (Global Green Growth Institute, 2019). In 2024, the Cambodia Ministry of Environment (MoE) and GGGI launched the "*Capacity Building and Accreditation Support of Direct Access Entity to Private Banks for On-Lending and/or Blending Fiduciary Functions*" project. GGGI's green investment initiatives aim to enhance local financial institutions' capacity to access climate finance more effectively. This project will support candidate banks through the GCF accreditation process and assist them in identifying and developing climate projects that can attract financing from the Green Climate Fund (GCF)
6	Institute for Global Environmental Strategies (IGES)	*General Waste Management/ Research*	*Phnom Penh and Battambang*	IGES has been working in the waste management field in Cambodia for many years and has developed the "State of Waste Management in Phnom Penh, Cambodia" (Singh, Gamaralalage, Yagasa, & Onogawa, 2018) in collaboration with UNEP and the

Nb	Entity Name	Focus Areas	Target Location	Brief description of the relevant initiatives
				“Phnom Penh Waste Management Strategy and Action Plan 2018-2035” (PPCA, IGES, Nexus, UN Environment, CCCA, 2018). In 2023, IGES led and supervised the project “Strengthening capacity for marine debris reduction in the ASEAN region through the formulation of national action plans for ASEAN member states in an integrated land-to-sea policy approach”. The project financed the development of a “National Action Plan to Tackle Marine Litter in Cambodia”.
7	United Nations Environment Programme (UNEP)	*Marine plastic pollution*	*Regional including Cambodia*	SEA circular is an initiative from the UN Environment Programme and the Coordinating Body on the Seas of East Asia (COBSEA) to inspire market-based solutions and encourage enabling policies to solve marine plastic pollution at source. SEA circular is working in six countries in South East Asia: Cambodia, Indonesia, Malaysia, the Philippines, Thailand, and Vietnam, from 2019-2023. The Government of Sweden supports the project. The focus is on several points along the plastic value chain. Interventions are designed and implemented with an understanding of land-sea interactions and with a focus on a circular economy. SEA circular works with national and provincial governments, private-sector corporations, civil society groups, NGOs, and many other stakeholders to support good governance and policy-making and to promote circular-economy principles. SEA circular focuses interventions on supporting market-based solutions, enhancing the science-based approach for decision-making, generating outreach to support awareness and behaviour change, and promoting a regional approach through collaboration and networking.
8	United Nations Industrial Development Organization (UNIDO)	*Plastic Recycling*	*Phnom Penh*	In collaboration with UNDP, ILO, UNEP, and UNITAR, UNIDO is part of the United Nations Partnership for Actions on Green Economy (PAGE). The PAGE aims to support and assist partner countries in their transition to an Inclusive Green Economy (IGE) by providing policy advice, assessments, capacity-building, and analytical tool outputs. Thanks to this

Nb	Entity Name	Focus Areas	Target Location	Brief description of the relevant initiatives
				integrated approach and support from a wide range of partners, PAGE is increasingly recognized as a model for delivering coordinated support from the UN to countries to achieve the SDGs and the targets of the Paris Agreement.
9	European Union (EU)	*Development*	*Cambodia*	The Delegation of the European Union to Cambodia is a full-fledged diplomatic mission. The EU has a long-standing relationship with Cambodia. Through substantial development assistance, support to democratic and good governance processes, and a commitment to open markets, the EU assists Cambodia in its efforts to build a brighter future for its population. The EU is one of Cambodia's biggest trading partners. The Delegation coordinates regularly with the Government and other stakeholders on issues related to market access, regulation, investment, and international trade. The Delegation leads the preparation of the EU-Cambodia development cooperation programmes and manages the implementation of development actions supported by the EU in the country. EU programmes cover a wide range of areas: education, agriculture and natural resource management, governance, human rights, public finance management, private sector development, and climate change. Every year, the EU, through the EU Delegation, contributes between €40 and €50 million to support Cambodia's development. Since 2007, through the SWITCH-Asia program, the EU has sought to promote Sustainable Consumption and Production (SCP) in the region. Through its 2019 EU Green Deal and Global Gateway, the EU has further committed to supporting countries' transition to a low-carbon, resource-efficient, and circular economy. This has also strengthened the programme's knowledge base and momentum in supporting Asian countries' SCP commitments under SDG 12 and the Paris Agreement.
10	CINTRI	*Waste Management*	*Phnom Penh, Kampong Cham, Battambang*	CINTRI is a private waste management company in Phnom Penh, Battambang, and Kampong Cham. They had a long-term contract with the city of Phnom Penh to collect the city's waste until recently. The waste collection rate in Phnom Penh has yet to reach 100%. Some organizations have had difficulties

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Nb	Entity Name	Focus Areas	Target Location	Brief description of the relevant initiatives
				working with them in the past, and CINTRI is usually quite formal when scheduling meetings with outside groups. Other organizations have had success conducting productive interviews for their research with CINTRI.
11	Global Action for Environment Awareness Plc. (GAEA)	*Waste Management*	*Siem Reap, Kampot, Kampong Thom*	GAEA is a waste management company in Siem Reap, Kampot, and Kampong Thom. They have been involved in a few projects outside of their original mandate of collecting waste within the cities they work in. GAEA has recently launched a glass recycling project in Siem Reap and has started a municipal composting program in Kampot.
12	GOMI Recycle	*Plastic Recycling*	*Phnom Penh and Svay Rieng*	GOMI Recycle has operated a plastic recycling factory in the Special Economic Zone (SEZ) in Phnom Penh since 2018. Every day, the factory collects over 10 metric tons of plastic waste from local businesses, schools, and restaurants. Looking ahead, the company aims to expand its operations nationwide and encourage collaboration in plastic recycling across all provinces. GOMI Recycle has received assistance from JICA and knows firsthand the regulatory hurdles to working in the recycling sector in Cambodia.
13	Chip Mong Insee Cement Corporation	*Waste to Energy*	*Kep & Kampot*	Chip Mong Insee Cement Corporation (CMIC), a subsidiary of local conglomerate Chip Mong Group, has invested another $4 million to establish a new industrial waste management facility. CMIC is currently processing hazardous and non-hazardous waste through a technological process known as “co-processing”. In the cement industry, co-processing refers to the use of waste as a raw material and as a source of energy to replace coal in cement production. Its facility can process some 10 tonnes of industrial waste per hour, or more than 7,000 tonnes per month, as a source of energy for cement production. The facility processes solid waste from garment and footwear factories and other industrial sectors.
14	Tontoton	*Plastic Collection and Recycling*	*Preah Sihanouk, Kep, Koh Kong*	TONTOTON’s solution is designed to involve and **empower the informal waste sector** and local communities. Creating a new market for ‘orphan’ plastic: TONTOTON recycles, upcycles, and co-processes mismanaged plastic, supporting communities and environments.
15	Everwave	*Plastic Collection and Recycling*	*Phnom Penh*	Everwave’s solution is multi-layered: they tackle the global waste problem from all sides. Their focus is on preventing plastic and waste

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Nb	Entity Name	Focus Areas	Target Location	Brief description of the relevant initiatives
				from entering our oceans, especially through rivers. Their strategy includes waste collection using smart technologies, innovative research, and awareness-raising work. In this way, they ensure a holistic and effective commitment to a clean future.
16	River Ocean Cleanup (ROC)	*Plastic waste collection*	*Phnom Penh*	ROC's strategy is to address plastic waste by mobilizing the Cambodian population nationwide to lead or join cleanup efforts for legacy trash (especially plastic) on the ground, in rivers, and in the ocean. They operate riverine clean-ups, tapping into collaborative efforts from local authorities, donors, the private sector, NGOs, educational institutions, and local communities.
17	Impact Hub Phnom Penh	*Entrepreneurial Support Organization*	*Phnom Penh*	Impact Hub empowers youth and startups in Cambodia to contribute to solving problems (social and environmental) through entrepreneurship and leadership.
18	Koh Rong Environnemental Conservation Association	*Environmental Conservation and Awareness Raising*	*Sihanoukville*	Koh Rong Environmental Conservation Association is a local NGO working with communities and hotels on Koh Rong. One of their initiatives focuses on plastic waste. Under this initiative, they seek to promote environmental education among schools on the islands about plastic pollution and its impacts on marine life. They work with local shops and hotels to adopt plastic-free practices to minimize the negative impacts of plastic waste. They also aim to promote local recycling and upcycling businesses in partnership with communities.
19	Fauna and Flora International (FFI)	*Environmental Conservation and Awareness Raising*	*Sihanoukville*	FFI is an international NGO focused on biodiversity conservation. Their activity covers the marine protected area of Sihanoukville. One of the activities seeks to address the threats posed by plastic waste and pollution to local livelihoods and marine life. They conduct baseline research to quantify plastic waste and support local community-led activities to prevent pollution and promote plastic recycling.
20	GoGreen Cambodia	*Awareness Raising*	*Phnom Penh*	GoGreen Cambodia is a local NGO in Phnom Penh focused on waste management issues in Cambodia. They have developed a phone application that helps citizens identify areas in Phnom Penh that are poorly maintained and require waste management solutions. They have also hosted many clean-ups around Phnom Penh, which are well attended. Finally, they have a very active Facebook group where many people post about different environmental initiatives.

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Nb	Entity Name	Focus Areas	Target Location	Brief description of the relevant initiatives
21	Plastic Free Cambodia	*Awareness Raising*	*Siem Reap*	Plastic Free Cambodia provides workshops and training for businesses looking to reduce their plastic use. They annually host the Plastic Free July campaign in Siem Reap and Phnom Penh.
22	Cambodian Education and Waste Management Organization (COMPED)	*Organic Recycling and Advocacy*	*Battambang*	COMPED has worked in the waste management sector in Cambodia since 2000 in both Phnom Penh and Battambang. Although they had originally worked in Phnom Penh, when the Stung Meanchey dumpsite closed in 2009, they moved to Battambang. Their three main goals are to work with the local government to reduce the amount of organic waste sent to landfills by promoting composting, facilitating knowledge exchange among farmers, and providing educational opportunities for children. COMPED has assisted researchers on various reports and academic papers.
23	iDE Cambodia	*Creating income and livelihood opportunities*	*Cambodia*	iDE has been building prosperity in Cambodia since 1994 by developing value chains and business models in agriculture, clean water, and sanitation that deliver beneficial, affordable products and services. iDE is powering locals to monetize the collection of plastic About one-third of project funding is aimed at WASH interventions, led by iDE, which support the efforts of small-scale entrepreneurs to build flood-resistant, pour-and-flush pit latrines, distribute water filters, and manage solid waste

Risks and Assumptions

The key assumptions underpinning this theory are that tackling plastic pollution remains high on the government's agenda and that relevant governments (including national and subnational governments) are committed to piloting a voluntary EPR packaging scheme. Also, that large F&B brand owners, tourism businesses, and multinational companies honour their Global Commitments and demonstrate accountability. It's also necessary that there are enough viable circular initiatives to promote and scale. Citizens (including youth, women, and informal sectors) must also be open to changing behaviours and habits toward adopting sustainable and circular practices, and public and private stakeholders across the SUPs value chain must be ready and willing to cooperate. Lastly, it will be key that regional and global initiatives are open to cooperation (e.g., the IP circular solutions for plastics, EAS Regional Node of the GPML, COBSEA, ASEAN, and PEMSEA).

The table below summarizes the key risks and the countermeasures designed to address them (find more detail in ***Annex 3: Project Risk Log***).

Table 4: Summary project risks

Context	Rating	Explanation of Risk and Mitigation Measures
Climate	Low	Ineffective plastic management and continued single-use plastic imports risk undermining Cambodia's climate goals, as a failure to curb open burning or adopt recycling would leave vulnerable communities exposed to escalating GHG emissions and environmental impacts.
Environment and Social	Moderate	The project will have substantial environmental benefits in the areas of climate change, chemicals and waste, and shared water ecosystems under new or improved cooperative management. It will also have substantial social benefits for gender, the informal sector, and youth through job creation. However, for Component 2 pilots on EPR and F&B SUPs, appropriate safeguard assessments and management plans will be necessary for E&S risk mitigation, to be developed at the inception phase to ensure no potential pollution or impacts on livelihoods.
Political and Governance	Low	While Cambodia has experienced political and governance challenges in the past, the country has made significant strides in recent years towards strengthening its institutions and improving its governance framework. The government has been working to establish laws and regulations to improve environmental protection, including regulations related to plastic waste management. Additionally, Cambodia has been actively promoting foreign investment and has implemented policies to attract investors in the technology sector. These factors suggest that the political and governance risks are relatively low.
Institutional and Policy	Low	While the Ministry of Environment's Department of Green Economy possesses strong technical expertise in the Circular Economy (CE), a lack of similar understanding across other ministries and government bodies hinders effective inter-ministerial coordination. This knowledge gap poses a significant challenge to the successful enforcement of CE policy and inter-ministerial coordination.
Technological	Low	The technical design of the project is based on a rapid assessment of the status quo and present challenges associated with plastic consumption and production. The analysis of the recommended sets of interventions was further verified through consultations with relevant stakeholders, including the government, the private sector, CSOs, and the informal sector.
Financial and Business Model	Moderate	The project will implement CE solutions to phase out plastics in the F&B and delivery industries. Using alternative products and new delivery methods will raise operating costs and impact on business competitiveness.The private sector may be reluctant to implement CE solutions due to concerns that higher operational and service costs will deter customers and reduce competitiveness.
Capacity for Implementation	Low	Initially, government agencies may have limited knowledge and capacity for midstream and upstream interventions related to

Context	Rating	Explanation of Risk and Mitigation Measures
		plastic reduction and management. The project will build the capacity, knowledge, and skills required for policy-making, implementation, awareness-raising, and stakeholder engagement. This will include: applying systematic capacity development measures for government partners at the national and subnational levels to control the import/production/consumption of SUPs, particularly targeting at the F&B and tourism sectors and ensure enforcement of the sub-decree; supporting the government in facilitating inter-ministerial mechanisms for information sharing and decision-making on SUPs and promotion of alternatives and other circular measures; and contributing to the long-term capacity for information and data management systems that will support monitoring and reporting of SUP consumption and production.
Fiduciary	Low	The MOE Department of Green Economy is responsible for the coordination of legal documents, policies, strategic plan, action plan, programme, and project for supporting the green economy pathway, as well as mechanisms related to sustainable consumption and production, such as green label certification, green public procurement, green certification, and monitoring and evaluation of the agreed mechanism. It will build on its work in cooperation with partners, civil society organizations, the private sector, academic institutions, and other stakeholders to promote green economy development. To ensure effective financial and procurement management, the project will apply the UNDP country office support to the national implementation modality (NIM).
Stakeholder	Moderate	A wide range of stakeholders have shown enthusiasm and commitment to the project during the PPG phase. A common concern for some, however, is the affordability and convenience of SUP-alternatives and CE approaches. A Stakeholder Engagement Plan (SEP) has been designed to ensure effective stakeholder engagement throughout the project lifecycle. It builds on other relevant project activities regarding planning and impact assessment processes. Project implementation will ensure regular dialogue with relevant government ministries and subnational bodies, private-sector entities, local community groups, NGOs, public stakeholders, and international partners.
Overall Risk Rating	Moderate	The rating is low/moderate due to Environment and Social, specifically regarding Component 2, which will require appropriate safeguard assessments and management plans for E&S risk mitigation developed at the inception phase to ensure no potential pollution or impacts on livelihoods. Also, regarding stakeholders, the project depends on the commitment of partners, especially the private sector, to implement and ensure the sustainability of project results.

Stakeholder Engagement

Throughout project implementation, the guiding principle is to ensure the full and effective participation of all relevant stakeholders. Stakeholders include the Government, citizens, the private sector, academic institutions, civil society organizations, and development partners, with particular attention to the rights of socially marginalized groups, including women and informal waste pickers. This will be facilitated through the following specific sets of principles.

The project will directly benefit informal waste collectors, hotels and tourism operators, and women-owned enterprises that promote plastic alternative products. The other key benefitcary groups will be identify through the project cycle in consultation with government ministries and research reports.

Non-Discrimination and Intersectional Approach: The project will ensure that all, regardless of race, colour, gender, creed, religion, place of birth, age, health, education, ethnicity, and ability, have their rights respected, and have equal access to participate in decision-making processes and benefit from economic opportunities, natural resources, environment and energy for their health and well-being. By recognizing the varied interests and needs of people of different genders, ethnicities, ages, and abilities, CE approaches shall be designed and implemented to reduce inequality and to support economic and social development for all.

Inclusive and Effective Participation: The project will ensure that all concerned actors have the right and ability to participate freely in decision-making and in activities that affect them and their environments. While the principle of inclusiveness entails this, it will also contribute to achieving strategic goals, as it enables the circular economy approach to draw on the knowledge of participants with firsthand experience of their own challenges. Enabling women and vulnerable groups to actively contribute to solving the issues they face is therefore also a way to build meaningful partnerships. Accordingly, special attention will be paid to the poor and marginalized, including women and girls, who are among the most vulnerable to environmental degradation and have limited access to economic opportunities. Drawing on full consultations, the perspectives of all, including the vulnerable, shall be incorporated into the design and implementation of activities, while enhancing their ability to benefit equitably from these activities.

Multi-Sectoral and Multi-Stakeholder Approach: The project will promote intersectoral collaboration to ensure the effectiveness and long-term impacts of project interventions. The project will further promote collaboration among the Government, private sector, citizens, civil society, development partners, NGOs, and academic institutions, based on the full recognition of their imperative roles in accelerating a shift towards a circular economy.

South-South and Triangular Cooperation (SSC/TrC)[7]

The project will promote South-South and Triangular Cooperation by coordinating closely with the UNDP regional and global offices. The UNDP regional and global offices will play a lead role in disseminating best practices and lessons learned from other countries, and in connecting Cambodia with other countries to share lessons and experiences related to environmental activities. This will happen through exchange visits and regional workshops/meetings.

In addition, the project will collaborate with UNEP to jointly implement the GEF-8 Integrated Programme (IP) for circular solutions to plastic pollution. The project will also organize dissemination events and workshops, as well as support Cambodia's delegation contribution to the Intergovernmental Negotiating Committee (INC) for the definition of an international legally binding instrument to end plastic pollution (UNEA 5/14 resolution).

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[7] *Please see Considerations for South-South and Triangular Cooperation Design, Implementation, and Documentation*.

***Digital Solutions*[8]**

In the Food and Beverage (F&B) sector, SUPs represent a cost-effective marketing solution that protects food and extends shelf life. As food supply chains have grown global and become highly complex to serve consumer convenience better, plastic packaging has become an essential component in supporting the safe distribution of food over long distances while minimising food waste. Over the last decade, the F&B sector has also witnessed steady innovation and evolution in last-mile delivery. The pandemic in 2020 has accelerated this transformation, with the emergence of new models to meet flooding consumer demand. The most dramatic last-mile disruptions have revolved around digital customer engagement, touchless/contactless delivery, hybrid operating models with high levels of automation, and industry collaborations.

The project will actively seek to promote and support the emergence of innovative technologies and digital solutions that accelerate the transition towards a circular economy. This may include solutions that reduce plastic waste generation, improve waste management, and enable more effective and efficient data collection and monitoring for a more efficient and effective waste management system. The project will do so by supporting the design and implementation of innovation challenges (Output 1.1.2: At least 3 targeted financial, economic, and procurement instruments to reduce the production and consumption of SUPs and sustain the transition towards a circular plastic economy, developed and submitted for approval by Y4.) aiming at fostering the emergence and/or growth of these innovative solutions.

More importantly, the project will design and test innovative business models in partnership with the private sector. This will involve shifting to SUP-alternatives and applying CE approaches (Output 2.2.2: At least 80 hotels, coffee shops, bars, and/or restaurants are "SUP-Free" by Y5.), providing and accessing green financing (green bonds, credit grantee scheme, and blended financing), and participating in green procurement programmes. Recognition of best practices through awards, certification, and eco-labelling is also expected to influence markets and supply chains.

Knowledge

Baseline data on SUP import, production, and consumption in Cambodia will be established, drawing on customs data, existing studies, and international methodologies (e.g., the Basel Convention). Once the baseline has been established, data monitoring and updates will occur at regular intervals and be reported to the MoE. Component 4 of the project will provide a framework for knowledge management and communication.

As part of the Global Integrated Programme (IP), the project intervention contribute to the all the components of the IP, including the IP component 5 – knowledge, capacity, and reporting. The connection with the IP will allow sharing successes in Cambodia, and learning from other participating countries.

Particularly, the project will ensure the following:

- **Integrated Communication & Knowledge Management:** The project will adopt the Global Project's branding, website standards, and communication protocols. This ensures that Cambodia's specific outputs, such as success stories and best practices, are amplified through the global platform to drive behavior change at scale.
- **Knowledge Exchange & Capacity Development:** The project will actively participate in the Global Project's annual conferences, webinars, and knowledge-sharing sessions.

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[8] *Please see the Guideline "Embedding Digital in Project Design".*

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- **Strategic Coordination:** The project's communication experts will directly liaise with Global Project staff to provide inputs and ensure our local strategy remains consistent with the broader IP vision.
- **Global Knowledge Dissemination:** All key knowledge products (in English) will be shared via the Global Project website. We will also contribute to virtual meetings and online forums to share both challenges and successes, ensuring our national efforts strengthen the broader IP community and relevant external fora.

Sustainability and Scaling Up

TThe project's sustainability is built on a "scaling and institutionalization" model, ensuring that interventions continue beyond the project lifecycle through the following three pillars:

1. Financial and Economic Sustainability: The project ensures financial viability by shifting from one-off grants to self-sustaining market mechanisms:

- **Market Incentives:** By implementing Extended Producer Responsibility (EPR) schemes, SUP levies, and Green Public Procurement, the project creates a permanent financial ecosystem where circular products are more competitive than single-use plastics.
- **De-risking Investment:** By building the capacity of the private sector to apply for green financing, the project reduces the initial "barrier to entry" for circular businesses, allowing them to become bankable and self-sufficient.
- **Business Case Development:** the project is not just promoting ideas; the project is building strong business cases that highlight risks and opportunities, proving to the private sector that circular approaches are profitable and resilient in the long term.

2. Institutional and Policy Sustainability: To ensure the project isn't dependent on specific individuals, we are anchoring the work in Cambodia's legal and inter-ministerial framework:

- **Policy Integration:** Instead of creating new silos, the project embeds its goals into the Circular Strategy of Environment (2023-2028) and the National CE Strategy, ensuring these mandates remain government priorities long after the project ends.
- **Strengthened Enforcement:** By building the capacity of Customs and environmental inspection officers, we ensure that regulations (like SUP bans) are actually enforced, creating a "level playing field" that provides long-term certainty for compliant businesses.
- **Inter-Ministerial Coordination:** Leveraging the SCP body and NPAP ensures that circular economy solutions are integrated across different ministries (Tourism, Commerce, Economy), preventing the policy from disappearing when the project office closes.

3. Social and Knowledge Sustainability (The Human Capital) The project ensures the "uptake" of solutions through behavioral change and continuous learning:

- **Knowledge Infrastructure:** By sharing lessons through the Global Project and IW: LEARN platform, we contribute to a global library of best practices, ensuring that Cambodia's successes can be replicated and refined regionally.
- **Capacity Reinforcement:** Rather than one-time workshops, the project uses regular follow-up on trainings to reinforce behavioral change and ensure that technical expertise remains within the MOE and municipal authorities.
- **UNDP's Comparative Advantage:** Leveraging UNDP's six-year history and local presence ensures that this project builds on a proven foundation rather than starting from scratch, utilizing existing trust and established institutional memory to streamline implementation.

Effeciency and Scaling Up

The project is designed to serve as a high-impact catalyst, creating the frameworks necessary for both national scaling and regional uptake. While the project budget is focused on strategic interventions, its influence is amplified through the following structured replication pathways:

1. National Scaling-Out (Geographic and Sectoral Expansion) The project provides the "blueprints" for national expansion. While initial activities are focused on Siem Reap, Phnom Penh, and Preah Sihanouk, the project ensures national replication by:

- **Standardizing Regulatory Frameworks:** By developing sub-decrees and EPR schemes at the national level, the project creates a legal environment that automatically applies to all 25 provinces, not just the pilot cities.
- **Creating Plug-and-Play Business Models:** The innovation challenges and hotel manuals are designed as scalable toolkits that the Ministry of Environment (MoE) and industry associations can roll out to other tourism hubs without requiring further project funding.

2. Regional Replication (The Catalyst Model) Recognizing the project's USD 2 million scope, regional expansion is not managed through direct funding, but through strategic knowledge integration with existing regional platforms. This ensures Cambodia's lessons reach a broader audience without over-committing local resources:

- **Regional Collaboration Plan:** Instead of standalone activities, the project is explicitly aligned with the ASEAN Regional Action Plan on Combating Marine Debris and COBSEA RAP MALI. By feeding Cambodia's data and success stories into these established regional pipelines, the project ensures "collaborative replication" across the Asia-Pacific.
- **Demonstration Value:** Cambodia's implementati**on** of Green Public Procurement and Green Financing will serve as a cost-effective "living lab" for the region. The project facilitates this by preparing specific "Knowledge Transfer Packages" (in English) for the Global Project platform, enabling other countries to adopt similar models.

3. Strategic Exit and Continuity To ensure replication begins during the project's lifespan, a Transition and Exit Strategy will be developed by the mid-term. This plan will explicitly hand over the "replication toolkits" to the relevant ministries and the UN Country Team (via the UNSDCF process). This ensures that the UN development system and the Royal Government of Cambodia have the necessary documentation and evidence to seek further investment or national budget allocation for wider rollout.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project received the total fuding of USD 2,652,294 throught UNEP. As per the design of the project, UNDP will manage the project, with close enagemetn with MoE. (Figure 3)

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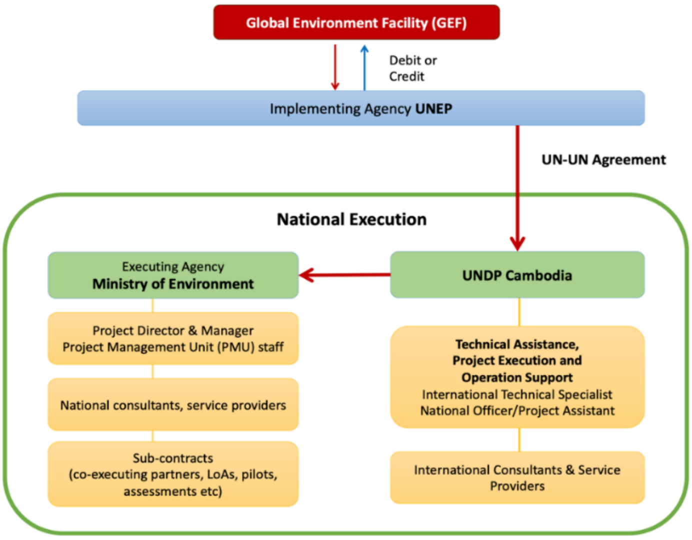
Figure 3: Flow of Funds Diagram



The project seeks to deliver maximum results with the available resources by partnering with related initiatives and by linking the project with pipeline projects for scaling up. Cost-effectiveness will also be achieved through the day-to-day coordination on project management tasks with MoE, and with the provision of core technical assistance, and oversight by UNDP's country office in Cambodia. Contributions from the baseline, such as the draft legal enabling framework and technical initiatives to design and pilot CE interventions, and co-financing contributions from a wide range of partners, will help advance the project's objective and activities in a synergistic way. The project, using The Global Environment Facility Trust Fund (GEFTF) contributions, will build on these baseline activities and complement co-financing interventions to further strengthen the enabling framework and achieve broader impacts through, for example, creating financial support and introduction of viable alternatives. is the primary funding source for the Global Environment Facility (GEF). GEFTF is a multi-billion dollar fund established to help developing countries and economies in transition meet their obligations under international environmental conventions.

The project is designed to deliver maximum results with its USD 2 million allocation by adopting a Portfolio Management approach and leveraging the Theory of Change to prioritize high-impact, low-cost "multiplier" activities.

1. Strategic Efficiency through the Theory of Change The project's pathway is selected as the most efficient because it focuses on structural bottlenecks rather than just symptoms. By modernizing Sub-Decree 168 and establishing Eco-labelling standards, the project creates a "force multiplier" effect:

- **Evidence-Based Selection:** Instead of funding expensive waste-cleanup operations, the project invests in policy coherence and financial incentives. Evidence from previous UNDP-supported efforts in Cambodia shows that a clear regulatory environment reduces the risk for private sector investment, allowing market forces to drive the transition without continuous project funding.
- **Result-Oriented Strategy:** The ToC confirms that by resolving the "financial viability gap," sustainable alternatives become more cost-effective than traditional plastics, ensuring that the project's impact continues to grow organically after the initial GEF investment.

2. Portfolio Management and Joint Operations To improve cost-effectiveness, the project will be managed as part of a broader circular economy portfolio in Cambodia:

- **Leveraging Baseline Investments:** The project builds directly on a foundation of **USD31,600,000 in co-financing**, by hosting the Project Management Unit (PMU) within the Ministry of Environment (MoE), the project minimizes administrative overhead and leverages the MoE's existing institutional infrastructure and staff expertise.
- **Synergy with Pipeline Initiatives:** The project aligns its activities with the Global Integrated Programme (IP). This allows for joint operations in monitoring, procurement, and knowledge management, sharing the costs of high-level international technical assistance across multiple national projects.
- **UNDP Country Office Support:** Efficiency is further maximized through UNDP's **Direct Implementation Modality (DIM)**, utilizing established procurement networks and long-term history with the MoE to bypass the "startup costs" usually associated with new international initiatives.

3. Application of Lessons Learned Drawing on good practices from the previous Building Climate Resilience and Combatting Marine Litter projects in Cambodia, this project adopts a **"Cluster Approach"** for its pilots:

- **Concentrated Impact:** By focusing initially on Phnom Penh, Siem Reap, and Preah Sihanouk, the project reduces logistical costs and enables real-time peer-to-peer learning between the three most relevant urban hubs for F&B and tourism.
- **Scaled Learning:** Lessons learned from the voluntary EPR schemes will be documented as "Knowledge Transfer Packages," ensuring that the cost of developing the model is a one-time investment that can be replicated nationally at near-zero additional cost to the project.

UNDP's Circular Economy Portfolio is grounded in strong multi-sector partnerships involving government institutions, the private sector, civil society, and international development partners. Guided by UNDP's Signature Solution on the Environment, UNDP works closely with the Ministry of Environment (MoE), together with key ministries such as MEF and MISTI, to support policy development, green financing, and innovation. Collaboration also extends to international organizations, private sector actors, and local communities to advance sustainable financing mechanisms, green value chains, and public awareness. Through these partnerships, financial, technical, and policy resources are aligned to promote community-based management, nature-based solutions, sustainable livelihoods, and accelerate Cambodia's transition toward a circular economy and to promote Circular Solutions for the F&B Sector to Tackle Plastic Pollution in Cambodia.

Project management

The project activiite will take place in three targets areas - Phnom Penh, Siem Reap, and Preahsihanouk province.

The UNDP Country Office, through its dedicated team, will provide effective oversight, coordination, and technical guidance to ensure the delivery of the project's expected outputs and results. The project will be implemented in close collaboration with other ongoing initiatives, as described in the section on result partnerships above. In addition, the project will apply robust financial risk management measures, including required audits and spot-check exercises, to ensure transparency and sound financial management.

V. RESULTS FRAMWORK

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 left behind, benefits from healthier, gender inclusive natural environment.***
Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets: **Indicator: Environmental performance index** Baseline (2022): 30.10 (Rank 154) Target (2028) 31.55 CPD Output 3.2: Circular economy promoted to reduce pollution and improve consumption behaviours and production practices. - Output Indicator 3.2.1: Tons of pollutants reduced or phased out. Baseline (2023): 0 Target (2028): 477,619 Metric Tons Source: MoE, Evaluations Frequency: Annually - Output Indicator 3.2.2: Number of regulatory, planning, and policy instruments to promote the circular economy with gender and inclusion considerations as per Multilateral Environmental Agreements (MEAs). Baseline (2023): 2 Target (2028): 6 Source: MoE Frequency: Annually - Output Indicator 3.2.3: Number of people reached through awareness raising to promote sustainable consumption behaviour. Baseline (2023): 0 Target (2028): 1 million Source: MoE Frequency: Annually
Applicable Output(s) from the UNDP Strategic Plan: - SP Output: IRRF A. 4.1 National commitments of global environmental agreements embedded within policies, institutions, and budgetary frameworks. o SP output indicator: IRRF 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, the UAE Energy Consensus, or the UNCCD 2018–2030 Strategic Framework - SP Output: IRRF A.4.2 Financing for climate and nature-based solutions expanded to promote prosperity while protecting the planet. o SP output indicator: IRRF A.4.2.4 Number of people benefitting from public and private investment mechanisms for biodiversity, chemicals and waste pollution management, water, oceans, climate solutions, and affordable and sustainable energy access.

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Project title and Quantum Project Number: Promoting Circular Solutions for the F&B Sector to Tackle Plastic Pollution in Cambodia (Plastic IP), Project Number: **11184**											
EXPECTED OUTPUTS	**OUTPUT INDICATORS**	**DATA SOURCE**	**BASELINE**		**TARGETS (by frequency of data collection)**						**DATA COLLECTION METHODS & RISKS**
			Value	**Year**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**FINAL**	
Output 1.1: Agreed regulatory frameworks, policies, measures, standards, and guidelines in place to reduce SUPs and transition towards a circular plastics economy in the F&B and tourism sectors. (***Ref.IP Outcome 1.1***)	At least 3 targeted regulatory and policy measures updated/developed and adopted to reduce the production and consumption of SUPs and sustain the transition towards a circular plastics economy by Y4.	Project report (annual and quarterly report)	*0*	*2025*	*0*	1	1	1	*0*	*3*	A systematic review and analysis of existing official documents, internal policies, reports, and public records, and oversight and monitoring.
	At least 3 targeted financial, economic, and procurement instruments operationalized to reduce the production and consumption of SUPs and sustain the transition towards a circular plastic economy developed and adopted by Y4.	Project report (annual and quarterly report)	*0*	*2025*	*0*	*1*	*1*	*1*	*0*	*3*	A systematic review and analysis of existing official documents, internal policies, reports, and public records, and oversight and monitoring.
	A set of guiding principles, including definitions and standards for SUPs and SUP alternatives, was developed to support a just and equitable transition towards a circular plastics economy in the F&B and tourism sectors by Y2.	Project report (annual and quarterly report)	*0*	*2025*	*0*	*1*	*0*	*0*	*0*	*1*	A systematic review and analysis of existing official documents, internal policies, reports, and public records, and oversight and monitoring.
Output 1.2: Strengthened capacity and institutional frameworks to implement/enforce policies and plans for circular solutions to plastic pollution.	Concerned authorities and other key stakeholders have been trained on at least 6 areas of intervention and have access to sets of guidelines on overall policy implementation and specific measures by Y4.	Project report (annual and quarterly report)	*0*	*2025*	*0*	*2*	*2*	*2*	*0*	*6*	A systematic review and analysis of existing official documents, internal policies, reports, and public records, and oversight and monitoring.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
(***Ref. IP Outcome 1.2***)											
Output 2.1: Strengthened systems for circularity through innovative business models (e.g., designing for replacement/ alternatives, and extended life (e.g., reuse, refill) and through financing measures and extended producer responsibility (EPR) promoted. (***Ref. IP Outcome 2.1***)	At least 3 circular solutions to prevent the consumption and production of SUPs in the F&B and/or tourism sector gain access to guidance, green financing opportunities, green public procurement, and other financial and technical support for pilot testing in Phnom Penh, Siem Reap, and/or Preah Sihanouk by Y5.	Project report (annual and quarterly report)	*0*	*2025*	*0*	1	1	1	*0*	*3*	A systematic review and analysis of existing official documents, internal policies, reports, and public records, and oversight and monitoring.
	At least 1 voluntary EPR packaging scheme pilot-tested to support plastic waste prevention in at least 1 city by Y5.	Project report (annual and quarterly report)	*0*	*2025*	*0*	*0*	*1*	*0*	*0*	*1*	A systematic review and analysis of existing official documents, internal policies, reports, and public records, and oversight and monitoring.
Output 2.2: Increased engagement and commitments among the F&B and tourism sectors to	Guidelines developed by Y3 to help private and public organizations phase out F&B SUPs.	Project report (annual and quarterly report)	*0*	*2025*	*0*	*0*	*1*	*0*	*0*	*1*	A systematic review and analysis of existing official documents, internal policies, reports, and public records, and oversight and monitoring.

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EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
eliminate the use of non-essential SUPs and adopt reusable, refillable, and other available circular economy options in Phnom Penh, Siem Reap, and Preah Sihanouk. (***Ref. IP Outcome 2.2***)	At least 80 hotels, coffee shops, and restaurants are "SUP-Free" by Y5	Project report (annual and quarterly report)	*0*	*2025*	*0*	*8*	*32*	*40*	*0*	*80*	A systematic review and analysis of existing official documents, internal policies, reports, and public records, and oversight and monitoring.
	At least 20 ministries (including their public buildings) and 10 educational institutions are "SUP-Free" by Y5.	Project report (annual and quarterly report)	*0*	*2025*	*a) 0* *b) 0*	*a) 5* *b) 3*	*a) 5* *b) 3*	*a) 10* *b) 4*	*0*	a) 20 b) 10	A systematic review and analysis of existing official documents, internal policies, reports, and public records, and oversight and monitoring.
	At least 2 food-delivery services are piloting CE measures by Y5.	Project report (annual and quarterly report)	*0*	*2025*	*0*	*1*	*1*	*0*	*0*	*2*	A systematic review and analysis of existing official documents, internal policies, reports, and public records, and oversight and monitoring.
Output 3.1: Behavior and social change promoted, and capacity and knowledge improved among national and subnational governments, academics, and consumers including local communities and the youth to	A Behavior and Social change strategy developed and implemented with a focus on high-impact behaviors and strategic target groups, including targeted outreach programs, community engagement initiatives, and educational campaigns that address the multiple drivers, barriers, contexts, and timing of behavior by Y5.	Project report (annual and quarterly report)	*0*	*2025*	*0*	*1*	*1*	*1*	*0*	*3*	A systematic review and analysis of existing official documents, internal policies, reports, and public records, and oversight and monitoring.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
refrain from the use of non-essential SUPs and to adopt reusable, refillable, including local communities and the youth, to refrain from the use of non-essential SUPs and to adopt reusable, refillable, and other available circular economy options. (***Ref. IP Outcome 3.1***)											
Output 4.1: Effective National and Global Coordination, including active participation and contribution to Global Project meetings and working groups. (***Ref. IP Outcome 4.1***)	National Level Coordination Mechanism established/implemented.	Project report (annual and quarterly report)	*0*	*2025*	*1*	*1*	*1*	*1*	*0*	*4*	A systematic review and analysis of existing official documents, internal policies, reports, and public records, and oversight and monitoring.
	Coordination, active participation, and contribution to Global Project meetings and working groups.	Project report (annual and quarterly report)	*0*	*2025*	*1*	*1*	*1*	*1*	*0*	*4*	A systematic review and analysis of existing official documents, internal policies, reports, and public records, and oversight and monitoring.
Output 4.2: Data and information on SUPs import,	Baseline data on SUP import, production, and consumption are collected, and the status of SUP	Project report (annual and	*0*	*2025*	*1*	*0*	*0*	*0*	*0*	*1*	A systematic review and analysis of existing official documents,

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
production, and consumption in Cambodia made available to support data-driven decision-making processes at all levels. (***Ref. IP Outcome 4.2***)	import, production, and consumption is regularly monitored and reported by Y5.	quarterly report)									internal policies, reports, and public records, and oversight and monitoring.
Output 4.3: Increased National and Global knowledge and awareness on Circular Solutions to Single Use Plastic Packaging Pollution from the Food and Beverage Sector. (***Ref. IP Outcome 4.3***)	Communication and Knowledge Management strategy developed and implemented for the project, developed and implemented using IW: LEARN platform, Global Project, and other relevant platforms.	*0*	*0*	*2025*	*1*	*0*	*0*	*0*	*0*	*1*	A systematic review and analysis of existing official documents, internal policies, reports, and public records, and oversight and monitoring.
	Contribution to the Global Project Knowledge Management and Communication.	*0*	*0*	*2025*	*1*	*2*	*2*	*2*	*0*	*7*	A systematic review and analysis of existing official documents, internal policies, reports, and public records, and oversight and monitoring.

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VI. Monitoring And Evaluation

Monitoring Plan

The project's monitoring and evaluation (M&E) plan is designed to be fully compliant with UNDP's Program and Operations Policies and Procedures (POPP) and to ensure strict adherence to the GEF Monitoring and Evaluation Policy. A comprehensive breakdown of these activities is provided in Appendix 4: Costed M&E Budget and Workplan, which serves as the primary mechanism for tracking progress. The Project Results Framework in Annex C utilizes SMART indicators to monitor outcomes and outputs in alignment with both UNDP and GEF reporting standards. Furthermore, the allocation of resources for these oversight functions is detailed in the Annex G Budget tables, ensuring a transparent and adequately resourced monitoring plan that meets the requirements of both organizations.

The project is anchored in CPD Outcome 3 (by 2028, the people of Cambodia, particularly those at risk of being left behind, will benefit from a healthier and more gender-inclusive natural environment). This high-level goal is operationalized through CPD Output 3.2, which focuses on promoting a circular economy to reduce pollution and transform consumption and production behaviors. Within this context, the Monitoring and Evaluation framework serves as the critical mechanism to ensure that project interventions are executed efficiently and remain strictly aligned with these national environmental and social targets.

To achieve this, the M&E framework focuses on three integrated pillars that translate the CPD vision into field-level results. First, it establishes a rigorous monitoring and reporting process throughout the project lifecycle, with a specific focus on gender-disaggregated data to ensure inclusive benefits. Second, it uses independent evaluations to assess progress and effectiveness, enabling adaptive management and continuous improvement based on objective evidence. Finally, by contributing to global M&E reporting, the project ensures that Cambodia's transition to a circular economy is measured against international standards and contributes to a broader body of environmental knowledge.

The M&E plan will be presented at the initial Project Steering Committee (PSC) meeting to ensure all stakeholders have a clear understanding of their respective roles in monitoring and evaluation. Under this DIM project, UNDP, serving as the lead, will engage closely with the Ministry of Environment (MoE) to manage day-to-day project activities. While ensuring full compliance with UNEP's requirements as the Implementing Agency, all activities under UNDP's responsibility will be executed in strict accordance with UNDP's applied rules and regulations. Consequently, the PSC will be responsible for reviewing and proposing any necessary M&E amendments to UNEP management during project implementation.

Table 5: Monitoring and Evaluation Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track the results' progress.	Progress data against the results indicators in the RRF will be collected and analysed to assess the project's progress toward achieving the agreed outputs.	Quarterly, or at the frequency required for each indicator.	The project management team will address slower-than-expected progress.	MoE/UNDP	
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	Quarterly	Risks are identified by project management, and actions are taken to manage risk. The risk log is actively maintained to keep	MoE/UNDP	

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	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.		track of identified risks and actions taken.		
Learn	Knowledge, good practices, and lessons will be captured regularly, actively sourced from other projects and partners, and integrated back into the project.	At least annually	The project team captures relevant lessons and uses them to inform management decisions.	MoE/UNDP	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and 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.	MoE/UNDP	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision-making.	At least annually	The project board will discuss performance data, risks, lessons, and quality, and use this to make course corrections.	MoE/UNDP	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing results achieved against predefined annual targets at the output level, the annual project quality rating summary, an updated risk register with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		MoE/UNDP	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess project performance 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	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.	MoE/UNDP	

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	learned, discuss opportunities for scaling up, and socialize project results and lessons learned with relevant audiences.				

The following table presents the comprehensive Monitoring and Evaluation (M&E) Workplan and Budget, outlining the systematic framework for tracking project progress and impact. It details each Type of M&E Activity, from inception workshops to terminal evaluations, and identifies the Responsible Parties for their execution. In this context, UNDP serves as the Executing Agency (EA), leading the day-to-day implementation and monitoring in close collaboration with the Ministry of Environment (MoE). The table also specifies the Budget from GEF (USD), categorized by Budget Type to ensure transparency in resource allocation, and establishes a clear Time Frame for each milestone throughout the project's lifecycle. This structure ensures that all oversight functions remain in full alignment with both UNDP programming policies and GEF monitoring requirements.

Table 6: M&E Workplan and Budget

Type of M&E activity	Responsible Parties	Budget from GEF (USD)	Budget type	Time Frame
Inception Meeting (M&E part)	Executing Agency (EA) & PMU	6,000	Meetings	Within 4 months of project start-up
Inception Report (M&E part)	EA & PMU	500	Project Personnel	1 month after project inception meeting
Measurement of project progress and performance indicators	EA with inputs from implementation partners	1,000	Project Personnel	Annually
		520	Operating and other costs	
Baseline measurement of project outcome indicators, GEF Core indicators	EA & PMU	1,000	Project Personnel	Project inception
		520	Operating and other costs	
Mid-point measurement of project outcome indicators, GEF Core indicators	EA with inputs from implementation partners	1,000	Project Personnel	Mid-Point
End-point measurement of project outcome indicators, GEF Core indicators	EA with inputs from implementation partners	520	Operating and other costs	End Point
Monitoring of Environmental and Social Safeguards (ESS) Risks	EA & PMU	500	Project Personnel	Annually
		520	Operating and other costs	
Quarterly Progress/ Operational Reports to UNEP	EA & PMU	1,000	Project Personnel	Within 1 month of the end of reporting period i.e. on or before 31 January and 31 July

Type of M&E activity	**Responsible Parties**	**Budget from GEF (USD)**	**Budget type**	**Time Frame**
		520	Operating and other costs	
Project Steering Committee (PSC) meetings and National Steering Committee meetings	EA & PMU	4,200	Meetings	Once a year minimum
Reports of PSC meetings	EA & PMU	1,000	Project Personnel	Annually
Project Implementation Review (PIR) report	EA and IA	500	Project Personnel	Annually, part of reporting routine
		520	Operating and other costs	
Monitoring visits to field sites	EA & PMU/	5,000	Travel	As appropriate
Mid Term Review/Evaluation	Consultant/IA	17,428	Consultants	At mid-point of project implementation
Terminal Review/Evaluation *(whether a project requires a management-led review or an independent evaluation is determined annually by UNEP's Evaluation Office)*	UNEP Evaluation Office	32,500	Consultants	Typically initiated after the project's operational completion
Project Operational Completion Report	EA and IA	500	Project Personnel	Within 2 months of the project completion date
		520	Operating and other costs	
Co-financing report (including supporting evidence for in-kind co-finance)	Executing Agency (EA)	500	Project Personnel	Within 1 month of the PIR reporting period, i.e. on or before 31 July
		561	Operating and other costs	
Publication of Lessons Learnt and other project documents	Executing Agency (EA)	2,650	Communications	Annually, part of Semi-annual reports & Project Final Report
Total		79,479		

Table 7: Evaluation Plan[9]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome:	Planned Completion Date	Key Evaluation Stakehold	Cost and Source of Funding
Mid-Term Review	MoE/UNDP	Output 3.2.: Circular economy promoted to reduce pollution and improve consumption behaviours and production practices.	CPD Outcome 3: *By 2028, people in Cambodia, especially those at risk of left behind, benefits from healthier, gender inclusive natural environment.*	YR3 (Q4)	100% of key stakeholders and partners engage in evaluation process	US$ 17,428.00 (Project Budget – Consultant Fees only)
Terminal Evaluation	MoE/UNDP	Output 3.2.: Circular economy promoted to reduce pollution and improve consumption behaviours and production practices.	CPD Outcome 3: *By 2028, people in Cambodia, especially those at risk of left behind, benefits from healthier, gender inclusive natural environment.*	YR5 (Q2)	100% of key stakeholders and partners engage in evaluation process	US$ 32,500.00 (Project Budget – Consultant Fees only)

Table 8: M&E Indicators

The following summary outlines the key Monitoring and Evaluation (M&E) indicators of the CEO document (For further detail, refer to ***Annex 6: the Results Resources Framework of UNEP endorsement***).

Monitoring and Evaluation (M&E)							
Outcome: Efficient and timely project execution, monitoring and evaluation processes carried out, and corresponding	- Project Implementation Review (PIR) to UNEP and GEF rating - Recommendations of the MTR reflected in revised results framework, workplan and budget	No monitoring or evaluation until the project starts.	- Yearly PIR achieves rating of MS or above - 100% of recommendations from MTR addressed and reflected in revised	- PIR Reports - Evaluation reports - PSC Reports	- EA and PMU have capacity, experience and training on UNEP projects and reporting	3.13	N/A

[9] Optional, if needed

Monitoring and Evaluation (M&E)							
improvement of project execution as appropriate.	*Gender-specific indicator:* - *Percentage of female representatives participate in the meetings.*		results framework, workplan and budget *Gender-specific target:* - *At least 35% of representatives engaged in project meetings are female*		- EA & PSC committed to support the project		
M&E Output 1: Documented monitoring and reporting process throughout the entire project execution life cycle ensuring successful project delivery.	- Inception Report with M&E activities, roles and responsibilities and templates agreed - Number of quarterly progress and financial reports submitted in a timely manner - Number of Project Implementation Review (PIR) to UNEP and GEF - Number of Co-financing Reports - Number of reports on GEF Core Indicators/GEBs and other core indicators - Gender-specific indicator: - Number of progress reports include a gender section to review progress on gender-specific indicators and targets *Gender-specific indicator:*	No monitoring reports or meetings have been organized before the project starts.	- Inception Report with M&E activities, roles and responsibilities and templates agreed by Y1 Q2 - Quarterly progress and financial reports submitted in a timely manner - Yearly Project Implementation Review (PIR) to UNEP and GEF - Yearly Co-financing Reports - Baseline, mid-point and final monitoring reports on GEF Core Indicators/GEBs and other core indicators - Gender-specific indicator: - Number of progress reports include a gender section to review progress on gender-specific indicators and targets	- Inception Report - Quarterly progress reports - Quarterly finance reports - Yearly PIR and co-financing reports - GEF Core Indicator reports	- EA and PMU have capacity, experience and training on UNEP GEF monitoring and reporting requirements	3.13	N/A

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Monitoring and Evaluation (M&E)							
	- *Number of progress reports that include a gender section to review progress on gender-specific indicators and targets*		*Gender-specific target:* - *All progress reports include a gender section to review progress on gender-specific indicators and targets*				
M&E Output 2: Independent evaluations to assess the progress, success, and effectiveness of the project undertaken and recommendations reflected in project implementation.	- Number of evaluation reports - Number of stakeholders engaged in evaluation process - Recommendations of the MTR reflected in revised results framework, workplan and budget *Gender-specific indicator:* - *Number of evaluations that include a gender section to review progress on gender-specific indicators and targets*	No evaluation reports have been produced before the project starts.	- Mid-Term Review completed by YR2 Q4 - Terminal Evaluation completed by YR5 Q2 - 100% of key stakeholders and partners engage in evaluation process - 100% of recommendations from MTR addressed and reflected in revised results framework, workplan and budget *Gender-specific target:* - *Midterm report and Terminal Evaluation include a gender section*	- Evaluation Reports - PMU reports	- Evaluation consultant recruited and delivers on time - EA & PSC committed to support the project	3.13	N/A
M&E Output 3: Regular contribution to the Global Project M&E Reporting.	- Number of contributions to Integrated Program Annual Report, the Global Project's M&E kick-off meeting; Quarterly reports; Mid-term Evaluation and Terminal Evaluation	No reports have been produced before the GP project starts.	- Min 4 Integrated Program Annual Reports include contributions from PMU - PMU participate in GP M&E kick-off meeting - PMU responds to all requests for contributions to	- GP Integrated Program Annual Reports - GP meeting reports - Correspondence/emails with GP	- Requests received by GP with sufficient time to contribute	3.13	N/A

Monitoring and Evaluation (M&E)							
	Gender-specific indicator: - *Number of contributions to the Global Project M&E Reporting that include gender-specific data and information regarding progress on gender-specific indicators and targets*		contribute to mid-term and final evaluation and other reports as required *Gender-specific target:* - *All contributions to the Global Project M&E Reporting include gender-specific data and information regarding progress on gender-specific indicators and targets*				

VII. MULTI-YEAR WORK PLAN [10][11]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1.1. Agreed regulatory frameworks, policies, measures, standards, and guidelines in place to reduce SUPs and transition towards a circular plastics economy in the F&B and tourism sectors. (Ref: IP Outcome 1.1)	1.1.1. At least 3 targeted regulatory and policy measures to reduce the production and consumption of SUPs and sustain the transition towards a circular plastics economy updated/developed and submitted for approval by Y4.	UNDP	UNEP	67400	Labour Cost – IP Staff	UNDP Chief of Technical Advisor 35% of time US$240,000/year and 10% of the time (incl. proforma cost, office cost share, Oversight & Assurance, and GMS-8%)	10,800	10,800	10,800			**32,400**
		UNDP	UNEP	71400	Contractual Services - Individuals	UNDP National Technical Staff (One Officer, One assistant, Management and Oversight with 5% of the time charges for each activity). Incl. Office cost	2,400	2,400	2,400	2,400	2,400	**12,000**

[10] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[11] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
						share, ISS cost, and GMS-8%.						
		UNDP	UNEP	71200	International Consultants	International Consultant (US$600*30 days) . Incl. Proc service fee, ISS cost, and GMS-8%	9,000	9,000				**18,000**
		MOE	UNEP	71300	Local Consultants	National Consultant (US$300*50 days) incl. GMS-8%	7,500	7,500				**15,000**
		MOE	UNEP	75700	Training, Workshops and Confer	2 Consultation meetings per year on policy and regulation validation (US$35*40 ppl=US$1400 US$300 for translator, US$ 200 for Backdrop, US$100 for earphone and phone booth) incl. GMS-8%	4,000	4,000	4,000	4,000		**16,000**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		MOE	UNEP	71800	Contractual Services-Imp Partn	National Coordinator, 20 % of annual cost US$30,000. incl. GMS-8%	6,000	6,000	6,000	6,000	6,000	**30,000**
		MOE	UNEP	71800	Contractual Services-Imp Partn	Workshop support (20% of annual cost 10,800) . incl. GMS-8%	2,160	2,160	2,160	2,160	2,160	**10,800**
		MOE	UNEP	72400	Communic & Audio Visual Equip	Communications (tel, e-mail, etc..) incl. GMS-8%	1,000	1,000	1,000	1,000	1,000	**5,000**
						Total Activity1.1.1 (Incl. GMS-8%)	**42,860**	**42,860**	**26,360**	**15,560**	**11,560**	**139,200**
	1.1.2. At least 3 targeted financial, economic, and procurement instruments to reduce the production and consumption of SUPs and sustain the transition towards a circular plastic	UNDP	UNEP	67400	Labour Cost – IP Staff	UNDP Chief of Technical Advisor 35% of time US$240,000/year and 10% of the time (incl. proforma cost, office cost share, Oversight & Assurance, and GMS-8%)	10,800	10,800	10,800			**32,400**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	economy developed and submitted for approval by Y4.	UNDP	UNEP	71400	Contractual Services - Individuals	UNDP National Technical Staff (One Officer, One assistant, Management and Oversight with 5% of the time charges for each activity). Incl. Office cost share, ISS cost, and GMS-8%.	2,400	2,400	2,400	2,400	2,400	**12,000**
		UNDP	UNEP	71200	International Consultants	International Consultant (US$600*100 days) . Incl. Proc service fee, ISS cost, and GMS-8%	10,000	50,000				**60,000**
		MOE	UNEP	71300	Local Consultants	National consultants (US$300*50 days). incl. GMS-8%	5,000	10,000				**15,000**
		MOE	UNEP	75700	Training, Workshops and Confer	2 consultation meetings on policy and regulation validation (US$35*40 ppl=US$1400 US$300 for translator, US$ 200 for Backdrop, US$100 for	2,000	2,000				**4,000**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
						earphone and phone booth). incl. GMS-8%						
		UNDP	UNEP	72100	Contractual Services-Companies	Ministry of Economy and Finance for Green Financing and Procurement Instruments . incl. GMS-8%	35,000	35,000				**70,000**
		MOE	UNEP	72500	Supplies	Office suppliers. incl. GMS-8%	1,500	1,500	1,500			**4,500**
						Total Activity1.1.2 (Incl. GMS-8%)	**66,700**	**111,700**	**14,700**	**2,400**	**2,400**	**197,900**
	1.1.3. A set of guiding principles, including definitions and standards for SUPs and SUPs alternatives, developed to support a just and equitable transition towards a circular plastics economy in the F&B	UNDP	UNEP	67400	Labour Cost – IP Staff	UNDP Chief of Technical Advisor 35% of time US$240,000/year and 5% of the time (incl. proforma cost, office cost share, Oversight & Assurance, and GMS-8%)	5,400	5,400	5,400			**16,200**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	and tourism sectors by Y2.	UNDP	UNEP	71400	Contractual Services - Individuals	UNDP National Technical Staff (One Officer, One assistant, Management and Oversight with 5% of the time charges for each activity). Incl. Office cost share, ISS cost, and GMS-8%.	2,400	2,400	2,400	2,400	2,400	**12,000**
		UNDP	UNEP	71200	International Consultants	International Consultant (US$600*60 days) . Incl. Proc service fee, ISS cost, and GMS-8%	30,000	6,000				**36,000**
		MOE	UNEP	71300	Local Consultants	National consultants (US$300*60 days). incl. GMS-8%	15,000	3,000				**18,000**
		UNDP	UNEP	71600	Travel	Travel of consultants relating to component 1 (incl. Office cost share & ISS cost and GMS-8%)	22,363	-	1,942	12,697	5,398	**42,400**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		MOE	UNEP	75700	Training, Workshops and Confer	Working Group Meeting (US$35*40 ppl=US$1400 US$300 for translator, US$ 200 for Backdrop, US$100 for earphone and phone booth). incl. GMS-8%	2,000	2,000	2,000	2,000		**8,000**
						Total Activity1.1.3 (Incl. GMS-8%)	**77,163**	**18,800**	**11,742**	**17,097**	**7,798**	**132,600**
						Total Output 1.1	**186,723**	**173,360**	**52,802**	**35,057**	**21,758**	**469,700**
1.2. Strengthened capacity and institutional frameworks to implement/enforce policies and plans for circular solutions to plastic pollution. (Ref: IP Outcome 1.2)	1.2.1.Concerned authorities and other key stakeholders trained on at least 6 areas of intervention and have access to sets of guidelines on overall policy implementation and	UNDP	UNEP	67400	Labour Cost – IP Staff	UNDP Chief of Technical Advisor 35% of time US$240,000/year and 10% of the time (incl. proforma cost, office cost share, Oversight & Assurance, and GMS-8%)	10,800	10,800	10,800			**32,400**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	specific measures, by Y4.	UNDP	UNEP	71400	Contractual Services - Individuals	UNDP National Technical Staff (One Officer, One assistant, Management and Oversight with 5% of the time charges for each activity). Incl. Office cost share, ISS cost, and GMS-8%.	2,400	2,400	2,400	2,400	2,400	**12,000**
		MOE	UNEP	71300	Local Consultants	National consultant to map and analyse stakeholders in the F&B and tourism sectors and assess their capacity building needs to create training materials (US$300*50 days) . incl. GMS-8%	5,000	5,000	5,000			**15,000**
		MOE	UNEP	71300	Local Consultants	National consultants for stakeholders engangement, capacity building, private sector staffs (US$300/day*60 days). incl. GMS-8%	4,500	4,500	4,500	4,500		**18,000**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		MOE	UNEP	71600	Travel	DSA and travel cost for target provinces for capacity building (DSA US$39*2 days*25 ppl + DSA US$12 (remaining day)*25 ppl+ fuel cost US$0.1*628km*25 ppl . incl. GMS-8%		3,820	3,820	3,820	3,820	**15,280**
		UNDP	UNEP	71200	International Consultants	International Consultant (US$600*60 days) . Incl. Proc service fee, ISS cost, and GMS-8%	36,000					**36,000**
		MOE	UNEP	75700	Training, Workshops and Confer	Trainings (US$35*40 ppl=US$1400 US$300 for translator, US$ 200 for Backdrop, US$100 for earphone and phone booth). incl. GMS-8%		4,000	4,000	4,000		**12,000**
						Total Activity1.2.1 (Incl. GMS-8%)	**58,700**	**30,520**	**30,520**	**14,720**	**6,220**	**140,680**
						Total Output 1.2	**58,700**	**30,520**	**30,520**	**14,720**	**6,220**	**140,680**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
2.1. Strengthened systems for circularity through innovative business models (e.g., designing for replacement/alternatives, and extended life (e.g., reuse, refill)) and through financing measures and extended producer responsibility (EPR) promoted. (Ref: IP Outcome 2.1)	2.1.1. At least 3 bankable circular solutions to prevent the consumption and production of SUPs in the F&B and/or tourism sector identified, developed, and submitted for financing through the financial, economic, and procurement instruments developed within Output 1.1.2, in Phnom Penh, Siem Reap, and/or Preah Sihanouk by Y5.	UNDP	UNEP	67400	Labour Cost – IP Staff	UNDP Chief of Technical Advisor 35% of time US$240,000/year and 10% of the time (incl. proforma cost, office cost share, Oversight & Assurance, and GMS-8%)	10,800	10,800	10,800			**32,400**
		UNDP	UNEP	71400	Contractual Services - Individuals	UNDP National Technical Staff (One Officer, One assistant, Management and Oversight with 5% of the time charges for each activity). Incl. Office cost share, ISS cost, and GMS-8%.	2,400	2,400	2,400	2,400	2,400	**12,000**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		MOE	UNEP	71800	Contractual Services-Imp Partn	Workshop support (20% of annual cost 10,800) . incl. GMS-8%	2,160	2,160	2,160	2,160	2,160	**10,800**
		UNDP	UNEP	71200	International Consultants	International Consultant (US$600*100 days) . Incl. Proc service fee, ISS cost, and GMS-8%		30,000	30,000			**60,000**
		MOE	UNEP	71300	Local Consultants	National consultants (US$300*60 days). incl. GMS-8%		12,000	6,000			**18,000**
		MOE	UNEP	75700	Training, Workshops and Confer	National Meeting (US$35*40 ppl=US$1400 US$300 for translator, US$ 200 for Backdrop, US$100 for earphone and phone booth). incl. GMS-8%		4,000				**4,000**
		MOE	UNEP	71800	Contractual Services-Imp Partn	National Coordinator, 20 % of annual cost US$30,000. incl. GMS-8%	6,000	6,000	6,000	6,000	6,000	**30,000**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		MOE	UNEP	72500	Supplies	Office suppliers. incl. GMS-8%	1,500	1,500	1,500	1,500	1,500	**7,500**
						Total Activity 2.1.1 (Incl. GMS-8%)	**22,860**	**68,860**	**58,860**	**12,060**	**12,060**	**174,700**
	2.1.2. At least 1 voluntary EPR-packaging scheme pilot-tested to support plastic waste prevention in at least one city by Y5.	UNDP	UNEP	67400	Labour Cost – IP Staff	UNDP Chief of Technical Advisor 35% of time US$240,000/year and 10% of the time (incl. proforma cost, office cost share, Oversight & Assurance, and GMS-8%)	10,800	10,800	10,800			**32,400**
		UNDP	UNEP	71400	Contractual Services - Individuals	UNDP National Technical Staff (One Officer, One assistant, Management and Oversight with 5% of the time charges for each activity). Incl. Office cost share, ISS cost, and GMS-8%.	2,400	2,400	2,400	2,400	2,400	**12,000**
		UNDP	UNEP	75700	Training, Workshops and Confer	Study tour on Extended Producer Responsibility (Incl.	26,088					**26,088**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
						procurement services fee, ISS cost and GMS-8%						
		UNDP	UNEP	71200	International Consultants	International Consultant (US$600*50 days) . Incl. Proc service fee, ISS cost, and GMS-8%	15,000	15,000				**30,000**
		MOE	UNEP	71300	Local Consultants	National consultants (US$300*40 days). incl. GMS-8%	6,000	6,000				**12,000**
		MOE	UNEP	75700	Training, Workshops and Confer	National Meeting (US$35*40 ppl=US$1400 US$300 for translator, US$ 200 for Backdrop, US$100 for earphone and phone booth). incl. GMS-8%	4,000	4,000	4,000	4,000		**16,000**
		MOE	UNEP	72400	Communic & Audio Visual Equip	Communications (tel, e-mail, etc..). incl. GMS-8%	2,000	2,000	2,000	2,000	2,000	**10,000**
						Total Activity 2.1.2 (Incl. GMS-8%)	**66,288**	**40,200**	**19,200**	**8,400**	**4,400**	**138,488**
						Total Output 2.1	**66,288**	**40,200**	**19,200**	**8,400**	**4,400**	**138,488**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Output 2.2: Increased engagement and commitments among the F&B and tourism sectors to eliminate the use of non-essential SUPs and adopt reusable, refillable, and other available circular economy options in Phnom Penh, Siem Reap, and Preah Sihanouk. (***Ref. IP Outcome 2.2***)	2.2.1. Guidelines to help private and public organizations phase-out F&B SUPs developed by Y2.	UNDP	UNEP	67400	Labour Cost – IP Staff	UNDP Chief of Technical Advisor 35% of time US$240,000/year and 5% of the time (incl. proforma cost, office cost share, Oversight & Assurance, and GMS-8%)	5,400	5,400	5,400			**16,200**
		UNDP	UNEP	71400	Contractual Services - Individuals	UNDP National Technical Staff (One Officer, One assistant, Management and Oversight with 5% of the time charges for each activity). Incl. Office cost share, ISS cost, and GMS-8%.	2,400	2,400	2,400	2,400	2,400	**12,000**
		MOT	UNEP	72100	Contractual Services-Companies	Ministry of Toursm for developing a tourism strategy including the identification of SUP free zones, awareness raising and enforcement	10,000	10,000	10,000			**30,000**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
						mechanisms. incl. GMS-8%						
		MOE	UNEP	71600	Travel	DSA and travel cost for target provinces for capacity building (DSA US$39*2 days*20 ppl + fuel cost US$0.1*628km*20 ppl) . incl. GMS-8%	2,816	2,816	2,816			**8,448**
		MOE	UNEP	75700	Training, Workshops and Confer	National Meeting (US$35*40 ppl=US$1400 US$300 for translator, US$ 200 for Backdrop, US$100 for earphone and phone booth). incl. GMS-8%	2,000	2,000	2,000			**6,000**
						Total Activity 2.2.1 (Incl. GMS-8%)	**22,616**	**22,616**	**22,616**	**2,400**	**2,400**	**72,648**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2.2.2. At least 80 hotels, coffee shops, and restaurants are "SUP-Free" by Y5.	UNDP	UNEP	67400	Labour Cost – IP Staff	UNDP Chief of Technical Advisor 35% of time US$240,000/year and 10% of the time (incl. proforma cost, office cost share, Oversight & Assurance, and GMS-8%)	10,800	10,800	10,800			**32,400**
		UNDP	UNEP	71400	Contractual Services - Individuals	UNDP National Technical Staff (One Officer, One assistant, Management and Oversight with 5% of the time charges for each activity). Incl. Office cost share, ISS cost, and GMS-8%.	2,400	2,400	2,400	2,400	2,400	**12,000**
		MOT	UNEP	72100	Contractual Services-Companies	Ministry of Tourism for outreaching hotel associations, restaurants for implementing manuals. incl. GMS-8%	10,000	10,000	10,000	10,000	10,000	**50,000**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		MOE	UNEP	74200	Audio Visual&Print Prod Costs	Printing and translation. incl. GMS-8%		3,000	3,000	3,000	3,000	**12,000**
		MOE	UNEP	71300	Local Consultants	MoE national consutlant (info graphics) (US$250*40 days). incl. GMS-8%		5,000	5,000			**10,000**
		MOE	UNEP	71300	Local Consultants	MoE national consultant (video graphers) . incl. GMS-8%		5,000	5,000			**10,000**
		MOE	UNEP	71600	Travel	DSA and travel cost for target provinces for capacity building (DSA US$39*2 days*20 ppl + fuel cost US$0.1*628km*20 ppl) . incl. GMS-8%			2,816	2,816	2,816	**8,448**
		MOE	UNEP	72100	Contractual Services-Companies	Posters, banners, other printing materials (Designing, 9 Signboards, installation).incl. GMS-8%		21,000	21,000	21,000		**63,000**

EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		MOE	UNEP	72100	Contractual Services-Companies	Information and education materials .incl. GMS-8%		10,000	10,000	10,000		**30,000**
		MOE	UNEP	75700	Training, Workshops and Confer	Workshop on presenting the Guidelines and raise awareness of ministries, public administrations (US$35*2 days*90 ppl + 300 translation+200 backdrop). incl. GMS-8%		-	6,800			**6,800**
						Total Activity 2.2.2 (Incl. GMS-8%)	**23,200**	**67,200**	**76,816**	**49,216**	**18,216**	**234,648**
	2.2.3. At least 20 public buildings and 10 educational instructions are "SUP-Free" by Y5.	UNDP	UNEP	67400	Labour Cost – IP Staff	UNDP Chief of Technical Advisor 35% of time US$240,000/year and 10% of the time (incl. proforma cost, office cost share, Oversight & Assurance, and GMS-8%)	10,800	10,800	10,800			**32,400**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		UNDP	UNEP	71400	Contractual Services - Individuals	UNDP National Technical Staff (One Officer, One assistant, Management and Oversight with 5% of the time charges for each activity). Incl. Office cost share, ISS cost, and GMS-8%.	2,400	2,400	2,400	2,400	2,400	**12,000**
		MOE	UNEP	72100	Contractual Services-Companies	Developing educational materials, SUPs, printing. incl. GMS-8%	5,000	5,000	5,000			**15,000**
		MOE	UNEP	71300	Local Consultants	National consultants (US$300*60 days). incl. GMS-8%	6,000	6,000	6,000			**18,000**
		MOE	UNEP	75700	Training, Workshops and Confer	Working Group Meeting (US$35*40 ppl=US$1400 US$300 for translator, US$ 200 for Backdrop, US$100 for earphone and phone booth). incl. GMS-8%		2,000	2,000	2,000	2,000	**8,000**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		MOE	UNEP	75700	Training, Workshops and Confer	Capacity building to target ministries (US$35*40 ppl=US$1400 US$300 for translator, US$ 200 for Backdrop, US$100 for earphone and phone booth). incl. GMS-8%		4,000				**4,000**
		MOE	UNEP	72200	Equipment and Furniture	Installation water purifier machines at relevant ministries/ local authorities. incl. GMS-8%		25,000				**25,000**
						Total Activity 2.2.3 (Incl. GMS-8%)	**24,200**	**55,200**	**26,200**	**4,400**	**4,400**	**114,400**
	2.2.4. At least 2 food-delivery service companies are piloting CE measures by Y5.	UNDP	UNEP	67400	Labour Cost – IP Staff	UNDP Chief of Technical Advisor 35% of time US$240,000/year and 10% of the time (incl. proforma cost, office cost share, Oversight & Assurance, and GMS-8%)	10,800	10,800	10,800			**32,400**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		UNDP	UNEP	71400	Contractual Services - Individuals	UNDP National Technical Staff (One Officer, One assistant, Management and Oversight with 5% of the time charges for each activity). Incl. Office cost share, ISS cost, and GMS-8%.	2,400	2,400	2,400	2,400	2,400	**12,000**
		UNDP	UNEP	71600	Travel	Travel of consultants relating to component 2 (incl. Office cost share & ISS cost and GMS-8%)		25,663	3,337			**29,000**
		MOE	UNEP	75700	Training, Workshops and Confer	Meeting with food delivery services (US$35*40 ppl=US$1400 US$300 for translator, US$ 200 for Backdrop, US$100 for earphone and phone booth). incl. GMS-8%			4,000	2,000		**6,000**
						Total Activity 2.2.4 (Incl. GMS-8%)	**13,200**	**38,863**	**20,537**	**4,400**	**2,400**	**79,400**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
						Total Output 2.2	83,216	183,879	146,169	60,416	27,416	501,096
3.1. Behavior and social change promoted, and capacity and knowledge improved among national and subnational governments, academics, and consumers including local communities and the youth to refrain from the use of non-essential SUPs and to adopt reusable, (Ref: IP Outcome 3.1)	3.1.1. A Behavior and Social change gender responsive strategy developed and implemented with a focus on high-impact behaviors and strategic target groups, including targeted outreach programs, community engagement initiatives, and educational campaigns that address	UNDP	UNEP	71400	Contractual Services - Individuals	UNDP National Technical Staff (One Officer, One assistant, Management and Oversight with 10% of the time charges for each activity). Incl. Office cost share, ISS cost, and GMS-8%.	4,800	4,800	4,800	4,800	4,800	**24,000**
		MOE	UNEP	71800	Contractual Services-Imp Partn	National Communication Officer Annual cost 30,000/year. incl. GMS-8%	15,000	30,000	30,000	30,000	30,000	**135,000**
		MOE	UNEP	71300	Local Consultants	MoE national consutlant (Develop and implement a gender-sensitive Behavior and Social Change Strategy) (US$ 300*60 days). incl. GMS-8%		18,000				**18,000**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		MOE	UNEP	71300	Local Consultants	MoE national consultant (Conduct the endline to assess impacts of the Behavior and Social Change interventions) (US$300*60 days). incl. GMS-8%					18,000	**18,000**
		MOE	UNEP	72100	Contractual Services-Companies	Posters, banners, video, other printing materials (Video productions for behavioural changes). incl. GMS-8%		50,000	50,000	50,000		**150,000**
		MOE	UNEP	71800	Contractual Services-Imp Partn	Workshop support (20% of annual cost 10,800) . incl. GMS-8%	2,160	2,160	2,160	2,160	2,160	**10,800**
		MOE	UNEP	71600	Travel	Campaigns and outreach to provinces DSA and travel cost for target provinces for capacity building (DSA US$39*2 days*30 ppl+ fuel cost		8,448	8,448	8,448	8,448	**33,792**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
						US$0.1*628km* 30 ppl) . incl. GMS-8%						
		UNDP	UNEP	71600	Travel	travel of consultants relating to component 3 (incl. Office cost share & ISS cost and GMS-8%)		-	6,600			**6,600**
		MOE	UNEP	75700	Training, Workshops and Confer	Events for behavior and social change at school (US$35*150 ppl=US$5250, US$ 1650 for event materials, US$ 100 for Backdrop). incl. GMS-8%	7,000	7,000	7,000	7,000	7,000	**35,000**
		MOE	UNEP	71800	Contractual Services-Imp Partn	National Coordinator, 20 % of annual cost US$30,000. incl. GMS-8%	6,000	6,000	6,000	6,000	6,000	**30,000**
		MOE	UNEP	72400	Communic & Audio Visual Equip	Communications (tel, e-mail, etc..). incl. GMS-8%	2,000	2,000	2,000	2,000	2,000	**10,000**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		MOE	UNEP	72500	Supplies	Office suppliers. incl. GMS-8%	1,500	1,500	1,500	1,500	1,500	**7,500**
						Total Activity3.1.1 (Incl. GMS-8%)	**38,460**	**129,908**	**118,508**	**111,908**	**79,908**	**478,692**
						Total Output 3.1	38,460	129,908	118,508	111,908	79,908	**478,692**
4.1. Effective National and Global Coordination including active participation and contribution to Global Project meetings and working groups. (Ref: IP Outcome 4.1)	4.1.1. National Level Coordination mechanism established/implemented.	UNDP	UNEP	67400	Labour Cost – IP Staff	UNDP Chief of Technical Advisor 35% of time US$240,000/year and 5% of the time (incl. proforma cost, office cost share, Oversight & Assurance, and GMS-8%)	5,400	5,400	5,400	-	-	**16,200**
		UNDP	UNEP	71400	Contractual Services - Individuals	UNDP National Technical Staff (One Officer, One assistant, Management and Oversight with 25% of the time charges for each activity). Incl. Office cost share, ISS cost, and GMS-8%.	12,000	12,000	12,000	12,000	12,000	**60,000**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		UNDP	UNEP	72800	Information Technology Equipmt	Laptops (4 laptops for NPD, NPM, International Technical Officer and National Technical Officer) . Incl. ISS cost and GMS-8%	8,000					**8,000**
		MOE	UNEP	71800	Contractual Services-Imp Partn	National Coordinator, 15 % of annual cost US$30,000. incl. GMS-8%	4,500	4,500	4,500	4,500	4,500	**22,500**
		MOE	UNEP	75700	Training, Workshops and Confer	Working group Meeting (US$35*30 ppl=US$1050) US$300 for translator . incl. GMS-8%	1,450	1,450	1,450	1,450	1,450	**7,250**
		MOE	UNEP	75700	Training, Workshops and Confer	Annual forum on Plastic Management (35*200ppl, US$600 for translators, US$ 200 for Backdrop, US$400 for earphone and phone booth, other US$1800 materials (photocopy, t-shirts,	-	10,000	10,000	10,000	10,000	**40,000**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
						eco-bags). incl. GMS-8%						
		UNDP	UNEP	72400	Communic & Audio Visual Equip	UNDP Communications (Phone card allowance for CTA, Project officer, Project Assistant) incl. GMS-8%	1,425	1,425	1,425	1,425	1,426	**7,126**
		MOE	UNEP	72500	Supplies	Meeting materials (office supplies). incl. GMS-8%	1,500	1,500	1,500	1,500	1,500	**7,500**
		MOE	UNEP	71800	Contractual Services-Imp Partn	Workshop support (40% of annual cost 10,800) . incl. GMS-8%	4,320	4,320	4,320	4,320	4,320	**21,600**
						Total Activity4.1.1 (Incl. GMS-8%)	**38,595**	**40,595**	**40,595**	**35,195**	**35,196**	**190,176**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	4.1.2.Coordination and active participation and contribution to Global Project meetings and working groups.	UNDP	UNEP	67400	Labour Cost – IP Staff	UNDP Chief of Technical Advisor 35% of time US$240,000/year and 5% of the time (incl. proforma cost, office cost share, Oversight & Assurance, and GMS-8%)	5,400	5,400	5,400			**16,200**
		UNDP	UNEP	71400	Contractual Services - Individuals	UNDP National Technical Staff (One Officer, One assistant, Management and Oversight with 5% of the time charges for each activity). Incl. Office cost share, ISS cost, and GMS-8%.	2,400	2,400	2,400	2,400	2,400	**12,000**
		UNDP	UNEP	72500	Supplies	UNDP Office supplies. incl. GMS-8%	1,000	1,000	1,000	1,000	1,000	**5,000**
		MOE	UNEP	71600	Travel	DSA and international travel for NPC and consultants for Global Project	8,000	8,000	8,000	8,000	8,000	**40,000**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
						meetings. incl. GMS-8%						
						Total Activity4.1.2 (Incl. GMS-8%)	**16,800**	**16,800**	**16,800**	**11,400**	**11,400**	**73,200**
						Total Output 4.1	**55,395**	**57,395**	**57,395**	**46,595**	**46,596**	**263,376**
4.2. Improved access to data and information on SUPs import, production and consumption in Cambodia for enhanced data-driven decision-making. (Ref: IP Outcome 4.2)	4.2.1. Baseline data is collected on SUPs import, production, and consumption and status of SUPs import, production, and consumption, including collection and analysis of gender-disaggregated data, highlighting differential impacts on women and men, regularly monitored and reported by Y5.	UNDP	UNEP	71200	International Consultants	International Consultant (US$600*40 days) . Incl. Proc service fee, ISS cost, and GMS-8%	12,000	4,000	4,000	4,000		**24,000**
		MOE	UNEP	71300	Local Consultants	National Consultant (US$300*50 days) . incl. GMS-8%	5,000	2,500	2,500	2,500	2,500	**15,000**
		MOE	UNEP	75700	Training, Workshops and Confer	National Meeting on data verification (US$35*40 ppl=US$1400 US$300 for translator, US$ 200 for Backdrop, US$100 for earphone and phone booth). incl. GMS-8%	2,000	2,000	2,000	2,000	2,000	**10,000**

EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		MOE	UNEP	74200	Audio Visual&Print Prod Costs	Translation and publication reportings. incl. GMS-8%	500	500	500	500	500	**2,500**
		MOE	UNEP	71300	Local Consultants	MOE National Consultant to Collect baseline data on SUP import, production, and consumption and regularly monitor, update, and report (300$x 60days). incl. GMS-8%	6,000	3,000	3,000	3,000	3,000	**18,000**
		UNDP	UNEP	71400	Contractual Services - Individuals	UNDP National Technical Staff (One Officer, One assistant, Management and Oversight with 5% of the time charges for each activity). Incl. Office cost share, ISS cost, and GMS-8%.	2,400	2,400	2,400	2,400	2,400	**12,000**
						Total Activity4.2.1 (Incl. GMS-8%)	**27,900**	**14,400**	**14,400**	**14,400**	**10,400**	**81,500**
						Total Output 4.2	**27,900**	**14,400**	**14,400**	**14,400**	**10,400**	**81,500**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
4.3. Increased National and Global knowledge and awareness on Circular Solutions to Single Use Plastic Packaging Pollution from the F&B Sector. (Ref: IP Outcome 4.3)	4.3.1. Communication and Knowledge Management strategy developed and implemented for the project developed and implemented using the Global Project, and other relevant platforms, with a focus on developing knowledge products that address gender aspects of	UNDP	UNEP	72400	Communic & Audio Visual Equip	UNDP Communications (GMS-8%)	2,000	2,000	2,000	2,000	2,000	**10,000**
		UNDP	UNEP	71400	Contractual Services - Individuals	UNDP National Technical Staff (One Officer, One assistant, Management and Oversight with 3% of the time charges for each activity). Incl. Office cost share, ISS cost, and GMS-8%.	1,440	1,440	1,440	1,440	1,440	**7,200**
		MOE	UNEP	75700	Training, Workshops and Confer	Annual best practice sharing meetings (US$35*80 ppl=US$2800 US$300 for translator, US$ 200 for Backdrop, US$100 for earphone and phone booth) . incl. GMS-8%	3,400	3,400	3,400	3,400	3,400	**17,000**
		MOE	UNEP	74200	Audio Visual&Print Prod Costs	Publications, Translations, Dissemination and	2,500	5,000	5,000	5,000	5,000	**22,500**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
						reporting costs. incl. GMS-8%						
		MOE	UNEP	71800	Contractual Services-Imp Partn	National communication and knowledge consultant ($300*50 days) . incl. GMS-8%	15,000	15,000	15,000	15,000	15,000	**75,000**
		MOE	UNEP	75700	Training, Workshops and Confer	2 IW learn events attendant by project team (2staffs). incl. GMS-8%	-	2,000	-	2,000	-	**4,000**
						Total Activity4.3.1 (Incl. GMS-8%)	**24,340**	**28,840**	**26,840**	**28,840**	**26,840**	**135,700**
	4.3.2. Contribution to the Global Project Knowledge Management and Communication, including gender-specific best practices and success stories in contributions to the Global Project.	MOE	UNEP	71800	Contractual Services-Imp Partn	National Coordinator, 5 % of annual cost 30,000. incl. GMS-8%	1,500	1,500	1,500	1,500	1,500	**7,500**
		UNDP	UNEP	71400	Contractual Services - Individuals	UNDP National Technical Staff (One Officer, One assistant, Management and Oversight with 2% of the time charges for each activity). Incl. Office cost share, ISS cost, and GMS-8%.	960	960	960	960	960	**4,800**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		UNDP	UNEP	71600	Travel	Travel of consultants relating to component 4 (incl. Office cost share & ISS cost and GMS-8%)	-	-	10,484	-	-	**10,484**
		UNDP	UNEP	71600	Travel	DSA and international travel cost (2 ppl) for annual participation in global project meetings/conferences (incl. Office cost share & ISS cost and GMS-8%)	8,000	8,000	8,000	8,000	8,000	**40,000**
						Total Activity4.3.2 (Incl. GMS-8%)	**10,460**	**10,460**	**20,944**	**10,460**	**10,460**	**62,784**
						Total Output 4.3	**34,800**	**39,300**	**47,784**	**39,300**	**37,300**	**198,484**
5.1. Efficient and timely project execution, monitoring and evaluation processes carried out, and corresponding improvement of project execution as appropriate.	5.1.1. Documented monitoring and reporting process throughout the entire project execution life cycle ensuring successful project delivery, with a focus on gender data,	MOE	UNEP	75700	Training, Workshops and Confer	Inception Workshop Meeting (US$35*40 ppl=US$1400 US$300 for translator, US$ 200 for Backdrop, US$100 for earphone and phone booth). incl. GMS-8%	6,000					**6,000**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	indicators and reporting.	MOE	UNEP	71800	Contractual Services-Imp Partn	National Coordinator, 5 % of annual cost 30,000. incl. GMS-8%	1,500	1,500	1,500	1,500	1,500	**7,500**
		MOE	UNEP	71600	Travel	DSA and travel cost for project monitoring and oversight. incl. GMS-8%	1,000	1,000	1,000	1,000	1,000	**5,000**
		MOE	UNEP	72400	Communic & Audio Visual Equip	Communications (tel, e-mail, etc..). incl. GMS-8%	530	530	530	530	530	**2,650**
		MOE	UNEP	73300	Rental & Maint of Info Tech Eq	Maintenance for monitoring equipment. incl. GMS-8%	840.20	840.20	840.20	840.20	840.20	**4,201.00**
						Total Activity5.1.1 (Incl. GMS-8%)	**9,870**	**3,870**	**3,870**	**3,870**	**3,870**	**25,351**
	5.1.2. Independent evaluations to assess the progress, success, and effectiveness of the project undertaken and recommendations reflected in project implementation.	UNDP	UNEP	71200	International Consultants	International Consultant for mid-term and final evaluation managed through UNEP .Incl. Proc service fee, ISS cost, and GMS-8%			17,428		32,500	**49,928**
		MOE	UNEP	75700	Training, Workshops and Confer	Steering Committee Meeting (US$35*30 ppl=US$1050) . incl. GMS-8%		1,050	1,050	1,050	1,050	**4,200**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
						Total Activity5.1.2 (Incl. GMS-8%)	**-**	**1,050**	**18,478**	**1,050**	**33,550**	**54,128**
						Total Output.5.1	**9,870**	**4,920**	**22,348**	**4,920**	**37,420**	**79,479**
6. Project Management (PMC)	6.1. Management, Administration & Finance, Audit	MOE	UNEP	72400	Communic & Audio Visual Equip	Communications (tel, e-mail, etc..) . incl. GMS-8%	210	210	210	210	210	**1,050**
		MOE	UNEP	71800	Contractual Services-Imp Partn	National Coordinator, 15% of annual cost 30,000. incl. GMS-8%	4,500	4,500	4,500	4,500	4,500	**22,500**
		MOE	UNEP	71800	Contractual Services-Imp Partn	Admin and Finance Assistants (100% of s/m time US$14,400/year) incl. GMS-8%	14,400	14,400	14,400	14,400	14,400	**72,000**
		UNDP	UNEP	72800	Information Technology Equipmt	Laptops for project staffs (2 laptops for CTA and Project Officer) incl. GMS-8%	4,000					**4,000**
		MOE	UNEP	73100	Rental & Maintenance-Premises	Office and pilot equipment maintenance incl. GMS-8%	1,453.80	1,453.80	1,453.80	1,453.80	1,451.80	**7,267.00**
		MOE	UNEP	74500	Miscellaneous Expenses	Bank charge fee incl. GMS-8%	700	700	700	700	740	**3,540**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES (Output-UNEP)	Responsible Party	Funding Source	Account Code	Account Description	Budget note	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		UNDP	UNEP	73100	Rental & Maintenance-Premises	Office cost sharing incl. GMS-8%	756	756	756	756	718	**3,742**
		UNDP	UNEP	74100	Professional Services	Audit/Spot check fees (MOE/MOT) incl. GMS-8%		3,000	3,000	3,000	3,000	**12,000**
						Total PMC (Incl. GMS-8%)	26,020	25,020	25,020	25,020	25,020	126,099
						Total Budget (included GMS-8%)	610,232	767,762	593,006	372,796	308,498	2,652,294
						Total Budget excluded GMS-8%	565,030	710,891	549,080	345,181	285,646	2,455,828
						Total GMS-8%	45,202	56,871	43,926	27,615	22,852	196,466

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

As a child project under a broader Global Integrated Programme (IP), the project operates within a multi-tiered management structure. While UNDP serves as the Executing Agency (EA) for the national-level activities in Cambodia under the Direct Implementation Modality (DIM), the Global Environment Facility (GEF) has designated UNEP as the Implementing Agency (IA) for the overall programme.

In this global setting, UNEP, represented by its International Waters Unit in the Ecosystems Division, is responsible for high-level oversight and ensuring the project remains aligned with global GEF standards. This involves overall project supervision, the application of quality assurance procedures, and the formalization of contracting with the Executing Agency. Furthermore, UNEP will provide strategic guidance through its participation in the Project Steering Committee (PSC), ensuring that the Cambodia project remains synchronized with the Global Platform Project and effectively facilitates knowledge exchange between other national child projects within the global programme.

Under the Direct Implementation Modality (DIM), UNDP serves as the Implementing Partner, providing essential technical assistance, project execution, and administrative support, including comprehensive financial management and reporting. This modality was selected to leverage UNDP's extensive six-year history of supporting the Ministry of Environment (MoE) in addressing plastic pollution through regulatory development, circular economy business initiatives, and behavioral change campaigns.

Leveraging its strong country presence, UNDP Cambodia will provide enhanced operational support to the MoE as the Responsible Party, ensuring the project benefits from established institutional memory and local expertise. This structure is further strengthened by the long-standing collaboration between UNEP and UNDP on green economy initiatives in Cambodia, such as the Partnership for Action on Green Economy (PAGE). Furthermore, UNEP's experience with the MoE on specialized GEF projects, including those focused on hazardous waste and persistent organic pollutants, provides a robust oversight framework as the GEF Implementing Agency.

At the same time,will be tasked with day-to-day coordination and management of project activities. The MoE is responsible for the operational management of financial and human resources assigned to its execution portions and acts as the lead coordinator for national-level activities. As the Responsible Party, the MoE is accountable to UNDP and the Project Steering Committee (PSC) for the effective delivery of specific project outputs.

The Department of Green Economy provides critical technical leadership by coordinating legal frameworks, strategic plans, and action plans that support Cambodia's green economy pathway. This includes the management of mechanisms for Sustainable Consumption and Production (SCP), such as green label certification, green public procurement, and the monitoring of environmental standards. Furthermore, the Department will leverage its established partnerships with civil society, the private sector, and academic institutions to ensure a multi-stakeholder approach to circular economy development.

The Project Steering Committee (PSC) will be chaired by UNDP in its capacity as the Implementing Partner for this DIM project. To ensure national ownership and strategic alignment with government priorities, the PSC will be co-chaired by a high-level representative from the Ministry of Environment (MoE). The PSC will also include the UNEP Task Manager. Representatives from relevant line ministries, major co-financers, and key stakeholders from the private, informal, and civil society sectors would be invited as observers as deem relevant.

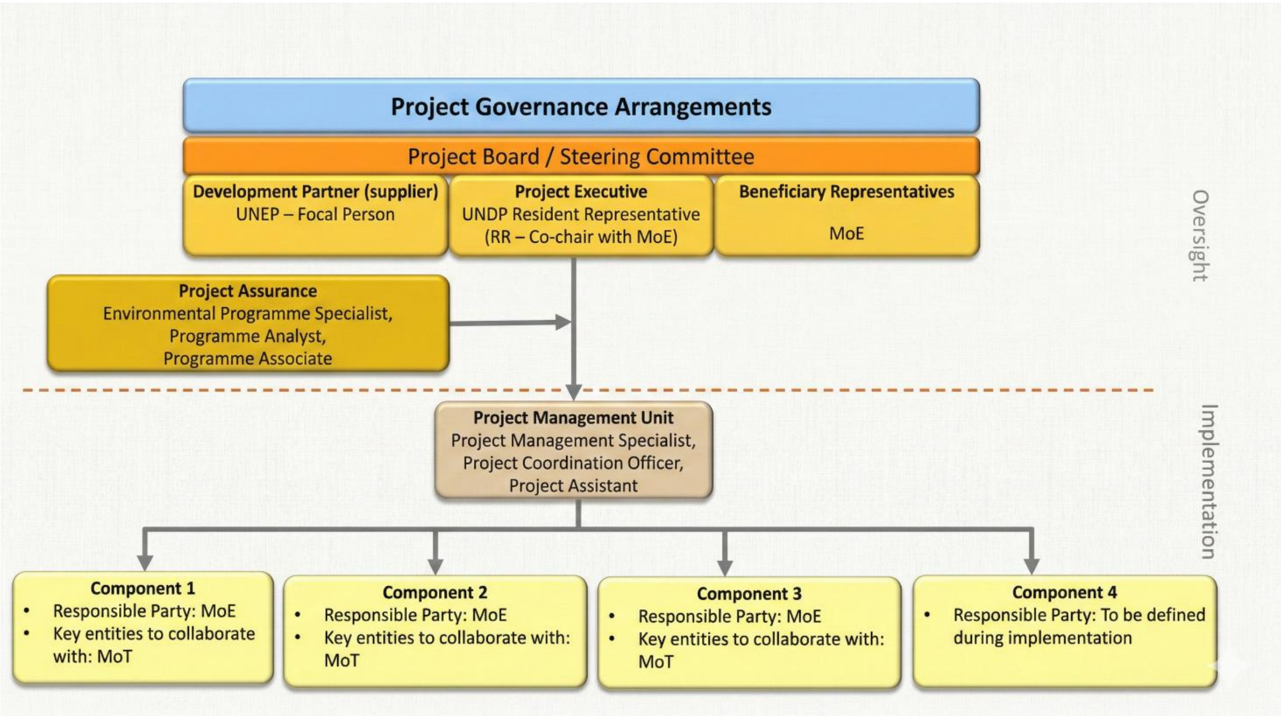
The PSC is the highest decision-making body for the project and is responsible for providing strategic guidance and oversight. PSC meetings will be held annually or more frequently if required to review project progress, approve annual work plans, and authorize any necessary budget or schedule amendments. In accordance with UNDP and GEF corporate standards, the PSC ensures that project implementation remains on track to achieve its intended outcomes while maintaining full compliance with the monitoring and evaluation requirements of both the GEF and the implementing agencies.

The PSC serves as the joint governance mechanism for the initiative and is comprised of the following roles to ensure a balanced and effective decision-making process:

- **Project Executive:** Represented by UNDP, holding ultimate responsibility for the project and chairing the Board.
- **Senior Beneficiaries:** Represented by the line department of the Ministry of Environment (MoE) who ensure the project's outputs remain relevant and deliver the intended benefits.
- **Senior Suppliers:** Including UNEP. Other co-financers who provide technical expertise and resources would be invited as observers as relevant.

While serving as a member of the Board, UNDP will also perform the Project Quality Assurance function. This oversight function is independent from the implementation function. It provides an objective layer of monitoring to the PSC, ensuring that appropriate project management milestones are managed and completed. This independent oversight role is critical for identifying and addressing potential conflicts of interest, verifying the quality of technical outputs, and ensuring the project remains fully compliant with UNDP's Program and Operations Policies and Procedures (POPP).

Figure 4: Project Governance Arrangement



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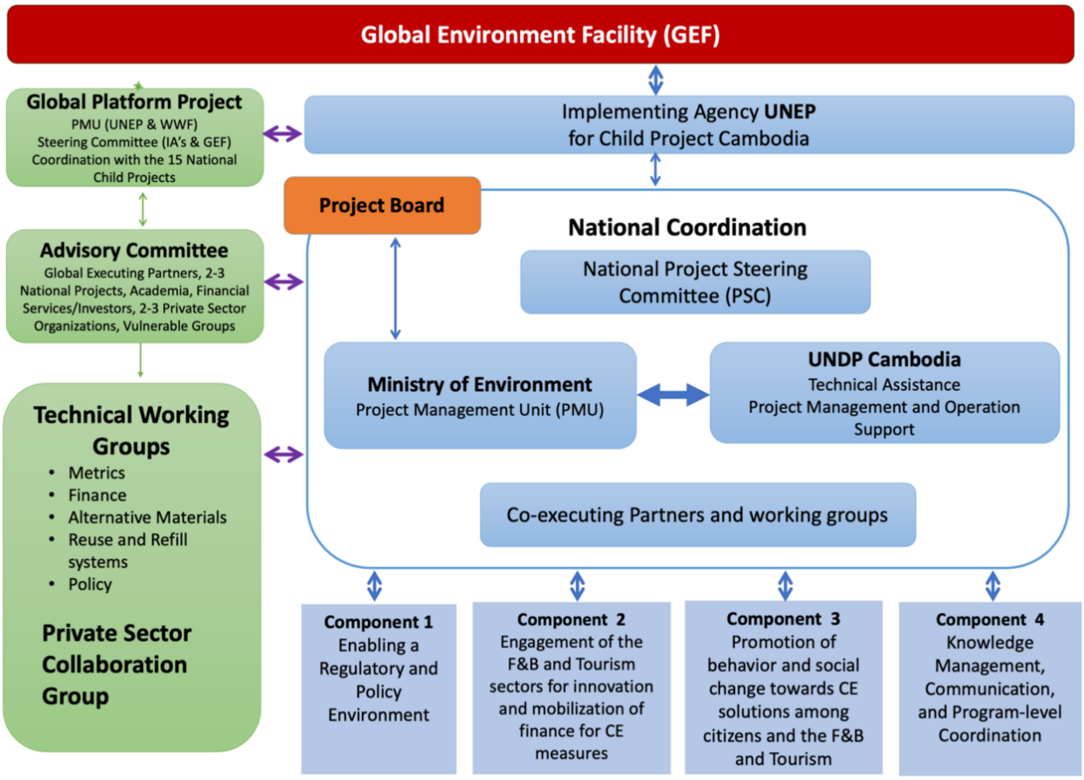
The project is part of the broader Global Integrated Programme (IP). UNDP will report to UNEP. UNEP serves as the focal agency for the Global Platform project and reports to the GEF. (Figure 5).

Figure 5: Implementation Arrangements



IX. Legal Context

Where the country has signed the <u>Standard Basic Assistance Agreement (SBAA)</u>

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

This project will be implemented by 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.

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X. 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.

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.

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(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.

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 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.

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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.

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.

XI. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening**
3. **Project Risk Log**
4. **Capacity Assessment: Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)**
5. **Project Board Terms of Reference and TORs of key management positions**
6. **Results Resources Framework from original UNEP's ProDoc**

Annex 2. Social and Environmental Screening

Project Information

Project Information	
1. Project Title	Promoting Circular Solutions for the F&B Sector to Tackle Plastic Pollution in Cambodia
2. Project Number (i.e. Atlas project ID, PIMS+)	11184
3. Location (Global/Region/Country)	Cambodia
4. Project stage (Design or Implementation)	Design
5. Date	4 March 2026— 31 December 2030

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 project will apply the human rights-based approach, which builds upon the principles of non-discrimination, participation, transparency, accountability. These principles will be operationalized throughout project planning, implementation, monitoring, and evaluation to enhance social and environmental sustainability.

- **Non-Discrimination and Intersectional Approach:** The project will ensure equal access to opportunities and resources for all, regardless of gender, ethnicity, age or ability, and have equal access to participate in decision-making processes and benefit from economic opportunities, natural resources, environment and energy for their health and well-being.
- **Inclusive Participation:** The project will engage all stakeholders, especially to ensure all concerned actors have the right and ability to participate freely in decision-making and in activities that affect them and their environment. Enabling women and vulnerable groups to actively contribute to solve the issues they face is therefore also a way of building meaningful partnerships. Accordingly, special attention will be paid to the poor and marginalized, including women and girls, who are among the most vulnerable to environmental degradation and have limited access to economic opportunities. Drawing on full consultations, the perspectives of all including the vulnerable shall be incorporated in designing and implementing activities, while enhancing their ability to benefit equitably from these activities.
- **Multi-Stakeholder Collaboration:** The project will promote partnerships across the Government, private sector, citizens, civil society, development partners, NGOs and academic institutions, based on the full recognition of their imperative roles with particular attention to the rights of socially marginalized group including women and informal waste pickers in accelerating a shift towards a circular economy.

- **Community Empowerment:** The project will provide training, education and resources to communities to manage plastic waste sustainably. The Project will empower individuals and groups, particularly the most marginalized, to realize their rights and that they can fully participate in the project outcomes.
- **Right to Health and Environment:** The project will uphold the right of its beneficiaries to health and well-being by reducing plastic pollution to protect air, water and soil quality. It will support the various governments to adhere to their human rights obligations by preserving human life that could be lost as a result of health illnesses attributable to plastics toxicity

- **Accountability and Rule of law:** A feedback and grievance redress mechanism will be set up to allow stakeholders to raise issues or complaints confidentially and safely. Regular monitoring and reporting will assess the effectiveness of activities against planned results, with corrective actions taken based on stakeholder feedback and data analysis

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

To mainstream gender and equality issues, the project incorporates several strategies and actions aiming to ensure inclusion and involvement in relevant decision-making processes related to the transition towards environmental sound e-waste management and a circular economy, and equitable sharing of economic, environmental and public health benefits. These strategies and actions will include:

- Enabling involved actors to exercise the rights and ability to participate freely in making decisions and in implementing activities that affect them and their environment. Special attention will be paid to the poor and marginalized, including women and girls, who are among the most vulnerable;
- Incorporating gender and vulnerability perspectives in the development of awareness and education materials, and in training and capacity-building activities (by including women and the physically disabled, as well as ethnic minorities and indigenous people);
- Ensuring equal participation of both women and men in adopting circular economy options both in households and workplaces;
- Developing employment opportunities along with targeted capacity building support that recognize and enhance the capabilities and strengths of women and vulnerable groups as equal to other groups; and
- Developing business models and support mechanisms that address the needs and enhance the capability of women and vulnerable groups.

Besides ensuring an inclusive approach, the project will apply the following principles to avoid and mitigate any adverse impacts from the project implementation:

- **Transparency**: The project will ensure accessible and timely provision of information related to the project activities.
- **Accountability**: The project will promote result-oriented management, which centres on effective monitoring of, and systems for, direct feedback about project implementation. This allows for early identification and correction of problems and strengthens the accountability of all actors.
- **Do No Harm**: All projects will be designed to reflect the cultural, socio-economic and political aspects of the local context, and to anticipate possible unintended and negative consequences deriving from the interaction between the project activities, targeted beneficiaries, and the context. The project will also pre-identify any possible adverse environmental and health impacts of business operations and ensure appropriate measures in place before operationalization.

The project will support the development and implementation of at least 3 targeted financial, economic, and procurement instruments to reduce the production and consumption of SUPs and sustain the transition towards a circular plastic economy, including provisions for women-owned businesses and gender-responsive criteria (Output 1.1.2).

It will also deliver targeted and gender-responsive technical, guidance, and business support to interested organizations to turn potential circular solutions into bankable projects eligible for financing through the financial, economic, and procurement instruments developed under Outcome 1.1, while also providing support to the relevant ministries for them to effectively implement these instruments (Output 2.1.1).

To further promote gender equality and women's empowerment in the context of plastics waste and circular economy, the project envisions the following targeted activities:

- **Activity 1.1.1.1**: Update existing and/or develop new policy instruments through extensive gender-sensitive stakeholders' consultation and support their implementation through the development of guidelines for targeted sectors to adopt the measures by phases.
- **Activity 2.1.2.4**: Establish a gender-sensitive working group on EPR.
- **Activity 3.1.1.1**: Develop and implement a gender-sensitive "Behaviour and Social Change Strategy".

Briefly describe in the space below how the project mainstreams sustainability and resilience

The project is designed to mainstream sustainability and resilience by contributing to CPD Indicator 1.2. It achieves this by promoting the circular economy (CE) to reduce pollution, enhance consumption behaviors, and improve production practices.

Dedicated to advancing environmental sustainability, the initiative focuses on implementing long-term waste management solutions that boost climate resilience and protect vital ecosystems. Through strategic investments in CE models and community-driven waste management systems, the project aims to reduce plastic pollution, cut greenhouse gas emissions, and maximize resource efficiency.

By encouraging sustainable production and consumption, this project directly supports both national environmental priorities and global commitments, particularly the Sustainable Development Goals (SDGs). Complementary environmental education and awareness campaigns will empower communities to adopt and sustain eco-friendly practices, collectively building resilient ecosystems and ensuring a healthier environment for future generations.

It is expected that the sustainable production of plastics and sound plastic waste management practices implemented through the project will lead to increased resilience against climate change impacts. The project will lead to a net reduction of GHG emission as the mitigation effort, resulting from reduced open burning of plastics, more reuse, and recycling of plastic waste to avoid consumption of virgin plastics. Cambodia is vulnerable to the impacts of climate change, and so are the local communities. The interventions from the project will address the climate issue by reducing unnecessary consumption of SUPs from imports and reduce the vulnerability of the country.

First and foremost, Cambodia will be equipped with clear guiding principles, including definitions and standards, for SUPs and the alternative solutions available in the country and the region. Data on SUP import, production, and consumption will be also improved during project implementation and used to inform policymaking (Outcome 4.2). An improved understanding of and clarity on what SUPs and their alternatives are will create a level playing field which will facilitate policymaking, allow for honest negotiation with the private sector, and informed purchasing decision, while avoiding behavior shifts towards false solutions. The government will have developed, updated, and enacted a combination of command-and-control, financial, and market-based measures to deter the import, production, and consumption of SUPs and enhance the market for sustainable and safe alternative solutions (Outcome 1.1). Concerned public officers will have the understanding and capacity to put the new policy framework at work, to ensure global commitments and negotiations are adequately addressed, and much needed financial opportunities are created to

support the transition to a circular plastics economy (Outcome 1.2).
Briefly describe in the space below how the project strengthens accountability to stakeholders
The MoE (Department of Green Economy) will be the Executing Agency (EA) for the project and will host the Project Management Unit (PMU), which will coordinate, manage, and be responsible for the project on a day-to-day basis. It is responsible for the overall management of the financial and human resources directly related to project execution and will function as the general coordinator of the execution of the project and will be accountable to the implementing agency and the Project Steering Committee (PSC) for the achievement of project outputs and outcomes. UNDP will provide essential technical assistance, and project execution and admin support, including financial management and reporting. Leveraging its country presence, UNDP Cambodia will offer enhanced project execution and operation support to the MoE (EA). Moreover, UNDP will provide core technical assistance to the PMU through: International (Chief) Technical Specialist; Project Management Specialist, and Project Coordination Officer. The Project Management Unit (PMU) will be established at the Department of Green Economy of MoE (EA) at the start of the project. The PMU will serve as the secretary to the Project Steering Committee (PSC) and will be accountable to the PSC meeting which is organized annually to ensure the delivery and quality of activities and outputs and to approve budget. The Project Steering Committee (PSC) will be chaired by a representative of MoE, and will include UNEP IW Task Manager, UNDP and relevant ministries, major co-financers, and partners (including private and informal sectors), civil society, etc. PSC meetings will be organized on an annual basis to discuss the progress of activities and amendments to the schedule, as needed. The PSC will make decisions alongside UNEP, UNDP, and GEF as part of the monitoring and evaluation activities. The Project Board will serve as a joint governance mechanism and will include the following members/roles: Project Executive; Senior Beneficiaries; and Senior suppliers. The Project Board will advise the PMU. UNDP will also perform quality assurance and support the Project Board and PMU by carrying out objective and independent project oversight and monitoring functions.

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***
Risk 1: Limited capacity to develop and implement a comprehensive plastic waste management system, adopt Best Available Technologies/Environmental Practices (BAT/BEP), and execute a phased pollution prevention campaign over three years. This could also affect gender-sensitive governance and equitable policy enforcement. ***Event***: Implementing partners may lack the technical capacity to manage plastic waste and apply circular economy principles. ***Cause***: Weak institutional and technical capacities in waste management and circular interventions. ***Impact***: Failure of project interventions, leading to environmental degradation and missed sustainability outcomes.	I = 2 L = 2	Low		• Conduct a needs assessment and stakeholder mapping exercise to identify technical gaps and barriers. • Develop and implement a capacity-building plan to address gaps and improve institutional performance. • Provide targeted technical training to partners and stakeholders on plastic waste management and circular economy practices. • Deliver focused training on the environmental impact, transport, and fate of plastic waste to ensure informed decision-making and improved project outcomes.
Risk 2: Potential use of child labour in the implementation of the plastic waste and circular economy intervention. Informal and formal waste management systems in Cambodia may involve child labour, especially among low-income families.	I = 2 L = 2	Low		• Conduct regular field monitoring to ensure that no child labour is involved in any project-supported activities. • Partner with government agencies and NGOs to enforce labour laws, enhance monitoring, and provide viable alternatives for at-risk children and families.

Event: Child labor is utilized within the formal or informal local plastic waste handling sector that is integrated into the circular economy intervention programme. ***Cause***: Country-specific economic and social factors drive vulnerable households to rely on waste picking/handling for income, leading to the inclusion of children in the labor force due to inadequate regulation, lack of enforcement, or poverty. ***Impact***: leading to severe reputational damage for all implementing partners, and donor.				• Organize community awareness campaigns on the risks of child labour and promote the long-term benefits of education. • Encourage project partners and private sector actors involved in the circular economy to sign child labour-free pledges and adopt enforceable labour rights policies, including contractual penalties for violations.
Risk 3: There is a risk that forced labor will be utilized within the informal waste handling segment integrated into the plastics waste and circular economy intervention program. ***Event:*** Forced labor practices are utilized within the informal waste handling segment that is integrated into the plastics waste and circular economy intervention programme. ***Cause:*** The systemic vulnerability of informal waste workers (driven by poverty, lack of legal status, or debt) combined with limited regulatory oversight and the potential presence of coercive or exploitative recruitment practices within the informal supply chain. ***Impact***: Breach of ethical labor standards and human rights conventions, leading to immediate and reputational damage for all implementing partners (UNDP, UNEP, MOE) and donor (GEF).	I = 2 L = 2	Low		• Require all implementing partners and their subcontractors (including formal and informal waste aggregators) to sign legally binding agreements stipulating **zero-tolerance for forced labor, child labor, and debt bondage**. • Ensure implementing partners not only monitor general working conditions but also conduct regular, unannounced social audits and labor inspections specifically designed to detect indicators of forced labor • Implement mandatory, accessible training for all workers in the project's supply chain on decent work and their fundamental labor rights, including the right to representation, and the right to fair compensation, and rights to social security benefits • Establish an ensure implementing partners maintain clear and accessible grievance mechanisms that are available in local languages. This must include anonymous reporting options allowing workers to safely report forced labor or exploitation without fear of retaliation. • Engage directly with communities where plastic waste interventions are implemented to educate them on the risks of forced labor, coercion tactics, and workers' fundamental rights.
Risk 4: Occupational Health and Safety (OHS) risks associated with plastics waste and circular intervention processes. These include exposure to	I = 2 L = 2	Low		• Ensure all workers, including informal waste pickers, have access to appropriate PPE such as gloves, masks, goggles, and protective clothing. Provide training on proper PPE usage.

chemical hazards during waste picking, sorting, and processing. ***Event:*** Waste pickers and recycling workers—particularly informal workers, may be exposed to unsafe materials and hazardous conditions. ***Cause:*** The nature of waste management activities requires workers to have direct contact with mixed waste streams containing chemical, biological, and physical contaminants during picking, sorting, and processing. ***Impact:*** Health complications for workers and reputational risks for the project.				• Promote adoption of environmentally friendly and safe recycling technologies that minimize toxic emissions and reduce health hazards. • Implement systems that prevent the release of harmful fumes during plastic processing. • Governments and project partners should monitor compliance with OHS standards through regular inspections of recycling facilities and informal waste sites. • Support the formalization of the waste management sector to bring informal workers into regulated environments where health and safety protections are enforced.

QUESTION 4: What is the overall project risk categorization?		
Low Risk	☒	
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):	Planned
			☐	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	☒			
	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	4 March 2026	Sovanny Chhum, Programme Analyst
QA Approver	4 March 2026	Shakeel Ahmad, Deputy Resident Representative
PAC Chair	4 March 2026	Shakeel Ahmad, Deputy Resident Representative

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)?	No
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?	No
P.3 Is there a risk that rights-holders (*e.g.*, project-affected persons) do not have the capacity to claim their rights?	Yes
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?	No
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]	No
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?	No
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
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)?	No
Would the project potentially involve or lead to:	
P.9 adverse impacts on gender equality and/or the situation of women and girls?	No
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11 limitations on women's ability to use, develop and protect natural resources, considering 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*	No
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.*	No

[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.

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?	No
P.14 grievances or objections from potentially affected stakeholders?	No
P.15 risks of retaliation or reprisals against stakeholders who express concernsor grievances, or who seek to participate in or to obtain information on the project?	No
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*	No
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?	No
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)	No
1.4 risks to endangered species (*e.g.*, reduction, encroachment on habitat)?	No
1.5 exacerbation of illegal wildlife trade?	No
1.6 introduction of invasive alien species?	No
1.7 adverse impacts on soils?	No
1.8 harvesting of natural forests, plantation development, or reforestation?	No
1.9 significant agricultural production?	No
1.10 animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11 significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.12 handling or utilization of genetically modified organisms/living modified organisms?[17]	No
1.13 utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[18]	No
1.14 adverse transboundary or global environmental concerns?	No
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.

2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
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*	No
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*	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
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)?	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (*e.g.*, collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (*e.g.*, temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
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)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (*e.g.*, food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
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)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (*e.g.*, practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
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)?	No
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)?	No
5.3 risk of forced evictions?[19]	No
5.4 impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No
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)?	No
6.2 activities located on lands and territories claimed by indigenous peoples?	No
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.* [*]	No
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?	No
6.5 the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
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*	No
6.7 adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8 risks to the physical and cultural survival of indigenous peoples?	No
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.*	No
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?	No
7.2 working conditions that may deny freedom of association and collective bargaining?	No
7.3 use of child labour?	No
7.4 use of forced labour?	No

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

7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life cycle?	No

[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.

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?	No
8.2	the generation of waste (both hazardous and non-hazardous)?	No
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
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*	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No

ANNEX 2: OFFLINE PORTFOLIO/PROJECT RISK REGISTER TEMPLATE

Portfolio/Project Title: Promoting Circular Solutions for the F&B Sector to Tackle Plastic Pollution in Cambodia	Portfolio/Project Number: 11184	Date: 4 March 2026— 31 December 2030

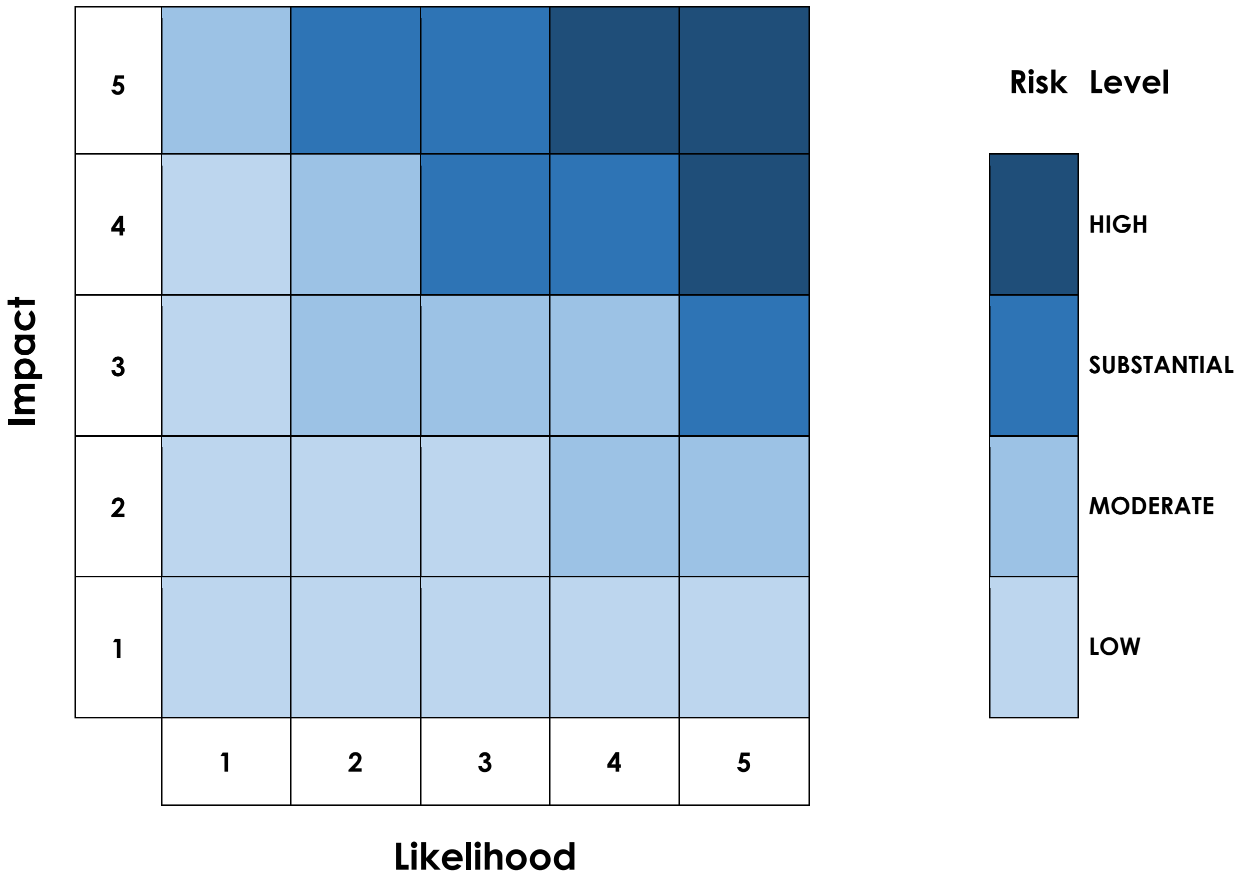
#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(~~individual~~ team accountable for managing the risk)*	Risk Treatment and Treatment Owner
1	Based on the analysis of the current context - without the data on waste types and its linkage to the livelihood of informal waste collectors is absent to inform the design of the EPR model - , the EPR (Output 2.1.2); which aims to formalize the entire waste value chain; may negatively impact informal waste collectors once rolling out. These collectors could face barriers to participating in the formal value chain and therefore be at risk of being left behind.	With the objective to reduce plastic waste, the project aims at introducing ERP to private sector (Output 2.1.2). This ERP aims at building a solid waste value chain allowing the collection and recycling of plastic waste. Building on the analysis during the project preparation phase (PPG), There is neither available data on the different types of plastic waste nor data on the number of informal waste collectors whose livelihoods depend on these various waste types.	These issues could result in the failure to introduce a viable and inclusive EPR system. The negative impacts on informal waste collectors may also trigger social concerns and complaints directed toward the project. Consequently, these challenges could lead to delays in delivering the project's expected results. (Outputs 2.1.2 and 2.2.2).	**1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **2 - Minor** Risk level: **LOW (equates to a risk appetite of MINIMAL)**	From: 30-Nov-25 To: 31-Dec-28	MI Nac	**Risk Treatment 1.1**: To address the root cause, the project will: • Design ERP package that is informed by data/evidence (Output 2.1.2), • Develop plans to mitigate the risk in relation to livelihood of the informal waste collectors: • Integrate "just circular economy transition" concept into the design and enforcement of CE policy and guideline, ensure that informal waste collectors are socially supported and can access available grievance mechanism

#	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
								and social welfare programme. **Risk Treatment Owner**: MI Nac
2	In this context, based on consultations with stakeholders, the absence of investment incentives is likely to result in lower private sector engagement in the project, as the circular economy (CE) model may be perceived as less attractive and more costly. Moreover, the project will implement CE solutions to phase out plastics in the F&B and delivery industries. Using alternative products (Output 2.2.2) and new delivery methods (Output 2.2.4) will raise operating costs and impact on	The transition to a circular economy requires significant upfront investment and shifts in operational costs. The project aims to develop a bankable circular economy (CE) model for private investment. Based on assessments conducted during the project design stage, several policies exist to promote investment; however, specific incentives to encourage private investment in the CE sector remain limited.	The private sector may be reluctant to implement Circular Economy (CE) solutions (Output 2.2.2 & Output 2.2.4) due to concerns that higher operational and service costs will deter customers and reduce competitiveness. These would delay private sector engagement, weaken the bankability of business ideas, and ultimately slow project implementation. (Output 2.2.2)	**7. STRATEGIC (7.5. Government commitment) - UNDP Risk Appetite: OPEN TO SEEKING**	Likelihood: **2 - Low likelihood** Impact: **2 - Minor** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 30-Nov-25 To: 31-Dec-28	MI Nac	**Risk Treatment 2.1**: To address the root cause of this risk, the project will: • Work with ministries and government bodies, using the inter-ministerial coordination mechanism (Output 4.1.1), to create and enhance tangible incentive and enabling environment for private sector investment in CE. • Provide 6 series of training to stakeholders to ensure the enabling environment supports business shifts (Output 1.2.1). • Develop at least 3 circular solutions that are designed to be "bankable" (Output 2.1.1).

#	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
	business competitiveness.							• Implement at least one voluntary Extended Producer Responsibility (EPR) scheme to test financial feasibility (Output 2.1.2). • Develop clear guidelines to help private sector navigate the phase-out of SUPs in a cost-effective manner (Output 2.2.1). **Risk Treatment Owner**: MI Nac
3	Within this context, there is a risk that public stakeholders would not be actively engaged and would not commit to shifting their consumption practices toward reducing plastic waste.	To achieve transformative change in reducing plastic consumption, the project prioritizes project driving behavioural change among the public, a critical component for effective enforcement of circular economy (CE) policies. However, design-stage assessments revealed low levels of public awareness and limited willingness to adopt	This would negatively impact the effective deliver of the project's result on behavioural change. (output 3.1.1)	**7. STRATEGIC (7.5. Government commitment) - UNDP Risk Appetite: OPEN TO SEEKING**	Likelihood: **2 - Low likelihood** Impact: **2 - Minor** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 30-Nov-25 : 31-Dec-28	MI Nac	**Risk Treatment 3.1**: To address the root cause of this risk, the project will: • Develop and implement a gender-sensitive "Behavior and Social Change Strategy" (Activity 3.1.1.1) • Strengthen a multi-stakeholder coordination and collaboration body (Activity 4.1.1.3) • Develop and implement Communication and

#	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
		alternative practices due to perceived high transition costs.						Knowledge Management strategy (Activity 4.3.1.1) **Risk Treatment Owner**: MI Nac
4	In this context, the relevant national agencies may not be able to meaningfully engage in the processes aimed at enhancing the enabling environment and strengthening coordination. Consequently, coordination across the linked ministries may not be delivered effectively.	The project aims to drive transformative change by strengthening the circular economy policy environment and ensuring coordinated support across national agencies. However, while the Ministry of Environment's Department of Green Economy is well-versed in CE, other ministries have limited understanding, which restricts effective cross-ministerial coordination. (Output 4.1.1).	This would negatively impact the effective delivery of the project's result on ehancing enabling environrment. (Output 2.2.3 , Output 4.1.1).	**3. OPERATIONAL (3.2. Leadership and management) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **2 - Low likelihood** Impact: **2 - Minor** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 30-Nov-25 To: 31-Dec-28	MI Nac	**Risk Treatment 4.1**: To address the root cause of this identified risk, the project will: • Provide 6 training series to strengthen CE knowledge among ministries and government bodies (Output 1.2.1) and • Establishing national level coordination mechanism to strengthen inter-ministerial effort and collaboration (Output 4.1.1). **Risk Treatment Owner**: MI Nac

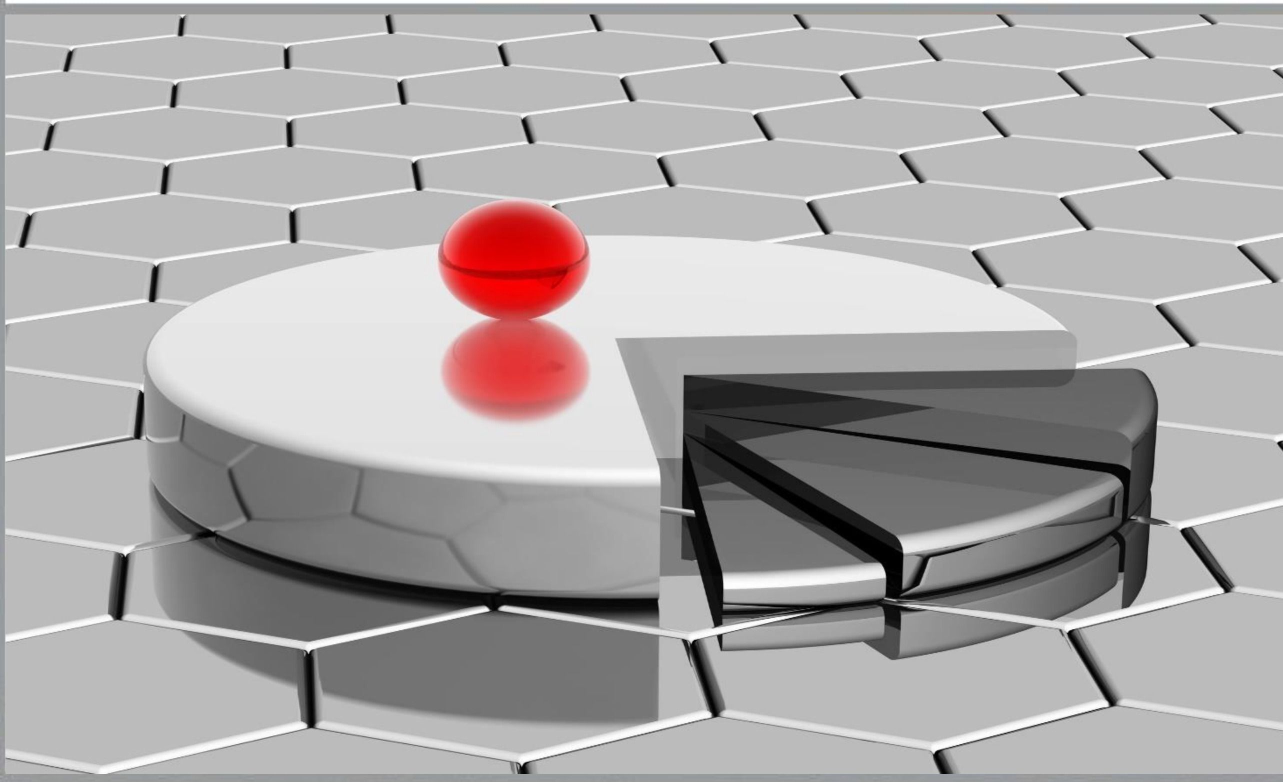
ANNEX 3: RISK MATRIX



ANNEX 1. ERM RISK CATEGORIES AND SUB-CATEGORIES

1.Social and Environmental	2. Financial	3. Operational	4. Organizational	5. Reputational	6. Regulatory	7. Strategic	8. Safety and Security
1.1. Human rights 1.2. Gender equality and women's empowerment 1.3. Grievances (Accountability to stakeholders) 1.4. Biodiversity conservation and sustainable natural resource management 1.5. Climate change and disaster risks 1.6. Community health, safety and security 1.7. Cultural heritage 1.8. Displacement and resettlement 1.9. Indigenous peoples 1.10. Labour and working conditions 1.11. Pollution prevention and resource efficiency 1.12. Stakeholder engagement 1.13. Sexual exploitation and abuse	2.1. Cost recovery 2.2. Value for money 2.3. Corruption and fraud 2.4. Fluctuation in credit rate, market, currency 2.5. Delivery 2.6. Budget availability and cash flow	3.1. Responsiveness to audit and evaluations (Delays in the conduct of and implementation of recommendations) 3.2. Leadership and management 3.3. Flexibility and opportunity management 3.4. Reporting and communication 3.5. Partners' engagement 3.6. Transition and exit strategy 3.7. Occupational safety, health and well-being 3.8. Capacities of the partners	4.1. Governance 4.2. Execution capacity 4.3. Implementation arrangements 4.4. Accountability 4.5. Monitoring and oversight 4.6. Knowledge management 4.7. Human Resources 4.8. Internal control 4.9. Procurement	5.1. Public opinion and media 5.2. Engagement with private sector partnership 5.3. Code of conduct and ethics 5.4. Communications 5.5. Stakeholder management 5.6. Exposure to entities involved in money laundering and terrorism financing	6.1. Changes in the regulatory framework within the country of operation 6.2. Changes in the international regulatory framework affecting the whole organization 6.3. Deviation from UNDP internal rules and regulations	7.1. Alignment with UNDP strategic priorities 7.2. UN system coordination and reform 7.3. Stakeholder relations and partnerships 7.4. Competition 7.5. Government commitment 7.6. Change/turnover in government 7.7. Alignment with national priorities 7.8. Innovating, piloting, experimenting	8.1. Armed conflict 8.2. Political instability 8.3. Terrorism 8.4. Crime 8.5. Civil unrest 8.6. Natural hazards 8.7. Manmade hazards 8.8. Cyber security and threats

United Nation Development Programme



Micro Assessment of Department of Biodiversity (DBD), Ministry of Environment

Commissioned by UNDP

25 March 2022

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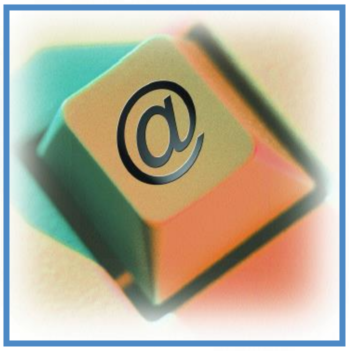
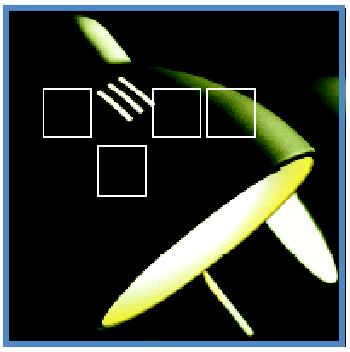




SECTION – I

1. Background, Scope and Methodology

1.1 Background

The micro assessment is part of the requirements under the Harmonized Approach to Cash Transfers (HACT) Framework. The HACT framework represents a common operational framework for UN agencies' transfer of cash to government and non-governmental implementing partners.

The micro-assessment assesses the IP's control framework. It results in a risk rating (low, moderate, significant, or high). The overall risk rating is used by the UNDP agencies, along with other available information (e.g., history of engagement with the agency and previous assurance results), to determine the type and frequency of assurance activities as per each agency's guideline and can be taken into consideration when selecting the appropriate cash transfer modality for an IP.

1.2 Scope

The micro-assessment provides an overall assessment of the Implementing Partner's program, financial and operations management policies, procedures, systems, and internal controls. It includes:

- A review of the IP legal status, governance structures and financial viability; program management, organizational structure and staffing, accounting policies and procedures, fixed assets and inventory, financial reporting and monitoring, and procurement;
- A focus on compliance with policies, procedures, regulations, and institutional arrangements that are issued both by the Government and the Implementing Partner.
- It takes into account results of any previous micro assessments conducted of the Implementing Partner.

1.3 Methodology

We performed the micro-assessment on **24 to 26 January 2022** at **Department of Biodiversity, Ministry of Environment, Phnom Penh.**

Through discussion with management, observation, and walk-through tests of transactions, we have assessed the Implementing Partner's and the related internal control system with emphasis on:

- The effectiveness of the systems in providing the Implementing Partner's management with accurate and timely information for management of funds and assets in accordance with work plans and agreements with the United Nations agencies;
- The general effectiveness of the internal control system in protecting the assets and resources of the Implementing Partner.

We discussed the results of the micro assessment with applicable UNDP agency personnel and the IP prior to finalization of the report. The list of persons of IP interviewed during the micro-assessment is set out in **Annex III**.

1.4 Summary of Risk Assessment

S. No.	Tested subject area	Risk Assessment
1	Implementing partner	Low
2	Programme management	Low
3	Organizational structure and staffing	Low
4	Accounting policies and procedures	Low
5	Fixed assets and inventory	Moderate
6	Financial reporting and monitoring	Low
7	Procurement and contract administration	Low
	Overall Risk Assessment Rating	**Low**

SECTION – II

Summary of Risk Assessment Results

The table below summarizes the results and main internal control gaps found during application of the micro-assessment questionnaire (in Annex VI). Detailed findings and recommendations are set out in section III below.

Tested subject area	Risk assessment*	Brief justification for rating (main internal control gaps)
1. Implementing partner	Low	• Department of Biodiversity is a department under the Ministry of Environment also referred as Implementing Partner (IP) was informed under the Royal Government of Cambodia announcement 351 Parkas on 13 December 2021. The department was formed in 2010 renamed from Department of International Convention and Biodiversity. • IP has received funds from UNEP and UNDP in the past. Significant issues were raised in the previous assurance activities, however same has been now addressed by IP. • IP submits monthly, quarterly, six monthly, 9 monthly and annual financial report to the Department of Administration, Planning and Finance. • IP has monthly meetings headed by Director and Deputy Director of each bureau at the department level which act as the governing body meeting. • External entities participate in implementation and IP has the process in place to ensure appropriate oversight and monitoring of implementation. • On review of the financial details provided separately for government funds and project funds, we noted that IP shows basic financial stability in the country. • No major problem has been faced in the past in the receipts of funds. • As informed, there is no pending legal actions against IP or outstanding significant disputes with vendors/ contractors. • IP follows the Anti-Corruption Laws 2010 of the Royal Government of Cambodia for all the cases related to fraud and corruption (if any) incurred in the Department. • Section 6.3.8 of the NCSD manual provides that "Employees, beneficiaries should report to the Secretary General if they suspect fraud, waste or misuse of agency resources. Further, Article 13 of the Anti-corruption law 2010 provides policy for retaliation relating to such reporting. • No other financial or operational risk is identified.
2. Program Management	Low	• IP follows a three-year plan for development of government programmes. The same includes the templates for plan development. For development of donor funded plan, IP follows NCSD operation manual and Annual work plans are prepared and tailored as per the specification of the project and donor. • IP has the annual work plans which clearly indicates the expected results and activities to be carried out with a time frame and budgets for the activities. • IP identify the potential risks for program delivery and mitigations measures on quarterly basis. • IP follows NCSD guidelines for monitoring and evaluation of project activities which includes sufficient process, checklist and templates for the monitoring and evaluation.

Tested subject area	Risk assessment*	Brief justification for rating (main internal control gaps)
		• Meetings and site visits are done by Programme Unit for monitoring purpose on regular basis. • As explained, IP systematically collects, monitors, and evaluates data on the achievement of project results through the project reports. • No independent evaluation has been undertaken for the IP.
3. Organizational structure and staffing	Low	• IP's recruitment, employment and personnel practices clearly defined and followed, and they embrace transparency and competition. • IP has clearly defined job description. • The organizational structure of the IP finance and programs management departments provides clear lines of reporting and accountability of the various functions. • **No training need analysis undertaken by the IP for the project staff as required by the policy. Further, no periodical training has been provided to project staff.** • IP performs the background verification/checks on all new accounting/finance and management positions. • As informed, there has not been any significant turnover in the finance positions in the past five years. • IP follow government and NCSD operation manual for the internal control framework.
4. Accounting policies and procedures	Low	**4a. General** • IP maintains the books of account in the computerized accounting system known as "QuickBooks" for the donor funded project. • The cost is allocated in accordance with the approved budget as agreed by the funding agency. No other common cost is charged to the donor funds. **However, no cost allocation methodology has been prepared by the IP in case required in future.** • As informed, supporting documents are retained for a minimum period of ten years. • The books of accounts are maintained in the computerized accounting software which reconciles the general ledger with subsidiary ledgers automatically. **4b. Segregation of duties** • IP has well defined system for the segregation of duties. • The functions of ordering, receiving, and accounting for and paying for goods and services are segregated. • The bank reconciliation is prepared by Finance Officer and payments are approved Project Director. **4c. Budgeting system** • Project budgets are prepared for all significant activities in sufficient detail to provide a meaningful tool which can be used to monitor the subsequent performance. • IP prepares quarterly budget control sheet of actual and budgeted expenditure for analysis. • As explained, in case of amendment in the budget, prior approvals are first taken from the respective Project Director and submitted to Project Board for approval. • As informed, all the budgets are approved by the Project Director.

Tested subject area	Risk assessment*	Brief justification for rating (main internal control gaps)
		4d. Payments • The invoice processing and approval system is well in place. • All the payments authorized by the Project Director. • Invoices and payment vouchers are stamped 'PAID', dated, reviewed, and approved, and clearly marked for the project name account code details. • Controls for the preparation of payroll are well in place. Attendance, timesheet and leave records are maintained in the registers. As informed, changes to the payroll are approved by Project Director. **However, IP is not following the Cambodia Labour Law to provide the salary to staff on half monthly basis.** • As explained, salary of dedicated staff is charged to the project whereas salary of government staff involved in the project in paid by government budget. • Expenses / payments which do not originate from the invoices, such as DSA, travel etc. are paid as per the guidelines and norms mentioned in the manual. **However, list of the mission undertaken for the donor funded project activities during the year is not maintained.** **4e. Policies and procedures** • IP follows 'Modified Cash Basis' of accounting based on finance policy. • IP has an adequate Financial Manual, Procurement and Personnel Manual, and it is distributed to relevant staff. **4f. Cash and bank** • IP has dual authorization / signatories for banking transactions. As informed, approval from Project Board is taken to add new signatories. • IP is maintaining an adequate, up-to-date cashbook in the accounting software "QuickBooks" for recording all receipts and payments. • IP is not participating in micro finance advances. • Bank Reconciliation and Cash Reconciliation Statements are prepared on monthly basis by Finance Officer. • Substantial expenditure is incurred through banking channel. Only payment below USD 50 is made through cash. • Cash in hand reconciliation and Cash count is done on monthly basis by Finance Office and approved by Project Coordinator. • As informed, Admin Officer maintains cash and cheque in safe secure location with restricted access. • No internet banking or electronic approval system is maintained by the IP. **4g. Other offices or entities** • IP reviews the financial reports submitted by the external entities are in compliance with the work plan and agreement. **4h. Internal audit** • **As informed, Internal audit is undertaken by the Government auditors for Department of Finance, Planning and Admin, however the same does not include the donor funded expenditure in its scope of work.**
5. Fixed Assets and Inventory	Moderate	**5a. Safeguards over assets**

Tested subject area	Risk assessment*	Brief justification for rating (main internal control gaps)
		• NCSD Finance Manual provides the process for Assets Management which includes the guidelines to protect assets from frauds, waste and abuse. IP also prepares the assets register and assets are tagged with unique identification number. • Subsidiary records of fixed assets are kept up to date and reconciled with control accounts. • Physical verification or count of fixed assets are done by the Finance Office and approved by Project Coordinator on quarterly basis. • IP has not obtained insurance policy for government funded vehicles. Other fixed assets (such as laptop, monitor) both for project and government funds are not covered by insurance. **5b. Warehousing and inventory management** • IP has not maintained any warehouse.
6. Financial Reporting and Monitoring	Low	• IP has established the financial reporting procedures which specifies the reports to be prepared, the content of the report and the utility of the same. • **IP does not prepare overall financial statements since not required as per the Cambodia Laws.** • Separate financial statements for Government funded activities is prepared by Ministry Finance Department which is audited by Ministry of Economy and Finance (MEF) and donor funded projects are prepared by the project unit. In case of donor funded project, audit is conducted on the requirement of the donor agencies. • The audit conducted by the Ministry of Economy and Finance does not includes donor funded expenditure in their scope of work. Hence, the assessment team were not able to review the previous year significant issues. • No significant recommendations made by auditors in the prior audit reports and management letters for past year. • The financial management system of IP is computerized on the accounting software "QuickBooks" for the donor funded activities. • As explained, IP have appropriate safeguards in place to ensure the confidentiality, integrity, and availability of the data. Data back up is maintained on weekly basis on external hard drive. **However, no offsite data backup is maintained by IP.**
7. Procurement	Low	• IP is guided by the procurement law issued by the Royal Government of Cambodia prepared by the Ministry of Economy and Finance. Additionally, the IP follows NCSD guidelines for undertaking the procurement functions for donor funded projects. • As explained, there are no exceptions to procurement procedures. However, it was informed that, if required the exceptions to the procurement procedures are approved by Project Director in consultant with donor. • **IP follows manual procurement system, however, has adequate access controls and segregation of duties is in place.** • **No procurement tracking sheet/ report have prepared for donor funded project as no major procurement has undertaken by the IP.**

Tested subject area	Risk assessment*	Brief justification for rating (main internal control gaps)
		• Procurement for projects is handled at the project level and all the quotations are evaluated by Admin Officer, Finance Officer and Project Coordinator. The designated procurement staff have the requisite knowledge of the donor's requirements based on experience. • There were no major recommendations made by the auditor in prior audit reports related to procurement. • IP requires written authorization for all the purchases from Project Director. • As informed, the procurement procedures and templates of contracts integrate references to ethical procurement principles and exclusion and ineligibility criteria. • As informed, IP obtains approval from Project Director before signing a contract. • **Conflict of interest declaration is not signed by procurement committee member for the procurement goods or services funded by the donors.** • IP has well-defined process for sourcing suppliers. The formal procurement methods include wide broadcasting of procurement opportunities. • **As informed, IP does not keep the track record of the past performance of the potential suppliers.** • IP is not undertaking any major procurement for donor projects and procurement are undertaken by requesting quotations from supplier, IP prepares comparative analysis. Supplier is selected by the procurement committee based on the quality and cost and accordingly purchase order is issued to supplier. • As informed IP does not have any major contracts.
Overall Risk Assessment	**Low**	Based on the facts and detailed assessment of Micro Assessment Questionnaire, the overall risk of **Risk Analysis / Assessment** of **Department of Biodiversity, Ministry of Environment (DBD)** is assessed by the firm as **"Low"**. The firm has assessed the risk in seven areas as mentioned in Micro Assessment Questionnaire.

**High, Significant, Moderate, Low*

SECTION – III

Detailed Internal Control Findings and Recommendations

No.	Description of Finding	Recommendation and IP Management Response
1	**Need assessment and periodical training to IP staff** IP follows NCSD operation manual for implementation of the donor funded activities which provides the requirement of training need analysis and trainings to staff. However, no such training need analysis or periodical trainings were provided to the project staffs. **(Refer point 7.13 of Micro Assessment Questionnaire)**	**Recommendation** • IP should make the staff aware of the training policy and necessary training need analysis should be prepared. • Further, periodical training should be provided to the IP donor funded project staff based on the need analysis. **IP Management Response** Agree. Training need analysis is very important for both DBD and project staffs. Recently, IP has developed a synergy plan for joint trainings/capacity building workshops for both DBD and Project staffs.
2	**No allocation of common cost** As informed, the salary of government staff and administrative cost of the office is paid from the Government budget. Further, each project has their own administrative cost budget. Hence, there is no allocation of the common cost to different project. However, should this be necessary in future the IP does not have a cost allocation methodology to allocate the cost to various funding sources. **(Refer point 4.2 of Micro Assessment Questionnaire)**	**Recommendation** IP should develop an appropriate cost allocation methodology that ensures accurate cost allocations of the common cost to the various funding sources in accordance with established agreements. **IP Management Response** Agree. The IP's operation costs are covered by the public budgets based on annual allocation while the project's budget allocations are for project activities to ensure the realization of the project outputs and/or impacts. IP contributes to the common costs which are in the form of in-kind contributions of space, certain office supplies, expertise, time commitments and so on. However, the accurate cost allocations of the common costs can be considered to be developed in the future although no requirement is needed by the IP as per the current context.
3	**Cambodia Labour law not followed** IP is not following the Cambodia Labour Law to provide the salary to donor funded project staff on half monthly basis. The payment of salary is done on monthly basis. **(Refer point 4.15 of Micro Assessment Questionnaire)**	**Recommendation** IP should follow the Cambodia Labour Law to pay the salary to the project staff on half monthly basis. **IP Management Response** Partly agree. The half monthly payment for the IP officials is currently made based on the Labour Law of Cambodia. Nevertheless, such provisions are hoped to be applied by all. By then, the project staff would be get paid on the half monthly fashion.
4	**Database for field mission** IP is not maintaining a list of missions undertaken during the year stating the name of mission, person visited, budget, actual cost, days, location etc. With no list of mission record for reference, there may be chances for dual reporting of travel cost in the books and may not be	**Recommendation** IP should prepare a list of mission or field visit undertaken during the year including the name of mission, location, purpose, person visited, budget, actual cost, days for visit and budget code for proper internal control over monitoring of mission and mitigate the risk of dual charging of mission related expenditure.

No.	Description of Finding	Recommendation and IP Management Response
	identified during the assurance activities since only certain sample are selected by auditors. **(Refer point 4.17 of Micro Assessment Questionnaire)**	**IP Management Response** Agree. In the procurement plans, the elements of this recommendation are well thought, planned and put into practice. Such recommended items are workable.
5.	**Internal audit function** Government internal auditors undertake the audit of the IP's government funded expenditure. However, they do not cover the internal audit for the donor funded expenditure. **(Refer Point 4.29 of Micro Assessment Questionnaire)**	**Recommendation** IP should introduce a system of undertaking an internal audit of the financial transactions of the donor funded project either by government internal auditor or by appointing an outside agency to undertake the same. **IP Management Response** IP does not have control over this, as it is under the authority of the Ministry of Economic and Finance (MEF). Due to this, if there is guideline from MEF in the future on this, IP will take action accordingly. For the time being, for the national budget, the IP is regularly audited by the internal MoE auditors and then by the auditing group of the Ministry of Economy and Finance on the annual basis. For donor funded project, there is guideline issued by MEF on this. Yet, the projects are all subject to spot checks and/or audits by the external independent agency hired by the development partners.
6.	**Insurance policy** Although the assets purchased from the project funds does not require to be covered with insurance policy. Should this be necessary in the future, IP does not the system of obtaining the insurance policy to safeguard assets from various uncertainties and risks. **(Refer point number 5.4 of Micro Assessment Questionnaire)**	**Recommendation** IP should obtain an insurance policy to safeguard assets from various uncertainties and risks for the project funded assets. **IP Management Response** It is agreed although such insurance policy is not in place for every institution, leaving alone the public ones. What is common is the warranty being offered by the asset sellers for the high value items such as vehicle. For the asset purchased under government fund, IP will follow available practice/policy. For the asset funded by development fund, IP will consider applying relevant insurance coverage as per the project asset management guideline.
7.	**Overall financial statements not prepared** • As informed, there is no requirement to prepare the consolidated financial statement of the Department as per the Cambodian Law. Hence, IP does not prepare overall financial statements for funds received from government or donors. • Separate financial statements are prepared for the Government funded projects by Ministry Financial Department and donor agencies funded project by each project unit. **(Refer point 6.2 of Micro Assessment Questionnaire)**	**Recommendation** IP should prepare the overall financial statements to have better control over the funds provided by the government and donor agencies. **IP Management Response** The financial statements of the IP are not done by the IP itself but by the Department of Administration, Planning and Finance and to the larger extent by the General Directorate of Administration, Planning and Finance of MoE. IP will take action if further guideline is provided by the government side in this regard.

No.	Description of Finding	Recommendation and IP Management Response
8.	**Offsite data backup** IP have appropriate safeguards in place to ensure the confidentiality, integrity, and availability of the data. Backup for the donor funded financial data is maintained on weekly basis on external hard drive which is kept at safe locker in the office. However, IP do not have offsite backup of donor funded financial data, which exposes the implementers to the risk of total data loss in the event of a disaster. **(Refer point number 6.8 of Micro Assessment Questionnaire)**	**Recommendation** IP should ensure that donor funded financial backup should be kept outside the workplace in form of cloud data backup or storage of external drive outside office with restricted access. **IP Management Response** Agree. It is possible to do this in the future as it is safe, convenient and retrievable. However, the current practice is PC back up, external drive and hard copies.
9.	**No computerized procurement system** • As informed, IP is not doing major procurement for donor funded activities as they make small purchase only. • IP does not have the computerized procurement system. It follows manual procurement system with adequate access controls and segregation of duties between entering purchase orders, approval, and receipt of goods. • At Ministry level, Department of Admin, Finance and Planning is following their own procurement procedure for the major procurement. **(Refer point 7.3 of Micro Assessment Questionnaire).**	**Recommendation** IP should follow a computerized procurement system for effective procurement management ensuring transparency and easy and accurate reporting for the donor funded procurements. **IP Management Response** It is so useful and convenient for NGOs, OIs, agencies and longer projects to do this. IP projects are relatively short and therefore, it might not be useful to apply the complicated, computerized procurement system. This also involves a lot of investment and guidance from national level. If any future guidance issued from the government in this regard, IP would take action accordingly.
10.	**Procurement report not prepared** Considering the low volume of procurement for donor funded activities. Procurement tracking sheet are not prepared by the IP. **(Refer Point 7.4 of Micro Assessment Questionnaire)**	**Recommendation** IP should start preparing procurement tracking sheet periodically which reflect the procurement conducted by IP during the period using donor funds. The same should be reviewed and approved by the appropriate authority. **IP Management Response** Agree. All procurements of the donor projects are carefully planned and agreed by the project management and project board in the board meetings. Moreover, the procurement lists and items are checked again by the finance officers from the oversight body and the spot checkers and/or auditors annually. Therefore, it is good to have procurement tracking sheet.
11.	**Conflict of interest policy** IP procurement policy provides a brief on conflict of interest. On review of the procurement document, it was noted that no such declaration is received from the procurement committee for undertaking the donor funded procurement. **(Refer Point number 7.11 of Micro Assessment Questionnaire)**	**Recommendation** IP should ensure that conflict-of-interest declaration is signed by the all the members involved in the procurement function for donor funded activities. **IP Management Response** Agree. Although conflict-of-interest declaration is not made by the officials in charge of procurement, the officials are obligated to follow the statute of public servants where such an issue is well stated and comply with the other applicable laws such as Anti-Corruption Provisions. However, IP will take

No.	Description of Finding	Recommendation and IP Management Response
		action for future procurement cases as indicated in NCSD guideline.
12.	**No database of supplier** As informed, IP does not keep track record of the past performance of the potential suppliers or database of past supplier is maintained for the procurement undertaken for the donor funded projects. **(Refer Point number 7.14 of Micro Assessment Questionnaire)**	**Recommendation** IP should start the practice of maintaining database of active supplier/ vendors to ensure that the supplier is meeting the performance criteria for the donor funded projects. **IP Management Response** Agree. No database of active suppliers/vendors is developed but the procurement providers on regular office supplies and items are screened and selected. Such practice has been done due to the small or irregular amounts of items are procured under the mandatory projects. IP will practice keeping track of supplier for UNDP funded projects.

Rajeev Lochan, Partner
Lochan & Co
Chartered Accountants

UDIN: 22086742AFOXNK5845

Date: 25 March 2022
Place: New Delhi

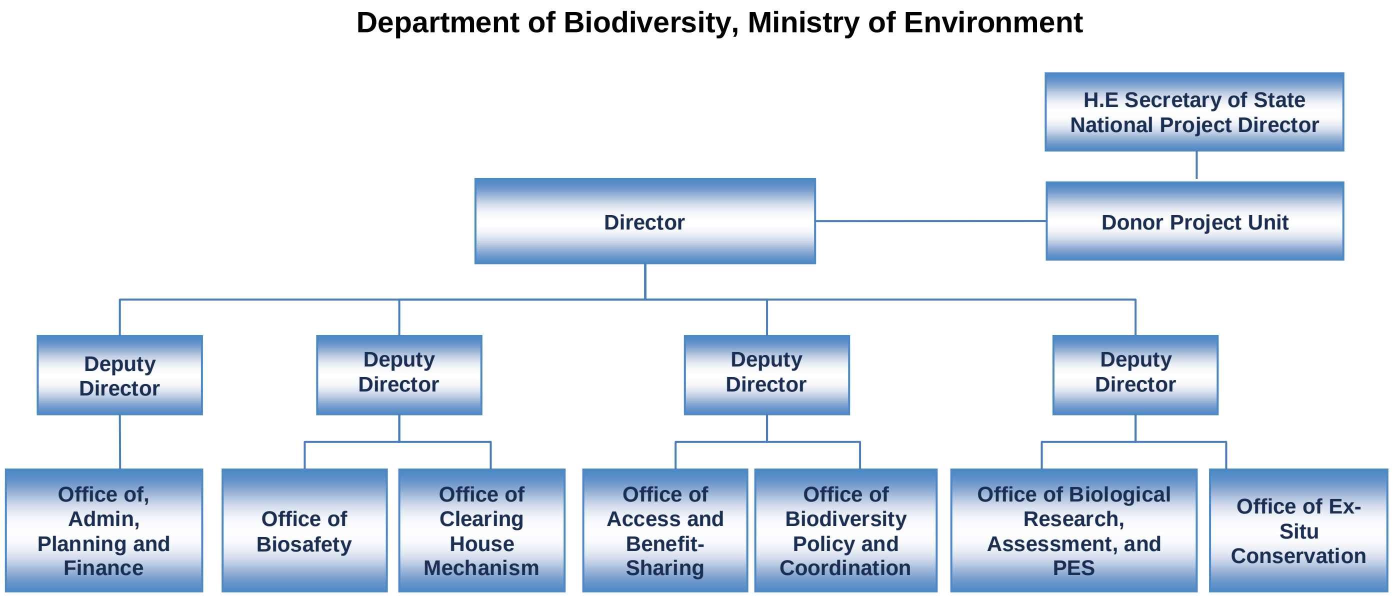
SECTION – IV

Annex I: Implementing Partner and Programme Information*

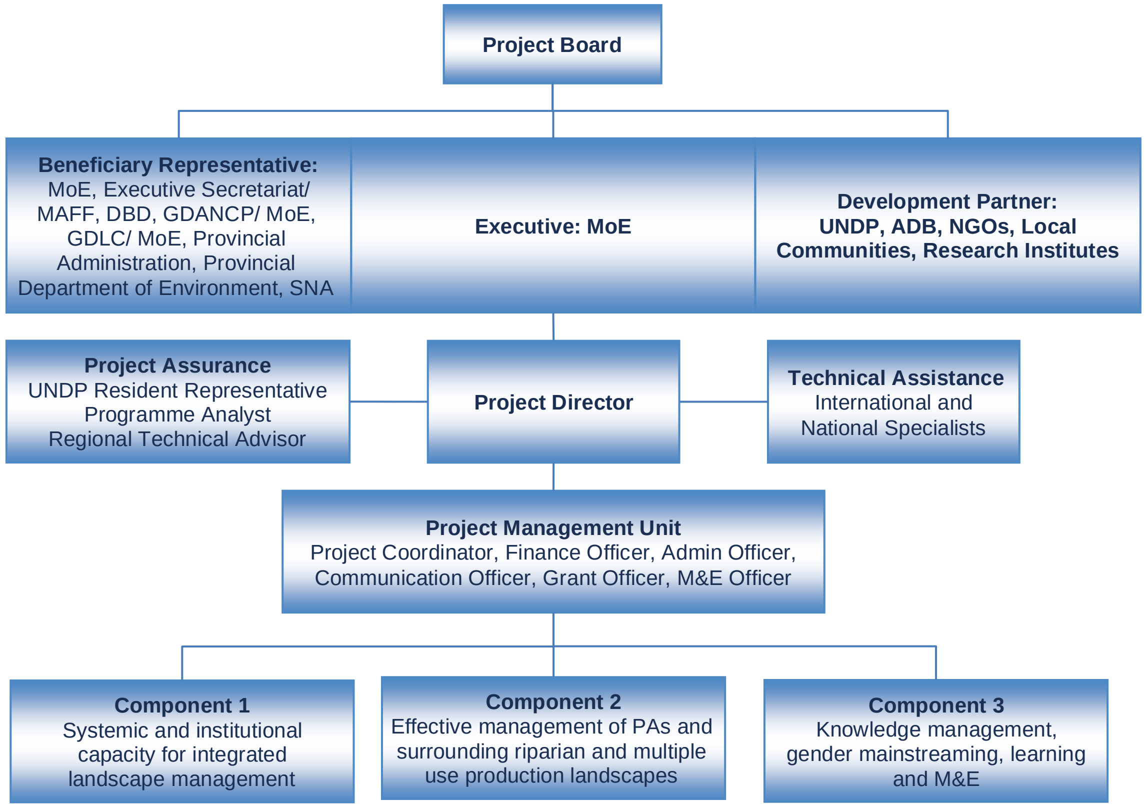
Implementing partner name:	Department of Biodiversity, Ministry of Environment, Cambodia
Implementing partner code or ID in UNICEF, UNDP, UNFPA records (as applicable)	N.A.
Implementing partner contact details (contact name, email address and telephone number):	Mrs. Ken Bopreang Director of Department of Biodiversity Email: preangk@gmail.com
Main programmes implemented with the applicable UN Agency/ies:	N.A.
Key Official in charge of the UN Agency/ies' programme(s):	H.E. Somaly Chan Secretary of State Ministry of Environment, INRM Project Director
Programme location(s):	Phnom Penh
Location of records related to the UN Agency/ies' programme(s):	Phnom Penh
Currency of records maintained:	United States Dollars
Expenditures incurred/reported to UNICEF, UNDP and UNFPA (as applicable) during the most recent financial reporting period (in US$);	N.A.
Cash transfer modality/ies used by the UN agency/ies to the IP	Cash Transfer
Intended start date of micro assessment:	24 January 2022
Number of days to be spent for visit to IP:	3 days
Any special requests to be considered during the micro assessment:	None

*as provided by UNDP

Annex II: Implementing Partner Organization Chart



INRM Project Unit Organization Chart



Annex III: List of Persons met

Name	Organization	Position
Mrs. Ken Bopreang	Department of Biodiversity	Director
Mr. Chin Nith	Department of Biodiversity	Acting Director
Mrs. In Many	Department of Biodiversity	Chief of Finance, Planning and Admin
Mr. Seng Rathea	INRM Project Unit, MoE	Project Coordinator
Mrs. Ky Lineth	INRM Project Unit, MoE	Grant Officer
Mrs. Tin Sophorn	INRM Project Unit, MoE	Admin Officer

Annex IV: Micro Assessment Questionnaire

Subject area (*key questions in **bold***)	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
1. Implementing Partner						
1.1 Is the IP legally registered? If so, is it in compliance with registration requirements? Please note the legal status and date of registration of the entity.	Yes			Low	1	Department of Biodiversity (IP) is a department under the Ministry of Environment was formed under the Royal Government of Cambodia announcement 351 Parkas on 13 December 2021. The department was originally formed in 2010 and renamed from Department of International Convention and Biodiversity.
1.2 If the IP received United Nations resources in the past, were significant issues reported in managing the resources, including from previous assurance activities.	Yes			Low	1	• Project Coordination Unit of IP is responsible for implementation of UN funded activities and received funds from United Nations resources (UNDP, UNEP) in the past. The details of the fund received are outlined in Annexure IV.1. • Certain significant issues as outlined below were reported in the spot check undertaken by the UNDP in 2017. 1.Excess payment of DSA due to use of wrong DSA rate 2.Salary paid more than the pay scale stipulated in the operational manual No significant issues was report in spot check conducted in 2019 by the UNDP.
1.3 Does the IP have statutory reporting requirements? If so, are they in compliance with such requirements in the prior three fiscal years?	Yes			Low	1	IP submits cummulative quarterly progress report to the Department of Administration, Planning and Finance. The reports are consolidated along by the Department of Admin, Planning and Finance with reports submitted by other department and then consolidated report is submitted to Gender Department of Policy and Strategy. IP is in compliance with the above reporting requirements.
1.4 Does the governing body meet on a regular basis and perform oversight functions?	Yes			Low	1	• IP has monthly meetings headed by Director and Deputy Director of each bureau at the department level which act as the governing body meeting. • We have reviewed the minutes of the meeting dated 28-December-2021 and found the same in order.

Subject area *(key questions in **bold**)*	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
1.5 If any other offices/ external entities participate in implementation, does the IP have policies and process to ensure appropriate oversight and monitoring of implementation?	Yes			Low	1	As informed, DBD activities are implemented directly by the department. However for donor funded projects, external entities participates in implementation of activities. It was noted that, projects unit enters into the letter of agreement with the external entities, monitoring and oversight is undertaken as per the agreement. Further, IP follows NCSD operation manual for oversight and monitoring activities. External entities are required to submit the periodic reports to the IP and the same is reviewed by the project staffs.
1.6 Does the IP show basic financial stability in-country (core resources; funding trend) ***Provide the amount of total assets, total liabilities, income and expenditure for the current and prior three fiscal years.***	Yes			Low	1	• IP receives funds from UN agencies and we noted that IP shows basic financial stability in the country based on same. The details are provided in Annexure IV.2. • Further, IP is part of the Royal Government of Cambodia and received funds from National Treasury, it can be said to be financially stable.
1.7 Can the IP easily receive funds? Have there been any major problems in the past in the receipt of funds, particularly where the funds flow from government ministries?	Yes			Low	1	• As informed, IP receives funds from Government and international funding agencies • No bank account is maintained for the Government project since the payment request is submitted to Department of Admin, Planning and Finance. • For receipt of donor fund, separte bank accounts are opened after the approval of the MoE. • As informed, the IP has not faced issues in approval of payment requests from the government and receipt of funds from donor agencies. However, there are exceptional cases for delay in execution of the payment request to vendors from Government.
1.8 Does the IP have any pending legal actions against it or outstanding material/significant disputes with vendors/contractors?		No		Low	1	As informed, there is no legal action pending against the IP or outstanding significant disputes with vendors/ contractors.

Subject area *(key questions in **bold**)*	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
If so, provide details and actions taken by the IP to resolve the legal action.						
1.9 Does the IP have an anti-fraud and corruption policy?	Yes			Low	1	IP follows the Anti-Corruption Laws 2010 of the Royal Government of Cambodia for all the cases related to fraud and corruption (if any) incurred in the Department. Additionally, IP also follows the NCSD guidelines for fraud or corruption cases related to the project funds which includes the steps to report the fraud and corruptions.
1.10 Has the IP advised employees, beneficiaries and other recipients to whom they should report if they suspect fraud, waste or misuse of agency resources or property? If so, does the IP have a policy against retaliation relating to such reporting?	Yes			Low	1	Section 6.3.8 of the NCSD manual provides that "Employees, beneficiaries should report to the Secretary General if they suspect fraud, waste or misuse of agency resources. Further, Article 13 of the Anti-corruption law 2010 provides policy for retaliation relating to such reporting.
1.11 Does the IP have any key financial or operational risks that are not covered by this questionnaire? If so, please describe. *Examples: foreign exchange risk; cash receipts.*		No		Low	1	As discussed, IP does not have any key financial risks or operational risk.
Total number of questions in subject area:	**11**					
Total number of applicable questions in subject area:	**11**					
Total number of applicable key questions in subject area:	**5**					
Total number of risk points:	**11**					
Risk score	**1**					
Area risk rating	**Low**					
2. Programme Management						
2.1. Does the IP have and use sufficiently detailed written	Yes			Low	1	• IP follows a three year plan for development of government programmes. The same

Subject area (*key questions in **bold***)	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
policies, procedures and other tools (e.g. project development checklist, work planning templates, work planning schedule) to develop programmes and plans?						includes the templates for plan development. • For development of donor funded plan, IP follows NCSD operation manual which provides necessary process and templates for programme development. Further, Annual work plans are prepared and tailored as per the specification of the project and donor.
2.2. Do work plans specify expected results and the activities to be carried out to achieve results, with a time frame and budget for the activities?	Yes			Low	1	IP has the annual work plans which clearly indicates the expected results and activities to be carried out with a time frame and budgets for the activities.
2.3 Does the IP identify the potential risks for programme delivery and mechanisms to mitigate them?	Yes			Low	1	As informed, risk identification and mitigation measures are identified and provided in the project documents. Further, risk and mitigation measures are reported on quarterly basis in the progress report submitted to donors.
2.4 Does the IP have and use sufficiently detailed policies, procedures, guidelines and other tools (checklists, templates) for monitoring and evaluation?	Yes			Low	1	IP follows NCSD guidelines for monitoring and evaluation of project activities which includes sufficient process, checklist and templates for the monitoring and evaluation. Further, IP undertakes the monitoring and evaluation following donors agreement which includes the necessary templates and checklist for reporting progress.
2.5 Does the IP have M&E frameworks for its programmes, with indicators, baselines, and targets to monitor achievement of programme results?	Yes			Low	1	As informed in point 2.4 above, IP follows NCSD guidelines for monitoring and evaluation of the donor funded projects.
2.6 Does the IP carry out and document regular monitoring activities such as review meetings, on-site project visits, etc.	Yes			Low	1	• For Government project, IP carries out site visits undertaken by the Government Officer for monitoring activities. Technical report is prepared and submitted to the Minster after each site visit. IP carry out monthly review and annual meetings. The annual report and plan for next year are

Subject area (*key questions in **bold***)	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
						prepared and submitted to the Minister. • For donor projects, IP undertakes the site visit and quarterly review meetings. The report for the same is properly maintained by the IP. Progress report is prepared based on the site visits and quarterly review meeting.
2.7 Does the IP systematically collect, monitor and evaluate data on the achievement of project results?	Yes			Low	1	As informed in point 2.6, the IP does collect, monitor and evaluate data on achievement of project results.
2.8 Is it evident that the IP followed up on independent evaluation recommendations?			N/A	N/A	-	No independent evaluation has been undertaken for the IP.
Total number of questions in subject area:	**8**					
Total number of applicable questions in subject area:	**7**					
Total number of applicable key questions in subject area:	**2**					
Total number of risk points:	**7**					
Risk score	**1**					
Area risk rating	**Low**					
3. Organizational Structure and Staffing						
3.1 Are the IP's recruitment, employment and personnel practices clearly defined and followed, and do they embrace transparency and competition?	Yes			Low	1	• IP has clearly defined staff, recruitment, employment and personnel practices and are followed, and they embrace transparency and competition. • For government staff, DBD submits the request to Ministry of Public Functions through Department of Admin, Planning and Finance. The recruitment of civil servants is undertaken through competitive examination. • In case of project staff, NCSD operation manual are followed for the recruitment, employment and personnel practices.

Subject area *(key questions in **bold**)*	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
						• IP has properly followed the recruitment process for hiring project staffs.
3.2 Does the IP have clearly defined job descriptions?	Yes			Low	1	The IP has clearly defined job description for each staff.
3.3 Is the organizational structure of the finance and programme management departments, and competency of staff, appropriate for the complexity of the IP and the scale of activities? Identify the key staff, including job titles, responsibilities, educational backgrounds and professional experience.	Yes			Low	1	• The organisational structure of the finance and programme management departments and competency of staff are appropriate for the complexity of the IP and the scale of the activities. • The details of jobs title, responsibilities, educational backgrounds and professional of key staff are given in **Annexure IV.3**.
3.4 Is the IP's accounting/finance function staffed adequately to ensure sufficient controls are in place to manage agency funds?	Yes			Low	1	• IP' accounting function are staffed adequately to ensure sufficient controls in place to manage agency funds. • For Government budget, payment requests functions are managed by Deputy Director and Chief of Admin, Planning and Finance of the IP. Further, overall finance functions are undertaken by Ministry Finance Department. • For donor projects, the finance functions are managed by Admin Officer, Finance Officer and Project Director.
3.5 Does the IP have training policies for accounting/finance/ programme management staff? Are necessary training activities undertaken?	Yes			Significant	3	IP follows NCSD operation manual for implementation of donor funded project. NCSD operation manual provides for the need assessment and training to accounting/ finance / programme management staff. However, it was noted that only orientation training before joining are provided. Further, MEF call IP staffs for training as and when required. However, no periodical need assessment and trainings are provided to the project staffs. **(Refer to recommendation**

Subject area *(key questions in **bold**)*	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
						mentioned in point 1 of section III)
3.6 Does the IP perform background verification/checks on all new accounting/finance and management positions?	Yes			Low	1	IP follows NCSD guidelines for recruitment of the project staff which provides the process to prepare the document for background reference checks. On review of one sample recruitment process, we noted IP has properly prepared the background reference check document.
3.7 Has there been significant turnover in key finance positions the past five years? If so, has the rate improved or worsened and appears to be a problem?		No		Low	1	No significant turnover in key finance positions in past five years.
3.8 Does the IP have a documented internal control framework? Is this framework distributed and made available to staff and updated periodically? If so, please describe.	Yes			Low	1	IP follows MEF guidelines for management of government budgets. For donor funded projects, IP follows NCSD operational manual which provides the process for internal control framework. The policy is made available to the project staffs.
Total number of questions in subject area:	**8**					
Total number of applicable questions in subject area:	**8**					
Total number of applicable key questions in subject area:	**3**					
Total number of risk points:	**10**					
Risk score	**1.25**					
Area risk rating	**Low**					
4. Accounting Policies and Procedures						
4a. General						
4.1 Does the IP have an accounting system that allows for proper recording of financial transactions from United Nations agencies, including allocation of expenditures in	Yes			Low	1	• For government budgeted expenditure, the recording of financial transactions for the DBD is undertaken by the Ministry Finance Department in the Financial Management Information System (FMIS). DBD is only responsible to submit the payment request to

Subject area *(key questions in **bold**)*	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
accordance with the respective components, disbursement categories and sources of funds?						the Ministry Finance Department. • For donor projects, IP uses an accounting system Quick books to maintain financial records which allows for proper recording of financial transactions from United Nations agencies, including allocation of expenditure in accordance with respective component, disbursement categories and source of funds. It was noted that, separate books are maintained for each donor projects.
4.2 Does the IP have an appropriate cost allocation methodology that ensures accurate cost allocations to the various funding sources in accordance with established agreements?		No		Significant	6	As informed, the salary of government staff and administrative cost of the office is paid from the Government budget. Further, each project has their own administrative cost budget. Hence, there is no allocation of the common cost to different project. However, should this be necessary in future the IP does not have a cost allocation methodology to allocate the cost to various funding sources. **Refer to recommendation mentioned in point 2 of section III**
4.3 Are all accounting and supporting documents retained in an organized system that allows authorized users easy access?	Yes			Low	1	As informed, all accounting and supporting documents are retained for ten years as per the Royal Government of Cambodia law in their respective department with locker facility by Finance Officer. Project Director and Project Coordinator along with finance team has the access to the documents.
4.4 Are the general ledger and subsidiary ledgers reconciled at least monthly? Are explanations provided for significant reconciling items?	Yes			Low	1	As informed in point 4.1 above, books are maintained in the accounting software and general ledgers are reconciled with subsidiary ledgers automatically.
4b. Segregation of duties						
4.5 Are the following functional responsibilities performed by differen units or individuals:	Yes			Low	1	As informed, segregation of duties are in place with respect to various functions. The segregation of duties are as follows:

Subject area (*key questions in **bold***)	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
(a) authorization to execute a transaction (b) recording of the transaction; and (c) custody of assets involved in the transaction?						• Authorization to execute a transaction - Project Director • Recording of the transaction – Finance Officer • Custody of assets involved in the transaction – Project Coordinator and Project Director
4.6 Are the functions of ordering, receiving, accounting for and paying for goods and services appropriately segregated?	Yes			Low	1	Functions of ordering, receiving, accounting for and paying for goods and services are appropriately segregated. • Purchase orders are approved by the Project Director • Goods receiving functions are performed by Administrative Officer. • Accounting for and payment for goods and services is done by the Finance Officer checked by Project Coordinator after sufficient approval by Project Director.
4.7 Are bank reconciliations prepared by individuals other than those who make or approve payments?	Yes			Low	1	The bank reconciliation statement is prepared on monthly basis by the Finance Officer, checked by the Project Coordinator and approved by the Project Director. The payment is approved by the Project Director.
4c. Budgeting system						
4.8 Are budgets prepared for all activities in sufficient detail to provide a meaningful tool for monitoring subsequent performance?	Yes			Low	1	As informed, budgets are prepared for all significant activities in sufficient detail to provide a meaningful tool which can be used to monitor the subsequent performance. The Finance Officer in consultant with Project Coordinator prepares the budget and submits the same to Project Director for approval.
4.9 Are actual expenditures compared to the budget with reasonable frequency? Are explanations required for significant variations from the budget?	Yes			Low	1	• Actual expenditures are compared to the budget every quarter. • Explanation for significant variances for each activity is given by the IP in the FACE form.
4.10 Is prior approval sought for budget	Yes			Low	1	As explained, in case of amendment in the budget, prior approvals are first taken from the

Subject area (*key questions in* **bold**)	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
amendments in a timely way?						respective Project Director and submitted to Project Board for approval.
4.11 Are IP budgets approved formally at an appropriate level?	Yes			Low	1	• Budgets for the Government Funds are submitted to Directorate General of Policy and Strategy which consolidates the budget for all the department under the directorate and submits the same to Ministry for approval. • Budgets for the donor agencies are approved by Director of Department and then forwarded to the funding agencies for final approval.
4d. Payments						
4.12 Do invoice processing procedures provide for: • **Copies of purchase orders and receiving reports to be obtained directly from issuing departments?** • **Comparison of invoice quantities, prices and terms with those indicated on the purchase order and with records of goods/services actually received?** • **Checking the accuracy of calculations?**	Yes			Low	1	Invoice processing procedures are explained below : • Purchase orders approved by the Project Director and issued by the Admin Officer. • Comparison of invoice quantities, prices and terms with those indicated on the purchase order with records of goods service actually received is done by Admin Officer. • Accuracy of calculations is performed by Finance Officer before payment of goods and services to the supplier.
4.13 Are payments authorized at an appropriate level? Does the IP have a table of payment approval thresholds?	Yes			Low	1	All payments are authorized by Project Director for donor funded projects. IP does not have a table of payment approval thresholds.
4.14 Are all invoices stamped '*PAID*', approved, and marked with the project code and account code?	Yes			Low	1	As reviewed, the invoices are stamped "PAID" and includes the project name and account code.
4.15 Do controls exist for preparation and		No		Significant	6	• Payroll sheet is prepared by the Project Finance Officer,

Subject area (key questions in **bold**)	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
approval of payroll expenditures? Are payroll changes properly authorized?						verified by the Project Coordinator and approved by Project Director. • An attendance list and timesheet is prepared for each staff of the project and submitted to Project Coordinator for approval. • Payments are made on the basis of the attendance sheet, withholding taxes are deducted as per the law and payment is released to staff bank account. • However, IP is not following the Cambodia Labour Law to provide the salary to donor funded project staff on half monthly basis. • As discussed, changes to the payroll are authorized by Project Director. **(Refer to recommendation mentioned in point 3 of section III)**
4.16 Do controls exist to ensure that direct staff salary costs reflects the actual amount of staff time spent on a project?	Yes			Low	1	Salary of Government office is paid by the Government where as each project has its own project staffs. Hence, there is no requirement for allocation of staff cost to different project. However, IP has a process of preparing the timesheets of the project staffs.
4.17 Do controls exist for expense categories that do not originate from invoice payments, such as DSAs, travel, and internal cost allocations?	Yes			Significant	6	• Expenses/payments which do not originate from the invoices, such as DSA, travel etc. are made based on NCSD operation guidelines which includes the process and templates for travel request and settlements. • The payment of perdiem and DSA are as per the government per diem rules. • On review of sample document we noted following documents are prepared for each travel: 1. Concept note stating the purpose of visit and budget for the visit 2. Travel request form requesting the advance for the visit 3. Travel settlement form for liquidation of advance. 4. Back to office report

Subject area (*key questions in **bold***)	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
						• However, IP is not maintaining a list of missions undertaken during the year stating the name of mission, person visited, budget, actual cost, days, location etc. **(Refer to recommendation mentioned in point 4 of section III)**
4e. Policies and procedures						
4.18 Does the IP have a stated basis of accounting (i.e. cash or accrual) and does it allow for compliance with the agency's requirement?	Yes			Low	1	The IP follows modified cash basis of accounting and it allows compliance with the agency's requirement.
4.19 Does the IP have an adequate policies and procedures manual and is it distributed to relevant staff?	Yes			Low	1	IP follows the MEF financial rules for managing the government budget. For donor funded projects, NCSD operation manual is followed which includes adequate guidelines and procedures. The manual is distributed to the relevant staff.
4f. Cash and bank						
4.20 Does the IP require dual signatories / authorization for bank transactions? Are new signatories approved at an appropriate level and timely updates made when signatories depart?	Yes			Low	1	• As informed, IP maintains 4 bank account for 4 separate donor funded project. No bank account is maintained for government funded project. • IP requires dual signatories for banking transactions. Out of below three signatories, two signatories is require to authorise all the banking transactions. 1. Project Director 2. Chair of Project Board 3. Director of Biodiversity Changes to new signatories is approved by Chair of Project Board.
4.21 Does the IP maintain an adequate, up-to-date cashbook, recording receipts and payments?	Yes			Low	1	IP is maintaining an adequate, up-to-date cashbook for recording receipts and payments which is prepared by Finance Officer in the QuickBooks accounting software.
4.22 If the partner is participating in micro-finance advances, do controls exist for the collection, timely			N/A	N/A	-	As informed, the IP is not participating in micro- finance advances.

Subject area (key questions in **bold**)	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
deposit and recording of receipts at each collection location?						
4.23 Are bank balances and cash ledger reconciled monthly and properly approved? Are explanations provided for significant, unusual and aged reconciling items?	Yes			Low	1	As explained in point 4.7, Bank reconciliation is prepared on monthly basis by Project Finance Officer and approved by Project Director. No significant, unusual or aged reconciling items noticed.
4.24 Is substantial expenditure paid in cash? If so, does the IP have adequate controls over cash payments?	Yes			Low	1	IP follow NCSD operation manual which provides payment below USD 50 are only made through cash. Substantial payments are made through banking channels.
4.25 Does the IP carry out a regular petty cash reconciliation?	Yes			Low	1	Project Finance Officer carries out monthly petty cash reconciliation which is approved by Project Coordinator.
4.26 Are cash and cheques maintained in a secure location with restricted access? Are bank accounts protected with appropriate remote access controls?	Yes			Low	1	• IP maintains cash and cheque in a secure location with restricted access in a safety locker. Admin Officer is the authorised individual for accessing the locker. • No online banking system maintained by IP.
4.27 Are there adequate controls over submission of electronic payment files that ensure no unauthorized amendments once payments are approved and files are transmitted over secure/encrypted networks?			N/A	N/A	-	As informed in point 4.26 above, no electronic payments has been made by the IP.
4g. Other offices or entities						
4.28 Does the IP have a process to ensure expenditures of subsidiary offices/ external entities are in compliance with the work plan and/or contractual agreement?	Yes			Low	1	As mentioned in point 1.5 above, IP reviews the financial reports submitted by the external entities are in compliance with the work plan and agreement.
4h. Internal audit						

Subject area *(key questions in **bold**)*	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
4.29 Is the internal auditor sufficiently independent to make critical assessments? To whom does the internal auditor report?		No		High	4	As informed, Government internal auditors undertake the audit of the IP's government funded expenditure. However, they do not cover the internal audit for the donor funded expenditure **(Refer to recommendation mentioned in point 5 of section III)**
4.30 Does the IP have stated qualifications and experience requirements for internal audit department staff?			N/A	N/A	-	Please refer point 4.29 above
4.31 Are the activities financed by the agencies included in the internal audit department's work programme?			N/A	N/A	-	Please refer point 4.29 above
4.32 Does the IP act on the internal auditor's recommendations?			N/A	N/A	-	Please refer point 4.29 above
Total number of questions in subject area:	**32**					
Total number of applicable questions in subject area:	**27**					
Total number of applicable key questions in subject area:	**19**					
Total number of risk points:	**45**					
Risk score	**1.667**					
Area risk rating	**Low**					
5. Fixed Assets and Inventory						
5a. Safeguards over assets						
5.1 Is there a system of adequate safeguards to protect assets from fraud, waste and abuse?	Yes			Low	1	IP follows the NCSD manual for management of the project assets. IP prepares the assets registers on quarterly basis and tagging of assets is being done properly. Admin Officer is responsible for overall assets management and preparing the assets register. The assets register is reviewed by the Project Coordinator and approved by the Project Director.
5.2 Are subsidiary records of fixed assets and inventory	Yes			Low	1	As informed in point 5.1 above, IP prepares quarterly assets register. On review of the assets register,

Subject area *(key questions in **bold**)*	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
kept up to date and reconciled with control accounts?						we noted that payment voucher reference is provided in the assets register for each assets purchased by the IP which indicates that subsidiary records of fixed assets are kept upto date and reconciled with the control accounts.
5.3 Are there periodic physical verification and/or count of fixed assets and inventory? If so, please describe?	Yes			Low	1	Quarterly physical verification of the assets undertaken by the IP. It was noted that, Finance Officer in support of Admin Officer undertakes the physical verification. The physical verification report is approved by the Project Director.
5.4 Are fixed assets and inventory adequately covered by insurance policies?		No		High	4	Although the assets purchased from the project funds does not require to be covered with insurance policy. Should this be necessary in the future, IP does not the system of obtaining the insurance policy to safeguard assets from various uncertainties and risks. Further, government vehicles are covered with the insurance policies. **(Refer to recommendation mentioned in point 6 of section III)**
5b. Warehousing and inventory management						
5.5 Do warehouse facilities have adequate physical security?			N/A	N/A	-	As informed, the IP has not maintained any warehouse facility.
5.6 Is inventory stored so that it is identifiable, protected from damage, and countable?			N/A	N/A	-	Refer Point number 5.5
5.7 Does the IP have an inventory management system that enables monitoring of supply distribution?			N/A	N/A	-	Refer Point number 5.5
5.8 Is responsibility for receiving and issuing inventory segregated from that for updating the inventory records?			N/A	N/A	-	Refer Point number 5.5
5.9 Are regular physical counts of inventory carried out?			N/A	N/A	-	Refer Point number 5.5

Subject area *(key questions in **bold**)*	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
Total number of questions in subject area:	**9**					
Total number of applicable questions in subject area:	**4**					
Total number of applicable key questions in subject area:	**0**					
Total number of risk points:	**7**					
Risk score	**1.75**					
Area risk rating	**Moderate**					
6. Financial Reporting and Monitoring						
6.1 Does the IP have established financial reporting procedures that specify what reports are to be prepared, the source system for key reports, the frequency of preparation, what they are to contain and how they are to be used?	Yes			Low	1	For government budget expenditure, IP is not required to submit any financial report. However, Ministry Financial Department submits the monthly, quarterly, half yearly, and annual report to Directorate of Policy and Strategy. For donor funded project, IP follows donor agreement for submission of financial reports. The data for preparation of report is extracted from the Quick books accounting software and in most case quarterly report is submitted.
6.2 Does the IP prepare overall financial statements?		No		Moderate	2	• IP does not prepare overall financial statements as there is no requirement to prepare the consolidated financial statements by the Department in Cambodian Law. • However, separate financial statements are prepared for the Government funded projects and submitted to Directorate of Policy and Strategy by Ministry Finance Department. • Further, each project unit prepares the financial statement for the donor funded projects. **(Refer to recommendation mentioned in point 7 of section III)**
6.3 Are the IP's overall financial statements audited regularly by an independent		No		Moderate	4	• As informed, IP's overall financial statements are not prepared. However, a separate audit is conducted for the

Subject area *(key questions in **bold**)*	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
auditor in accordance with appropriate national or international auditing standards? If so, please describe the auditor.						government and donor-funded projects. • Consolidated Statement of expenditure of all the departments under MoE prepared by Ministry Finance Department for the Government funded project are reviewed by the Ministry of Economy and Finance (MEF). **(Refer to recommendation mentioned in point 7 of section III)**
6.4 Were there any major issues related to ineligible expenditure involving donor funds reported in the audit reports of the IP over the past five years?		No		Low	1	The audit conducted by the MEF does not includes donor funded expenditure in their scope of work. Hence, we were not able to identify significant issues related to ineligible expenditure involving donor funds.
6.5 Have any significant recommendations made by auditors in the prior five audit reports and/or management letters over the past five years and have not yet been implemented?		No		Low	1	On review of the audit report submitted by MEF to the Ministry Finance Department for the year 2019, no significant recommendations made by the auditors.
6.6 Is the financial management system computerized?	Yes			Low	1	As informed, IP has a computerized accounting software for recording the financial transactions related to the donor funded project. The books are maintained in QuickBooks.
6.7 Can the computerized financial management system produce the necessary financial reports?	Yes			Low	1	As informed in point 6.6 above, IP's computerised financial management system can provide necessary financial report as required by the donor funded projects. It was noted that the general ledger from the QuickBooks is extracted and financial report is prepared in Microsoft excel as per the donor templates.
6.8 Does the IP have appropriate safeguards to ensure the confidentiality, integrity and availability of the financial data? *E.g. password access*	Yes			Moderate	2	IP have appropriate safeguards to ensure the confidentiality, integrity and availability of the financial data. As informed, the financial data is weekly backed up in the External Hard disk which is kept with locker facility and the systems are also protected with the antivirus and password. However,

Subject area *(key questions in **bold**)*	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
controls; regular data back-up.						IP do not have offsite backup of donor funded financial data, which exposes the implementers to the risk of total data loss in the event of a disaster. **(Refer to recommendation mentioned in point 8 of section III)**
Total number of questions in subject area:	**8**					
Total number of applicable questions in subject area:	**8**					
Total number of applicable key questions in subject area:	**3**					
Total number of risk points:	**13**					
Risk score	**1.625**					
Area risk rating	**Low**					
7. Procurement and Contract Administration						
7a. Procurement						
7.1 Does the IP have written procurement policies and procedures?	Yes			Low	1	• IP is guided by the procurement law issued by the Royal Government of Cambodia prepared by the Ministry of Economy and Finance. • Additionally, the IP follows NCSD guidelines for undertaking the procurement functions for donor funded projects.
7.2 Are exceptions to procurement procedures approved by management and documented ?	Yes			Low	1	It was informed that, if required the exceptions to the procurement procedures are approved by National Project Director in consultant with donor.
7.3 Does the IP have a computerized procurement system with adequate access controls and segregation of duties between entering purchase orders, approval and receipting of goods? Provide a description of the procurement system.		No		Significant	3	• The IP has does not have a computerised procurement system since IP is not undertaking any major procurements for the project activities. • The IP follows a manual procurement system with adequate access controls and segregation of duties between entering purchase orders, approval and receipt of goods. -Entering the Purchase Order- Project Director

Subject area *(key questions in **bold**)*	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
						-Reviewing the Purchase Order - Project Coordinator -Receipts of goods- Admin Officer. • Procurement are undertaken as per the threshold described in the NCSD operation manual. • Procurement comparative analysis is undertaken by the procurement committee and meeting minutes are prepared. **Refer to recommendation mentioned in point 9 of section III**
7.4 Are procurement reports generated and reviewed regularly? Describe reports generated, frequency and review & approvers.		No		Significant	3	As explained in 7.3, there are only a small amount purchases made for donor funded project, so there is no procurement tracking sheet was maintained. **Refer to recommendation mentioned in point 10 of section III**
7.5 Does the IP have a structured procurement unit with defined reporting lines that foster efficiency and accountability?	Yes			Low	1	• As informed, the IP has a structured procurement unit with defined reporting lines that foster efficiency and accountability at the Ministry Finance Department for managing the procurement function of government funded activities. • Procurement for projects are handled at the project level and all the quotations are evaluated by Admin Officer, Finance Officer and Project Coordinator and approved by Project Director.
7.6 Is the IP's procurement unit resourced with qualified staff who are trained and certified and considered experts in procurement and conversant with UN / World Bank / European Union procurement requirements in addition to the a IP's procurement rules and regulations?	Yes			Low	1	As informed in point 7.5 above, procurement committee is formed for procurement of project goods and services. It was noted that project staff is well resourced with qualified staff has more than 10 year of experience in organizational sector and in procurement of goods and services. Further, they are also conversant with UN procurement requirements in addition to the a IP's procurement rules and regulations.
7.7 Have any significant recommendations related to procurement made by auditors in the		No		Low	1	On review of the audit report submitted by MEF to the Ministry Finance Department for the year 2019, we noted no significant

Subject area *(key questions in **bold**)*	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
prior five audit reports and/or management letters over the past five years and have not yet been implemented?						recommendations made by the auditors.
7.8 Does the IP require written or system authorizations for purchases? If so, evaluate if the authorization thresholds are appropriate?	Yes			Low	1	IP requires written authorization by Project Director for all the procurements.
7.9 Do the procurement procedures and templates of contracts integrate references to ethical procurement principles and exclusion and ineligibility criteria?	Yes			Low	1	IP follows the NCSD operational manual which include procurement procedures and templates to references of ethical procurement principles and exclusion and ineligibility criteria.
7.10 Does the IP obtain sufficient approvals before signing a contract?	Yes			Low	1	IP obtains sufficient approval from Project Director before signing a procurement order or contract.
7.11 Does the IP have and apply formal guidelines and procedures to assist in identifying, monitoring and dealing with potential conflicts of interest with potential suppliers/procurement agents? If so, how does the IP proceed in cases of conflict of interest?		No		Significant	3	Section 6.3.8 of the NCSD operation manual followed by IP for project related procurement includes the guidelines to identify, monitor and dealing with potential conflict of interest. However, conflict of interest declaration is not signed by procurement committee member for donor funded procurements. It was noted that, conflict of interest are signed by the new project staff only at the time of joining the department. **Refer to recommendation mentioned in point 11 of section III**
7.12 Does the IP follow a well-defined process for sourcing suppliers? Do formal procurement methods include wide broadcasting of procurement opportunities?	Yes			Low	1	• IP follows the NCSD operation manual for procurement of goods and services which include process for sourcing the suppliers. • Formal procurement methods include requesting the quotation from supplier, advertisements through tender posting website, newspapers,etc. • Procurements are guided by the thresholds outlined below as per the NCSD operation

Subject area *(key questions in **bold**)*	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
						manual for project related procurement- Under US$500, a single quotation is requested from the selected supplier.- US$500 to US$2,500 above, three quotations are required- US$2,500 to US$50,000 above, Request for quotation is send- US$ 50,000 and above, Invitation for bid/RFQ are required
7.13 Does the IP keep track of past performance of suppliers? E.g. database of trusted suppliers.		No		Significant	3	IP does not keep the track record of the past performance of the potential suppliers for donor funded procurements. **(Refer to recommendation mentioned in point 12 of section III)**
7.14 Does the IP follow a well-defined process to ensure a secure and transparent bid and evaluation process? If so, describe the process.	Yes			Low	1	As reviewed, the NCSD operation manual provides the process for secure and transparent bid evaluation. However, as IP is not undertaking any major procurement for donor projects and procurement are undertaken by requesting quotations from supplier, IP prepares comparative analysis. Supplier is selected by the procurement committee based on the quality and cost and accordingly purchase order is issued to supplier.
7.15 When a formal invitation to bid has been issued, does the IP award the contract on a pre-defined basis set out in the solicitation documentation taking into account technical responsiveness and price?			N/A	N/A	-	As explained in point 7.14 above, IP does not undertake any major procurement for the donor projects which requires formal invitation of bid and awarding contracts as per the solicitation documents and taking technical responsiveness.
7.16 If the IP is managing major contracts, does the IP have a policy on contracts management / administration?			N/A	N/A	-	As informed, the IP does not manage any major contracts.
7b. Contract Management - To be completed only for the IPs managing contracts as part of programme implementation. Otherwise select N/A for risk assessment						
7.17 Are there personnel specifically designated to manage contracts			N/A	N/A	-	Please refer point 7.16 above.

Subject area *(key questions in **bold**)*	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
or monitor contract expirations?						
7.18 Are there staff designated to monitor expiration of performance securities, warranties, liquidated damages and other risk management instruments?			N/A	N/A	-	Please refer point 7.16 above.
7.19 Does the IP have a policy on post-facto actions on contracts?			N/A	N/A	-	Please refer point 7.16 above.
7.20 How frequent do post-facto contract actions occur?			N/A	N/A	-	Please refer point 7.16 above.
Total number of questions in subject area:	**20**					
Total number of applicable questions in subject area:	**14**					
Total number of applicable key questions in subject area:	**4**					
Total number of risk points:	**22**					
Risk score	**1.571**					
Area risk rating	**Low**					
Totals						
Total number of questions:	**96**					
Total number of applicable questions:	**79**					
Total number of applicable key questions:	**36**					
Total number of risk points:	**115**					
Total risk score	**1.456**					
Overall risk rating	**Low**					

Annex IV.1

Detail of fund received from UN agencies in past three year

Year	Project	Donor	Amount in USD
2018	CAMPAS	UNEP	1,286,254
2018	Rio Convention	UNDP	418,686
2019	ABS	UNDP	103,100
2019	BioFin	UNDP	81,916
2019	BESD	UNDP	39,396
2020	CAMPAS	UNEP	710,164
2020	Rio Convention	UNDP	181,165
2020	ABS	UNDP	95,645
2020	BioFin	UNDP	113,197
2020	INRM	UNDP	116,643
	Total		**3,146,165**

Annex IV.2

Detail of Income and Expenditure

UN funded projects

Amount in USD

Year	Opening	Income	Expenditure	Closing balance
2018	206,958	1,704,939	979,235	932,662
2019	932,662	224,412	928,126	228,949
2020	228,949	1,216,814	1,344,829	100,933

Annexure IV.3

Key staffs of Department of Biodiversity, Ministry of Environment
(Refer point no. 3.3 of Micro Assessment Questionnaire)

S. No.	1
Name	Mrs. Ken Bopreang
Job titles	Director of Department of Biodiversity
Job responsibilities	• Drafting legal documents, policies, strategic plans, plans and budgets, promoting cooperation with stakeholders. Build the capacity of financial management officers to monitor the internal work and manage the administrative work related to the duties of the department • Coordinate and implement the letter Legal standards, policies, strategic plans, action plans, programs and projects to ensure the protection and conservation of biodiversity and ecosystems To be sustainable and biosafety, as well as to monitor and report regularly, • Establish and manage information systems and knowledge on Biodiversity, ecosystems and biosafety, scientific and technical research • Research, and evaluation of biodiversity, ecosystems and fertilizers Security in collaboration with national, private sector, national and international partner organizations and educational institutions, research, • Build and strengthen cooperation with development partners Civil society organizations, the private sector, educational institutions, research and other stakeholders to support the conservation and management of biodiversity And Biosafety • Strengthen International Partnership and Cooperation to mobilize resources for the implementation of national policies and programs on And biosafety, as well as international agreements on biodiversity and biodiversity safety. • Establish and manage separate means For the management of biodiversity, ecosystems and biosafety • Collaborate on the creation and management of plants, parks and plants for conservation Outside the area and implement risk management programs Serious and dangerous to biodiversity, • Ecosystems and bio-safety Disseminate the Royal Government's measures related to the management of biological resources • Integrate ecosystems and biosafety to the public, development partners and the international community, • Assess, manage and monitor risks related to movement management Cross-border of living organisms in collaboration with national institutions, the private sector and educational institutions, research, • Coordination, organization and management of biodiversity inventory National Report and Implementation of the Royal Government's Obligations under the United Nations Convention on Biological Diversity and Protocol • Coordinate work with key officials at According to the relevant ministries and institutions for the management of biodiversity, ecosystems and biosecurity • Act as the national focal point of the Convention Protocols and international agreements related to biodiversity Qualifications and qualifications for each position Position framework
Educational background	Master's degree Environmental Science majoring in Environment management from 2011 to 2013 from University of Plunder, Australia.
Professional Experience	14 years experience of working within the Ministry of Environment. (join since 28 April 2008)

S. No.	2
Name	Mr. Chhin Nith
Job titles	Acting Director of Department of Biodiversity
Job responsibilities	• Assist in drafting legal documents, policies, strategic plans, plans and budgets, promote collaboration with stakeholders. Build the capacity of financial management officers to monitor the internal work and manage the administrative work related to the duties of the department • Facilitate and implement the letter Legal standards, policies, strategic plans, action plans, programs and projects to ensure the protection and conservation of biodiversity and systems Sustainable ecosystems and biosafety, as well as regular monitoring and reporting • Assist in the creation and management of information and knowledge systems On Biodiversity, Ecosystems and Biosafety • Assist in scientific, technical research and evaluation of biodiversity Ecosystems and biosafety in collaboration with national institutions, the private sector, national and international partner organizations and research institutions • Help build and strengthen Co Work with development partners, civil society organizations, the private sector, educational institutions, research and other stakeholders to support conservation and biodiversity management Integrating Ecosystems • Biosafety Strengthens International Partnerships and Cooperation to Mobilize Resources for Implementing Policies and Programs National Biodiversity and Biosafety, as well as international agreements on biodiversity and biosafety • Assist in the establishment and management Separate means for the management of biodiversity, ecosystems and biosafety • Co-create and manage plants, parks and plants for Extracurricular conservation and implementation of management programs for the most serious and endangered species, biodiversity, ecosystems and biosafety Disseminate the Royal Government's measures related to the management of biodiversity, ecosystems and biosecurity to the public, • Development partners And the international community to assess, manage and monitor the risks involved in the management of transboundary organisms in collaboration with national institutions Private and research institutions • Facilitate the preparation and management of biodiversity inventory, national reports and the implementation of the obligations of the Royal Government under UN Convention on Biological Diversity and Protocol • Facilitates work with key officials in relevant ministries and institutions for management Biodiversity, ecosystems and biosafety • Act as national focal points of international conventions, protocols and agreements on biodiversity
Educational background	Master degree of Environmental science, majoring Environmental Management from Victoria University of Technology, Australia from 2001-2002
Professional Experience	26 year experience of working within Ministry of Environment (join since 4 April 1996)

S. No.	3
Name	Mrs. In Many
Job titles	Chief of Administration, Planning and Finance

Job responsibilities	• Coordinating the preparation of work plan, work plan, budget plan, mission plan and monitor the implementation of the department's plan. • Managing incoming and outgoing letters in the Department Document Management and Administrative Letters of the Department. • Making notes, present various files of the department, • Organizing meeting programs, appointments of department leaders • Attending meetings, make minutes, reports and Conduct missions with management as needed to manage the internal and external missions of the department. • Preparing internal regulations to ensure security and order in the department. • Disseminating policies, laws, royal decrees, sub-decrees, circulars, announcements and other information to all offices in the department. • Researching, monitoring and compiling all events related to the work of the Department of Labour Management, civil servants, attendance management, civil servants and contract staff, manage the application form Increase the salary, ranks, letters / certificates and medals of civil servants. • Coordinating project requirements, professional framework • Managing office equipment, office equipment, office furniture, transportation and inventory and request As needed. • Liaising with relevant institutions, national and international organizations and development partners. • Organizing and coordinating the administrative work of meetings, seminars, training sessions, forums, campaigns and days. • Managing finances, monitor internal work, including revenue-expenditure of the department, prepare monthly, quarterly, semi-annual and annual reports. • Performing other duties as assigned by the head of the department.
Educational background	Bachelor Degree of Business, majoring in marketing from University of Commerce located in Phnom Penh from 1992-1997
Professional Experience	24 years experience of working within Ministry of Environment. (Join since 1998)

S. No.	4
Name	H.E. Somaly CHAN
Job titles	Project Director of INRM Project and Under Secretary of State, MoE
Job responsibilities	• (INRM) _Responsible for day-to-day management and decision-making for the project, • (MoE)_In charge of biodiversity and ecosystems as well as natural resources in Cambodia.
Educational background	PhD in natural resource management, biodiversity conservation and environmental protection
Professional Experience	Extensive experience and knowledge on leadership, coordination, development and innovation of legal instrument, policies, projects/programs, NBSAP, national reports to UN-CBD and sustainable development relevant to natural resources, ecosystems, biodiversity and environment at the national, regional and international levels.

S. No.	5
Name	Rathea Seng

Job titles	Project coordinator, INRM Project
Job responsibilities	The PC will be responsible for the following specific tasks: 1. Prepare detailed work plan and budget under the guidance of the NPD; 2. Make recommendations for modifications to the project budget and, where relevant, submit proposals for budget revisions to the NPD for review and Project Board for approval; 3. Facilitate project planning and decision-making sessions; 4. Facilitate relevant agreements with stakeholders and the day to day liaison with them; 5. Organize the contracting of consultants and experts for the project, including preparing TORs for all technical assistance required, preparation of an action plan for each consultant and expert, supervising their work, and reporting to the NPD and Project Board; 6. Provide Technical guidance and oversight for all project activities; 7. Oversee the progress of the project components conducted by local and international experts, consultants, and cooperating partners, 8. Coordinate and oversee the preparation of all outputs of the project; 9. Organize Project Board and other meeting as well as annual and final review meeting; 10. Coordinate and report the work of all stakeholders under the guidance of NPD; 11. Prepare PIRs/APRs in the language required by the GEF and the UNDP's CO and attend annual review meeting; 12. Ensure that all relevant information is made available in the timely fashion regarding activities carried out nationally; 13. Prepare and submit quarterly progress and financial report as required, following all GSSD's guideline, quality management system, and internal administrative process; 14. Coordinate and participate in M&E exercise to appraise project success and make recommendations for modifications to the project; 15. Perform other duties related to the project in order to achieve its strategic objectives; 16. Ensure the project utilizes best practices and experiences from similar projects; 17. Ensure the project utilizes the available financial resources in an efficient and transparent manner; 18. Ensure that all project activities are carried out on schedule and within budget to achieve the project outputs; 19. Solve all scientific and administrative issues that might arise during the project.
Educational background	Master of Environmental Policy and Management from Lincoln University at New Zealand.
Professional Experience	14 years of working experiences with various organization relevant to the project coordinator.

S. No.	6
Name	Tin Sophorn
Job titles	Administrative Officer, INRM Project
Job responsibilities	The Administrative Officer will work under the direct supervision of the National Project Director (NPD) and work closely with Project Team. S/he will be performing the following key functions: 1. In addition of and to general administration responsibilities, supervise activities concerned with office and grounds maintenance, security,

	transport and similar services; INTEGRATED NATURAL RESOURCE MANAGEMENT (INRM) IN THE PRODUCTIVE, NATURAL AND FORESTED LANDSCAPE OF NORTHERN REGION OF CAMBODIA Page 2 of 2 2. Draft correspondence relating to administrative matters and follow up the sent-out correspondence; 3. Maintain files of rules, regulation, administrative instructions and other related documentation (both hard copy and electronic); 4. Maintain Office equipment and stationary supplies; 5. Assist in organizing meetings; workshops and seminars; 6. Schedule and control the contacts and meetings of all institutions and experts involved; 7. Assist the NPD in liaising with external contacts to assure smooth operation of the program, i.e. other line ministries and agencies, local authorities, development partners, NGOs, and others; 8. Arrange all travels for mission related to the program, including visa, flight and hotel booking within and outside Cambodia; 9. Ensure all logistical arrangements are carried out smoothly; 10. Record keeping of project documents, including financial in accordance with audit requirements; and 11. Perform other duties as assigned.
Educational background	Master of Business Administration, major in Business Management National University of Management (NUM)
Professional Experience	19 years of working experiences releate to the Operation, Admin and Finance field.

S. No.	7
Name	Ky Lineth
Job titles	Grants Officer, INRM Project
Job responsibilities	The Grant Management Officer works closely with project teams and grant reci pients to perform the following key functions: 1. Lead management of the grant's selection process Provide support for the development or update the Grant Guideline of the I NRM project; Manage the selection process from announcement, selections of grant reci pients, prepare of grant agreement and signing, following the grant guideli ne of the INRM project; Work with Project Coordinator and Senior Management Advisor to prepare the respond the inquiries from applicants, including proposal preparatio n and submission process, and provide guidance and training as necess ary; Conduct the appraisal of submitted project proposal in accordance with Gra nt Guidelines and ensure that the process and results are properly docum ented; Inform management team of any major risks, which would require ca reful consideration before making a decision on the grant. 2. Provision of contractual requirements, capacity development support to gra nt recipients and operational on financial and administrative issues Work closely with M&E and consult with Senior Management Advisor to conduct the assessments on financial and administrative capacities of prospective grant recipients and recommend capacity development measures based on any gaps ident ified in the assessment's as well as financial management and administrative procedu res;

	Contribute to the development and delivery of presentations and trainings o n INRM financial and administrative requirements; Mentor and train finance and administrative staff of grant recipients as requ ired and provide help-desk services to grant recipients on financial and administrative matters; Review quarterly and annually financial and administrative reports sub mitted to INRM by grant recipients, and ensure they meet the required st andards; Organize meetings with grant recipients as needed to follow-up on any outstanding issues or provide advice; Work closely with grants recipients to follow the important contractual requirements are being met including reporting deadlines and payment sc hedules. 3. Monitoring of financial and administrative operations of grant recipients - Contribute to the design and implementation of a spot-check and/or tracking tools to monitor status of all grants, tailored to the pr ofile of each grant recipient; - Debrief grant recipients on findings, agree on follow-up actions and monitor implementation; - Report to management team any major issues emerging from spot-checks or financial reports; - Discuss any critical non-compliance by grantees with the relevant project team and the issues and proposed solutions to the senior management; Advise grant recipients on applicable audit standards and review/clear audi t reports; Work with project team, Technical Advisor and Senior Management A dvisor to ensure smooth and timely grant implement, including grant amendment, if requires and closure process. 4. Perform other related tasks as requested by management team
Educational background	Bachelor Degree of Business Administration, National University of Management (NUM) – Cambodia
Professional Experience	20 years of working experiences related to the Admin and Finance through various projects conduct by NGO

S. No.	8
Name	Min Sothera
Job titles	Finance Officer, INRM Project
Job responsibilities	The Finance Officer will work under the direct supervision of the National Project Coordinator and work closely with Project Team. S/he will be performing the following key functions: 1. Responsible for providing general financial support to the project; 2. Take own initiative and perform daily work in compliance with annual work schedules; INTEGRATED NATURAL RESOURCE MANAGEMENT (INRM) IN THE PRODUCTIVE, NATURAL AND FORESTED LANDSCAPE OF NORTHERN REGION OF CAMBODIA Page 2 of 2 3. Assist project management in performing budget cycle: Planning, Preparation, revisions, and budget execution; 4. Provide assistance to partner agencies in project activities, performing and monitoring financial aspects to ensure compliance with budgets costs, as necessary, in line with GSSD guideline; 5. Monitor project expenditures, ensuring that no expenditure is incurred before it has been authorized; 6. Assist project team in drafting quarterly and yearly project progress reports concerning financial issues;

	7. Ensure that UNDP procurement rules are followed during procurement activities that are carried out by the project and maintain responsibility for the inventory of the project assets; 8. Perform preparatory work for mandatory and general budget revisions, annual physical inventory and auditing, and assists external evaluators in fulfilling their mission; 9. Prepare all outputs in accordance to ProDoc and GSSD guideline; 10. Ensure the project utilizes that available financial resources in an efficient and transparent manner; 11. Ensure that all project financial activities are carried out on schedule and within budget to achieve the project outputs; 12. Perform all other financial related duties, upon request
Educational background	Bachelor Degree of Business Administration, in the field of Accounting from National institute of Management (NIM)
Professional Experience	19 year expertise relevant to the finance, accounting, admin, operation

Abbreviations and Acronyms

DBD	Department of Biodiversity
DSA	Daily Subsistence Allowance
FY	Financial Year
HACT	Harmonized Approach to Cash Transfers
HE	His Excellency
HR	Human Resource
INRM	Integrated Natural Resource Management
IP	Implementing Partner
M&E	Monitoring and Evaluation
N/A	Not Applicable
NCSD	National Council for Sustainable Development
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
USD	United State Dollars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AUDIT

Annex 5: UNDP Standard Terms of Reference (ToR) for the Steering Committee of Promoting Circular Solutions for the Food & Beverage Sector to Tackle Plastic Pollution in Cambodia (Plastics IP), Project and ID: 11184

I. Background

All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. For the purpose of this ToR and to ensure standardization, henceforth, as regards project documentation, such a body shall only be referred to by one of two names: 'Project Board' or 'Project Steering Committee.'[1] The Project Steering Committee is the most senior, dedicated oversight body for a UNDP 'Development Project', which is defined in the PPM as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project."

II. Duties and Responsibilities

The two prominent (mandatory) roles of the Project Steering Committee are as follows:

1) **High-level oversight of the project** (as explained in the "Provide Oversight" section of the PPM). This is the primary function of the Project Steering Committee. The [Project Board or Project Steering Committee] reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The Project Steering Committee is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

   The Steering Commitee also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP programme or monitoring and evaluation officer to maintain independence from the project manager regardless of the project 's implementation modality.

   The Project Steering Committee reviews updates to the project risk log.

2) **Approval of key project execution decisions** (as explained in the "Manage Change" section of the PPM). The Project Steering Committee has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

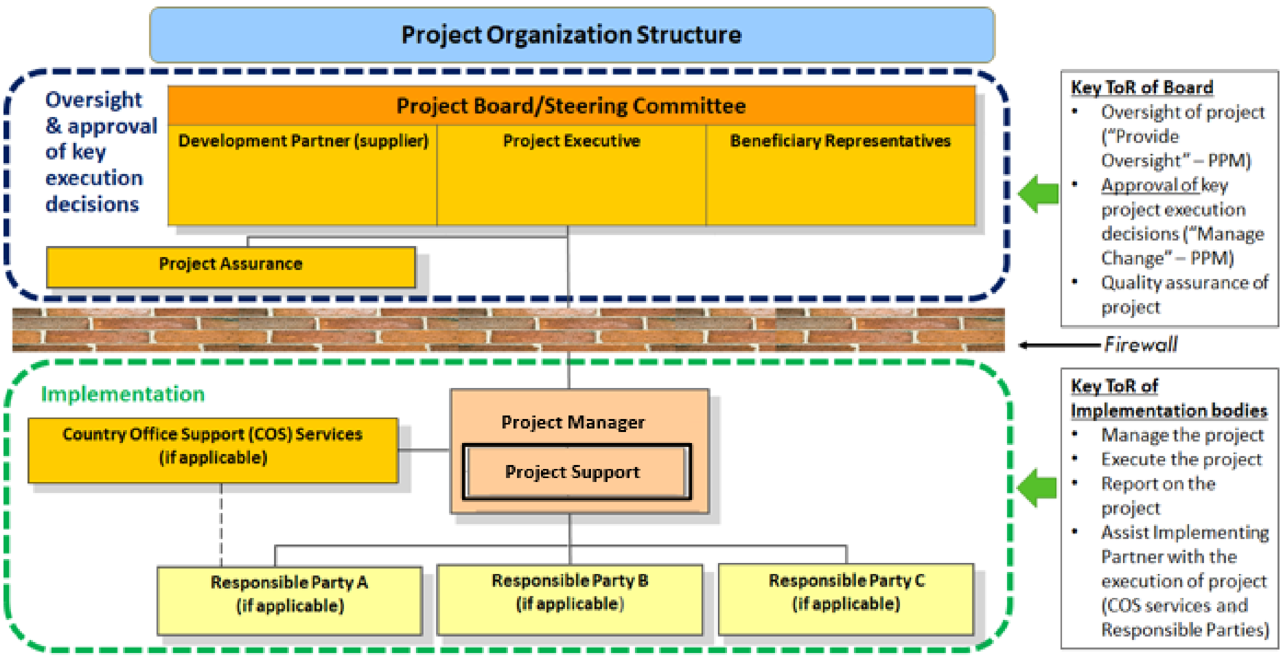
[1] Please insert the appropriate entity name in the relevant sections in the document. Where this ToR refers to "Board" it is intended to apply to both these entities and should be changed accordingly to match the entity chosen for the specific project

The Project Steering Committee is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. The Project Steering Committee approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the Project Steering Committee as regards these two key functions *('High-level oversight of the project' and 'Approval of key project execution decisions')* is distinct from the roles of entities involved in the implementation of the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.

The diagram below outlines the main entities involved (and their respective responsibilities) in the 'oversight/approval of key execution decisions' layer and the 'implementation' layer of the project structure.

Diagram 1 – Standard Figure of Project Organization Structure vis-à-vis oversight & approval and implementation roles



In order to ensure UNDP's ultimate accountability, the Project Steering Committee decisions should be made in accordance with the Quality Standards for Programming that shall ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective Project Steering Committee needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Board). The Project Steering Committee also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the Project Steering Committee] include the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;

- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;
- Address any high-level project issues as raised by the project manager and project assurance;
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP (Manage Change in the PPM) and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
- Agree or decide on a project suspension or cancellation, if required; (note that for GEF and GCF projects it is UNDP that decides to suspend or cancel and project and the [Project Board or Project Steering Committee] is informed/consulted only).
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project[2].
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the Low Value Grants – UNDP Operational Guide.

Additional responsibilities of the Project Steering Committeecan include, but are not limited to, the following:

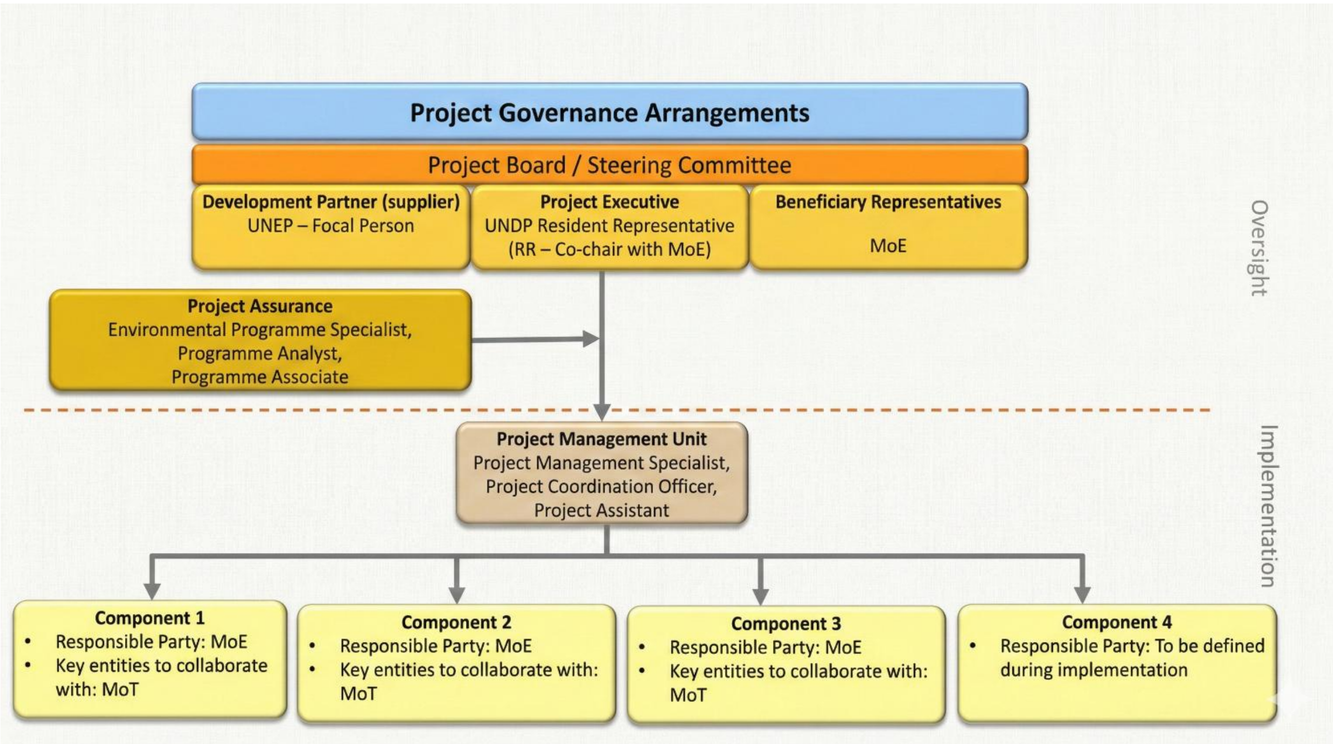
- Ensure coordination between the various donors and government-funded projects and programmes;
- Report to relevant inter-ministerial bodies or higher-level oversight bodies;
- Ensure coordination with multiple government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Act as an informal consultation mechanism for stakeholders;
- Approve the Project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up;
- Providing guidance or reporting protocols to technical committees or sub-bodies reporting to the Board (if applicable);

III. Composition of the Project Steering Committee

[2] The responsibilities of the board in this regard should follow UNDP's Social and Environmental Standards (SES) as codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.

As noted in the diagram below, every Project Steering Committee in a UNDP project has three categories of formal members (e.g. voting members). The role of every formal Project Steering Committee member must correspond to one of these three roles and be identified accordingly in the project documentation.

Diagram 2 – Project Organization Structure



The three categories of Project Steering Committee members are the following:

1) **Project Director/Executive(s):** The Project Steering Committee will be co-chaired by a representative of UNDP Resident Representative or his/her designate and the high-level representative from the Ministry of Environment (MoE). Other PSC members under the project include a representative from the United Nation Environment Programme (UNEP). This Committee provides strategic guidance to the project team and oversees the implementation of the project. The Project Steering Committee will be responsible for making management decisions on a consensus basis for a project when required, including approval of project revisions. UNDP will manage funds received from development partners, allocating them aimed at productive activities, training, and other project-related execution expenses.

2) **Beneficiary Representative(s):** The Beneficiary is the relevant line department under the Ministry of Environment who is in charge of circular economy policy formulation and enforcement. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

1) **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project. The Development Partner for the project consists of representative from the United Nations Environment Programme (UNEP).

Where applicable, representatives from responsible parties to the project cannot sit on the Project Steering Committee as a formal voting member; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third party entities engaged by the project to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies (see Section V of the ToR).

IV. Standard Project Steering Committee Protocols

The Project Steering Committee must meet one time annually at a minimum. It is recommended that the timing of board meetings be agreed upon in advance and corresponds to key project reporting or work planning milestones. This Project Steering Committee will meet at least 1 time annually according to this provisional schedule.

Project Steering Committee members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified expeses related to travel or lodging to attend board meetings. Such protocols are outlined in this ToR and the benefits are applicable to all eligible board members.

All Project Steering Committee must have rules for quorum and documentation/minuting of board decisions. All board decisions and minutes should be kept by the project management unit and UNDP. Guidelines on decisions taken in between board meetings or virtually should be clearly elaborated in the Terms of Reference (ToR) of the Project Steering Committee.

Unless otherwise specified, Project Steering Committee decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Steering Committee or a UNDP staff member with delegated authority as the programme manager.

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the board.

All board members should be presented with a ToR for the Project Steering Committee, which will include the responsibilities already outlined and indicate agreed board practices and logistics.

V. Standard Outputs of Project Steering CommitteeMeetings

In its oversight function, the Project Steering Committee will meet 1 time a year (at a minimum) to review and assess the following project-related evidence at each meeting:

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations[3]
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicabel) and steps taken to reduce funding gap identified at the project design stage

This will be in addition to the review and approval of any required project execution decisions.

The output of every Project Steering Committeeshould be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

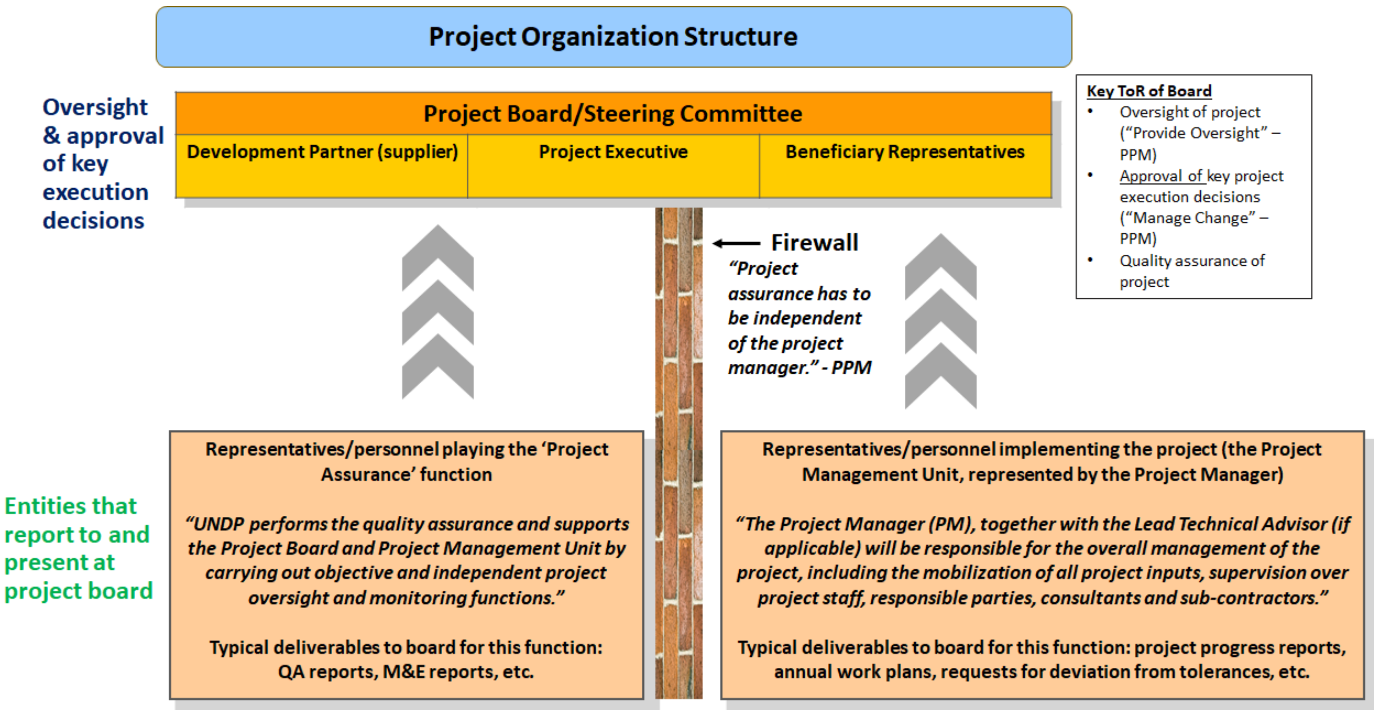
VI. Support Functions to the [Project Board or Project Steering Committee]

There are two main entities/functions outside the Project Steering Committee structure whose role is to report to the Project Steering Committee and support board members in effectively fulfilling their roles: project assurance and project management.

The diagram below explains the primary role of these two entities in the context of their support to Board operations. A description of these two entities follows.

[3] Including audit reports and spot checks.

Diagram 3 – Standard Figure of Project Organization Structure – Board Support Entities



Project Assurance: Project assurance is the responsibility of each Project Steering Committeemember; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Steering Committee by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The Project Steering Committee cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution. [In the case where UNDP is also supporting project implementation, protocols should be put in place ensuring proper segregation between UNDP's role in the Board and in the function of project assurance, and any concurrent role in implementation].

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

The UNDP representative playing the main project assurance function is: Programme Analyst

Project Support: The Project Coordinator is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

A designated representative of the project is expected to attend all board meetings and present the required progress reports and other documentation needed to support board processes as a non-voting representative.

Annex A – Acknowledgement of this ToR by each designated official Project Steering Committee member

Acknowledgement of this ToR by each designated official Project Board member

Signature:	**Signature:**	**Signature:**
………………..	………………..	**Mr. Enrico Gaveglia,**
………………..	………………..	**Resident Representative, UNDP**
Date:	**Date:**	**Date:**

Annex 6: Results Framework: *Plastic IP Cambodia Promoting circular solutions for the Food & Beverage sector to tackle plastic pollution in Cambodia (11184)*

Outcomes/Outputs	Outcomes/Outputs Indicators	Targets and Monitoring Milestones	Means of Verification	Assumptions & Risks
Objective: To catalyse circular economy approaches to reduce single use plastics (SUPs) production, consumption, and disposal in the Food and Beverage and Tourism sectors through strengthened regulatory, financial, and operational frameworks.	CI 6: Greenhouse Gas Emissions Mitigated - CI 6.7: Greenhouse Gas Emissions Avoided Outside AFOLU sector (direct) CI 9: Chemicals of global concern and their waste reduced - CI 9.8: Avoided Residual Plastic Waste (metric ton) CI 10: Persistent organic pollutants to air reduced (g TEQ) CI 11: People benefiting from GEF-financed investments disaggregated by sex (count)	Totals estimated across the project lifetime: CI 6.7: 74,144 metric tons of CO_2eq avoided CI 9.8: 19,120 metric tons CI 10: 1,32 g TEQ CI 11: 529,164 people of which 267,228 are male and 261,936 are female.	Mid Term and Final Evaluation reports; quarterly reports; websites and public awareness resources; publications	- There is sufficient collaboration among government ministries to improve enabling conditions for CE approaches to reduce plastic production, consumption and disposal in the food and beverage sector, and to prevent plastic pollution. - There is a conducive regulatory and policy environment. - There is sufficient interest of the private sector to participate in such CE approaches. - There is a sufficient volume of viable SUPs alternatives and approaches and associated markets to support a just and equitable transition towards a circular plastics economy.

Project Outcome	Indicators	Means of Verification (MoV)	Baseline	Target		Assumptions / Risks	Contribution to the Plastic IP Components and GEB Core Indicators
				Mid-term	Final		
Component 1: Enabling a Regulatory and Policy Environment							IP Component 1 Enabling regulatory and policy environment
Outcome 1.1: Agreed regulatory frameworks, policies, measures, standards, and guidelines in place to reduce SUPs and transition towards a circular plastics economy in the F&B and tourism sectors.	1. Number of gender responsive regulatory and financial policy instruments adopted (disaggregated by type: bans, taxes, incentives, fiscal policies, etc.). 2. Number of gender responsive plastic waste prevention measures (e.g., guidelines, action plans, etc.) integrated into broader policy frameworks/national	Draft/enacted sub-decrees. Project reports. Annual Stakeholders activity reports. Gender analysis of policies	1. Baseline value: 4 draft policies waiting to be enacted, 1 policy instrument needs to be updated, 2 policy instruments approved but not implemented. 2. Baseline value: 0 No definitions, standards, and principles to guide citizens, public	- (Y2 Q3) 1 regulation on plastic submitted for approval (Draft Sub-decree on plastic management) - (Y3 Q2) 1 regulation on plastic submitted for approval (Sub-decree on eco-labelling) - (Y4 Q1) 1 set of implementation guidelines for targeted sectors to adopt measures by phases finalised - (Y1 to Y4) At least 2 consultation meetings organized per year	1. (Y5 Q4) At least 3 gender responsive regulatory policy instruments and at least 3 financial, economic, and procurement instruments enacted. 2. (Y5 Q4) At least 2 gender responsive plastic waste prevention measures integrated into broader policy frameworks/national plans. 3. At least 35% of stakeholders taking	Assumptions: - There is an enabling policy & regulatory environment to set up and operationalize. - There is sufficient operational capacity to ensure policy enforcement. - Policymakers are receptive to gender mainstreaming Risks: - There are changes in national priorities.	**CI 9.8 – Avoided Residual Plastic Waste:** In case the policy and regulatory instruments in the pipeline are approved and enacted before the end of the project, this might lead to at least 1% reduction of the estimated annual Plastic Waste Generated by the Food and Beverage Sector across the project lifetime, equivalent to about 3,800 metric tons of residual plastic waste avoided in total over the project lifetime.

	plans. 3. Percentage of women involved in the consultation activities. 4. Total amount of residual plastic waste avoided (metric tons) as a result of the implementation of the effective implementation of policies and regulations over the project lifetime.		authorities, and businesses (in particular, in the F&B and tourism sectors) in their policy, purchasing, and investing decisions related to SUPs and their alternatives exist in Cambodia. 3. Baseline value: ≤20% Women in Cambodia remain under-represented in decision-making positions in politics, the public sector and the Judiciary. Although women have de jure equal status with men, de facto they face both direct and indirect discrimination, often due to gender stereotypes that are deeply rooted in society. 4. Baseline value: NA No reliable, consistent and robust national data on F&B SUPs production, import, consumption and disposal exist in Cambodia.	- (Y1 Q4) 1 existing financial, economic, and procurement measures assessment report produced. - (Y2 Q2) 1 feasibility study, including recommendations for financial, economic, and procurement measures, produced - (Y2 Q4) At least 1 financial and economic instrument, such as increased levies on SUPs, operational - (Y2 Q4) 1 market-based plastic credit scheme feasibility assessment produced - (Y2 Q4) 1 list of, and eligibility criteria for, relevant green products and services inclusive of CE measures to be included in green procurement scheme adopted - (Y2 Q4) At least 2 green financing and public procurement measures adopted - At least 1 financial instrument has a specific gender approach and aims for gender impacts with provisions for women-owned businesses. - (Y1 Q4) 1 set of gender responsive guiding principles, including definitions and standards for SUPs and SUPs alternatives, developed and endorsed.	part to the consultation process are women. 4. Approximately 3,800 metric tons of residual plastic waste avoided (metric tons) as a consequence of the effective implementation of policies and regulations over the project lifetime.		

Outcome 1.2: Strengthened capacity and institutional frameworks to implement/enforce policies and plans for circular solutions to plastic pollution.	1. Number of stakeholders trained (disaggregated by gender (as self-assessed), occupation, etc. and by type of training, topic, etc.). 2. Number of respondents (disaggregated by gender (as self-assessed), occupation, etc.), to surveys conducted to assess impacts of the training workshops (disaggregated by type, theme, etc.). 3. Percentage of women trained. 4. Percentage of women conducting the training workshops.	Training reports, including attendance sheets, PPT presentations, and analysis of the ex-post training surveys. trainers, etc. Training modules.	1. Baseline value: 0 Limited knowledge and capacity exist to ensure effective implementation of existing policy and regulatory instruments. 2. Baseline value: 0 3. Baseline value: ≤20% Women in Cambodia remain under-represented in decision-making positions in politics, the public sector and the Judiciary. 4. Baseline value: ≤20% Women in Cambodia remain under-represented in decision-making positions in politics, the public sector and the Judiciary.	- (Y1 Q3) 1 stakeholder analysis and mapping updated, and capacity building needs assessed - (Y2 Q4) At least 6 gender responsive training modules to strengthen the capacity for policy implementation developed - (Y2 Q3) At least 6 ex-post training surveys designed. - (Y3 Q4) At least 6 trainings organized. - At least 35% of women trained. - At least 35% of women conducting the training workshops.	1. At least 30 stakeholders trained per training. 2. At least 15 ex-post training surveys completed per training. 3. At least 35% of total stakeholders trained are women. 4. At least 35% of trainers are women.	Assumptions: - Key audiences and their capacity building needs are properly identified. - Trainings strengthen interest of participants. - Training recipients are motivated to act on their new understanding.	**CI 11 - People benefiting from GEF-financed investments disaggregated by sex:** About 100 people, of which 50 men and 50 women.
Component 2: Engagement of the F&B sector for innovation and mobilization of finance for CE measures							IP Component 2: Mobilizing finance IP Component 3: Engaging with Food and Beverage Private sector
Outcome 2.1: Strengthened systems for circularity through innovative business models (e.g., designing for replacement/ alternatives, and extended life (e.g., reuse, refill)) and through financing measures and extended producer responsibility (EPR) promoted.	1. Number of bankable circular solutions (e.g., elimination of SUPs, conversion to reuse, substitution with alternative materials) developed. 2. Amount of USD leveraged by circular solutions to SUPs in the F&B and tourism sectors as a result of	Project reports. Annual Stakeholders activity reports. Evaluation reports, including lessons learned and recommendations for future projects, on pilot initiatives and application of financial and economic instruments, green financing opportunities, and green public	1. Baseline value: 0 No successful reuse/refill-return systems for F&B sector exist in Cambodia at scale. 2. Baseline value: 0 No financial and economic incentives for plastic prevention measures exist.	- (Y2 Q4) At least 1 guidance developed for private sector enterprises to access green financing. - (Y2 Q4) At least 1 guidance for relevant ministries to implement green financing instruments. - (Y2 Q4) At least 2 sectoral workshops, events, and roundtables (disaggregated by type)	1. At least 3 bankable circular solutions (e.g., elimination of SUPs, conversion to reuse, substitution with alternative materials) developed, of which at least 35% are women-led or employing a majority of women. 2. At least 10 000 USD leveraged by each	Assumptions: - Private sector enterprises are willing to engage in pursuing green financing and green procurement and in sharing knowledge on how to improve practices on reducing SUPs. - Private sector companies are willing to reduce their impact and replicate proven solutions.	**CI 9.8 – Avoided Residual Plastic Waste:** If at least 3 bankable circular solutions receive sufficient funding and are effectively implemented at least one year before the end of the project, and at least one EPR schemes for packaging is piloted in one city, these might lead to at least 2%

	the project's support. 3. Number of gender responsive voluntary EPR-packaging schemes financing reuse-refill solutions to prevent SUPs in the F&B and tourism sectors, piloted in Cambodia. 4. Number of organisations from the F&B and tourism sectors enrolled in the pilot EPR-packaging schemes (total), and percentage of women-led organisations (or organisations employing a majority of women). 5. Total amount of residual plastic waste avoided (metric tons) as a result of the implementation of bankable circular solutions over the project lifetime.	procurement.	3. Baseline value: 0 No EPR-packaging scheme supporting reuse/refill-return systems for F&B and tourism sector exist in Cambodia. 4. Baseline value: 0 No organisation from the F&B and tourism sectors has yet enrolled in voluntary EPR-schemes. 5. Baseline value: 0 No reliable, consistent and robust national data on F&B SUPs production, import, consumption and disposal exist in Cambodia.	organized. - At least 1 representative from each stakeholder groups attending to the sectoral workshops, events, and roundtables (disaggregated by gender, occupation, etc.). - At least 1 communication organized per event. - At least 3 organizations in the F&B and/or tourism sectors identified and provided with technical and business support. - (Y2 Q1) An information workshop on EPR organized, and at least 35% of the participants and of the speakers are women. - (Y2 Q3) An EPR Working Group established, including at least 25% of women. - (Y2 Q4) An EPR-packaging Implementation Framework, including a M&E plan and a strategy to ensure the integration of the informal sector in the EPR scheme, developed - (Y3 Q4) A service provider to administer the EPR pilot established.	bankable circular solution. 3. At least 1 gender responsive voluntary EPR-packaging scheme, financing reuse-refill solutions to prevent SUPs in the F&B and tourism sectors, pilot-tested in Cambodia. 4. At least 5 organisations from the F&B and tourism sectors enrolled in the voluntary EPR-packaging, of which at least 35% are women-led (or employing a majority of women). 5. Approximately 7,600 metric tons of plastic waste avoided (metric tons) as a result of the implementation of bankable circular solutions over the project lifetime.	- There is sufficient interest from government agencies to participate in project activities. Risks: - The financial instruments are not yet operational by the end of the project. There are no women-led businesses (or businesses employing a majority of women) interested in developing circular solutions to reduce SUPs usage in the F&B and/or tourism sectors.	reduction of the estimated annual Plastic Waste Generated by the Food and Beverage Sector, equivalent to about 7,600 metric tons of residual plastic waste avoided in total. **CI 11 - People benefiting from GEF-financed investments disaggregated by sex:** About 375,431 people, of which 185,838 men and 189,593 women.
Outcome 2.2: Increased engagement and commitments among the F&B and tourism sectors to eliminate the use of SUPs and adopt reusable, refillable and other available circular economy options in Phnom Penh, Siem Reap and Preah Sihanouk.	1. Number of "SUP-free" hotels, coffee shops, restaurants and food-delivery services in Cambodia and the percentage of these organisations that are women-led or employing a majority of women. 2. Number of "SUP-free" public buildings	Project reports. Annual Stakeholders activity reports. Evaluation reports, including lessons learned and best practices.	1. Baseline value: 0 No "SUP free" F&B business exist in Cambodia. 2. Baseline value: 0 No "SUP free" public building exists in Cambodia. 3. Baseline value: ≤20%	- (Y2 Q3) 1 gender responsive guidelines to help private and public organizations phase-out F&B SUPs, developed. - (Y3 Q1) At least one workshop to present the Guidelines and raise awareness of government and private establishments in the tourism and food service sectors organised.	1. (Y5 Q4) At least 80 hotels, coffee shops, bars, and/or restaurants and 2 food delivery services become "SUP-free" in Cambodia, of which at least 35% are women-led or employing a majority of women. 2. (Y5 Q4) At least 3 ministries (and their public buildings) and	Assumptions: - The project is able to identify appropriate locations and engage stakeholders in the implementation of SUP-free measures. - Private sector enterprises are willing to engage in SUP-free measures and in sharing knowledge on how to improve practices on reducing SUPs.	**CI 9.8 – Avoided Residual Plastic Waste:** The establishment of "SUP free" restaurants, cafes, hotels and public budlings across the countries will contribute to an additional 3,800 metric tons of residual plastic waste avoided. **CI 11 - People benefiting from GEF-financed**

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	(disaggregated by ministries and educational institutions). 3. Percentage of female government representatives involved in the design and implementation of SUP-free public buildings. 4. Total amount of residual plastic waste avoided (metric tons) as a result of the implementation of "SUP free" zones over the project lifetime.		Women in Cambodia remain under-represented in decision-making positions in politics, the public sector and the Judiciary. 4. Baseline value: 0 No reliable, consistent and robust national data on F&B SUPs production, import, consumption and disposal exist in Cambodia.		educational institutions become "SUP-free". 3. At least 35% of participants involved in the design and implementation of "SUP-free" public buildings are female government representatives. 4. Approximately 3,800 metric tons cof plastic waste avoided (metric tons) as a result of the implementation of "SUP free" zones over the project lifetime.	- There is sufficient interest from municipalities to participate. Risks: There are no women-led businesses (or businesses employing a majority of women) interested in being part of SUP-free measures.	**investments disaggregated by sex:** About 123,533 people, of which 61,149 men and 62,384 women.
Component 3: Promotion of behaviour and social change towards CE solutions among citizens and the F&B private sector							IP Component 4: Activating Behaviour and social change to support Program strategy
Outcome 3.1: Behaviour and social change promoted, and capacity and knowledge improved among national and subnational governments, academics, and consumers including local communities and the youth to refrain from the use of non-essential SUPs and to adopt reusable, refillable and other available circular economy options.	1. Number of gender responsive Behaviour and Social Change interventions implemented (disaggregated by type: awareness raising, capacity building, educational, and communications activities, etc.). 2. Number of stakeholders (disaggregated by occupation, age group, etc.) reached by Behaviour and Social Change interventions (disaggregated by type: awareness raising, capacity	Project reports. Annual Stakeholders activity reports. Approved Behaviour and Social change plan Evaluation reports, including lessons learned and best practices.	1. Baseline value: 0 No Child Project's Behaviour and Social change plan developed, and no action has been implemented yet. 2. Baseline value: In 2042, Cambodia has a population of 17,638,801, of which 50.5% is female, 26% is urban. The median age in Cambodia is 26 years. Cambodia is home to 11.65 million social media users and there are 24.65 million active cellular mobile connections. 3. Baseline value: 0	- (Y1 Q3) 1 Behaviour and Social change plan developed - (Y5 Q2) At least 20,000 stakeholders attend the Behaviour and Social change events - At least 100 stakeholders respond to surveys conducted to assess impacts of the Behaviour and Social Change interventions (Y5 Q2) - - Gender-specific target: - At least 20% of recommendations in the Behaviour and Social change strategy specifically target gender aspects, e.g. gender-responsive	1. (Y5 Q4) At least 1 gender responsive Behaviour and Social change interventions implemented per year. 2. (Y5 Q4) ≥ 3 mil people reached by the Child Project social media activities in total, of which at least 50% are women. ≥ 20,000 stakeholders attend Behaviour and Social change interventions in total, of which at least 50% are women. 3. (Y5 Q2) At least 500 stakeholders respond to surveys conducted to assess impacts of the Behaviour and Social Change interventions.	Assumptions: - Key audiences are properly identified and the awareness raising activities clearly communicate the importance of behaviour and social change. - People are motivated to act on their new understanding.	**CI 11 - People benefiting from GEF-financed investments disaggregated by sex:** Behaviour change interventions might help reduce the estimated annual Plastic Waste Generated by the Food and Beverage Sector of about 1% across the project lifetime, equivalent to a total of about 3,800 metric tons of residual plastic waste avoided in total. **CI 11 - People benefiting from GEF-financed investments disaggregated by sex:** At least 20,000 people, of which 9,900 men and 10,100 women.

	building, educational, etc. 3. Number of respondents (disaggregated by occupation, age, etc.) to surveys conducted to assess impacts of the Behaviour and Social Change interventions (disaggregated by gender, age group, occupation, etc.). 4. Total amount of residual plastic waste avoided (metric tons) as a result of behaviour and social change interventions over the project lifetime.		No Child Project's survey has been developed yet. 4. Baseline value: 0 No reliable, consistent and robust national data on F&B SUPs production, import, consumption and disposal exist in Cambodia.	messaging and approaches	4. Approximately 3,800 metric tons of residual plastic waste avoided (metric tons) as a result of behaviour and social change interventions over the project lifetime.		
Component 4: National and Program-level Coordination, Knowledge Management and Communication							IP Component 4: Activating Behaviour and social change to support Program strategy
Outcome 4.1: Effective National and Global Coordination including active participation and contribution to Global Project (GP) meetings and working groups.	1. Number of Ministries, private sector and key stakeholder groups participate in project coordination. 2. National priorities/experience contributes to Global Project reports and meetings.	PSC Reports GP Annual Conference, working group and other Reports	1. Baseline value: 0 No PMU, project steering committee and technical coordination group established and operative. 2. Baseline value: 0 No PMU, project steering committee and technical coordination group established and operative.	- (Y1 Q1) PMU operational - (Y1 Q2) 1st PSC/Inception Meeting adopts PSC TOR, Inception Report, workplan and budget - Minimum 5 PSC meetings (1 meeting/year) and all members participate in at least 75% of the PSC meetings - Minimum 2 SCP inter-ministerial meetings per year - Minimum 2 meetings per year for a national coordination mechanism (e.g. NPAP) - At least 35% of members in the consulting boards of the project and of the PMU are women. - Key project staff	1. 90% of key Ministries, private sector and key stakeholder groups participate in project coordination. 2. 90% of GP reports reflect National priorities and experience.	Assumptions: - Commitment from PSC and Ministries. Assumptions: - PMU recruitment completed with no delays - EA supports hosting and onboarding of PMU - PMU trained on UNEP GEF procedures - PSC members actively participate - Assumptions: - Requests received by GP with sufficient time to contribute	**CI 11 - People benefiting from GEF-financed investments disaggregated by sex:** At least 100 people, of which 50 men and 50 women.

				participate in min. of 4 IP Annual Conferences and key events. - Key project staff participate in min. of 4 Global Projects' annual meetings. - PMU participate in min. 75% of relevant virtual events and working groups. - PMU and national experts provide contributions to min. 75% of relevant Global Project reports.			
Outcome 4.2: Improved access to data and information on SUPs import, production and consumption in Cambodia for enhanced data-driven decision-making.	1. Number of data systems compiling information on the SUPs produced, imported, and consumed in Cambodia developed. 2. Number of baselines sets on SUPs established. 3. Number of reports on the state of SUPs consumption and production in Cambodia produced.	Project reports	1. Baseline value: 0 2. Baseline value: 0 3. Baseline value: 0 Baseline data on SUPs import, production, and consumption is limited and no system is in place for coordinated collection, updating, and reporting of such data, which also impacts ability to measure impacts of interventions.	- At least one data verification meetings organised per year.	1. (Y1 Q4) 1 data system developed. 2. (Y1 Q4) 1 baseline data set on SUPs established. 3. At least 1 Report on the state of SUPs consumption and production in Cambodia produced per year.	Assumptions: - Confidential information does not impact the collection, updating, and reporting of data - There is sufficient coordination among key partners to facilitate data collection, updating, and reporting and its reliability - The project partners recognise the benefits (and legal obligations) of contributing data	
Outcome 4.3: Increased National and Global knowledge and awareness on Circular Solutions to Single Use Plastics from the Food and Beverage Sector.	1. Number of gender responsive knowledge products, activities and events created (disaggregated by type). 2. Number of stakeholders (disaggregated by gender (as self-assessed), occupation, age, etc.) contributing towards knowledge products, activities, and events design	Communication and KM strategy and workplan. Communication events reports; Articles, news items, best-practices and other KM reports PMU progress reports	1. Baseline value: 0 2. Baseline value: 0 3. Baseline value: 0 Gender-responsive Communication and KM strategy and workplan to be refined at project start.	- (Y1 Q2) A Gender-responsive Communication and KM strategy and workplan adopted at Inception Meeting/1st PSC, fully align and contributing to the Global Project KM and Communication strategy and workplan. - (Y1 Q3) A project brief developed and disseminated. - Min 5 best practices and success stories prepared in English uploaded on the Global Project platform.	- (Y5 Q4) At least 10 gender-responsive knowledge products, activities and events implemented. - >100 persons that contributed towards knowledge products. - >5,000 persons that participated in knowledge products, activities, and events.	Assumptions: - PMU has capacity on communication and KM - PSC and project partners actively participate in - GP responsive to aligning communication strategies - Requests received by GP with sufficient time to contribute to meeting/reports	**CI 11 - People benefiting from GEF-financed investments disaggregated by sex: About** 10,000, of which 4,950 men and 5,050 women.

	and implementation. 3. Number of stakeholders (disaggregated by gender (as self-assessed), occupation, age, etc.) participated in knowledge products, activities, and events.			- At least 1 event to share best practices at the national level with at least 80 participants from all targeted stakeholders, organised per year. - Min 2 Global Project events attended by project team. - Participate in 75% of relevant Annual conferences, knowledge sharing sessions, webinars, capacity development activities.			

Project Outcome	Indicators	Baseline	Target	Means of Verification (MoV)	Assumptions / Risks
Monitoring and Evaluation (M&E)					
Outcome 1: Efficient and timely project execution, monitoring and evaluation processes carried out, and corresponding improvement of project execution as appropriate.	- Project Implementation Review (PIR) to UNEP and GEF rating - Recommendations of the MTR reflected in revised results framework, workplan and budget *Gender-specific indicator:* - *Percentage of female representatives participate in the meetings.*	No monitoring or evaluation until the project starts.	- Yearly PIR achieves rating of MS or above - 100% of recommendations from MTR addressed and reflected in revised results framework, workplan and budget *Gender-specific target:* - *At least 35% of representatives engaged in project meetings are female*	- PIR Reports - Evaluation reports - PSC Reports	- EA and PMU have capacity, experience and training on UNEP projects and reporting - EA & PSC committed to support the project
M&E Output 1: Documented monitoring and reporting process throughout the entire project execution life cycle ensuring successful project delivery.	- Inception Report with M&E activities, roles and responsibilities and templates agreed - Number of quarterly progress and financial reports submitted in a timely manner - Number of Project Implementation Review (PIR) to UNEP and GEF - Number of Co-financing Reports - Number of reports on GEF Core Indicators/GEBs and other core indicators - Gender-specific indicator: - Number of progress reports include a gender section to review progress on gender-specific indicators and targets	No monitoring reports or meetings have been organized before the project starts.	- Inception Report with M&E activities, roles and responsibilities and templates agreed by Y1 Q2 - Quarterly progress and financial reports submitted in a timely manner - Yearly Project Implementation Review (PIR) to UNEP and GEF - Yearly Co-financing Reports - Baseline, mid-point and final monitoring reports on GEF Core Indicators/GEBs and other core indicators - Gender-specific indicator: - Number of progress reports include a	- Inception Report - Quarterly progress reports - Quarterly finance reports - Yearly PIR and co-financing reports - GEF Core Indicator reports	- EA and PMU have capacity, experience and training on UNEP GEF monitoring and reporting requirements

Project Outcome	Indicators	Baseline	Target	Means of Verification (MoV)	Assumptions / Risks
	Gender-specific indicator: - *Number of progress reports that include a gender section to review progress on gender-specific indicators and targets*		gender section to review progress on gender-specific indicators and targets *Gender-specific target:* - *All progress reports include a gender section to review progress on gender-specific indicators and targets*		
M&E Output 2: Independent evaluations to assess the progress, success, and effectiveness of the project undertaken and recommendations reflected in project implementation.	- Number of evaluation reports - Number of stakeholders engaged in evaluation process - Recommendations of the MTR reflected in revised results framework, workplan and budget *Gender-specific indicator:* - *Number of evaluations that include a gender section to review progress on gender-specific indicators and targets*	No evaluation reports have been produced before the project starts.	- Mid-Term Review completed by YR2 Q4 - Terminal Evaluation completed by YR5 Q2 - 100% of key stakeholders and partners engage in evaluation process - 100% of recommendations from MTR addressed and reflected in revised results framework, workplan and budget *Gender-specific target:* - *Midterm report and Terminal Evaluation include a gender section*	- Evaluation Reports - PMU reports	- Evaluation consultant recruited and delivers on time - EA & PSC committed to support the project
M&E Output 3: Regular contribution to the Global Project M&E Reporting.	- Number of contributions to Integrated Program Annual Report, the Global Project's M&E kick-off meeting; Quarterly reports; Mid-term Evaluation and Terminal Evaluation *Gender-specific indicator:* - *Number of contributions to the Global Project M&E Reporting that include gender-specific data and information regarding progress on gender-specific indicators and targets*	No reports have been produced before the GP project starts.	- Min 4 Integrated Program Annual Reports include contributions from PMU - PMU participate in GP M&E kick-off meeting - PMU responds to all requests for contributions to contribute to mid-term and final evaluation and other reports as required *Gender-specific target:* - *All contributions to the Global Project M&E Reporting include gender-specific data and information regarding progress on gender-specific indicators and targets*	- GP Integrated Program Annual Reports - GP meeting reports - Correspondence/emails with GP	- Requests received by GP with sufficient time to contribute

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