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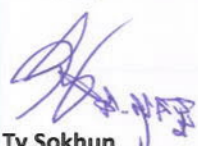
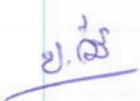
United Nations Development Programme

**Project Document template for nationally implemented projects
financed by the GEF/LDCF/SCCF Trust Funds**

Project title: Collaborative Management for Watershed and Ecosystem Service Protection and Rehabilitation in the Cardamom Mountains, Upper Prek Thnot River Basin (CoWES)	
Country: Cambodia	Implementing Partner: Ministry of Agriculture, Forestry and Fisheries (MAFF)
Management Arrangements : National Implementation Modality (NIM)	
UNDAF/Country Programme Outcome: By 2018, people living in Cambodia, in particular youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being or natural or cultural resources of future generations.	
UNDP Strategic Plan Output: 1.3 - Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.	
UNDP Social and Environmental Screening Category: Moderate Risk	UNDP Gender Marker: 2
Atlas Project ID/Award ID number: 00090509	Atlas Output ID/Project ID number: 00096237
UNDP-GEF PIMS ID number: 5944	GEF ID number: 4945
Planned start date: July 2017	Planned end date: July 2020
LPAC date: 24 March 2017	
Brief project description	
<p>Land degradation is a serious issue in Cambodia posing a direct threat to food and water security since it affects agriculture productivity and water retention capacity of watersheds. It is linked with deforestation and forest degradation, and exacerbated by climate change perpetuating increased vulnerability to climate related risks in turn. The project is designed to reduce pressures on upland watershed areas from competing land uses by demonstrating collaborative management and rehabilitation of agriculture lands and forest areas by promoting sustainable land management and stabilizing watershed catchment functions in a priority degraded area, Upper Prek Thnot watershed in Kampong Speu Province as identified by the draft National Action Plan to Combat Land Degradation 2017 - 2026. The project consists of three interrelated components: 1) On-farm soil conservation and</p>	

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agro-forestry practices improved; 2) Community forest areas restored and sustainably managed; and 3) Watershed management and monitoring capacity improved. The project's approach is consistent with UNDP Cambodia's Country Programme Document (CPD) 2016-2018 as it specifically requires "building resilience" by contributing to strengthening environmental services and the system of forest management and protected areas, including sustainable land and watershed management.

FINANCING PLAN		
GEF Trust Fund		USD 1,100,917
UNDP TRAC resources		USD 150,000
Cash co-financing to be administered by UNDP		0
(1) Total Budget administered by UNDP		USD 1,250,917
PARALLEL CO-FINANCING (all other co-financing that is not cash co-financing administered by UNDP)		
	Government (in-kind)	USD 240,000
	(2) Total co-financing	USD 240,000
	(3) Grand-Total Project Financing (1)+(2)	USD 1,490,917
SIGNATURES		
Signature:  H.E. Ty Sokhun Secretary of State Ministry of Agriculture, Forestry and Fisheries	Agreed by Implementing Partner	Date/Month/Year: 30 June 2017
Signature:  Nick Beresford Country Director UNDP	Agreed by UNDP	Date/Month/Year: 30 June 2017

Acronyms

ADB	Asian Development Bank
CFs	Community Forests
CPD	UNDP's Country Programme Document
DCC	Department of Climate Change
ELC	Economic Land Concessions
FA	Forestry Administration
GDA	General Directorate of Agriculture
GEF	Global Environment Facility
INC	Cambodia's Initial National Communication
KM	Knowledge Management
M&E	Monitoring and Evaluation
MAFF	Ministry of Agriculture, Forestry and Fisheries
MoWA	Ministry of Women's Affairs
MoWRAM	Ministry of Water Resources and Meteorology
NAP	National Action Plan to Combat Land Degradation
NCSD	National Council for Sustainable Development
NIM	National Implementation Modality
NPP	Net Primary Productivity
NSDP	National Strategic Development Plan
OFP	GEF Operational Focal Point
PIR	Project Implementation Report
POPP	Programme and Operation Policies and Procedure
RGC	Royal Government of Cambodia
RTA	UNDP Regional Technical Advisor
SLM	Sustainable Land Management
SNC	Cambodia's Second National Communication
TFP	Total Factor Productivity
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

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II. DEVELOPMENT CHALLENGE

1. Land degradation is a serious issue in Cambodia. Land degradation which is manifested primarily in the form of soil erosion and loss of soil fertility is induced by both natural and anthropogenic causes. Anthropogenic causes include: (i) poor land use practices following the unplanned expansion of agricultural area and settlements; (ii) deforestation and forest degradation due to logging and extraction of biomass for fuelwood and charcoal; and (iii) unsustainable land use practices on state lands apportioned for economic land concessions (ELCs). The objectives of ELC schemes are to “increase employment in rural areas, generate state revenue and develop Cambodia’s agricultural sector”. Land and Forestry Laws and regulations provide a general framework for ELCs and administrative rules, nevertheless ELCs are known to impact both protected areas and local communities by reducing access to both forest resource and forestland.
2. In mid to upper watersheds, land degradation is linked with deforestation and forest degradation. Cambodia’s MDG target for 2015 was to maintain 60% of total land area under forest cover. Between 1990 and 2010 Cambodia lost 1.1%, or 142,500 ha of its forest cover per annum. Recent satellite imagery confirms that forest cover reduced from 71% in 1973 to 50% in 2014. Most deforestation occurs in the northwest and northeast provinces, although extent and rate of loss is slower in protected areas. Population pressures and economic development are among the main drivers of loss of vegetative cover, and when combined with impacts of climate change and variability, have contributed to soil erosion, nutrient loss and reduced water retention capacity across wider landscapes.
3. Land degradation is a direct threat to food and water security since it affects agriculture productivity and water retention capacity of watersheds. Around 11% of all households in Cambodia are considered food insecure, with many facing a deficit for 1–2 months each year. This figure rises during the dry season to an estimated 18%. Around 90% of all food-insecure households are found in rural areas where agriculture is dominated by smallholder farms, involving about two million households (five million people). While agriculture accounts for 34% of national GDP and employs 60% of Cambodia’s labour force, the sector’s contribution to the informal economy is even higher; it is estimated that up to 80% of the population is dependent on agriculture for income and subsistence. Therefore, land degradation affects poor rural households directly in the form of food and livelihood security. Furthermore, land degradation increases the cost of agriculture production which affects poor rural farmers disproportionately.
4. Land degradation is exacerbated by climate change and in turn perpetuates increased vulnerability to climate related risks. Cambodia consistently ranks among the top 10 countries with highest risk of impact from climate change. Historical data shows that temperature increased by 0.8C since 1960 and it continues to increase between 0.013C to 0.036C per year by 2099 (INC, 2002 and SNC, 2015). Cambodia as a whole is projected to get warmer as a result of climate change, with a longer and drier dry season, and a delayed - but shorter and wetter - wet season. Average temperatures and the frequency of extremely hot days and nights have already increased in recent years, and precipitation trends have led to increased wet season rain. Lower-lying areas of the country will generally be hotter and wetter than higher areas, and overall weather patterns will become more erratic. Temperature changes will affect growing and flowering crop cycles, cause shifts in rainfall patterns between different areas of the country and hence affect crop yields.
5. The most obvious effect of this will be to alter the quantity, quality, availability and distribution of surface water - with consequences for agriculture and fisheries. Similarly, these changes in climate have direct bearing on soil erosion, especially on degraded lands. Crop losses can already be directly attributable to climate change impacts. According to SNC, in the last 20 years, floods and droughts have resulted in crop production loss of 62% and 36% respectively. These events have driven farmers to consider alternate cropping systems and, where water is available, to adopt dry season irrigated rice production as an alternative. Greater focus on the early wet season crops allows farmers to avoid the most severe flooding period as crops can be harvested before its onset. Recession and late wet season crops respond well to increased fertilizer applications. However, such practices could have a detrimental effect on the structure of certain soil types.

6. All the above factors regarding land degradation have a particularly pronounced impact on marginalized groups such as ethnic minorities or women. The above effects coupled with insecurity of tenure and prevailing vulnerable conditions means that marginalized groups are more severely affected by land degradation.
7. The Royal Government of Cambodia's (RGC) primary response to land degradation is encapsulated in a draft National Action Plan to Combat Land Degradation (NAP) 2017 to 2026. The draft NAP presents an analysis of land degradation issues followed by an action plan with an estimated budget of US \$43 million. The five strategic objectives proposed by NAP are (i) Enable widespread adoption of appropriate on-farm soil management and related practices to address land degradation and adapt to climate change; (ii) Enable stakeholders to help restore watershed and forest ecological services that improve and sustain agricultural productivity; (iii) Provide supportive policy framework to encourage widespread application of Sustainable Land Management (SLM); (iv) Strengthen human resource capacity to plan and implement programs for SLM; and (v) Develop and implement effective resource mobilization strategies to finance priority actions. Watershed management and soil fertility as a means for addressing land degradation concerns are the NAP's key thematic priorities.
8. Under the umbrella of the Global Environment Facility (GEF)'s 'Greater Mekong Sub-Region Forests and Biodiversity Program' (GMS-FBP) regional program, the Ministry of Agriculture, Forestry and Fisheries (MAFF) initially proposed a national project on collaborative watershed management in the Upper Prek Thnot watershed in Kampong Speu Province and requested the Asian Development Bank (ADB) to assist with processing the project in its capacity as a GEF Implementing Agency. The proposal for GEF funding of the proposed TA was prepared between February 2013 and April 2014 and was approved by the GEF Secretariat on 1 July 2014. The project, however, was put on hold at ADB due to some technical issues until the end of 2015 and subsequently transferred to UNDP in 2016 upon ADB's request and approval from the RGC.

III. STRATEGY

9. The project is designed to reduce pressures on upland watershed areas from competing land uses by demonstrating collaborative management and rehabilitation of agriculture lands and forest in targeted areas. It addresses important national and global environment goals - to develop multiple benefits from integrated management of landscape mosaics of mixed agricultural and forest ecosystems. In practices sustainable land management can be achieved by reducing pressure on land from unsustainable land use by adopting technologies, practices and land management approaches that are appropriate at specific geographical regions. It also requires strong policies and competent bureaucracy to regulate land practices.
10. The project will involve capacity building and pilot demonstrations of soil conservation and agroforestry measures designed to enhance on-farm productivity on smallholder agriculture lands and on selected economic land concession (ELC) areas. The objective is to create agro-ecosystems in forest buffer areas that improve connectivity with adjacent native forests. Initial assessments (i.e. community socio-economic surveys and biophysical resource assessments) will be carried out to identify suitable households and ELC areas in two key districts of the Prek Thnot watershed (namely Aural and Phnum Sruoch). Ethnographic study will be carried out during the project inception phase to gain insight into community's practices, norm and behaviour in land, water and forest resources used. The result of ethnographic study will feed into the project activities and updating the project Theory of Change. Gender analysis will be part of the socio-economic surveys to provide information about institutional structure, challenges and opportunities to promote gender equality within the project activities.
11. Furthermore, activities will focus on strengthening community forest (CF) management practices. Based on scoping carried out during project preparation, Dam Rei Chak Pluk CF was targeted for support under the project; however, the selection of sites and baseline conditions will be validated through additional survey and

stakeholder consultations during the inception phase. Support will be provided to restore degraded forestlands, as well as diversify livelihood opportunities and increase incomes for selected commune forest households.

12. The project will also support enabling conditions to establish and sustain a watershed management authority for Kampong Speu Province. The project will support an initial review of case studies and good practices in watershed management in other parts of the region. This will serve as the basis for consultations with all concerned stakeholders on the appropriate institutional arrangements for a watershed management committee or authority at the provincial level. Additional support will be provided to design and initiate a basic, scalable, monitoring and assessment system for sustainable land and water management in the province, which will inform decision makers and other development partners. Part of the capacity development will include use of the Global Forest Watch platform convened by the World Resources Institute (WRI) and its partners, which serves as an online, real-time, interactive forest monitoring and alert system. Low cost and innovative technologies such “smart handpump”, developed by University of Oxford, to measure the level of aquifer will be introduced as part of the land and water management system.
13. Pathways to achieve the project objective is illustrated in figure 3.1. Project interventions will generate two key drivers which will enhance the flow of socio-economic benefits at the community level. The first driver will be to increase infrastructure and capacities to implement good practices in sustainable land and water management, sustainable livelihoods and forest protection and maintenance. The second will be improved access to important and actionable information and knowledge related to these fields, which will enhance participation, inclusion and decision-making related to productive activities. Anticipated socio-economic benefits to be delivered by this project include:

At national levels:

- Strengthened project management capacity within MAFF and other implementing partners, leading to the ability to manage larger, more complex technical assistance projects targeting wider cross section of the Cambodian population, and
- Better technical understanding within MAFF and other implementing partners of the constraints to promoting sustainable land/water management, sustainable forest management etc., which will lead to improved design and implementation of policies, programs and projects relevant to the NAP, in support of obligations under UNCCD.

At sub-national levels:

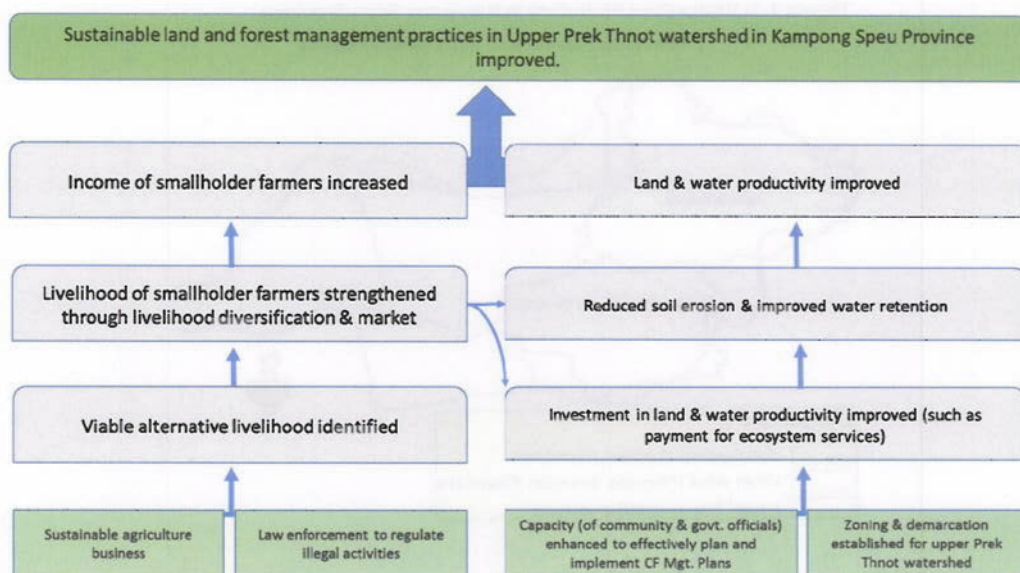
- Increased Net Primary Productivity (NPP)¹ per hectare of land in project target areas in Aural and Phnum Sruoch districts as well as Dam Ray Chak Pluk commune forest
- Increased Total Factor Productivity (TFP)² per agricultural commodity across households in project target areas in Oral and Phnum Sruoch districts as well as Dam Ray Chak Pluk commune forest
- Increased incomes and income opportunities for a cross-section of farming households in Aural and Phnum Sruoch districts as well as Dam Ray Chak Pluk commune forest, which will be complemented by business training, better skills and efficient resource use, access to microfinance products (e.g. microsavings, microinsurance, microcredit)
- Increased vegetation and forest cover which promotes resilience of ecosystems services in the micro-watersheds of targeted project areas, by way of sustained hydrological, nitrogen and carbon cycles, and
- Enhanced base of physical and social assets, health, nutrition, and food security for target households.

¹ Net carbon dioxide retained in vegetation from the atmosphere, quantified by production of new plant material, new biomass etc, measurable through remote sensing and other techniques.

² TFP measures the ratio of total commodity output (the sum of all crop and livestock products) to total inputs used in production, including all land, labor, capital, and materials.

14. The project is conformed with the RGC's Rectangular Strategy III in achieving sustainable development and poverty reduction. The Rectangular Strategy III focuses on four priorities: i) human resources development; ii) improving infrastructure; iii) enhancing agriculture value addition; and iv) strengthening public service delivery. The National Strategic Development Plan (NSDP) 2014-2018, which acts as the roadmap to guide the implementation of sectoral line agencies, development partners, private sectors, civil society organizations and relevant stakeholders, calls for more actions to strengthen six sectors including agriculture. The project also aligns with the decentralization reform laid out in the Rectangular Strategy III and NSDP.
15. The project will promote sustainable land management and stabilize watershed catchment functions in a priority degraded area identified by the NAP. It also contributes to implementation of actions identified in the Cambodia Climate Change Strategic Plan (CCCSP) 2014-2023, especially to promote climate resilience through improving food and water, enhancing climate resilience of critical ecosystem and biodiversity, and improving capacities, knowledge and awareness for climate change. In 2013, MAFF prepared its Climate Change Strategic Plan with an objective to reduce impacts of climate change on agriculture, animal production, forestry and fisheries through adaptation and mitigation measures. The project will respond to the MAFF's Climate Change Strategic Plan through protection of ecosystem of the Upper Prek Thnot watershed to improve resilience of the target communities. In addition, the project is in line with the Agricultural Sector Strategic Development Plan (2014-2018) by directly contributing to three pillars out of the four pillars laid out in the strategic development plan.
16. This approach is consistent with UNDP Cambodia's Country Programme Document (CPD) 2016-2018 as it is aligned with one of the four pillars of programming strategy to commit to helping the country achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion, namely by "building resilience". More specifically, UNDP will contribute to strengthening environmental services and the system of forest management and protected areas, including sustainable land and watershed management. In collaboration with relevant ministries, UNDP will help to strengthen the forest-dependent livelihoods of rural households and indigenous peoples' communities, contribute to long-term food security, as well as support government efforts to transform the country's legal framework from a primary focus on commercialization of natural resources to their sustainable management. Importantly, the project will address natural resource management, climate change and disaster risk reduction concerns through support to: (i) mapping of ecosystem functions and assessment of ecosystem services as input into landscape planning processes; (ii) strengthening of natural resource institutions and processes; and (iii) contribution to improvement of biodiversity monitoring systems to maintain ecosystem integrity. The project is envisaged to contribute to achieving the CPD Output - "Establishment and strengthening of institutions, coordination mechanisms and policies for sustainable management of natural resources, ecosystem services".
17. The project is well aligned with the UNDP Strategic Plan (2014-2017) Outcome 1: "Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded" as well as Output 1.3: "Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste." The results are also expected to contribute to achieving the United Nations Development Assistance Framework (2016-2018) Outcome 1: "By 2018, people living in Cambodia, in particular youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being or natural or cultural resources of future generations".

Figure 3.1: Theory of Change



IV. RESULTS AND PARTNERSHIPS

Expected Results

18. The project has been designed to achieve the long-term benefit of restoring watershed functions that sustain ecosystem services and local livelihoods. The project outcome will lead to improved sustainable land and forest management practices in Upper Prek Thnot watershed in Kampong Speu Province. The outcomes of the project will be monitored through the following indicators: (i) number of local farming households/farmers which adopt good practices in sustainable land and water management; (ii) number of local farming households which adopt new livelihoods approaches, and diversify sources of income and livelihood; and (iii) strengthened institutional arrangements and increased multi-stakeholder participation in watershed management, monitoring and assessment. The project results will be achieved through three interrelated components:

Component 1: On-farm soil conservation and agro-forestry practices improved.

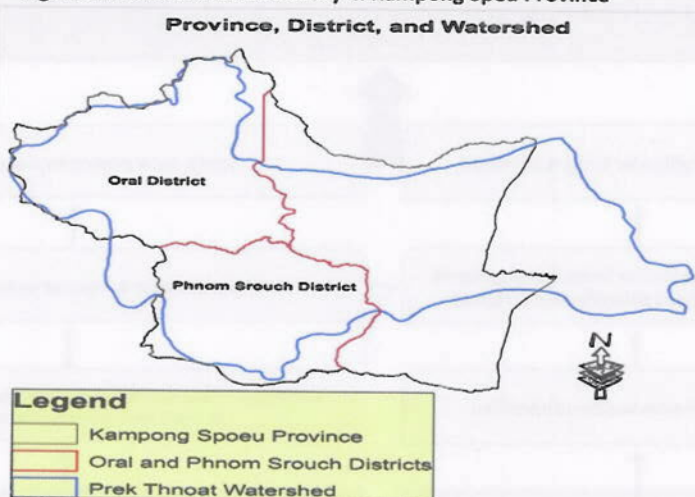
19. The Component will focus on two key districts in the Prek Thnot watershed, Aural and Phnum Sruoch (Fig. 4.1). Work will be designed to enhance on-farm per/hectare productivity in middle to upper watershed areas with sustainable land and water management (SL/WM) interventions piloted with a number of households in the agriculture production areas. The agricultural areas and households for project interventions will be selected following: a) community socio-economic surveys (including gender assessments) to establish baseline, and b) biophysical resource assessments (using to the extent possible, the agro-ecosystem analysis and guidelines advanced by the UNDP-GEF project³) to establish / validate baseline. Project areas may be selected in areas where a) soil quality is of relatively low fertile⁴, b) irrigation opportunities are limited, c) there are competing uses for waters (mainly from large agribusinesses), d) farm to market infrastructure is not fully developed, and e) within Permanent Forest Estates or Protected Areas. The criteria for selection of participating households will

³ Building Capacity and Mainstreaming Sustainable Land Management Project 2008-2011, implemented by MAFF UNDP with finding supporting from GEF4.

⁴ Soil composition is markedly different in the two districts. Phnum Sruoch soils are primarily acid lithosols, grey hydromorphics planosols, red-yellow podzols, while Aural soil types are mostly planosols and acid lithosols.

consider: a) average annual gross income, b) amounts of net productive assets, c) willingness to learn and adopt new techniques, and d) reasonable land security.

Figure 4.1: Watershed Boundary in Kampong Speu Province



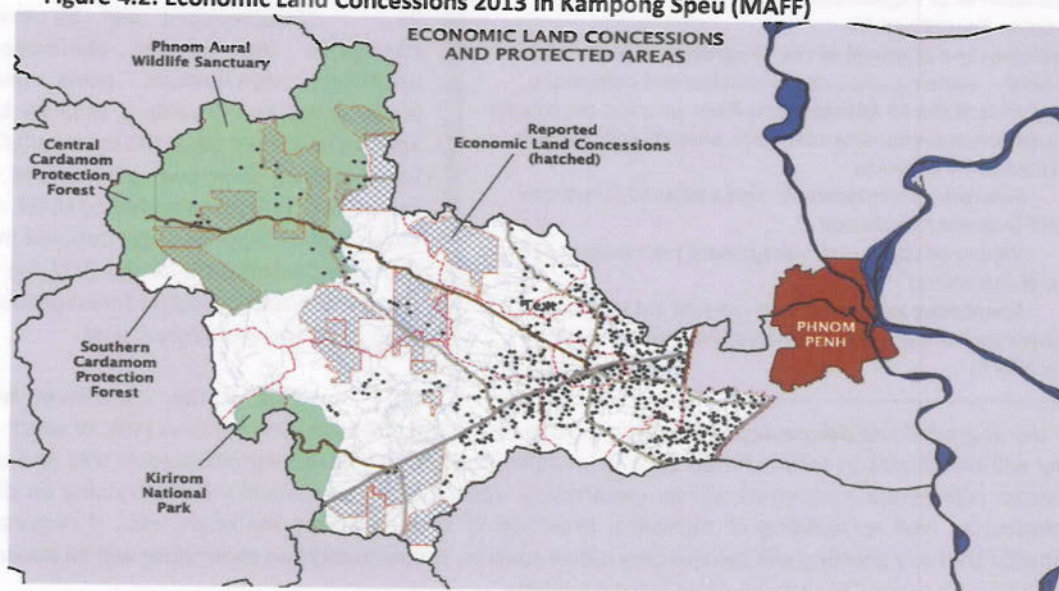
20. The use and suitability of agro-forestry will be piloted in project areas of the two upper basin districts to assist development of productive gardens of diverse, perennial crop/tree species; improve household food security and individual incomes, and; build up diverse agro-ecosystems in likeness of the form, function and connectivity of native forests to increase tree canopy and vegetative cover in forest buffer areas. This work will also improve local access to fuel wood and building materials. Sustainable land and water management, and livelihood interventions that will be piloted across selected cross sections of households, and will include, but not limited to: a) system of rice intensification (measured in tons/ha), b) integrated farming systems (diversification of crop production), c) integrated pest management, c) improved soil and water management techniques, e) biogas digester and composting, f) model farm and home gardening, g) small scale aquaculture/inland fisheries, among others. This will be supplemented by capacity building and training related to: a) business planning and market development, b) basic book keeping and accounting, and c) access to microfinance products and services⁵.
21. Agri-businesses managing Economic Land Concession (ELC) areas and contracting local farmers are also considered within this component (Fig. 4.2). While 25,000 ha of ELC was initially discussed during the PIF stage, further review suggested that this be scaled down to about 8,000 ha. The project will take a two-pronged approach in its efforts to promote responsible investments in sustainable landscapes and constructive engagement of local communities by agribusinesses. First, the project will support an analysis/review of policies related to agricultural land use, followed by creation of a roundtable on sustainable agribusiness, which will bring together community organizations, agro-forestry companies, plantation managers, agribusiness suppliers, non-government and government stakeholders, along with interested bilateral and multilateral funding agencies. This activity will be coordinated in conjunction with the FA ELC Subgroup of the TWG on Forest and Environment. The activity will support an assessment of the total socio-economic and environmental costs and benefits associated with SLM, including the impacts of ELCs on the economy, society and environment. Capacity building for national stakeholders on valuation of land, costs of land degradation, trade-offs and benefits of SLM at different spatial, temporal and sectoral scales will follow from this. These outputs will feed into a proposed

⁵ The financial products and services commonly offered by micro finance institutions (MFIs) in Cambodia are micro-loans (group lending and individual lending); micro-saving (voluntary saving and fixed term deposits); money transfer (local money transfer service, remittance and mobile banking); and micro-insurance. Some MFIs also offer non-financial products and services such as client education and reinforcement; client awards; scholarships for clients' children; and links to development programs. Estimates suggest that approximately 80% of MFI clients live in rural areas, and 81% of clients are women.

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roundtable on agribusiness and SLM. Among other things, one possible result of these roundtable deliberations could be a “sustainability scorecard” for ELCs – which would focus on the shared responsibilities and shared benefits from adoption of good practices – leading to defining of some incentive mechanisms. Second, the project will work directly with an ELC agribusiness already contracted with MAFF, to try and develop a case study that will feature good practices in SL/WM, promote local livelihoods in the same manner as in the Aural and Phnum Sruoch Districts, support implementation of incentive-based conservation agreements for forest dwellers in a conservation area, among others. This activity will undertake an assessment of the various land use plans and categories for land use and compare these against concessions allocated, using existing GIS data, as well as agreements for land use that will impact the uptake of soil management practices. It will examine some scenarios, including: a) demonstration of shift from “Business as Usual” to sustainable practices; b) introduction to forms of compensation for ecosystem services within an ELC (with reference to the incentive and market based mechanisms); and c) addressing policy and regulatory frameworks related to ELC granting and/or implementation. A case study will be developed into a knowledge product and disseminated widely.

Figure 4.2: Economic Land Concessions 2013 in Kampong Speu (MAFF)



22. Impact assessment will be carried out at the beginning and before the end of the project to assess the effectiveness and efficiency of soil and water conservation practices for improving land and water productivity. The assessment will look at how sustainable land use and agriculture practices versus business as usual will have impacts on the project beneficiaries and a random number of non-beneficiaries. The assessment will be used for making during the project implementation and highlight the lessons learned for planners and decision markers on the impacts of actions carried out by project in the target watershed and its surrounding areas.

Component 2: Community forest areas restored and sustainably managed.

23. This component will focus on creating/strengthening sustainable models for community-based forest management. Based on preliminary scoping, four ‘commune forests’ (CFs) have been selected. The early analysis suggests that the project should focus its main efforts on the Dam Rei Chak Pluk commune forest for a number of reasons, including: a) accessibility, b) in advanced stages of securing a land use/forest management plan, c) reasonable capacity due to prior and ongoing technical assistance from local and international NGOs⁶,

⁶ The French NGO GERES helped the community build an efficient charcoal kiln and trained forest resource users in appropriate collection techniques. They also helped build a water reservoir for the community which draws on a combination of groundwater

of

d) identified degraded areas for reforestation, e) communal area is contiguous with potential ELC partner, and

e) expressed willingness to participate at the level of commune leader and council. The other three CFs will be included in the scheduled capacity-building and training activities to the extent possible. Initially the site selection process will be validated through additional survey and stakeholder consultations. Socio-economic surveys (with gender assessment) and biophysical resource assessments (using agro-ecosystem analysis as appropriate) will be conducted by the project team with other project collaborators to establish baseline.

Box 1: Steps to Establishing Commune Forest in Cambodia

1. **Identification** of potential CF areas
 2. **Establishment** – submission of formal application with 60% community support
 3. **Information gathering** – creation of working group including FA
 4. **Developing CF management structure** – elected committee created and formalized by FA
 5. **Preparation of internal bylaws** of CF management committee/Board of Directors/Commune Council
 6. **Demarcation** of community forest boundaries and mapping – by GPS with participation of neighboring villages
 7. **Preparation of CF regulations** – require approvals from Commune Council and FA
 8. **Preparation and approval of the CF agreement** (for MAFF Approval) - outlining roles, responsibilities and obligations
 9. **Preparation of the CF Management Plan** - involves community participation, training, data collection, analysis and mapping, and requires FA approval
 10. **Enterprise Development** - some types of forest may require business registration
 11. **Implementation** – of management plan supported by General Assemblies
 12. **Monitoring and Evaluation** - carried out in close collaboration with the National Forest Programme (NFP)
- (Source: MAFF)

24. Interventions will be made to strengthen the current commune land use/forest management plans (including biodiversity) and develop a capacity building approach to assist other CFs in formulating and implementing their own plans based on the requirements recommended by MAFF – which consists of a staged process outlined in Box 1. It should be noted that Steps 9-11 are for CFs that plan to commercialize forest products and wish to secure tenure over land.

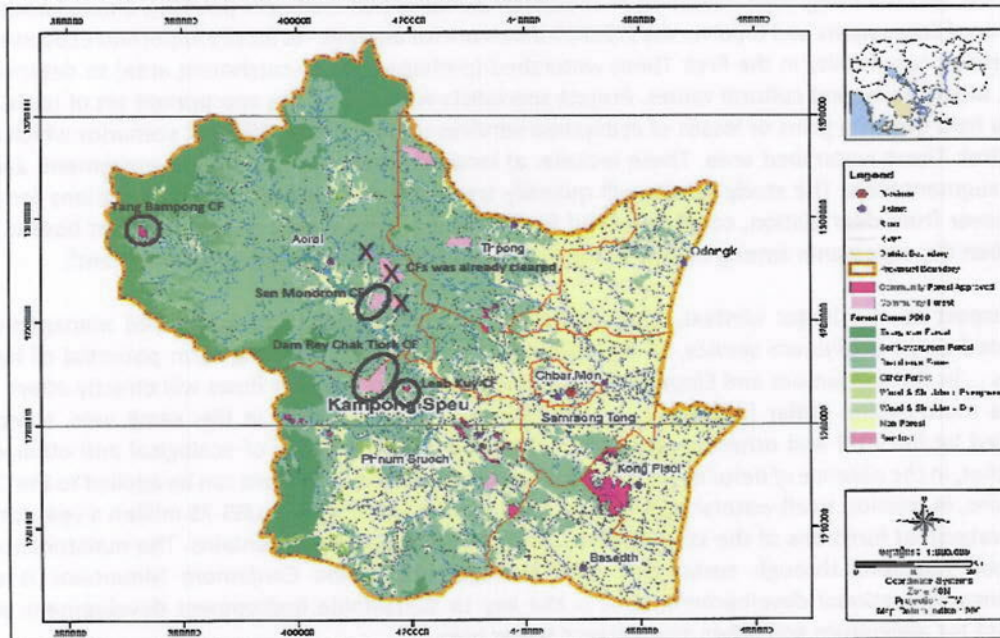
25. Part of the assessment will also cover the degraded and deforested areas, estimated to be around 400 ha in Dam Rei Chak Pluk, of which at least 150 ha will be subject to reforestation activity. In collaboration with Forest Administration (FA) and external specialists, reforestation activities will be undertaken. Technical assistance will include training on different techniques, as well as building of nurseries, provision of tools, planting materials, etc., if required. It is anticipated that any planting will involve only native species. The reforestation experience will be documented and shared with other CFs through cross learning events.

26. Capacity-building for forest protection and law enforcement will supplement this. As with the communities around Permanent Forest Estates and in Protected Areas (Component 1), sustainable livelihoods development activities will be initiated. This experience will serve as a demonstration for other CFs in the province. Good practices will be documented in the form of a capacity building module and associated knowledge products, and scaled up through a combination of workshops and cross visits. Figure 4.3 indicates the CFs under consideration, noting that Tang Bampong CF is strategically located at the headwaters of the Prek Thnot River.

and rainwater. RECOFTC has delivered training and capacity building for reforestation.

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Figure 4.3: Commune Forests targeted (encircled)



Component 3: Watershed management and monitoring capacity of stakeholders improved.

27. This component will follow on from work undertaken by the UNDP-GEF SLM project (2008-2011). It will be supported by an initial review of case studies and good practices in watershed management in other parts of South East Asia, and discussed in the context of stakeholder consultations which will bring together commune, village/town, provincial and national government representatives, farmer water user communities, water utilities, NGOs and the private sector business community. Part of the approach will be to foster/support micro-catchment level working groups. The original target of creating a watershed management authority for Kampong Speu Province will be challenging given that watershed management is given low priority by national and sub-national governments. Up until recently, efforts to advance integrated ecosystem management (IEM) have been project-based, driven by external funding agencies, and characterized by unclear policies and poor inter-agency and inter-sectoral coordination. There is a need to: a) apply and improve standardized monitoring of variables; b) ensure quality of data and information through impact monitoring; c) develop principles, criteria and indicators to monitor performance of all stakeholders in NRM; and d) improve governance, through transparency, accountability and participatory processes.

28. Given the challenges in gaining traction for a watershed management approach to be widely understood and adopted, a set of linked activities related to ecosystem services valuation will be supported. The project will initially conduct: a) a technical training workshop on economic valuation methods for MAFF and other relevant line Ministries and institutions; b) ethnographic study to understand land use practices and choices resulting from different perspectives; and c) a stakeholder dialogue on barriers to SLM that may require regulatory intervention, and measures that are essential for progress to be achieved. This may include, among others, a focus on applying incentives and market-based instruments. This will be followed by an ecosystem valuation study within a defined sub-catchment area of the watershed.

29. The types of ecosystem services identified by the Millennium Ecosystem Assessment (MEA) that pertain to the Prek Thnot landscape include provisioning, regulating, cultural and supporting⁷. A number of different tools and methods can potentially be applied – cost-benefit analysis, value transfer, the Wildlife Habitat Benefits Estimation, and the Integrated Valuation of Ecosystem Services and Tradeoffs (InVEST), Smart-handpumps, the Economic of Ecosystems and Biodiversity (TEEB) framework for analysis - to locally important ecosystem services for a defined community in the Prek Thnot watershed (perhaps a micro-catchment area) to determine water, carbon, biodiversity, and cultural values. Project specialists will identify the appropriate set of tools, and apply these to help quantify gains or losses of ecosystem services under several different scenarios which are typical to the Prek Thnot watershed area. These include: a) land conversion, b) charcoal management, and c) water supply augmentation. The study results will quantify trade-offs, help identify practical options for preserving forest cover from degradation, could be useful for decision making within key government bodies, as well as strengthen the arguments among key constituencies advocating for sustainable development⁸.
30. With respect to the larger context, one analyst observes: “The value of watershed management, when considered as an ecosystem service, is also important to the short – or long term potential of hydropower facilitiesin the Cardamom and Elephant Mountains. Variations in water flows will directly affect the ability of these multi-million dollar facilities to maximize energy generation.”⁹ In this same vein, a recent study supported by the ADB and others, suggests the following: “The similarity of ecological and other conditions means that, *in the absence of detailed local studies* (emphasis added).....values can be applied to the Cardamom Mountains, in relation to all watershed functions. This gives a figure of over US\$ 75 million a year for the value of the watershed functions of the study area in the Central Cardamom Mountains. The maintenance of these watershed functions through sustainable land management in the Cardamom Mountains is of central importance for national development, as it is the key to sustainable hydropower development and is also important for agriculture and other downstream water uses.”¹⁰
31. The project will support a detailed local ecosystem valuation study to build upon the methodology and knowledge advanced by this work. A gap analysis will be conducted for the existing M&E system, and a number of indicators and technical measurement parameters will be developed, with sources of data identified. The process for indicator development will need to consider a “SMART” approach - be specific, measurable, achievable, relevant and time bound. Likely indicators would, at a minimum, be related to; a) land cover, b) land use, c) land management practices, d) woody biomass production, e) livestock production, f) agricultural production, g) water availability, h) % below rural poverty line, i) gender indicators, and if possible, j) carbon sequestration. The LD Tracking Tool will provide inputs for, and be cross referenced with these indicators.

⁷ Provisioning services are the products obtained from ecosystems, such as food, genetic resources, fiber, and energy. Regulating services are the benefits obtained from the regulation of ecosystem processes, including regulation of climate, water, and some human diseases. Cultural services are benefits people obtain from ecosystems through spiritual enrichment, cognitive development, reflection, recreation, and aesthetic experience. Supporting services are necessary for the production of all other ecosystem services, such as biomass production, nutrient cycling, water cycling, oxygenation and provisioning of habitat.

⁸ While capacity to conduct ecosystems services valuations is very limited in Cambodia, a couple of studies a) by Mohd Shahwahid et al on “Economics of Watershed Protection and Trade Off with Timber Production: A Case Study in Malaysia” 1997: International Development Research Centre (IDRC); and b) Kalyan Hou & Sothunvathanak Meas “A Cost Benefit Analysis of the Community Forest Project in Chumkiri District, Kampot Province”, 2008: IDRC, might be insightful. The Economy and Environment Programme for South East Asia (EEPSEA) has trained and supported researchers at the Community Based Natural Resource Management Learning Institute in Cambodia, which will be tapped for support in this regard. A well implemented study that examines, water, for example, may be the basis for piloting ‘payment for ecosystems services’ (PES) mechanisms.

⁹ Killeen, Timothy J. The Cardamom Conundrum: Reconciling Development and Conservation in the Kingdom of Cambodia. Singapore. NUS Press, 2012, p. 172.

¹⁰ Sousan, J and C. Sam. “The Value of Land Resource in the Cardamom Mountains of Cambodia”. Final Report. No date. Stockholm Environment Institute (SEI) (emphasis added), p. 12.

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32. Forest cover baseline and end of project scenarios will be undertaken through GIS mapping and remote sensing activities of the Forest Administration. Soil-related information is best secured by the Cambodia Agricultural Research and Development Institute (CARDI), while water supply and use information by MoWRAM. A system can be established at the local (commune, village, district) levels, which rolls up to the provincial level. Training on participatory M&E techniques will be conducted at project target areas. Stakeholder consultation and technical working groups will formulate and validate the institutional arrangements necessary for a watershed management committee or authority at the provincial level to be established.

Project beneficiaries

33. The direct beneficiaries of the project will be poor upland farmers, indigenous communities, forest commune households, and women living in and dependent on the forest ecosystem in the districts of Aural and Phnum Sruoch and communes of Dam Ray Chak Pluk in the Prek Thnot watershed, which forms part of the Southern Cardamom Mountain range in Cambodia. In Aural district, women outnumber men in nearly all villages. Targeted households in remote mountainous areas with an average annual household income ranging between USD 160 to USD 450 will benefit from the project¹¹. Poverty rates among direct beneficiaries range from 25% to 60%. While data is not readily available, a similar profile is likely in Phnum Sruoch district, as well as the commune forests that are part of this project. The project also targets individuals, community groups, and government and non-government organizations operating on-the-ground at the local level to enable them to actively participate in developing and implementing SL/WM, sustainable forest management, livelihood development and other activities during the project, and for sustaining watershed management beyond the project.

Partnerships

34. The project will benefit significantly from lessons learned and good practices from the UNDP-GEF "Building Capacity and Mainstreaming Sustainable Land Management (SLM) in Cambodia (2008-2011)" project which prepared the draft NAP, enhanced awareness and capacity for SLM in Cambodia, and incorporated SLM into its National Strategic Development Plan (NSDP) 2009-2013. The project will be associated with the ongoing UNDP-GEF project on "Generating, Accessing and Using Information and Knowledge Related to the Three Rio Conventions". This new initiative will, among other things, assess existing data management/information systems, dialogue platforms, coordination mechanisms, etc. for each of the three Rio Conventions (UNCBD, UNFCCC, UNCCD), and implement a strategy to mainstream knowledge into socio-economic development and planning processes. The project will also have direct linkages with the ADB funded Biodiversity Conservation Corridors (BCC) Project executed by MAFF and the Ministry of Environment, which will enhance trans-boundary cooperation for preventing and mitigating fragmentation of biodiversity rich forest landscapes of the Cardamom Mountains and Eastern Plains Dry Forest in Cambodia, Tri-Border Forest of southern Lao PDR, Cambodia and Viet Nam, and the Central Annamites in Viet Nam. It is also associated with the GMS FBP - Regional Support Project (RSP), which will facilitate collaboration and regional knowledge exchange for conservation of trans-boundary landscapes in the GMS.

Stakeholder engagement

35. The project aims to ensure effective engagement of stakeholders to establish institutional arrangements at provincial and district levels to lead watershed management programs and host M&E system in partnership with relevant stakeholders at various levels. And various capacity development and trainings for communities as well as for national, provincial and district government officials will be provided through consultation meetings and workshops to promote sustainable land and forest management practices in the targeted area. The table below describes the major categories of stakeholders identified, and the level of involvement envisaged in the project:

¹¹ No data is available which separates NTFP from other forms of household income as required in the LD Tracking Tool. The project will take steps to address this.

Table 4.1 Project Stakeholder

Project Stakeholder(s)	Proposed Roles and Responsibilities
Ministry of Agriculture, Forestry and Fisheries (MAFF)	MAFF serves as the Implementing Partner in this project. It will also provide strategic decisions for the project, oversee the accomplishment of project objectives and tasks, lead co-funding requirements, and facilitate the process of bringing other stakeholders on board.
Project Management Unit of MAFF	Hosts Project Management Team (PMT). The PMT is responsible for overall coordination with the various national implementing agencies for the delivery of project outputs in a timely and effective manner. It facilitates project-related planning activities such as preparation of annual work plans and be responsible for overall project monitoring and reporting. ToR for the PMT is detailed in Annex 4.
Forestry Administration (FA), MAFF	Provides technical assistance related to reforestation activities, GIS and spatial planning services, policy insights and related support through other, related departments. FA representative will be invited to sit on the project board.
Kampong Speu Provincial Government	Provides regulatory, policy and enabling activities to districts, communes and other target communities within their jurisdiction on watershed management. Collaborate and align with national ministry counterparts. Serves as main locus for M&E and relevant information management, with a view to coordinating knowledge management and scaling up of good practices. Kampong Speu Provincial Government represents project beneficiaries on the project board.
District, village, and commune level governments and governance committees	Participates directly in relevant project activities, where appropriate, as target beneficiaries, but also frontline facilitation, coordination and implementation of technical assistance and capacity building activities. Shares knowledge with provincial and national government bodies.
Department of Climate Change (DCC)/National Council for Sustainable Development (NCS)	DCC sits on the Project Board. As the focal point for climate change in Cambodia, it provides and coordinates climate change related activities in project implementation. Thus, the role of DCC at the project board level is key to ensuring that progress of the project is being reported and updated to the NCS.
Other national ministries such as Ministry of Water Resources and Meteorology (MoWRAM), Ministry of Land Management, Urban Planning and Construction (MLUMPC), including other divisions and departments of MAFF	Participate in higher level steering groups or technical committees and lend technical support, advice and inputs where relevant. This would include insights on policy implications for collaborative watershed management in Kampong Speu, and facilitate or provide the scope for scaling up of good practices.
Ministry of Women's Affairs (MOWA)	MOWA is a representative for the beneficiaries on the Project Board. MOWA's input will be critical given the role and special needs of women in the sustainable land management.
Selected agribusinesses (including companies with ELC contracts), water utilities, business support organizations, chambers of commerce etc.	Engage in round table forum on sustainable agribusiness created to interact with relevant government bodies, including MAFF, on implications of the proposed Agricultural Land Use Act, application of ELC and related land use regulations and laws.

Project Stakeholder(s)	Proposed Roles and Responsibilities
Law enforcement agencies	Participate in capacity-building and training activities designed to strengthen forest protection.
International and local non-governmental organizations, universities, research, scientific and technical institutions	Fill technical and knowledge gaps through research, training, capacity building and other forms of support and technical assistance etc. Facilitate and leverage investments in project activities. Some areas include sustainable forest management, soil and land management, sustainable livelihood development, water resource management, nutrient management, corporate social responsibility. Also responsible for social marketing, community mobilization and policy advocacy where appropriate.
Local target communities and related project partners	Primary resource users and traditional management of upland forest ecosystems. Will be participants in co-management activities, as well as beneficiaries of capacity-building and training related to soil conservation, land use management, water resource management, livelihood support, law enforcement and other project interventions.

Mainstreaming gender

36. Given that Cambodia is a signatory to the United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), project activities will make efforts to draw on knowledge and resources in the country to address gender equality concerns¹². Today, Khmer women have more autonomy and independence than in previous decades. They are entitled to own assets, manage financial transactions, and contribute to household decision making. Both men and women can inherit property, and the gender division of labor can be complementary and flexible, in that men and women can perform a variety of productive and household tasks. In practice, though, there are some barriers for women, including traditional norms and limited levels of education and literacy. Cambodian society is still hierarchical, wherein power and status in society are very strong. Women are generally considered to have status lower than men, but this is also dependent on age and other socioeconomic factors, primarily wealth. Women are still viewed as household managers, while men are seen as providers. Outside the household, women do not have significant influence over decision-making processes. In agriculture and industry, they have 53% of wages, but only 27% of workers in services sectors are women. Microenterprises are a very important source of income for women, particularly in rural areas, where they own over 60% of enterprises, but have lower than average incomes¹³. Gender mainstreaming into the project implementation will follow the [UNDP-GEF Gender Mainstreaming Guide](#). The Gender Action Plan will be developed during the project inception phase and based on the [UNDP-GEF Gender Toolkit](#). The Gender Action Plan will be monitored and updated by project team. Gender related results will be reported to the project board. More specifically, the main project actions will involve: a) collection of sex-disaggregated data, and b) conduct of localized, site-specific gender assessments to identify gaps and plans for project interventions. The Project Team will incorporate those relevant to rural development, agriculture and food security into the M&E system, for example, at the project level:

Human capital indicator:

- Number and percentage of women and men trained in sustainable production technologies, soil and water conservation, pest and disease management, rural livelihoods and entrepreneurship etc.

Economic empowerment indicator:

- Changes in productivity by women and men

¹² http://cedaw-seasia.org/cambodiacedaw_action.html

¹³ <http://www.adb.org/themes/gender/gdcf-case-studies/cambodia-one-step-women-agriculture>

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- Number and percentage of poor women and men with increased ownership of productive assets (e.g., livestock, equipment for production, storage, processing, and marketing)

South-South and Triangular Cooperation (SSTrC)

37. The project will entail comprehensive analyses of good practices and case studies in sustainable land, forest and watershed management from Asia and other developing countries to identify best practices to be applied to Cambodian context. The project will engage in south-south and triangular cooperation with partners in neighboring countries (namely Thailand, Vietnam) to learn and share lessons on similar undertaking through exchange visits, research collaboration, etc.

V. FEASIBILITY

Cost efficiency and effectiveness:

38. The project budget is informed by previous experience in working closely with MAFF. There are also well-established relationships and synergies with other development partners and dialogue processes, e.g. the TWGs. The budget is therefore felt to represent a realistic assessment of costs and will offer value for money based on benefiting from and utilizing the capacities, processes, systems and mechanisms that have already been established by RGC and MAFF in the past using the support of UNDP and its co-financing partners.
39. The strategy set out in the document is based on the Theory of Change that includes drawing from good practices established during the predecessor phase of UNDP (and co-funders) support to MAFF. These practices include: (i) the application of the national implementation modality that delegates much of the project's planning, implementation and financial management to MAFF; (ii) the use of the TWG-FA and its ELC sub-group, and related consultation/discussion processes. This approach is cost effective while making maximum use of country systems and established processes to promote sustainable capacity.
40. The capacity assessment builds on previous capacity work to ensure that existing systems are further developed and applied so that efficient and effective use of resources is assured into the future. Finally, collaboration with the UNDP policy project will provide synergies – in the form of effectiveness and efficiency – by building relationships with the partners involved in both of these UNDP-supported initiatives to promote complementarity in implementation and application.
41. The project will, among others, focus on assisting marginalized, resource-poor communities who depend on forest and land-based resources in the Upper Prek Thnot watershed for their livelihood. Given this continuing need and limited capacity for watershed management in Cambodia, GEF financing is essential to sustain efforts to address these key development concerns over the long term. The project strategy is to take a gradual, step-wise approach to ensure that relevant governance processes supported (particularly public participation and transparency), highly localized pilot initiatives are established, which will have a demonstration effect and then be amenable for replication and scaling-up. The project will tackle some sensitive, yet core issues, and feature constructive engagement between national and sub-national governments, private sector, non-governmental agencies and local community groups. It will refine and expand a range of tools related to sustainable land and water management, sustainable forest management, sustainable livelihoods development, and ecosystems valuation in the context of management of the Prek Thnot watershed. Importantly, it has given credence to prior lessons learned in this field, and has been designed to maximize the investment to results ratio.

Risk Management:

42. As per standard UNDP requirements, the Project Coordinator/Advisor will monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP ATLAS

risk log. Risks will be reported as critical when the impact and probability are high (i.e. when impact is rated as 5, and when impact is rated as 4 and probability is rated at 3 or higher). Management responses to critical risks will also be reported in the annual PIR.

43. The assumptions include: (i) national government is supportive of sustainable land and water management, and recognizes role of MAFF and the need to engage at local levels; (ii) provincial government of Kampong Speu is committed to support watershed management and commits financial and human resources; (iii) there are sufficiently skilled and capable human resources to carry out activities; (iv) local communities are willing to participate in government-led initiatives; (v) co-financing partners are able to synchronize activities with ongoing commitments with parent program; (vi) project beneficiaries, including farming households, are sufficiently incentivized to experiment with new land management techniques and livelihood activities; and (vii) agribusinesses and relevant government agencies are willing to engage in dialogue on policy issues related to land use and management.
44. Given the implementation difficulties encountered during the UNDP-GEF SLM project, particular attention will be given to: (a) commitment and leadership from senior government officials; (b) a well-defined and accepted project inception strategy to guide implementation; (c) recruitment of qualified and experienced project management staff with probation conditions for the inception period; and (d) putting in place adequate support for the implementing and executing partners.

Social and environmental safeguards:

45. The project is classified as Low Risk. The project can have adverse impacts on human rights and limited natural (illegal) access to natural resources. However, consultations will be set up to ensure voice of stakeholders are included in the decision making process of the project. The project management is structured to ensure grievances from stakeholders regarding their rights will be addressed. In addition, technical support will be provided to implementing partners to deal with likely social and environmental issues related to the project. Environmental and social grievances will be reported to the GEF in the annual PIR.

Sustainability and Scaling Up:

46. The project will address sustainability as follows:
 - **Financial sustainability:** will be achieved by working through existing government agencies and mechanisms as far as possible such that the outcomes are mainstreamed into the regular operations and budgets of these agencies (MAFF, provincial and district government). Following the completion of the project, these institutions and authorities will be empowered and better equipped to exercise their mandates, without requiring further external resources.
 - **Institutional sustainability:** will be improved through systematic capacity development measures for MAFF, provincial and district government officials by expanding a range of tools related to sustainable land and water management, sustainable forest management, sustainable livelihoods development, and ecosystems valuation building on the Prek Thnot watershed model.
 - **Social sustainability:** will be improved through the development of stakeholder participation mechanisms for the SL/WM, sustainable forest management, livelihood development, etc. at the national, provincial and commune level. In the targeted sites, the project will mobilize community participation and emphasize transparency and participatory approaches to any project related decisions.
 - **Environmental sustainability:** will be achieved through a coordinated approach involving a wide range of government and civil society organizations and communities to address land degradation and deforestation in the targeted project sites. The project interventions will result in increased vegetation and forest cover thereby promoting resilience of ecosystems services in the micro-watersheds of targeted project areas, by way of sustained hydrological, nitrogen and carbon cycles. Notably this project provides additionality for a broader regional ecosystem management framework for sustainable development in the Greater Mekong Sub-region.

- **Innovation and scaling up:** innovative aspects of this project includes promoting responsible investments in sustainable landscapes and constructive engagement of local communities by agribusinesses. The project will facilitate analysis and review of policies related to agricultural land use, followed by creation of a roundtable on sustainable agribusiness, which will bring together community organizations, agro-forestry companies, plantation managers, agribusiness suppliers, non-government and government stakeholders, along with interested bilateral and multilateral funding agencies. The project strategy is to establish localized pilot initiatives which will have a demonstration effect and then be amenable for replication and scaling-up. Knowledge and good practices from the pilot initiatives of the project has potential to be demonstrated and scaled up to the wider Prek Thnot watershed and river basin, as well as the other nine watersheds in Cambodia. Increased capacity to understand the interconnectivity of ecosystems and trade-offs with economic development may serve to galvanize additional commitments and investments in watershed management.

Economic and/or financial analysis: N/A

VI. PROJECT RESULTS FRAMEWORK

<p>This project will contribute to the following Sustainable Development Goal (s): Goal 13: Take urgent action to combat climate change and its impacts. Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystem, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss.</p>					
<p>This project will contribute to the following country outcome included in the UNDAF/Country Programme Document: By 2018, people living in Cambodia, in particular youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being or natural or cultural resources of future generations.</p> <p>UNDAF/CPD outcome indicator 1.4: Environmental Performance Index of Cambodia.</p> <p>CPD output indicator (s): Indicator 1.1.2: Extent to which institutional and legal framework for environmental and climate change protects livelihoods of the poor and vulnerable. Indicator 1.1.3: Number of community forestry and community-protected areas established and/or strengthened.</p>					
<p>This project will be linked to the following output of the UNDP Strategic Plan: Output 1.3 Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.</p> <p>SP Indicator 1.3.1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level, disaggregated by partnership type.</p>					
	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
<p>Project Objective: To restore and maintain forest cover and watershed stability functions while providing for sustainable livelihoods and ecosystem services in the Upper Prek Thnot Watershed</p>	Capacity to implement the strategic objectives of NAP as measured by Capacity Development Scorecard.	14	30	43	<p>Assumptions</p> <ul style="list-style-type: none"> - National government is supportive of sustainable land and water management, and recognizes role of MAFF and the need to engage at local levels - Provincial government of Kampong Speu is committed to support watershed management <p>Risks</p> <ul style="list-style-type: none"> - Economic development and other priorities overshadow natural resource management needs - Government departments unwilling to work together on cross-sectoral initiatives
	Areas brought under productive land management in the project target areas.	0	50 ha	150 ha	
	Number of households (gender disaggregated data) in the project target areas benefitting from diversified livelihoods between 2017-2019.	0	200 households	500 households	
<p>1. Component/Outcome 1: On-farm soil conservation and</p>	Percentage improvement of Net Primary Production [10% of baseline for project target areas in Aural and Phnum Sruoch]	10%	10%	15%	<p>Assumptions</p>

agro-forestry practices improved	Number of households with increase of Total Factor Productivity (TFP) for selected agricultural commodities in the project target areas of Aural and Phnum Sruoch	0	200 households	500 households	<ul style="list-style-type: none"> - Local communities are willing to participate in government-led initiatives; - Agribusinesses and relevant government agencies are willing to engage in dialogue on policy issues related to land use and management. <p>Risks</p> <ul style="list-style-type: none"> - Shifts in priorities of national and provincial government, with increased emphasis on economic growth at cost to sustainable development; - Agribusinesses, particularly ELC companies, reluctant to enter into discussions with government on contentious issues.
	Percentage increase in average gross income per household in forest area in targeted project areas of Aural and Phnum Sruoch districts	0	10%	20%	
	Number of PPP case study developed as model for applying good practices in watershed management	None	n/a	1	
2. Component/ Outcome 2: Community forest areas restored and sustainably managed	Percentage increase in forest and vegetation cover of Damrey Chak Pluk commune forest based on land use management plan, strengthened law enforcement, conservation and sustainable use.	0	5%	10%	<p>Assumption Farming households are willing to assume risk related to adoption of new technologies and practices</p> <p>Risk Farming and village households in project target areas (including CF) reluctant to give up charcoal making as supplementary source of income</p>
	Percentage increase in average gross income per participating households [as 20% of baseline in Dam Ray Chak Pluk commune forest]	0	10%	20%	
3. Component/ Outcome 3: Watershed management and monitoring capacity improved	Regulatory, legal and administrative mechanisms for a multi-stakeholder provincial body to manage Prek Thnot watershed in Kampong Speu in place and functional.	None	None (formulation process)	1	<p>Assumption There are sufficiently skilled and capable human resources to carry out activities</p> <p>Risk Institutional arrangements unwieldy and render implementation slow and uneven</p>
	Number of measurement parameters for sustainable development of soil, water, land and forests, defined and included in a functional monitoring and evaluation system at the provincial level in Kampong Speu.	0	5	10	

VII. MONITORING AND EVALUATION (M&E) PLAN

47. The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results.
48. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP](#) and [UNDP Evaluation Policy](#). While these UNDP requirements are not outlined in this project document, the UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the [GEF M&E policy](#) and other relevant GEF policies.
49. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably the GEF Tracking Tools) across all GEF-financed projects in the country. This could be achieved for example by using one national institute to complete the GEF Tracking Tools for all GEF-financed projects in the country, including projects supported by other GEF Agencies.

M&E Oversight and monitoring responsibilities:

50. **Project Coordinator/Advisor:** Will be responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. Project Coordinator/Advisor will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. S/he will inform the Project Board, the UNDP Country Office and the UNDP-GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted. S/he will develop annual work plans based on the multi-year work plan included in Annex A, including annual output targets to support the efficient implementation of the project. The Project Coordinator/Advisor will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. gender strategy, KM strategy etc..) occur on a regular basis.
51. **Project Board:** The Project Board will take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.
52. **Project Implementing Partner:** The Implementing Partner is responsible for providing required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used and generated by the project supports national systems.
53. **UNDP Country Office:** The UNDP Country Office will support the Project Coordinator/Advisor as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team

and Project Board within one month of the mission. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual GEF PIR, the *independent mid-term review* and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

54. The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the [UNDP POPP](#). This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the regular updating of the ATLAS risk log; and, the updating of the UNDP gender marker on an annual basis based on gender mainstreaming progress reported in the GEF PIR and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g. annual GEF PIR quality assessment ratings) must be addressed by the UNDP Country Office and the Project Manager.
55. The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure in order to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).
56. **UNDP-GEF Unit:** Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed.
57. **Audit:** The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.¹⁴

Additional GEF monitoring and reporting requirements:

58. **Inception Workshop and Report:** A project inception workshop will be held within two months after the project document has been signed by all relevant parties to, amongst others:
 - a) Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project implementation;
 - b) Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
 - c) Review the results framework and finalize the indicators, means of verification and monitoring plan;
 - d) Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP in M&E;
 - e) Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; Environmental and Social Management Plan and other safeguard requirements; the gender strategy; the knowledge management strategy, and other relevant strategies;
 - f) Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
 - g) Plan and schedule Project Board meetings and finalize the first year annual work plan.
59. The Project Coordinator/Advisor will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Advisor, and will be approved by the Project Board.
60. **GEF Project Implementation Report (PIR):** The Project Advisor, the UNDP Country Office, and the UNDP-GEF Regional Technical Advisor will provide objective input to the annual GEF PIR covering the reporting period July (previous year) to June (current year) for each year of project implementation. The Project Coordinator/Advisor

¹⁴ See guidance here: <https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx>

will ensure that the indicators included in the project results framework are monitored annually in advance of the PIR submission deadline so that progress can be reported in the PIR. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR.

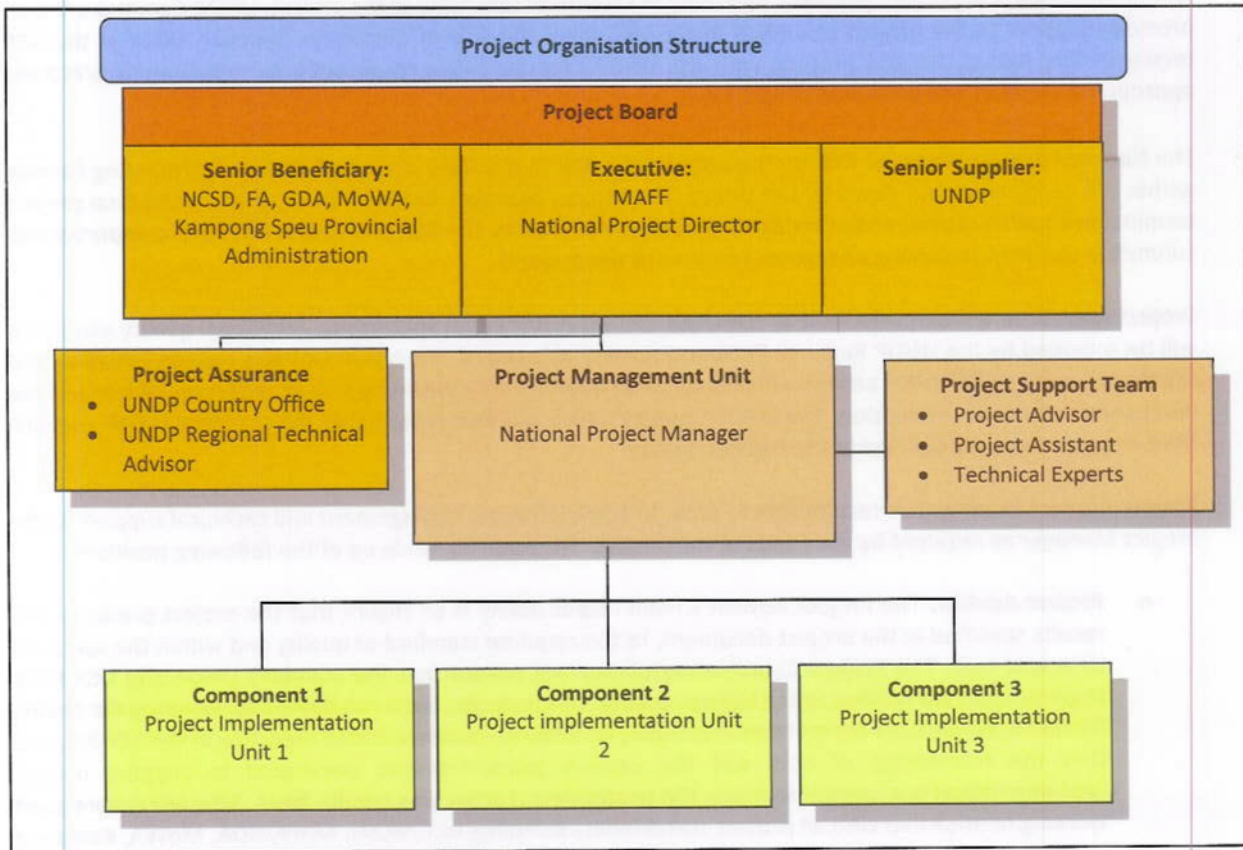
61. The PIR submitted to the GEF will be shared with the Project Board. The UNDP Country Office will coordinate the input of the GEF Operational Focal Point and other stakeholders to the PIR as appropriate. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.
62. Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.
63. GEF Focal Area Tracking Tools: The following GEF Tracking Tool(s) will be used to monitor global environmental benefit results:
64. The baseline/CEO Endorsement GEF Focal Area Tracking Tool(s) – submitted in Annex 3 to this project document – will be updated by the Project Team and shared with the mid-term review consultants and terminal evaluation consultants before the required review/evaluation missions take place. The updated GEF Tracking Tool(s) will be submitted to the GEF along with the completed Mid-term Review report and Terminal Evaluation report.
65. Independent Mid-term Review (MTR): An independent mid-term review process will begin after the second PIR has been submitted to the GEF, and the MTR report will be submitted to the GEF in the same year as the 3rd PIR. The MTR findings and responses outlined in the management response will be incorporated as recommendations for enhanced implementation during the final half of the project's duration. The terms of reference, the review process and the MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the [UNDP Evaluation Resource Center \(ERC\)](#). As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final MTR report will be available in English and will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Advisor, and approved by the Project Board.
66. Terminal Evaluation (TE): An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before operational closure of the project allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The Project Coordinator/Advisor will remain on contract until the TE report and management response have been finalized. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the [UNDP Evaluation Resource Center](#). As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final TE report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Advisor, and will be approved by the Project Board. The TE report will be publicly available in English on the UNDP ERC.

67. The UNDP Country Office will include the planned project terminal evaluation in the UNDP Country Office evaluation plan, and will upload the final terminal evaluation report in English and the corresponding management response to the UNDP Evaluation Resource Centre (ERC). Once uploaded to the ERC, the UNDP IEO will undertake a quality assessment and validate the findings and ratings in the TE report, and rate the quality of the TE report. The UNDP IEO assessment report will be sent to the GEF IEO along with the project terminal evaluation report.
68. Final Report: The project's terminal PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.
69. The detail M&E and associated costing is laid out in Annex 2.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

70. The project will be implemented following UNDP's National Implementation Modality (NIM), according to the Standard Basic Assistance Agreement between UNDP and the Royal Government of Cambodia, and the Country Programme. NIM is an arrangement whereby the government, in principle, assumes full ownership and responsibility for the formulation and effective management, or execution, of all aspects of UNDP-assisted projects and programmes. It implies that all management aspects of the project are the responsibility of the national authority. However, the national authority remains accountable to UNDP for production of the outputs, achievement of objectives, use of resources provided by UNDP, and financial reporting. UNDP Cambodia in turn remains accountable for the use of resources to the UNDP Executive Board and the project donors. The project will be implemented over a period of three years beginning in the second quarter of 2017, and will be completed in the second quarter of 2020.
71. The **Implementing Partner** for this project is MAFF. The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of GEF/UNDP resources. The implementing partner may enter into agreements with other organizations or entities, namely Responsible Parties, to assist in successfully delivering project outputs. The Implementing Partner will assign a representative and provide its staff and network of experts as support to the Project Management (as part of government co-financing). Project Management Unit of MAFF will be the focal point for ensuring day to day operations, technical oversight and direction for project staff, consultants and other personnel, work plan development and implementation, coordination of stakeholders and project partners, liaison between MAFF, other central ministries, provincial government, other donors and ADB, lead in financial management, budgeting, reporting, monitoring and communications.

72. The project organisation structure is as follows:



73. The **Project Board** (also called Project Steering Committee) is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Country Director. The terms of reference for the Project Board are contained in Annex. The Project Board is comprised of the following individuals:

- **Executive (National Project Director):** An appointed senior official of MAFF. The National Project Director will chair the Project Board and will be responsible for operation supervision and direction of the project major decisions including approval of work plans, reports, large procurement and financial transactions and recruitment of senior staff and advisors.
- **Senior Beneficiary:** An Individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. DCC/MoE, FA/MAFF, GDA/MAFF, MoWA, and Kampong Speu Provincial Administration represent the Government of Cambodia and act as the Senior Beneficiary of the Project.

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- **Senior Supplier:** Individual or group representing the interests of the parties concerned, which provide funding for specific cost sharing projects and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. UNDP-Cambodia, which provides support to the project on behalf of the GEF takes the role of the Senior Supplier. UNDP is the GEF Implementing Agency for this project, with the UNDP Country Office responsible for transparent practices, appropriate conduct and professional auditing.
- The **National Project Manager** will run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager function will end when the final project terminal evaluation report, and other documentation required by the GEF and UNDP, has been completed and submitted to UNDP (including operational closure of the project).
- **Project Assurance** will be performed by the UNDP Country Office (CO) specifically. Additional quality assurance will be provided by the UNDP Regional Technical Advisor as needed. The UNDP will also include initiation and organization of key GEF M&E activities including the annual GEF PIR, the independent mid-term review and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.
- Project Support Team will be responsible to provide administration, management and technical support to the Project Manager as required by the needs of the project. The team be made up of the following positions:
 - o **Project Advisor:** The Project Advisor's main responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified time and cost. The Project Coordinator/Advisor will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually on time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. gender strategy, KM strategy etc..) occur on a regular basis. S/he will ensure good working relationship with all project stakeholders including DCC/NCSD, MAFF/GDA, MoWA, Kampong Speu Province. The Project Coordinator/Advisor will supervise and monitor performance of the national and international staff recruited by the project. The Project Coordinator/Advisor will be hired through a formal recruitment process, in accordance to UNDP rules and procedure.
 - o **Project Assistant:** will provide project financial management, administration, management and technical support to the Project Coordinator/Advisor as required by the needs of the project. Project Assistant will be hired through a formal recruitment process, in accordance to UNDP rules and procedure.
 - o **Technical Experts:** will comprise of national and international consultants to provide technical support to the implementation of the project and project support team.

UNDP Support Services as requested by Government:

74. UNDP Support Services (DPS) as requested by Government: The UNDP, as GEF Agency for this project, will provide project management cycle services for the project as defined by the GEF Council. In addition the Government of Cambodia may request UNDP support services for specific project activities, according to its policies and convenience. The UNDP and Government of Cambodia acknowledge and agree that those services are not mandatory, and will be provided only upon Government's request. If requested, the services would follow the UNDP policies on the recovery of direct costs. These services (and their costs) are specified in the Letter of Agreement (Annex 8). As is determined by the GEF Council requirements, these service costs will be assigned as Project Management Cost, duly identified in the project budget as Direct Project Costs. Eligible Direct Project Costs should not be charged as a flat percentage. They should be calculated on the basis of estimated

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actual or transaction based costs and should be charged to the direct project costs account codes: “64397- Services to projects – CO staff” and “74596 – Services to projects – GOE for CO”.

75. The support services and conditions are described in the Letter of Agreement between UNDP and the Government on the Provision of Support Services in Annex 8. Services provided by the UNDP Country Office will be subject to audit by UNDP's external (the United Nations Board of Auditors) and/or internal auditors (UNDP's Office of Audit and Investigation).
76. Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information: In order to accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy¹⁵ and the GEF policy on public involvement¹⁶.

IX. FINANCIAL PLANNING AND MANAGEMENT

77. The total cost of the project is USD1,250,917. This is financed through a GEF grant of USD1,100,917 and USD150,000 in cash co-financing to be administered by UNDP. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only.
78. Parallel co-financing: The actual co-financing indicated in the CEO ER is no more relevant as ADB (USD 4.550 million) and the Global Mechanism (US\$ 150,000) has transferred the project to UNDP as the new IA. However, the realization of project co-financing that will come through during implementation will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF. The planned parallel co-financing as of now are as below:

Co-financing source	Co-financing type	Co-financing amount	Planned Activities/Outputs	Risks	Risk Mitigation Measures
Royal Cambodian Government	In-kind	240,000	<ul style="list-style-type: none"> - Project management - Domestic travel - Trainings and conferences - Knowledge management - Surveys 	Shift in priorities of the government during the project transition from ADB to UNDP	Commitment of the government to support the project is reconfirmed before the project is transferred to UNDP
UNDP	Cash	150,000	<ul style="list-style-type: none"> - Carrying out assessment on ecosystem valuation and Payment for Ecosystem Services Models - Project management 	Accessibility to competent consultants/experts to carry out the assessment	Consultants/experts will be identified through UNDP's regional and global roster network

¹⁵ See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

¹⁶ See https://www.thegef.org/gef/policies_guidelines

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79. **Budget Revision and Tolerance:** As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF:
- a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more;
 - b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.
80. Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).
81. **Refund to Donor:** Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.
82. **Project Closure:** Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.
83. **Operational completion:** The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.
84. **Financial completion:** The project will be financially closed when the following conditions have been met:
- a) The project is operationally completed or has been cancelled;
 - b) The Implementing Partner has reported all financial transactions to UNDP;
 - c) UNDP has closed the accounts for the project;
 - d) UNDP and the Implementing Partner has certified a final Combined Delivery Report (which serves as final budget revision).
85. The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

X. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Proposal or Award ID:	00090509	Atlas Primary Output Project ID:	00096237
Atlas Proposal or Award Title:	Collaborative Management for Watershed and Ecosystem Service Protection and Rehabilitation in the Cardamom Mountains, Upper Prek Thnot River Basin (CoWES)		
Atlas Business Unit	KHM10		
Atlas Primary Output Project Title	Collaborative Management for Watershed and Ecosystem Service Protection and Rehabilitation in the Cardamom Mountains, Upper Prek Thnot River Basin (CoWES)		
UNDP-GEF PIMS No.	5944		
Implementing Partner	Ministry of Agriculture, Forestry and Fisheries (MAFF)		

GEF OUCOME/ATLAS ACTIVITY	Responsible Party/ Implementing Agency	Fund ID	Donor Name	Account Code	Atlas Budget Description	Amounts in US Dollars				Budget Notes	
						Year 1	Year 2	Year 3	Total		
Outcome1: Improved on –farm soil and water management practices in upper watershed areas					Output 1.1						
	MAFF	62000	GEF	75700	Trainings, workshop & conference		10,000	7,600	17,600	1A	
	MAFF	62000	GEF	71300	Local consultants	10,000	10,000		20,000	2A	
	MAFF	62000	GEF	71600	Travel	10,000	10,000	5,000	25,000	6A	
	MAFF	62000	GEF	75700	Trainings, workshop & conference	6,000			6,000	1B	
	MAFF	62000	GEF	71300	Local consultants	5,000	6,900		11,900	2B	
	Sub-Total Output1.1									80,500	
						Output 1.2					
	MAFF	62000	GEF	75700	Trainings, workshop & conference	5,000	10,000		15,000	1C	
	MAFF	62000	GEF	72100	Contractual Services company	10,000	20,000		30,000	4A	
	MAFF	62000	GEF	72600	Grant	10,000	30,000	15,000	55,000	5A	
	MAFF	62000	GEF	71300	Local consultants	5,000	12,600	5,000	22,600	2B	
	MAFF	62000	GEF	71300	Local consultants	10,000	10,000	14,000	34,000	2C	
	Sub-Total Output1.2									156,600	
						Output 1.3					
	MAFF	62000	GEF	75700	Trainings, workshop & conference	5,000	10,000	5,000	20,000	1D	
	MAFF	62000	GEF	71300	Local consultants	5,000	12,600	5,000	22,600	2B	
	MAFF	62000	GEF	71300	Local consultants	10,000	15,000	15,000	40,000	2D	
MAFF	62000	GEF	74200	Printing & publication	3,000	8,000	5,000	16,000	7A		
MAFF	62000	GEF	72500	Supplies	2,000	2,000	1,000	5,000	11A		
MAFF	62000	GEF	74500	Miscellaneous	1,000	2,000	2,000	5,000	13A		

								Sub-Total Output 1.3	108,600	
	Total Outcome 1 – GEF Fund				97,000	169,100	79,600	345,700		
					Output 2.1					
	MAFF	62000	GEF	75700	Trainings, workshop & conference		10,000	10,083	20,083	1D
	UNDP	04000	UNDP	71300	Local consultants	13,000			13,000	2E
	MAFF	62000	GEF	75700	Trainings, workshop & conference		9,000		9,000	1E
	MAFF	62000	GEF	71600	Travel	20,000	10,000	5,000	35,000	6A
	MAFF	62000	GEF	75700	Trainings, workshop & conference		3,000	2,000	5,000	1F
									Sub-Total Output 2.1	82,083
					Output 2.2					
	MAFF	62000	GEF	75700	Trainings, workshop & conference		15,000	5,000	20,000	1G
	MAFF	62000	GEF	71300	Local consultants	5000	10000	5000	20,000	2F
	MAFF	62000	GEF	71300	Local consultants		5,000	5,000	10,000	2A
	MAFF	62000	GEF	72300	Material & goods	10,000	20,000	7,000	37,000	4B
	MAFF	62000	GEF	71600	Travel	10,000	10,000	5,000	25,000	6B
	MAFF	62000	GEF	75700	Trainings, workshop & conference	5,000	2,500	2,500	10,000	1H
	MAFF	62000	GEF	71300	Local consultants	10,000	16,000	12,500	38,500	2G
	MAFF	62000	GEF	71300	Local consultants	30,000	40,000	40,000	110,000	2H
	MAFF	62000	GEF	74500	Miscellaneous	1,000	2,000	2,000	5,000	13A
									Sub-Total Output 2.2	275,500
					Total Outcome 2 – GEF Fund	91,000	152,500	101,083	344,583	
					Total Outcome 2 – UNDP Fund	13,000	0	0	13,000	
					Total Outcome 2	104,000	152,500	101,083	357,583	
					Output 3.1					
	MAFF	62000	GEF	71300	Local consultants		21,200		21,200	2I
	UNDP	04000	UNDP	71200	International consultant (eco valuation)		30,000		30,000	3A
	MAFF	62000	GEF	71300	Local consultants (com)		20,000	15,600	35,600	2J
	UNDP	04000	UNDP	71300	Local consultants (Project Assistant)	12,000	21,000	21,000	54,000	2K
									Sub-Total Output 3.1	140,800
					Output 3.2					
	MAFF	62000	GEF	75700	Trainings, workshop & conference	10,000	10,000		20,000	1I

	MAFF	62000	GEF	71200	International consultant		30,000		30,000	3B
	MAFF	62000	GEF	71300	Local consultants		14,434		14,434	2L
	MAFF	62000	GEF	71600	Travel	10,000	5,700	5,000	20,700	6C
	MAFF	62000	GEF	71300	Local consultants (M&E)	12,600	20,000	20,000	52,600	2M
	MAFF	62000	GEF	71200	International consultant (Mid Term Eval)			25,000	25,000	3C
	MAFF	62000	GEF	71200	International consultant (Final Eval)			30,000	30,000	3D
	MAFF	62000	GEF	71200	International consultant	30,000			30,000	3E
	MAFF	62000	GEF	71200	International consultant	30,000		30,000	60,000	3F
	MAFF	62000	GEF	74200	Printing & publication		5,000	5,000	10,000	7A
	MAFF	62000	GEF	72500	Supplies	2,000	2,000	1,000	5,000	11A
	MAFF	62000	GEF	74500	Miscellaneous	1,000	2,000	1,100	4,100	13A
	Sub-Total Output 3.2								301,834	
	Total Outcome 3 – GEF Fund					95,600	130,334	132,700	358,634	
	Total Outcome 3 – UNDP Fund					12,000	51,000	21,000	84,000	
	Total Outcome 3					107,600	181,334	153,700	442,634	
Project Management Costs	UNDP	04000	UNDP	64397	Services to projects-CO Staff	10,000	9,000	9,000	28,000	14A
	UNDP	04000	UNDP	64397	Services to projects-CO Staff	9,000	7,000	9,000	25,000	14A
	UNDP	62000	GEF	74100	Professional Services	4,000	4,000	4,000	12,000	4C
	MAFF	62000	GEF	71600	Travel	2,000	1,000	2,000	5,000	6D
	MAFF	62000	GEF	72800	IT equipment	15,000			15,000	9A
	MAFF	62000	GEF	73400	Rental & Maint. of equipment	2,000	3,000	3,000	8,000	10A
	UNDP	62000	GEF	74596	UNDP cost recovery	4,000	4,000	4,000	12,000	12A
	Total PMC – GEF Fund					27,000	12,000	13,000	52,000	
	Total PMC – UNDP Fund					19,000	16,000	18,000	53,000	
	Total PMC					46,000	28,000	31,000	105,000	
Total GEF					310,600	463,934	326,383	1,100,917		
Total UNDP					44,000	67,000	39,000	150,000		
Grand Total					354,600	530,934	365,383	1,250,917		

Budget Note:

1	Trainings/workshops/meetings
2	National consultants
3	International consultants
4	Contractual companies
5	Grant
6	Travel/DSA
7	Printing/publications
9	IT equipment
10A	Rental & Maint. of equipment
11A	Supplies
12A	UNDP cost recovery
13A	Mic
14	DPC

Note	Descriptions
1A	Training and demonstration workshops on soil conservation and water management techniques
2A	National consultants to conduct biophysical resource assessment (Agro-Ecosystem Analysis) in selected areas of the two districts
6A	Travel
1B	Stakeholder consultations to establish community-led micro-watershed management groups
2B	National Agricultural/Livelihoods Specialist/Agroforestry Specialist (8 months)
1C	Technical assistance and capacity-building provided on integrated farming systems, model farm / home gardening, biodigester and composting, NTFP collection, others
4A	Planting materials and preparation of land
5A	Biogas systems, small irrigation systems and other on-farm capital investments. The process follows UNDP Grant modality
2B	National Agricultural/Livelihoods Specialist/Agroforestry Specialist (8 months)
2C	National Extension Specialist (12 months)
1D	Technical assistance and capacity-building provided on integrated farming systems, model farm / home gardening, biodigester and composting, NTFP collection, others
2B	National Agricultural/Livelihoods Specialist/Agroforestry Specialist (8 months)
2D	National consultant (Admin and Finance)
7A	Printing/publication
11A	Supplies

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13A	Miscellaneous
1D	Joint training / capacity building on SLM/WM and sustainable livelihoods for village households within the ELC
2E	National consultants to carry out ethnography study
1E	Meeting to develop framework on good practices in SLM/WM
6A	Travel and DSA
1F	Convene round table meetings on SL/WM with MAFF-ELC, Provincial government, NGOs, farmer groups and selected private sector companies with ELC contracts
1G	Capacity building on forest protection including incentive-based conservation agreements and law enforcement
2F	National consultants to provide technical assistance on forest rehabilitation and restoration
2A	National consultants to conduct biophysical resource assessment (Agro-Ecosystem Analysis) in selected areas of the two districts
4B	Materials for reforestation - seedlings, fertilizer, ect.
6B	Labour for reforestation - community labour
1H	Engage in stakeholder consultations with commune forest members, MAFF-FA, farmer water user groups etc
2G	National Forestry and Watershed Specialist (24 months)
2H	National Project Coordinator(SB5)
13A	Mic
2I	National Environmental Specialist
3A	International Ecosystems Valuation Specialist
2J	National Communication specialist (24 months)
2K	Project Assistant
1I	Capacity building on participatory M&E at provincial and local level
3B	International Expert to establish technical parameters for development of integrated information management system related to identified catchment areas within Prek Thnot watershed (with view to scaling up)
2L	National GIS Expert to conduct GIS mapping and remote sensing studies (using LandsAT 8)
6C	Travel and DSA
2M	National Consultant on M&E (30 months)
3C	International consultant for Mid Term Evaluation
3D	International consultant for Final Evaluation
3E	International consultant for project inception
3F	International consultant for Impact Assessment

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7A	Printing, translation & publication
11A	Supplies
13A	Mic
14A	Direct Project Cost (cost sharing salaries of Analyst and Associate)
14A	Direct Project Cost (cost sharing for management support)
4C	Audit and HACT
6D	Travel related to activities in the components
9A	IT equipment (laptops and printer)
10A	Rental & Maint. of equipment
12A	UNDP cost recovery. Project services for recruitment and contract management of project staff, national/international consultants and for procurement of goods and services

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XI. LEGAL CONTEXT AND RISK MANAGEMENT

Legal Context

86. This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA signed on 19th December 1994 and all CPAP provisions apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."
87. This project will be implemented by the Ministry of Agriculture, Forestry and Fisheries ("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.

Risk Management

88. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.
89. The implementing partner shall:
- 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;
 - Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.
90. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary and with approval from the Project Board. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.
91. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
92. Consistent with UNDP's Programme and Operations Policies and Procedures, 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>).
93. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
94. 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.
95. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

96. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
97. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
98. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

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

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

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

100. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
101. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
102. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses

under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XII. MANDATORY ANNEXES

1. Multi-year work plan
2. Monitoring and evaluation plan
3. Terms of Reference for the Project Team
4. Social and Environmental and Social Screening (SESP)
5. Project Quality Assurance Report
6. Risk Log
7. Co-Financing Letter from MAFF
8. Letter of Agreement between UNDP and the Government on the Provision of Support Services
9. Capacity Development Scorecard
10. Gender Marker Checklist
11. Approval Note
12. Tracking Tool



Annex 1: Multi-Year Work Plan

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)												PLANNED BUDGET		
		Y1				Y2				Y3				Funding Source	Budget Description	Amount (USD)
Output 1 On-farm soil conservation and Agroforestry practices improved	1.1 Assessments to define target areas and interventions in Aural and Phnum Sruoch districts <ul style="list-style-type: none"> Conduct biophysical resource assessment and socio-economic surveys, including gender assessment, to determine baseline Conduct socio-economic/environmental cost benefit analysis of the sustainable land and watershed management Define project target areas/boundaries and populations Conduct sustainable livelihoods assessment in target communities to determine baseline Knowledge products developed and disseminated to facilitate adoption of good practices 	x	x	x	x	x	x	x	x	x	x	x	x	GEFTF	National Consultants, Travels, Equipment, Workshops, Materials, Miscellaneous	334,600
	1.2 Demonstration of agroforestry practices on small-holder agriculture lands <ul style="list-style-type: none"> Capacity development and training for provincial and district government officials in soil conservation, and agroforestry practices and agro-ecology assessments Demonstration of soil conservation and agroforestry practices for project target communities (about 800 ha.) Capacity development and training for communities on livelihood diversification practices Cross visit/ learning mission to successful agroforestry/sustainable livelihoods site(s) Develop and disseminate knowledge products Monitoring and assessment conducted. 									x	x	x	x			



	1.3 Integrated watershed management and farming models and guidelines applied to selected Economic Land Concession (ELC) areas <ul style="list-style-type: none"> Conduct assessments and reviews of impact of ELCs including agricultural land use policies and practice and cost benefit analysis Convene roundtable on agribusiness and sustainable land management Foster collaboration with one MAFF-ELC contracted company to serve as demonstration model of a public private partnership Capacity development and training for communities in project ELC target areas on integrated farming systems, model farm/home gardening, bio-digester and composting and other livelihood diversification practices for households/villages within ELC Support capacity-development to improve management effectiveness of designated conservation areas within ELC Develop and disseminate knowledge product(s) to facilitate adoption of good practices in collaborative SLWM within ELC areas 																		
Output 2 Community forest areas restored and sustainably managed.	2.1 Restoration of selected community-managed forest lands using appropriate methodologies <ul style="list-style-type: none"> Conduct socio-economic (including gender assessment) / sustainable livelihoods survey to determine baseline Conduct mapping and biophysical resource assessment of CF forested areas (to establish baseline) Field level training of provincial and district officials in forest restoration practices Field level training of CF management communities on forest restoration practices Capacity development and training on law enforcement Capacity development and training to secure MAFF approval of land use/management plan, and business plan (if appropriate) Training in participatory monitoring and evaluation Develop and disseminate knowledge product on forest restoration in form of case study 				x	x	x	x	x	x	x	x	x	x					
	2.2 Capacity development to improve local livelihoods in Dam Ray Chak Pluk Community Forest <ul style="list-style-type: none"> Capacity development and training of CF members on livelihood diversification practices (e.g. integrated farming systems, model farm/ home gardening, bio-digester and composting, NTFP collection, etc.) Cross visits and knowledge sharing with other CFs practicing successful livelihoods 					x	x	x	x	x	x								
															GEFTF	National Consultants, Travels, Equipment, Workshops, Materials, Miscellaneous	602,934		

Output 3 Watershed management and Monitoring capacity improved.	3.1 Establishing functional institutional arrangements for watershed management authority in Kampong Speu Province <ul style="list-style-type: none"> Support working group/stakeholder consultations to establish institutional arrangements at provincial and district levels to lead watershed management programs and host M&E system Capacity development and training for MAFF and other ministries on economic valuation Conduct study on economic/ecosystem values of watershed /sub-catchment area and disseminate results in technical workshop Capacity development and training of provincial and district officials on watershed management (e.g. legal basis, setting target for soil and water conservation, defining land uses, changing land uses and practices in farming and forestry, making investments in assets for watershed management etc.) 																			GEFTF and UNDP Cash	International Consultant, National Consultants, Travels, Equipment, Workshops, Materials, Miscellaneous	418,383
	3.2 Development of basic, scalable monitoring and assessment system for land degradation <ul style="list-style-type: none"> Conduct GIS mapping and remote sensing studies to support baseline and M&E Conduct gap analysis/ review of M&E system established for NAP implementation (ref UNDP-GEF project) Capacity development and training of provincial and district officials on project management, with special sessions on financial management, and on M&E systems 									x	x	x	x	x								
	3.3 Establish technical parameters for integrated information management system related to identified catchment areas within Prek Thnot watershed											x	x	x	x							
																			Total (USD)	1,250,917		

Annex 2: Monitoring and Evaluation Plan: The Project Coordinator will collect results data according to the following monitoring plan.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ¹⁷ (US\$)		Time frame
		GEF grant	Co-financing	
Inception Workshop	International consultant	USD 30,000		Within two months of project document signature
Inception Report	Project Coordinator/Advisor	None	None	Within two weeks of inception workshop
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	UNDP Country Office	None	None	Quarterly, annually
Monitoring of indicators in project results framework	Project Coordinator/Advisor and Project Manager	Per year: USD 4,000 * 3 years = 12,000		Annually
GEF Project Implementation Report (PIR)	Project Coordinator/Advisor and UNDP Country Office and UNDP-GEF team	None	None	Annually
HACT Audit as per UNDP audit policies	UNDP Country Office	Per year: USD 4,000 * 3 yrs = 12,000		Annually or other frequency as per UNDP Audit policies
Lessons learned and knowledge generation	Project Coordinator/Advisor and Project Manager			Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Coordinator/Advisor and Project Manager UNDP CO	None		On-going
Addressing environmental and social grievances	Project Coordinator/Advisor, UNDP Country Office BPPS as needed	None for time of project manager, and UNDP CO		
Project Board meetings	Project Board, UNDP Country Office Project Advisor	USD 1,000 per meeting * 6 = USD 6,000		At minimum annually
Supervision missions	UNDP Country Office	None ¹⁸		Annually
Oversight missions	UNDP-GEF team	None ¹⁸		Troubleshooting as needed

¹⁷ Excluding project team staff time and UNDP staff time and travel expenses.

¹⁸ The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ¹⁷ (US\$)		Time frame
		GEF grant	Co-financing	
Knowledge management as outlined across outcome 1, 2 and 3	Project Coordinator/ Advisor	1% of GEF grant= 11,000		On-going
GEF Secretariat learning missions/site visits	UNDP Country Office and Project Manager and UNDP-GEF team	None		To be determined.
Mid-term GEF Tracking Tool to be updated	Project Coordinator/ Advisor and Project Manager	USD 5,000		Before mid-term review mission takes place.
Independent Mid-term Review (MTR) and management response	International Consultant, UNDP Country Office and Project team and UNDP-GEF team	USD 25,000 -		Between 2 nd and 3 rd PIR.
Environmental and Social risks and management plans, as relevant	Project Coordinator/ Advisor and team, UNDP CO			None
Visits to field sites	UNDP CO UNDP RTA (as appropriate) Government representatives	For GEF supported projects, paid from IA fees and operational budget		Annually
Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response	UNDP Country Office, Project team and UNDP-GEF team	USD 30,000		At least three months before operational closure
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		131,000		

Annex 3: Terms of Reference for Project Team

1. International Consultant

A. Environmental Economist/Valuation Specialist: The international consultant will work in close collaboration with the national environmental economist/valuation specialist, to deliver the following outputs:

- a) site selected for an ecosystem valuation study,
- b) orient provincial and district officials on ecosystem valuation tools, methods and approaches conducted,
- c) design and conduct of the ecosystem valuation study undertaken,
- d) findings of the study presented to relevant stakeholders,
- e) knowledge product(s) packaged, and
- f) sources of continuing capacity strengthening, financing support and network development identified.

The Specialist will require a graduate level degree from a recognized university, empirical knowledge of environmental economics, with at least 15 years of practical experience, backed by a solid publication and training track record.

B. Integrated Information Management System Expert: Take the lead in identify parameters for M&E system. The expert will design seamless operation of M&E system, and advise on scaling up/institutionalizing this with MAFF and provincial government.

2. National Consultants (Individuals)

A. Project Advisor: The national consultant will be responsible for overall leadership and technical direction for the project with responsibility for delivery of outputs and sound financial management. S/he will establish/Deliver:

- a) good working relationships with all stakeholders,
- b) superior performance from all relevant personnel and consultants,
- c) well-crafted semi-annual / annual work plans and budgets,
- d) risk control, administrative and financial management procedures installed and implemented to a standard required by UNDP,
- e) solid Secretarial support for the project management committee,
- f) successful implementation of all training and capacity development,
- g) timely and satisfactory reports in format required by UNDP, GEF and other partners, and
- h) guidance and inputs for knowledge management strategy and institutionalization of M&E system.

The Project Advisor should have a degree in appropriate field from recognized university, at least 10 years of practical experience managing externally funded projects, ability to lead and coordinate teams, knowledge of procurement processes and related due diligence, strong interpersonal and communications skills, particularly in written English.

B. Project Assistant: will provide project financial management, administration, management and technical support to the Project Coordinator/Advisor required by the needs of the project. Project Finance and Administrative Officer will be hired through a formal recruitment process, in accordance with UNDP rules and procedure

C. Communications Specialist: The Communications Specialist will lead implementation of a knowledge management strategy and provide support to capacity development and learning systems. Other outputs of the work would include:

- a) development and dissemination of knowledge products,
- b) public affairs initiatives
- c) project information web-enabled and accessible, and
- d) coordinate training and events.

The national specialist should possess a degree/ diploma from a recognized post-secondary institution, will require at least 10 years of experience in an international project context, demonstrated ability with multi-media tools and methods in order to conduct the required tasks, ability to transcribe knowledge to local language and dialects, strong organizational and interpersonal skills.

D. National Agriculture, livelihood, and agroforestry specialist

- Outcome 1: Agricultural practices in two watershed districts improved. The Consultant shall: (a) deliver training and demonstrations workshops for selected farming households in two project districts on soil conservation and water management techniques, (b) conduct biophysical resource assessment (agro-ecosystem analysis) in identified areas of the two districts, (c) support/ facilitate stakeholder consultations and establish/ strengthen community-led micro watershed management groups.
- Outcome 2: Agro-forestry practices in two districts strengthened. The Consultant shall: (a) design and deliver capacity building and technical assistance on integrated farming systems, model farm/ home gardening, bio-digester and composting, NTFP collection, etc. for selected households in the two project districts, (b) assist in procurement of planting materials, (c) assist in preparation of land, (d) advise and guide investments in biogas systems, small irrigation systems, and other on-farm capital investments, and (e) develop knowledge product(s). Enhanced livelihoods for selected agricultural households in Economic Land Concession (ELC) area. The consultant shall: design and conduct capacity building on SLM/WM and sustainable livelihoods for village households in the ELC, provide technical assistance to improve management of defined conservation areas within the ELC, develop framework and knowledge product on good practices in SL/WM as applicable to Cambodia, define terms of reference and convene round table on SL/WM with MAFF-ELC, Provincial Government, NGOs, farmer groups and selected private companies holding ELC contracts (with MAFF and MOE as possible).
- Outcome 3: Agro-forestry practices in Community Forest (CF) strengthened. The Consultant shall: a) design and deliver capacity building and technical assistance on integrated farming systems, model farm / home gardening, biodigester and composting, NTFP collection, etc. for selected households in the Dam Ray Chak Pluk CF, b) develop knowledge products.

F. Forest Restoration Specialist

- Output: At least 150 ha of degraded forestlands restored in Dam Ray Chak Pluk CF with model for upscaling to other CFs and forest areas established. The consultant shall:
 - a) facilitate stakeholder consultations with commune forest members, MAFF- Forest Administration and other government agencies, farmer water user groups to map/identify priorities,
 - b) design and deliver capacity-building and training for the community forest on forest protection techniques, including incentive-based conservation agreements and law enforcement,
 - c) conduct biophysical resource assessment, select sites for restoration and determine most appropriate methods for each site,
 - d) deliver technical assistance on forest rehabilitation and restoration,
 - e) assist in procurement of appropriate inputs and planting materials (e.g. seedlings, fertilizers etc),
 - f) assist in procurement of labour for related training and forest restoration activities,
 - g) develop knowledge product(s), and
 - h) assist in outreach, knowledge sharing and cross visits with other commune forests.

G. Economic Valuation Specialist

Output: Economic valuation study conducted for localized site within Prek Thnot watershed. The consultant shall work in close collaboration with the international consultant, and:

- a) assist in data collection, survey and analysis to select site for an ecosystem valuation study,
- b) support orientation for provincial and district officials on ecosystem valuation tools, methods and approaches,
- c) provide inputs for the design and conduct of the ecosystem valuation study,
- d) jointly present findings of the study relevant stakeholders,
- e) assist in packaging of knowledge products, and
- f) identify sources of continuing capacity strengthening, financing support and network development.

H. Monitoring and Evaluation Specialist

- Output: Technical and spatial data/information integrated into a functional M&E system. The consultants will:
 - a) conduct needs assessment/ gap analysis, capacity development and training on participatory M&E at the district and provincial level,
 - b) establish technical parameters for development of integrated information management system related to microcatchment areas within the Prek Thnot watershed,
 - c) conduct GIS mapping, remote sensing (using Landsat8), and monitoring (using Global Forest Watch and other tools) to provide timely, relevant data to provincial decision-makers, and
 - d) facilitate installation of a functional information platform to serve the M&E needs of the Provincial Government.



Annex 4: Social and Environmental and Social Screening for CEO Endorsement Stage

Project Information

Project Information	
1. Project Title	Collaborative Management for Watershed and Ecosystem Service Protection and Rehabilitation in the Cardamom Mountains, Upper Prek Thnot River Basin (CoWES)
2. Project Number	00096237
3. Location (Global/Region/Country)	Cambodia

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?	
<i>Briefly describe in the space below how the Project mainstreams the human-rights based approach</i>	
<p>The project aims to restore and maintain forest cover and watershed stability functions while providing for sustainable livelihoods and ecosystem services in the Upper Prek Thnot Watershed of Cambodia. The project components will include improving soil and water management practices of the target areas, restoring forest areas, and support monitoring of the watershed in the Upper Prek Thnot. Under these results, the project will support local communities, especially the community forestry in the target communes to exercise their rights in water management planning with local authority. In addition, the project will support the monitoring and evaluation tool of the watershed to ensure that the natural resources within the watershed are sustainably managed including those resources (land, water, forest, NTFPs, etc.) that are important sources of livelihood for the local people.</p>	
<i>Briefly describe in the space below how the Project is likely to improve gender equality and women’s empowerment</i>	
<p>The project will ensure gender mainstreaming across the project implementation. This includes carrying out gender analysis to collect information about institutional structure, challenges, and opportunities to promote gender equality in the project implementation. Perspectives and roles of men and women in watershed management will be integrated into project activities through a consultative process. The project M&E system will capture gender related results, for instance, percentage of women and men in the project target areas benefitting from diversified livelihoods. During the project design, the UNDP Gender Marker Matrix was used to assess the extent of gender mainstreaming before Gender Marker rating was assigned to the project. The Gender Action Plan will also be developed by the project team to ensure gender results are on track.</p>	
<i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i>	
<p>The project is designed to maintain and conserve land and forest resources, including other biodiversity resources such as wildlife in the area. The project will introduce sustainable agriculture models that will conserve the soil quality. Thus, the project will disseminate good lessons learned from soil, land and forest conservation under this project to scale up in other parts of the country. The project will contribute towards meeting Cambodia’s commitment under the UNCCD.</p>	

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses).</i>		QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>		QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
Risk 1: Adverse impacts on human rights of local communities, including marginalized groups.	I = 1 P = 2	Low	If adequate consultations are conducted by IP and project team during the implementation, this could negatively impact poor & marginalized community for not participating the decision-making process.	Oversight mechanism of the project will ensure the project activities do not restrict legal access of local people to natural resources. Measures will be included to ensure that recognition of human rights are fully incorporated into the project plans. The project will ensure full stakeholder consultations and specifically marginalized community in all the project decision-making process in the project sites.
Risk 2: Restricted access to natural resources due to enhanced enforcement for local communities, including marginalized groups.	I = 3 P = 4	Moderate	Because of increased capacity and better law enforcement by the agencies, forest protection will be strengthened against illegal activities. However, there are also risks that the local communities and marginalized groups will be devoid of access to natural resources if systems of resource allocation are not put in place.	The project will ensure capacity building and training on law enforcement agencies, and ensure prior informed consent of local communities are sought and they are consulted in the decision-making process during the project implementation.
Risk 3: The duty-bearers do not have the capacity	I = 3 P = 4	Moderate	Given the cross-sectoral nature of the project interventions, there are	The project will put in place effective governance mechanism through the project board and the technical working group to bring

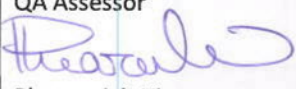
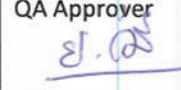
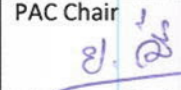
to meet their obligations in the Project			risks of government agencies at all levels not willing to work together on cross-sectoral initiatives.	together key stakeholders for effective delivery of project interventions in the short to medium term, and gradually mainstream this process into policies and plans for long term sustainability. The project will focus on strengthening capacity of the duty bearers through targeted training programs on SL/WM and sharing of lessons and case studies on similar initiatives from the region and globally.
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QUESTION 4: What is the overall Project risk categorization?			
Select one (see SESP for guidance)		Comments	
<i>Low Risk</i>	<input type="checkbox"/>		
<i>Moderate Risk</i>	<input checked="" type="checkbox"/>	The project is classified as Moderate Risk. The project can have adverse impacts on human rights and limited access to natural resources. However, prior informed consent and consultations will be set up to ensure voice of stakeholders, communities and marginalized groups are included in the decision-making process of the project. Stakeholders will be made aware of grievance mechanisms if they are affected by the project interventions.	
<i>High Risk</i>	<input type="checkbox"/>		

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			
Check all that apply		Comments	
<i>Principle 1: Human Rights</i>	<input checked="" type="checkbox"/>	The project's potential adverse social risks are limited in scale, can be identified with a reasonable degree of certainty, and can be addressed through application of mitigation measures and stakeholder engagement during project implementation. Right holders' capacity will be strengthened and made aware of the grievance mechanisms available to voice their concerns in the project's decision making process.	
<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>		
<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input checked="" type="checkbox"/>	Project will undertake assessment of degraded and deforested areas (around 400 ha) in Dam Rei Chak Pluk, of which 150 ha will be brought under reforestation. The project will ensure that the reforestation will be undertaken with native species.	

	2. Climate Change Mitigation and Adaptation	<input checked="" type="checkbox"/>	The project's outcomes are vulnerable to potential impacts of climate change. Watershed management is inherently a risk reduction and mitigation strategy. Mitigating agro-ecosystem risk, protecting ecological flows, and building resilience and sustainability will be central to the project, and will be integrated into the project plan and subsequently into the CF Management, land use plans, etc.
	3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
 Phearnich Hing Policy Analyst	27/06/17	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
 Rany Pen Assistant Country Director	27/06/17	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
 Nick Beresford UNDP Country Director	27/06/17	UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

For

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹⁹	Yes

¹⁹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion,

3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	Yes
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>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</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Yes
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No

national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	<p>Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?</p> <p><i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i></p>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ²⁰ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	Yes
2.3	<p>Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?</p> <p><i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i></p>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No

²⁰ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ²¹	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No

²¹ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

5

7.5 Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No
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Activity	Description	Material	Energy	Water
Construction	Site preparation, foundation, and structural work.	Concrete, steel, and other building materials.	Electricity for pumps and construction equipment.	Water for concrete curing and site cleaning.
Operation	Daily facility operations and maintenance.	Replacement parts and consumables.	Electricity for facility systems.	Water for facility cleaning and landscaping.
Decommissioning	Dismantling of structures and site restoration.	Removal of materials and debris.	Fuel for heavy machinery.	Water for site remediation and dust control.

Annex 6: UNDP Project Quality Assurance Report

OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 				
RATING CRITERIA				
STRATEGIC				
<p>1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • <u>3</u>: The project has a theory of change with explicit assumptions on how the project will contribute to higher level change as specified in the programme's theory of change, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. • <u>2</u>: The project has a theory of change related to the programme's theory of change. It has explicit assumptions that explain how the project intends to contribute to higher level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • <u>1</u>: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme's theory of change. The project document does not clearly specify why the project's strategy is the best approach at this point in time. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	②	1	
	Evidence			
	<p><i>Comment: The project is designed to reduce pressures on upland watershed areas from competing land uses by demonstrating collaborative management and rehabilitation of agriculture lands and forest areas in a priority degraded area identified by the NAP.</i></p> <p><i>The project ToC is based on the analysis of emerging development challenges in Cambodia, and aligned with one of the four programming strategies of the Country Programme ToC, building resilience.</i></p> <p>(II. Strategy)</p>			
		③	2	1

2

<p>2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work²² as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas²³; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i> • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i> • 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. 	Evidence	
RELEVANT	<p><i>Comment: The project responds to two of the three areas of development work, sustainable development pathways and building resilience, as specified in the SP; it addresses two of the proposed new and emerging areas, natural resources management and risk management for resilience; an issue based analysis has been incorporated into the project design; and all the relevant SP output indicators have been included in RRF (Output 1.3).</i></p> <p>(I. Development Challenges, II. Strategy, V. Results Framework)</p>	
<p>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a</p>	3	②
	1	

²² 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

²³ sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

<p>priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups regularly through project monitoring. Representatives of the targeted group/geographic areas will contribute to project decision-making, such as being included in the project’s governance mechanism (i.e., project board.) <i>(all must be true to select this option)</i> • 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised, and are engaged in project design. The project document states clearly how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. Collecting feedback from targeted groups has been incorporated into the project’s RRF/monitoring system, but representatives of the target group(s) may not be directly involved in the project’s decision making. <i>(all must be true to select this option)</i> • 1: The target groups/geographic areas do not prioritize excluded and/or marginalised populations, or they may not be specified. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. <p>*Note: Management Action must be taken for a score of 1</p>	<p>Select (all) targeted groups: (drop-down)</p> <p>Evidence</p> <p><i>Comment: Target groups/geographic areas are specified; the excluded and/or marginalized will be prioritized; Project beneficiaries will be identified through appropriate assessments and surveys; and, their meaningful participation will be secured through a strong capacity building and knowledge management activities.</i></p> <p>(III. Results and Partnerships)</p>								
<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned backed by credible evidence from evaluation, analysis and monitoring have been explicitly used, with appropriate referencing, to develop the project’s theory of change and justify the approach used by the project over alternatives. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project’s theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">②</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p><i>Comment: The project is based on the draft NAP which was prepared by UNDP SLM project, and the project designing team of ADB consulted UNDP to secure insights and recommendation in the designing process.</i></p> <p>(II. Strategy, III. Results and Partnerships)</p> </td> </tr> </table>	3	②	1		Evidence		<p><i>Comment: The project is based on the draft NAP which was prepared by UNDP SLM project, and the project designing team of ADB consulted UNDP to secure insights and recommendation in the designing process.</i></p> <p>(II. Strategy, III. Results and Partnerships)</p>	
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<p>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p style="text-align: center;">Evidence</p> <p><i>Comments: Gender analysis has been conducted, and gender concerns are integrated in the project design.</i> (II. Strategy)</p>								
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i> • 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">②</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p><i>Comment: Although the project has been transferred to UNDP by ADB's request after the GEF project approval, UNDP has a clear advantage to engage in the role as it has an experience in implementing the UNDP-GEF SLM project with MAFF. Some analysis has been conducted on the role of other partners where the project intends to work.</i> (III. Results and Partnerships)</p> </td> </tr> </table>	3	②	1		Evidence		<p><i>Comment: Although the project has been transferred to UNDP by ADB's request after the GEF project approval, UNDP has a clear advantage to engage in the role as it has an experience in implementing the UNDP-GEF SLM project with MAFF. Some analysis has been conducted on the role of other partners where the project intends to work.</i> (III. Results and Partnerships)</p>	
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SOCIAL & ENVIRONMENTAL STANDARDS									
<p>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project aims to further the realization of human rights, specifically upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously assessed and identified with appropriate mitigation and management measures incorporated into project design and budget. (<i>all must be true to select this option</i>) • 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget. • 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">②</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p><i>Comment: The project designed based on the fact that land degradation is a direct threat to food and water security is aiming to improve the livelihoods of the people living in the targeted areas.</i></p> <p>(I. Development Challenge, III. Results and Partnership)</p> </td> </tr> </table>	3	②	1		Evidence		<p><i>Comment: The project designed based on the fact that land degradation is a direct threat to food and water security is aiming to improve the livelihoods of the people living in the targeted areas.</i></p> <p>(I. Development Challenge, III. Results and Partnership)</p>	
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<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (<i>all must be true to select this option</i>). • 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. • 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="text-align: center;">③</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p><i>Comment: The project is designed to enhance environmental sustainability from the land degradation perspective, and it aims to improve the livelihoods of the people whose livelihoods are dependent on the natural resources.</i></p> <p>(I. Development Challenge, III. Results and Partnership)</p> </td> </tr> </table>	③	2	1		Evidence		<p><i>Comment: The project is designed to enhance environmental sustainability from the land degradation perspective, and it aims to improve the livelihoods of the people whose livelihoods are dependent on the natural resources.</i></p> <p>(I. Development Challenge, III. Results and Partnership)</p>	
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<p>9. If the project is worth \$500,000 or more, has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? Select N/A only if the project is worth less than \$500,000. [if yes, upload the completed checklist]</p>	<table border="1"> <tr> <td style="text-align: center;">√ Yes</td> <td style="text-align: center;">No</td> </tr> <tr> <td colspan="2" style="height: 40px;"></td> </tr> </table>	√ Yes	No						
√ Yes	No								



MANAGEMENT & MONITORING

10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):

- **3:** The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. *(all must be true to select this option)*
- **2:** The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. *(all must be true to select this option)*
- **1:** The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.

*Note: Management Action or strong management justification must be given for a score of 1

3

2

1

Evidence

Comment: Results framework corresponds to the ToC. But baselines will be determined through assessments in the initial phase of the project. (V. Results Framework, VII. Multi-Year Work Plan)

11. Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?

Yes

No

Evidence

Comment: Yes, please refer to section V. Results Framework and VI. Monitoring and Evaluation

3

2

1



<p>12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (<i>all must be true to select this option</i>). • 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (<i>all must be true to select this option</i>) • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p style="text-align: center;">Evidence</p> <p><i>Comment: The project's governance mechanism is defined, but individuals have not been specified yet. The prodoc lists the responsibilities of the project board.</i></p> <p>(VIII. Governance and Management Arrangements)</p>	
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Project risks fully described in the project risk log, based on comprehensive analysis which references key assumptions made in the project's theory of change. Clear and complete plan in place to manage and mitigate each risk. (<i>both must be true to select this option</i>) • 2: Project risks identified in the initial project risk log with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	3	②
EFFICIENT	<p style="text-align: center;">1</p> <p style="text-align: center;">Evidence</p> <p><i>Comment: Yes, please refer to the section III. Results and Partnership and Annex 3. Risk Analysis.</i></p>	
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</p>	√ Yes	No
	<p style="text-align: center;">Evidence</p> <p><i>Comments: Yes, please refer to section IV. Project Management for cost efficiency and effectiveness.</i></p>	
	√ Yes	No



<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p>	<p>Evidence <i>Comment: Linkage with external on-going projects and initiatives are mentioned in the section III. Results and Partnership.</i></p>	
<p>16. Is the budget justified and supported with valid estimates?</p>	<p><input checked="" type="checkbox"/> Yes</p>	<p><input type="checkbox"/> No</p>
<p>17. Is the Country Office fully recovering its costs involved with project implementation?</p>	<p><input checked="" type="checkbox"/> Yes</p>	<p><input type="checkbox"/> No</p>
<p>EFFECTIVE</p>	<p>Evidence <i>Comments: Yes, please refer to section IV. Project Management and V. Results Framework.</i></p>	
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i> • 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>③</p>	<p>2</p>
	<p>1</p>	
	<p>Evidence <i>Comment: The project is implemented under the NIM. CO has experiences in implementing projects with MAFF through NIM and can utilize pre-existing experiences and knowledge for implementing the project. Partner assessments have been conducted before.</i></p>	
	<p>3</p>	<p>②</p>
	<p>1</p>	

<p>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. • 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. 	<p style="text-align: center;">Evidence</p> <p><i>Comment: Issues of the target groups have been identified and incorporated in the section of II. Strategy, III. Results and Partnership, and IV. Project Management.</i></p>	
<p>20. Does the project have explicit plans for evaluation or other lesson learning, timed to inform course corrections if needed during project implementation?</p>	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<p>21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p><i>*Note: Management Action or strong management justification must be given for a score of "no"</i></p>	<p style="text-align: center;">Evidence</p> <p><i>Comment: Yes, please refer to Section VI. Monitoring and Evaluation and VII. Multi-Year Work Plan.</i></p>	
<p>22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project has a realistic work plan & budget covering the duration of the project <i>at the activity level</i> to ensure outputs are delivered on time and within the allotted resources. • 2: The project has a work plan & budget covering the duration of the project <i>at the output level</i>. • 1: The project does not yet have a work plan & budget covering the duration of the project. 	<input checked="" type="checkbox"/> 3	<input type="checkbox"/> ②
	<input type="checkbox"/> 1	
	<p style="text-align: center;">Evidence</p> <p><i>Comment: Yes, please refer to Section VII: Multi-Year Work Plan.</i></p>	
SUSTAINABILITY & NATIONAL OWNERSHIP		
<p>23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):</p>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/> ②
	<input type="checkbox"/> 1	

<ul style="list-style-type: none"> • 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	<p style="text-align: center;">Evidence</p> <p><i>Comment: Yes, the project was developed initially by ADB in close consultation with MAFF.</i> (I. Development Challenge, GEF CEO Endorsement Request)</p>	
<p>24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):</p> <ul style="list-style-type: none"> • 4: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. • 3: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy. • 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • 1: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • 0: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	<p>④</p> <p>2</p>	<p>3</p> <p>1</p>
<p>25. Is there a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?</p>	<p style="text-align: center;">Evidence</p> <p><i>Comment: The project will be implemented under the National Implementation Modality to maximize the use of national systems.</i> (VIII. Governance and Management Arrangements)</p>	
<p>26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?</p>	<p style="text-align: center;">Evidence</p> <p><i>Comment: Knowledge and good practices learned from the pilot initiatives of the project has potential to be demonstrated and scaled up to the wider Prek Thnot watershed and river basin, as well as the other nine watersheds in Cambodia.</i> (III. Results and Partnership)</p>	

Annex 6: UNDP Risk Log

#	Description	Date Identified	Type ²⁴	Impact & Probability ²⁵	Counter measures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Ad hoc development investment decisions override long-term Prek Thnot landscape and ecosystem management plans.	July 2014	Political	P:2 I:4 Moderate	The Project promotes active collaboration between local authorities, communities, small farmers, ELCs, development sectors and technical agencies for watershed management and planning. An ecosystem services valuation study will help strengthen arguments for watershed management, and understand the various trade-offs with economic development.	Project Coordinator/ Advisor			Over, reducing, increasing, no change
2	Limited technical implementation capacities, limited abilities in project contract management, finance	July 2014	Organizational	P:2 I: 3 Moderate	Project preparatory and inception actions will provide targeted capacity building and training to government institutions, extension departments, to communities and other landscape stakeholders. Implementation will involve targeted consulting services, use locally established service providers, and is to be phased with performance-based rewards and incentives. In order to ensure consistency at technical and administrative levels, a dedicated project coordinator/ Advisor will be engaged to work with MAFF project team.	Project Coordinator/ Advisor			
3	Local farmers are risk adverse, resist change to known subsistence farming methods	July 2014	Operational	P: 1 I: 3 Low	The project targets mobilization of community participation and emphasizes transparency and participatory approaches. Ongoing consultation with	Project Coordinator/ Advisor			

²⁴ Organizational, Financial, Operational, Environmental, Strategic, Regulatory, Security, Political, Other

²⁵ Impact and Probability Scale, 1-5 (from very low to very high)

#	Description	Date Identified	Type ²⁴	Impact & Probability ²⁵	Counter measures / Management response	Owner	Submitted, updated by	Last Update	Status
					local civil society organizations will also help to mitigate the risk. Improved community-based agriculture, forestry and productivity gains promoted by the project will provide additional incentives. Emphasis on knowledge management through development and dissemination of good practices, lessons learned, case studies etc. will help these, and other constituencies understand the benefits of changing behaviour.				
4	Agro-forest production systems promoted fail to develop gains in forest area or improved forest ecosystem services.	July 2014	Environmental	P: 1 I: 3 Low	The Project will promote best practices in agro-forestry (i.e. such as via Analog Forestry methodology) which emphasize bio-diverse, site stable agro-forest ecosystems and the development of forest canopy and soil horizon. The choice/placement of species will be determined with community inputs and sound-scientific advice to balance social, economic and environment requirements for improved food security, income, watershed ecological integrity, biodiversity connectivity, etc. A similar SLM/SFM multi-sustainability criteria will also be applied to guidance within the concession areas.	Project Coordinator/ Advisor			
5	Efforts to engage ELCs, agribusiness, other private sector, non-government and government	PPG	Operational	P: 4 I: 5 High	The challenge will be to bring all the stakeholders into one forum. The project will play a facilitating role, while the ecosystems services valuation study and	Project Coordinator/ Advisor			

#	Description	Date Identified	Type ²⁴	Impact & Probability ²⁵	Counter measures / Management response	Owner	Submitted, updated by	Last Update	Status
	counterparts to collaboratively address land use concerns meet with resistance				review of land use policies will provide substantive discussion points. Emphasis will be placed on shared responsibilities for watershed management, and how multiple benefit streams can accrue. The approach will be non-confrontational, towards constructive engagement.				
6	Extreme weather fluctuations, e.g. floods, droughts, landslides.	July 2014	Environmental	P: 3 I: 4 High	Watershed management is inherently a risk reduction and mitigation strategy. Mitigating agro-ecosystem risk, protecting ecological flows, and building resilience and sustainability are central to the project. The project will create assessment, awareness and capacity which could be used in leverage of disaster preparedness planning. It will also leverage good practices from other, associated climate resilience initiatives.	Project Coordinator/ Advisor			

Annex 7: Co-financing Letter from the MAFF



Kingdom of Cambodia
Nation Religion King

Ministry of Agriculture Forestry and Fisheries

Ref.: 2383 MAFF

Phnom Penh. 04 April, 2014.

To: Dr. Javed Hussain Mir
Director
Environment, Natural Resources and Agriculture Division
South East Asia Department, Asian Development Bank
6 ADB Avenue, Mandaluyong City 1550
Metro Manila, Philippines

Subject: Request for GEF CEO Endorsement: Collaborative Management for Watershed and Ecosystem Service Protection and Rehabilitation in the Cardamom Mountains, Upper Prek Thnot River Basin

Dear Director Mir,

Further to the approval of the Project Identification Form (PIF), we are pleased to confirm co-financing from the Royal Government of Cambodia (RGC) through the Ministry of Agriculture, Forestry and Fisheries (MAFF) of USD 240,000 for the implementation of the above project. This co-financing will be part of our in-kind contribution and is broken down as follows:

Budget Line Item	In-kind Contribution (USD)
Project management	75,000
Domestic travel	50,000
Trainings, seminars and conferences	25,000
Knowledge management	15,000
Surveys	25,000
Miscellaneous administration and support costs	50,000
Total	240,000

We look forward to successful submission of the Request for GEF CEO Endorsement, and will be happy to provide additional information if required.

Thank you for your support of this important initiative and please accept, Director Mir, the assurances of my highest consideration.

Sincerely Yours,
Minister
Ministry of Agriculture, Forestry and Fisheries



OLY RABUN, Ph.D.

- cc:
- Sanath Ranawana, Senior Natural Resources Management Specialist, TR
 - Bruce Dunn, Senior Environment Officer, RSDD
 - File

**STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT FOR THE
PROVISION OF SUPPORT SERVICES**

Excellency,

1. Reference is made to consultations between officials of the Royal Government of Cambodia (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.
3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:
 - (a) Identification and/or recruitment of project and programme personnel;
 - (b) Identification and facilitation of training activities;
 - (c) Procurement of goods and services;
4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.
5. The relevant provisions of the UNDP Standard Basic Assistance Agreement with the Government signed by the two parties on 19th December 1994 (the "SBAA"), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

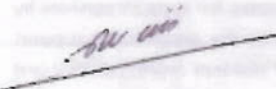
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,



Signed on behalf of UNDP
Claire Van der Vaeren
UNDP Resident Representative



For the Government:
H.E. Chhieng Yanara
Minister Attached to the Prime Minister
Secretary General, CRDB/CDC
Date: 10 June, 2016

Attachment

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between Ministry of Agriculture, Forestry and Fisheries, the institution designated by the Royal Government of Cambodia and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project “Collaborative Management for Watershed and Ecosystem Service Protection and Rehabilitation in the Cardamom Mountains, Upper Prek Thnot River Basin”.

2. In accordance with the provisions of the letter of agreement signed and the programme support document (*project document*), the UNDP country office shall provide support services for the Project as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1. Support MAFF in the identification and/or recruitment of project personnel * Project Advisor * Finance and Admin Officer	To be recruited as per AWP	US\$1,110.65 for case, including recurring costs after hiring (i.e. payments)	Should be approved by the Project Board; then UNDP will directly charge the project upon receipt of request of services from the Implementing Partner/Project Board
2. Procurement of goods: * PCs * Printers	June 2017	US\$ 192.05 for each purchasing process	As above
3. Consultant recruitment	Ongoing throughout implementation when applicable	US\$ 205.96 each hiring process	As above
4. Payment Process	Ongoing throughout implementation when applicable	US\$ 34.48 for each	As above
5. Ticket request (booking, purchase)	Ongoing throughout implementation when applicable	US\$ 192.05 for each request	As above
6. F10 settlement	Ongoing throughout implementation when applicable	US\$ 28.29 for each process	As above
7. Support Implementing Partner in conducting workshops and training events	Ongoing throughout implementation when applicable	US\$ 192.05 for each request	As above

Total DPC under GEF Fund can be charged up to USD12,000

4. Description of functions and responsibilities of the parties involved:

4.1 Project Implementing Partner is responsible for the development of terms of reference for the recruitment of personnel and for the procurement of services; identification of goods needs for the project.

4.2 UNDP Human Resources Unit is responsible for the process of recruitment of project personnel.

4.3 UNDP Procurement Unit is responsible for identification of suppliers of goods and services. Further, it is responsible for the procurement of goods and recruitment and contracting services both individual and institutions.

UNDP Procurement Unit	Identification of suppliers of goods and services	Recruitment and contracting services	Procurement of goods	Procurement of services	Procurement of construction	Procurement of information technology	Procurement of other services
	Identify potential suppliers of goods and services through market research, including direct communication with suppliers, and through the use of the UNDP Procurement System (UNPS) and the UNDP Procurement Catalogue (UNPC).	Identify potential suppliers of recruitment and contracting services through market research, including direct communication with suppliers, and through the use of the UNDP Procurement System (UNPS) and the UNDP Procurement Catalogue (UNPC).	Identify potential suppliers of goods through market research, including direct communication with suppliers, and through the use of the UNDP Procurement System (UNPS) and the UNDP Procurement Catalogue (UNPC).	Identify potential suppliers of services through market research, including direct communication with suppliers, and through the use of the UNDP Procurement System (UNPS) and the UNDP Procurement Catalogue (UNPC).	Identify potential suppliers of construction through market research, including direct communication with suppliers, and through the use of the UNDP Procurement System (UNPS) and the UNDP Procurement Catalogue (UNPC).	Identify potential suppliers of information technology through market research, including direct communication with suppliers, and through the use of the UNDP Procurement System (UNPS) and the UNDP Procurement Catalogue (UNPC).	Identify potential suppliers of other services through market research, including direct communication with suppliers, and through the use of the UNDP Procurement System (UNPS) and the UNDP Procurement Catalogue (UNPC).

Annex 9: Capacity Development Score Card

1. This scorecard has been designed specifically for this project, as a tool to measure success in terms of developing national capacity to mainstream sustainable land management considerations into production sectors. While, the tool is conceptually based on the UNDP Capacity Development Scorecard, it is different in its substantive focus and the indicators. This is because the UNDP Capacity Development Scorecard is meant to assess the development of capacities vis-à-vis the management of protected areas, whereas this project is about sustainable land management mainstreaming into the plans and activities of production sectors operating in the MAFF.
2. Table 1 tries to be as objective as possible in its selection of indicators. Each indicator is scored from 0 (worst) to 3 (best), with an explanation of what each score represents for the particular indicator. The tool then estimates the baseline situation/ score for each indicator (cell marked in yellow), and then identifies the target situation/ score (marked in green). Tables 2 through 6 provide a quantitative summary of the total possible scores, baseline scores, target scores, baseline score as a percentage of the total possible score, and the target score as a percentage of the total possible score.
3. In assigning scores, the term "production sector activities in the MAFF" is assumed to include the following: agriculture, forestry, fisheries, community forestry, productive land, and agroforestry. "Production sector institutions" covers all institutions that play some role in planning and management of the production sector activities (production sectors as defined above) in the MAFF. This includes state government institutions (such as climate change, women's affairs, etc.), sub-national administrations, and community based natural resources management (e.g., Community Forestry). During project development, the Capacity Scorecard has been applied at a general level to all production sectors/actors operating in the MAFF. However, during the 1st 6 months of project implementation, it will be applied separately to different sectors, and within each sector, separately to state, private sector and community institutions. Further, once Sector Plans are prepared by mid-term, the project will have a more realistic assessment of targets.

Table 1: Scorecard

Strategic Area of Support	Capacity Level	Indicator	Scores					
			Worst (Score 0)	Marginal (Score 1)	Satisfactory (Score 2)	Best (Score 3)		
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	Systemic	There is a strong and clear legal mandate for mainstreaming sustainable land management into production sector activities in the MAFF	There is no legal framework for sustainable land management mainstreaming into production sector activities	There is a partial legal framework for sustainable land management mainstreaming into production sector activities, but it has many inadequacies	There is a reasonable legal framework for sustainable land management mainstreaming but it has a few weaknesses and gaps	There is a strong and clear legal mandate for sustainable land management mainstreaming into production sector activities	2	3
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	Institutional	There is a multi-sectoral institutional mechanism responsible for mainstreaming sustainable land management concerns into	There is no multi-sectoral institutional mechanism responsible for mainstreaming sustainable land management concerns into	There is a multi-sectoral institutional mechanism responsible for mainstreaming sustainable land management concerns into	There is a multi-sectoral institutional mechanism responsible for mainstreaming sustainable land management concerns into	There is a multi-sectoral institutional mechanism responsible for mainstreaming sustainable land management concerns into	1	3

Strategic Area of Support	Capacity Level	Indicator	Scores				
			Worst (Score 0)	Marginal (Score 1)	Satisfactory (Score 2)	Best (Score 3)	
		production sector activities in the MAFF that is able to prepare effective strategies and plans to this end	production sector activities in the MAFF	production sector activities in the MAFF but there is no clear strategy to this end	production sector activities in the MAFF, and there is an initial strategy to this end	production sector activities in the MAFF, and there is a regularly updated strategy developed through wide stakeholder participation	
2. Capacity to implement policies, legislation, strategies and programmes	Systemic	There are adequate skills for mainstreaming sustainable land management into production sector activities in the MAFF	There is a general lack of skills	Some skills exist but in largely insufficient quantities to guarantee effective sustainable land management mainstreaming	1 Necessary skills for effective sustainable land management mainstreaming into production sector activities do exist but are stretched and not easily available	Adequate quantities of the full range of skills necessary for effective sustainable land management mainstreaming into production sector activities are easily available	3
2. Capacity to implement policies, legislation, strategies and programmes	Systemic	There is an oversight mechanism with clear responsibility to monitor and enforce sustainable land management mainstreaming into production sector activities in the MAFF	There is no oversight at all	There is some general oversight on environmental compliance but it lacks capacity to specifically monitor and enforce compliance with sustainable land management considerations	1 There is a reasonable oversight mechanism in place providing for regular review of sustainable land management considerations but it lacks transparency (e.g. is not independent, or is internalized)	There is a fully transparent oversight mechanism in place providing for regular review of sustainable land management considerations	3
2. Capacity to implement policies, legislation,	Institutional	Production sector institutions have regularly	Production sector institutions do not have sustainable land management	Production sector institutions have sustainable land management -	1 Production sector institutions have sustainable land management -	2 Production sector institutions have sustainable land management -	

Strategic Area of Support	Capacity Level	Indicator	Scores						
			Worst (Score 0)	Marginal (Score 1)	Satisfactory (Score 2)	Best (Score 3)			
strategies and programmes		updated, sustainable land management - compatible sectoral plans for the MAFF that have been prepared with effective participation of land users	-compatible sectoral plans	compatible sectoral plans, but these are not developed through consultations with land users	compatible sectoral plans, developed through consultations with land users, but there is no process for regular review and updating of the plans	compatible territorial plans, developed through consultations with land users, and there is a process for regular review and updating of the plans			
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Sustainable land management - compatible sectoral plans in the MAFF are implemented in a timely manner effectively achieving their objectives	There is very little implementation of sustainable land management - compatible sectoral plans	0	Sustainable land management - compatible sectoral plans are poorly implemented and their objectives are rarely met	2	Sustainable land management - compatible sectoral plans are implemented in a timely manner effectively achieving their objectives		
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Production sector institutions in the MAFF are able to mobilize sufficient funding, and human and material resources to effectively implement the sustainable land management	Production sector institutions typically are severely under funded and have no capacity to mobilize sufficient resources	0	Production sector institutions have some funding and are able to mobilize some human and material resources but not enough to effectively implement their sustainable land management mainstreaming mandate	1	Production sector institutions have reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for effective implementation of their sustainable land management mainstreaming mandate	2	Production sector institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their sustainable land management mainstreaming mandate

Strategic Area of Support	Capacity Level	Indicator	Scores					
			Worst (Score 0)	Marginal (Score 1)	Satisfactory (Score 2)	Best (Score 3)		
		mainstreaming mandate						
2. Capacity to implement policies, legislation, strategies and programmes	Individual	Human resources in production sector institutions in the MAFF are well qualified and motivated to mainstream sustainable land management concerns into sectoral plans	Human resources (HR) are poorly qualified and unmotivated	HR qualification is spotty, with some well qualified, but many only poorly and in general unmotivated	HR in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified.	2	Human resources are well qualified and motivated, and a compendium of best practices for mainstreaming sustainable land management in production sectors and other training materials produced under the project are available as a ready resource for new staff that join government departments	3
2. Capacity to implement policies, legislation, strategies and programmes	Individual	There are appropriate systems of training, mentoring, and learning in place to maintain a continuous flow of new staff with the capacity to mainstream sustainable land management in sectoral plans in the MAFF	No mechanisms exist	0 Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed	Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required	2	There are mechanisms for developing adequate numbers of the full range of highly skilled professionals able to mainstream sustainable land management in territorial plans	

Strategic Area of Support	Capacity Level	Indicator	Scores					
			Worst (Score 0)	Marginal (Score 1)	Satisfactory (Score 2)	Best (Score 3)		
3. Capacity to engage and build consensus among all stakeholders	Systemic	Sustainable land management - compatible Strategic Plan for the MAFF (incl. sectoral plans) have the political commitment they require	There is no political will at all, or worse, the prevailing political will runs counter to the interests of sustainable land management mainstreaming into sectoral plans	Some political will exists, but is not strong enough to make a difference	1	Reasonable political will exists, but is not always strong enough to fully support sustainable land management mainstreaming into sectoral plans	There are very high levels of political will to support sustainable land management mainstreaming into sectoral plans in the MAFF	3
3. Capacity to engage and build consensus among all stakeholders	Systemic	Sustainable land management - compatible Strategic Plan for the MAFF (incl. sectoral plans) have the public support they require	The public has little interest in a Strategic Plan for the MAFF (incl. sectoral plans) and there is no significant lobby for it	There is limited support for sustainable land management - compatible Strategic Plan (incl. sectoral plans)	0	There is general public support for sustainable land management - compatible Strategic Plan (incl. sectoral plans) and there are various lobby groups such as environmental NGO's strongly pushing for them	There is tremendous public support in the country for sustainable land management - compatible Strategic Plan (incl. sectoral plans)	2
3. Capacity to engage and build consensus among all stakeholders	Institutional	Production sector institutions can establish the partnerships needed to achieve sustainable land management mainstreaming objectives in the MAFF	Production sector institutions operate in isolation	Some partnerships are in place but there are significant gaps, and existing partnerships achieve little	1	Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of sustainable land management	Production sector institutions establish effective partnerships with other agencies and institutions, including provincial and local governments, NGO's and the private sector to enable achievement of sustainable land	2

Strategic Area of Support	Capacity Level	Indicator	Scores						
			Worst (Score 0)	Marginal (Score 1)	Satisfactory (Score 2)	Best (Score 3)			
					mainstreaming objectives	management mainstreaming objectives in an efficient and effective manner			
4. Capacity to mobilize information and knowledge	Systemic	Production sector institutions have the sustainable land management information they need to develop and monitor sustainable land management - compatible sectoral plans for the MAFF	Information is virtually lacking	0	Some information exists, but is of poor quality, is of limited usefulness, and is not always available at the right time	Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability	2	Production sector institutions have the sustainable land management information they need to develop and monitor sectoral plans	
4. Capacity to mobilize information and knowledge	Individual	Individuals working on sectoral planning work effectively together as a team	Individuals work in isolation and don't interact		Individuals/sectors interact in limited way and sometimes in teams but this is rarely effective and functional	Individuals interact regularly and form teams, but this is not always fully effective or functional	1	Individuals interact effectively and form cross-disciplinary functional teams	3
5. Capacity to monitor, evaluate, report and learn	Systemic	Society monitors the state of sustainable land management mainstreaming into sectoral plans in the MAFF	There is no dialogue at all		There is some dialogue going on, but not in the wider public and restricted to specialized circles	There is a reasonably open public dialogue going on but issues that particularly magnify the conflict between economic activities and sustainable land	2	There is an open and transparent public dialogue about the state of sustainable land management mainstreaming into sectoral plans in the MAFF	3

Strategic Area of Support	Capacity Level	Indicator	Scores			
			Worst (Score 0)	Marginal (Score 1)	Satisfactory (Score 2)	Best (Score 3)
					management considerations are not discussed	
5. Capacity to monitor, evaluate, report and learn	Institutional	Production sector institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning on sustainable land management mainstreaming in the MAFF	There are no mechanisms for monitoring, evaluation, reporting or learning	There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak	1 Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be	3 Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning

Table 2: Quantitative summary of Total Possible Scores

Strategic Areas of Support	Total Possible Scores		
	Systemic	Institutional	Individual
1. Capacity to conceptualize and formulate policies, legislations, strategies and programme	3	3	-
2. Capacity to implement policies, legislation, strategies and programmes	6	9	6
3. Capacity to engage and build consensus among all stakeholders	6	3	-
4. Capacity to mobilize information and knowledge: Technical skills related specifically to the requirements of GEF SO-2 and SP-4	3	-	3
5. Capacity to monitor, evaluate and report and learn at the sector and project levels	3	3	-
Total	21	18	9

Note: "-" means no indicator was selected for that level.

Table 3: Quantitative summary of Baseline Scores

Strategic Areas of Support	Baseline Scores		
	Systemic	Institutional	Individual
1. Capacity to conceptualize and formulate policies, legislations, strategies and programme	2	1	-

2. Capacity to implement policies, legislation, strategies and programmes	2	1	2
3. Capacity to engage and build consensus among all stakeholders	1	1	-
4. Capacity to mobilize information and knowledge: Technical skills related specifically to the requirements of GEF SO-2 and SP-4	0	-	1
5. Capacity to monitor, evaluate and report and learn at the sector and project levels	2	1	-
Total	7	4	3
Note: "-" means no indicator was selected for that level.			

Table 4: Quantitative summary of Target Scores

Strategic Areas of Support	Target Scores		
	Systemic	Institutional	Individual
1. Capacity to conceptualize and formulate policies, legislations, strategies and programme	3	3	-
2. Capacity to implement policies, legislation, strategies and programmes	6	6	5
3. Capacity to engage and build consensus among all stakeholders	5	2	-
4. Capacity to mobilize information and knowledge: Technical skills related specifically to the requirements of GEF SO-2 and SP-4	2	-	3
5. Capacity to monitor, evaluate and report and learn at the sector and project levels	3	3	-
Total	19	14	8
Note: "-" means no indicator was selected for that level.			

Table 5: Quantitative summary of Baseline Scores as a % of Total Possible Scores

Strategic Areas of Support	Baseline Scores as % of TPS		
	Systemic	Institutional	Individual
1. Capacity to conceptualize and formulate policies, legislations, strategies and programme	67%	33%	-
2. Capacity to implement policies, legislation, strategies and programmes	33%	11%	33%
3. Capacity to engage and build consensus among all stakeholders	17%	33%	-
4. Capacity to mobilize information and knowledge: Technical skills related specifically to the requirements of GEF SO-2 and SP-4	0%	-	33%
5. Capacity to monitor, evaluate and report and learn at the sector and project levels	67%	33%	-
Total	33%	22%	33%
Note: "-" means no indicator was selected for that level.			

Table 6: Quantitative summary of Target Scores as a % of Total Possible Scores

Strategic Areas of Support	Target Scores as % of TPS		
	Systemic	Institutional	Individual
1. Capacity to conceptualize and formulate policies, legislations, strategies and programme	100%	100%	-
2. Capacity to implement policies, legislation, strategies and programmes	100%	67%	83%
3. Capacity to engage and build consensus among all stakeholders	83%	67%	-
4. Capacity to mobilize information and knowledge: Technical skills related specifically to the requirements of GEF SO-2 and SP-4	66%	-	100%
5. Capacity to monitor, evaluate and report and learn at the sector and project levels	100%	100%	-
Total	90%	89%	89%
Note: "-" means no indicator was selected for that level.			

Annex: 10: Gender Marker Checklist

Project Stage	Question	Analysis (Yes/No)	Evidence	Areas to be improved
Planning Stage	Does the output rationale and strategies address a clearly defined gender issue or issues, including consideration of the different situations and needs faced by women and men?	Yes	Gender analysis was part of the PPG process. As stated in the project strategies, the project will assess social structure, challenges and opportunities to promote gender equality within the project implementation cycle.	
	Do the output use and/or collect sex disaggregate data and gender statistics?	Yes	<p>The project will measure changes in productivity by women and men resulting from sustainable land management practices introduced under the project.</p> <p>At the activities level (socio-economic assessment) the project will collect gender disaggregated data on:</p> <ul style="list-style-type: none"> • Number and percentage of women and men trained in sustainable production technologies, soil and water conservation, pest and disease management, rural livelihoods and entrepreneurship etc. • Number and percentage of poor women and men with increased ownership of productive assets (e.g., livestock, equipment for production, storage, processing, and marketing). 	
	Are the outcomes, outputs indicators, targets, and gender responsive?	Yes	At the outcome level the project will measure its result on number of households (gender disaggregated data) in the project target areas benefitting from diversified livelihoods between 2017-2019.	

	Have adequate resources been allocated for the proposed gender activities? (vis-à-vis % of total budget)	Yes	There is a budget for specific gender activities.	
	Have women's/gender focused organizations or women's/gender units within larger institutions been consulted and /or included amongst the stakeholders /implementing partners?	No		During the project implementation, a representative from Ministry Women Affairs will be invited to sit on the project board to ensure the project strategies will take into account different issue of women and men as well as to ensure both will benefit from the project results.
	Do key staff members have knowledge/expertise around gender issues?	Partially	Key members of the projects team has some knowledge related to gender	
Implementation Stage/Upon Completion	Have adequate resources been expended for gender focused activities or for gender mainstreaming? (vis-à-vis % of total budget)	Yes	Gender specific activities is included in the project budget	
	Has the project demonstrated concrete results towards the achievement of gender equality? (This question will help to score an output at the interim stage, when the coding is being reviewed on an annual basis.)	Partially	The project aims to reduce the impacts of land degradation in the upper Prek Thnot. Land degradation impacts the livelihood of everyone including women. During the project inception the project will look into planning activities on the differential gendered impacts of land degradation on the community's livelihood.	

Gender Marker Rate: 2

Annex 11: Approval note to transfer project from ADB to UNDP

Note to File:	Request for approval of project (GEF ID 4945) transfer from the Asian Development Bank (ADB) to the United Nations Development Programme (UNDP 5944)
Project title:	"Cambodia: Collaborative Management for Watershed and Ecosystem Service Protection and Rehabilitation in the Cardamom Mountains, Upper Prek Thnot River Basin"
Project type:	Full-sized Project
SP Outcome / Output:	1/1.3
GEF Project ID:	4945
Budget amount / funding Source	US\$ 1,100,917/ GEF TF
Start date:	1 September 2016
Operational Completion date:	30 September 2019

Asian Development Bank (ADB) proposed transfer of the Implementing Agency to UNDP for the above mentioned GEF project 4945 in Cambodia which was approved for implementation by GEF CEO in July 2014. The main reasons for the transfer as proposed by ADB was: (i) the timing of the grant approval led to the delinking of the GEF grant from the ADB project approval leading to a separation of implementation arrangements; and (ii) changes in suitable ADB staff availability in Cambodia to administer the small grant. However, ADB and the Government feels that there is strong rationale for the grant, and discussions have indicated that UNDP is in a good position to take over the project given its presence and administration of related projects in Cambodia.

Subsequently, ADB, UNDP Country Office and the Government initiated series of discussions and came to an agreement that this transfer would be in the best interest of the project and the concerned parties. ADB has sought concurrence of the Government's Implementing Partner – Ministry of Agriculture, Forestry and Fisheries (MAFF) in February 2016, and subsequently approval was received from MAFF and GEF OFP (Ministry of Environment) in May 2016. UNDP Country Office accepted to take over the project and issued a concurrence letter to ADB in January 2016.

Having received concurrence from the Government and UNDP Country Office, ADB submitted the proposal for transfer of IA to UNDP for the above project to GEF CEO on 23rd June 2016. And GEF CEO approved the project transfer to UNDP as the new Implementing Agency on 21st July 2016.

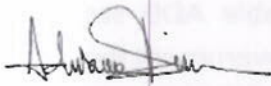
In light of GEF CEO's approval and a strong rationale presented by ADB, GEF OFF and Government Implementing Partner for UNDP to take over the project implementation, the request for project transfer from ADB to UNDP is submitted to UNDP-GEF Directorate for retroactive approval. The project information will be transferred to UNDP-GEF project document template and the due process of project management will be in compliance with UNDP and GEF requirements.

Requested through:



Midori Paxton, Senior Technical Adviser, Ecosystems and Biodiversity, UNDP-GEF

Cleared by:



Adriana Dinu, Executive Coordinator, UNDP-GEF, BPPS

Annex 12: Tracking Tool [LD Focal Area: PMAT]

See separate annex



Land Degradation Focal Area - Portfolio Monitoring and Tracking Tool (PMAT)

PROJECT IDENTIFICATION

1. Project Title	Collaborative Management for Watershed and Ecosystem Service Protection and Rehabilitation in the Cardamom Mountains, Upper Prek Thnot River Basin
2. GEF ID:	4945
3. Project Implementation Period (Indicate: starting and ending dates)	2014-2017
4. PMAT Completion Date	
a. CEO Endorsement/Approval Document	1/11/2013 (PIF)
b. Annual (specify year) – TO BE LINKED TO PIR	2014, 2015, 2016
c. Project Closure (specify year)	2017
5. Person Responsible for Completing the PMAT (Indicate Name, Position, Institution):	Dr Meas Pyseth, National Focal Point for the UNCCD, Deputy Secretary General, Executive Secretariat, Ministry of Agriculture, Fisheries and Forestry, Royal Government of Cambodia.
6. Scale of Project - Refer to Guidelines for definition and check (x) only the most appropriate.	
a. Global	
b. Regional	
c. Sub regional/ Transboundary	
d. National	
e. Sub national - district, provincial	
f. Site - landscape, watershed/catchment, river basin (specify)	Prek Thnot Watershed within Phnom Srouch and Aural districts of Kampong Spoeu province



PART I – PROJECT CONTEXT AND TARGETED IMPACTS

1. Agro-ecological context – Characterization of area in which project is located

1.a	What agroecological zone(s) is the project situated? Select the most appropriate from the drop down menu.	iv. Sub-humid	Select
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1.b.	What production system(s) will the project target? Please provide an estimated coverage of the area targeted.		
	i. Agriculture (including food crop, tree crop, and crop-livestock)	800	Hectares
	ii. Rangeland		Hectares
	iii. Pastoral		Hectares
	iv. Forestry	1000	Hectares
	v. Mixed Systems		Hectares

1.c.	Focus of project interventions – Please provide total area covered for only those that apply		
	i. Improved agricultural management (crop and crop-livestock)	800	Hectares
	ii. Improved rangeland and pasture management (livestock based)		Hectares
	iii. Improved forest management (SFM)	1,452	Hectares
	iv. Restoration of degraded lands	No data	Hectares
	v. Re-vegetation, Reforestation	150	Hectares
	vi. Protection of natural resources (e.g. Newly designated protected areas, erosion/flood/landslide control)		Hectares
	vii. Integrated landscape management (land-water-vegetation)		Hectares

1.d.	What types of agricultural land use and/or farming practices are employed in the target area? Please provide an estimated coverage as appropriate.		
	i. Rain-fed	30,661	Hectares
	ii. Irrigated	No data	Hectares
	iii. Mixed	No data	Hectares

2. Socio-economic context - Characterization of affected communities and populations

2.a.	Numbers of rural people		
	Male	67,981	Number
	Female	69,666	Number

2.b.	Number of people defined as poor		
	Male	No data	Number
	Female	No data	Number

2.c.	Number of urban/peri-urban people		
	Male	N/A	Number
	Female	N/A	Number
2.d.	Average annual farm production (crop, livestock)		
	Crop (Main Crop Only)	2.7	Tons/Hectare
	Livestock	3.6	Number
2.e.	Average annual income (per capita)	118.00	US\$
3. Land Degradation (desertification and deforestation) problem			
3.a.	What is the extent of land degradation within the project boundary?		
	i. Agriculture (including food crop, tree crop, and crop-livestock)	No data	Hectares
	ii. Rangeland		Hectares
	iii. Pastoral		Hectares
	iv. Forestry	No data	Hectares
	v. Mixed Systems		Hectares
3.b.	What is the nature of land degradation to be addressed directly? Please refer to guidelines and check (X) only the most relevant and provide relevant data where applicable and available		
	i. Loss of vegetative cover	x	
	ii. Degradation of vegetation (biomass, health, damage, age structure)	x	
	iii. Degradation of soil properties (chemical, physical and biological)	x	
	iv. Soil loss by wind / water erosion	No data	Tons/ Hectare
	v. Loss of land by soil deposits and moving sand dunes		
	vi. Loss of above-ground carbon	No data	Tons/ Hectare
	vii. Loss of soil carbon		Tons/ Hectare
	viii. Declining land productivity - based on Net Primary Productivity measure		Kg C/ha/year
	ix. Loss of biodiversity characterized at habitat level - based on Biodiversity Intactness Index		Index
	x. Loss of biodiversity characterized at species level		
	xi. Increase in invasive, harmful or less useful species		

xii. Loss/reduced water supply (surface and ground water)	x	
xiii. Loss/reduced water quality (surface and ground water)		
xiv. Lowering of groundwater table / reduced aquifer	x	
xv. Loss of wetlands and their functions		
xvi. Increased extent and severity of flood, drought, storm damage	x	
3.c. What are the direct causes or drivers of land degradation? Please refer to guidelines and check (X) only those that apply under each relevant category.		
i. Soil management		
(s1) Cultivation of highly unsuitable / vulnerable soils		<i>Check (X) only those that apply</i>
(s2) Missing or insufficient soil conservation / runoff and erosion control measures	x	
(s3) Heavy machinery (including timing of heavy machinery use)		
(s4) Tillage practice	x	
(s5) Other (specify: _____)		
ii. Crop and rangeland management		
(c1) Reduction of plant cover and residues	x	<i>Check (X) only those that apply</i>
(c2) Inappropriate application of manure, fertilizer, herbicides, pesticides and other agrochemicals or waste		
(c3) Nutrient mining		
(c4) Shortening of the fallow period in shifting cultivation		
(c5) Inappropriate irrigation	x	
(c6) Inappropriate use of water in rainfed agriculture	x	
(c7) Bush encroachment and bush thickening	x	
(c8) Occurrence and spread of weeds and invader plants		
(c9) Other (specify: _____)		
iii. Deforestation and removal of natural vegetation		
(f1) Large-scale commercial forestry		<i>Check (X) only those that apply</i>
(f2) Expansion of urban / settlement areas and industry	x	
(f3) Conversion to agriculture	x	
(f4) Forest / grassland fires		
(f5) Road and rail construction	x	
(f6) Other (specify: _____)		
iv. Over-exploitation of vegetation for domestic use		
(e1) Excessive gathering of fuel wood, (local) timber, fencing materials	x	<i>Check (X) only those that apply</i>
(e2) Removal of fodder		

(e3) Other (specify: _____)		
v. Overgrazing		
(g1) Excessive numbers of livestock		<i>Check (X) only those that apply</i>
(g2) Trampling along animal paths		
(g3) Overgrazing and trampling around or near feeding, watering and shelter points		
(g4) Too long or extensive grazing periods in a specific area or camp		
(g5) Change in livestock composition	x	
(g6) Other (specify: _____)		
vi. Industrial activities and mining		
(i1) Industry	x	<i>Check (X) only those that apply</i>
(i2) Mining		
(i3) Waste deposition		
(i4) Others (specify)		
vii. Urbanisation and infrastructure development		
(u1) Settlements and roads	x	<i>Check (X) only those that apply</i>
(u2) (Urban) recreation		
(u3) Other (specify: _____)		
viii. Discharges from		
(p1) Sanitary sewage disposal		<i>Check (X) only those that apply</i>
(p2) Waste water discharge		
(p3) Excessive runoff		
(p4) Poor and insufficient infrastructure to deal with urban waste		
(p5) Other (specify: _____)		
ix. Release of airborne pollutants leading to		
(q1) Contamination of vegetation/ crops and soil		<i>Check (X) only those that apply</i>
(q2) Contamination of surface and ground water resources:		
(q3) Other (specify: _____)		
x. Disturbance of the water cycle leading to		
(w1) Lower infiltration rates / increased surface runoff	x	
(w2) Other (specify: _____)		
xi. Over-abstraction / excessive withdrawal of water		
(o1) Irrigation		<i>Check (X) only those that apply</i>
(o2) Industrial use		
(o3) Domestic use		

(o4) Mining activities		
(o5) Decreasing water use efficiency		
(o6) Other (specify: _____)		
xii. Natural causes		
(n1) Change in temperature		Check (X) only those that apply
(n2) Change of seasonal rainfall		
(n3) Heavy/extreme rainfall (intensity and amounts)		
(n4) Windstorms / dust storms		
(n5) Floods		
(n6) Droughts	x	
(n7) Topography		
(n8) Other (specify: _____)		
3.d. What are the indirect drivers/causes of land degradation? Indicate (X) only those that apply		
i. Population pressure	x	Check (X) only those that apply
ii. Consumption pattern and individual demand	x	
iii. Land Tenure	x	
iv. Poverty		
v. Labour availability		
vi. Inputs and infrastructure		
vii. Education, awareness raising and access to knowledge and support services and loss of knowledge		
viii. War and conflict		
ix. Governance, institutions and politics	x	
x. Other (specify: _____)		
4. What are the effects of land degradation on ecosystem services? <i>Please refer to the guidelines for description of the impacts. Select all that apply and then use rating provided below to indicate nature of the impact.</i>		
1: High negative effect: land degradation contributes negatively (more than 50%) to changes in ES		
2: Negative effect: land degradation contributes negatively (10-50%) to changes in ES		
3: Little or no effect: contribution of land degradation to changes in ES is modest or negligible (0-10%)		
4: Positive effect: land degradation contributes positively (10-50%) to the changes in ES		
5: High positive effect: land degradation contributes positively (more than 50%) to changes in ES.		
a. Productive services		
(P1) Production (of animal / plant quantity and quality including biomass for energy) and risk		2

(P2) Clean water supply for human, animal and plant consumption	3	Rating
(P3) Land availability (area of land for production per person)		
(P4) Other (specify: _____)		
b. Water services		
(E1) Regulation of excessive water such as excessive rains, storms, floods		Rating
(E2) Regulation of scarce water and its availability	2	
c. Soil services		
(E3) Organic matter status		Rating
(E4) Soil cover		
(E5) Soil structure surface and subsoil affecting infiltration, water and nutrient holding capacity	2	
(E6) Nutrient cycle (N, P, K) and the carbon cycle (C)		
(E7) Soil formation (including wind-deposited soils)		
d. Biodiversity		
(E8) Biodiversity (specify: _____)		Rating
e. Climate services		
(E9) Greenhouse gas emission (CO2, methane)		Rating
(E10) (micro)-climate (wind, shade, temperature, humidity)		
(E11) Others (specify)		
f. Socio-cultural services / human well-being and indicators		
(S1) Spiritual, aesthetic, cultural landscape and heritage values, recreation and tourism,		Rating
(S2) Education and knowledge (including indigenous knowledge)		
(S3) Conflict resolution		
(S4) Food & livelihood security and poverty	2	
(S5) Health		
(S6) Net income		
(S7) Protection / damage of private and public infrastructure		
(S8) Marketing opportunities		
(S9) Others (specify)		
5. Measurable global environmental benefits in the project target area		
a. Land cover		
i. Vegetative cover	37,000	Hectares

ii. Biomass - Net Primary Productivity (NPP)	No data	Kg C/ha/year
iii. Tree density	No data	Number/ Hectare
b. Avoided emissions		
i. Carbon stocks	No data	Tons/Hectare
ii. Other GHG gases		Tons CO2 e/ Ha
c. Carbon sequestration		
i. Above ground biomass	No data	Tons CO2 e/ Ha
ii. Soil Carbon	No data	Tons CO2 e/ Ha
d. Biodiversity conservation		
i. Ecosystem status e.g. Biodiversity intactness index; sustained systems diversity	No data	Index
ii. Habitat protected	460	Hectares
iii. Conservation status of target species	N/A	Percent Change
e. Surface and groundwater resources		
i. Improved irrigation flow -land area		Hectares
ii. Improved/increased water availability - land area	No data	Hectares
6. Development benefits in the project target area		
a. Productivity of crops (main crop only)	2.9	Tons/Hectare
b. Livestock productivity	4.2	Number or Value
c. Average annual income from crop and livestock production	142	US\$
d. Average annual household income from forest and tree products - \$\$ value	TBD	US\$



PART II – PROJECT OUTCOMES AND ADAPTIVE MANAGEMENT

1. Outcome Monitoring			
LDFA Objectives and Outcomes	Indicators and Measures		Notes/Units
LD1 – Ecosystem services in production landscapes (agriculture, rangeland)			
i. An enhanced enabling environment within the agricultural sector	Agriculture Policy	3	Score - See "Score Guide" Tab
	Agricultural policies incorporating smallholder and community tenure security	4	Number
	Land tenure security	2	Score - See "Score Guide" Tab
ii. Improved agricultural management	Sustained agricultural productivity	3	Score - See "Score Guide" Tab
	Agriculture policies incorporating smallholder and community tenure security		Number
	Community vulnerability		Score - See "Score Guide" Tab
iii. Sustained flow of services in agro-ecosystems	Land area of production systems with increased vegetation cover	37,000	Hectares
	Land area under diversified production	800	Hectares
iv. Increased investments in SLM	1. Direct payments or PES schemes		US\$
	2. Small credit schemes		US\$
	3. Voluntary carbon market		US\$
	4. Eco-labeling, certification schemes		US\$
LD2 – Ecosystem services in forest landscapes			
i. An enhanced enabling environment within the forest sector in dryland dominated countries	Forestry Policy		Score - See "Score Guide" Tab
	Forestry policies incorporating smallholder and community tenure security		Number
	Provide total area under SFM by forest ownership		

ii. Improved forest management in drylands	1. Community	1,452	Hectares
	2. Private	TBD	Hectares
	3. Government		Hectares
	Provide total spatial coverage of SFM practices and technologies and check (X) on all that apply in the list below		Hectares
	1. Best Management Practices/Reduced Impact Logging		Check (X) only those that apply
	2. Biodiversity conservation		
	3. Forest protection	x	
	4. Management planning and multiscale land-use planning		
5. Participatory forestry	x		
6. Sustained timber and NTFP production			
iii. Sustained flow of services in forest ecosystems in drylands	Forested area	371, 547	Hectares
	Forest cover in project area (%)	10.0	Percent
	Standing volume / hectare forested area		M ³ /Hectare
iv. Increased investments in SFM	1. Direct payments or PES schemes		US\$
	2. Small credit schemes		US\$
	3. Voluntary carbon market		US\$
	4. Eco-labeling, certification schemes		US\$
LD3 – SLM in wider landscapes (integrated management)			
i. Enhanced cross-sector enabling environment for integrated landscape management	Framework strengthening INRM		Score - See "Score Guide" Tab
	Integrated land management plans	1	Number
	Capacity strengthening		Score - See "Score Guide" Tab
ii. Integrated landscape management practices adopted by local communities	Spatial coverage of integrated natural resource management practices in wider landscapes		Hectares
	Indicate number of INRM tools and methodologies introduced and list at most three below	3	Number
	Sustainable land management		List
	Sustainable forest management		
	Watershed management		
	1. Direct payments or PES schemes		US\$

iii. Increased investments in integrated landscape management	2. Small credit schemes		US\$
	3. Voluntary carbon market		US\$
	4. Eco-labeling, certification schemes		US\$
LD4 – Adaptive management and SLM learning			
i. Increased capacities of countries to fulfill obligations in accordance with the provisions provided in the UNCCD.	Will the project contribute to UNCCD reporting by country? Mark X Yes X No		
	Select the UNCCD 10-year Strategy Objective(s) to be directly addressed by project and describe nature of contribution:		
	<i>SO1 To improve the living conditions of affected communities:</i> The project will enhance the base of physical and social assets, health, nutrition and food security for target households in selected areas of Phnum Sruoch and Aural districts as well as one commune forest. It will pilot test a suite of capacity building tools (essentially assisting target communities "how to" implement good practices) and establish a monitoring and evaluation system, which will contribute to longer term ecosystem stability in the watershed.		
	<i>SO2 To improve the conditions of affected ecosystems</i>		
	<i>SO3 To generate global benefits through effective implementation of the UNCCD</i>		
	<i>SO4 To mobilize resources to support implementation of the Convention through building effective partnerships between national and international actors</i>		
	Select Operational Objective(s) from the UNCCD 10-year Strategy to be directly supported by the project and describe nature of support.		
	1. Advocacy, awareness raising and education		
2. Policy framework			

			3. <i>Science, technology and knowledge</i>	
			4. <i>Capacity building</i>	The project will be "foundational" in nature, and develop capacity of the MAFF in managing SL/WM projects, train selected local and national government officials and stakeholder communities to apply basic tools and approaches related to SLM, sustainable forest management, alternative livelihoods, ecosystem valuation and participatory monitoring and evaluation.
			5. <i>Financing and technology transfer</i>	
ii. Improved GEF portfolio monitoring using new and adapted tools and methodologies	Indicate contributions to be made by the project on the following:			
	1. Knowledge management websites			Number
	2. Exchange workshops			Number
	3. Knowledge management networks			Number
	4. Monitoring tools/systems established for			
			a) <i>Land Degradation Trends</i>	Number
		b) <i>Environment and Development Benefits</i>	Number	
2. Co-financing from sectors				
i. Agriculture	100,000	US\$	The Global Mechanism (GM)	
ii. Livestock		US\$		
iii. Forestry	4,550,000	US\$	ABD Biodiversity Conservation Corridors (BCC)	
iv. Water		US\$		
v. Energy (hydropower)		US\$		
vi. Climate change mitigation (biofuel, bionergy, carbon offsets)		US\$		
vii. Climate change adaptation		US\$		
3. Knowledge application				
a.	Knowledge resources utilized from GEF-financed targeted research (describe)			

i. Data	
ii. Tools and Methodologies	Some of the work in the project will draw on documentation of good practices in SLM from the WOCAT database, as well as those identified in the UNDP-GEF project on SLM Cambodia, including the agro-ecological assessment processes. Other tools, such as approaches to sustainable and alternative livelihoods will be drawn from the UNDP-GEF experience, ADB-BCC, WOCAT, The Global Mechanism and others. SFM practices, particularly forest protection, management and participatory methods will be employed in the commune forest context.
iii. Best Practices	As above

b. Knowledge resources contributed to focal area learning objectives (**describe**)

i. Data	
ii. Tools and Methodologies	The project will 'test' various tools under conditions specific to the upper basin districts in Prek Thnot watershed. Given the limited data available, the focus will be on establishing credible baseline supported by M&E, advancing small demonstrations and preparing for scaling up of good practices in similar types of conditions in other watersheds (and microwatersheds) in the country. These will be undertaken in the context of the identified LD Focal Areas above.
iii. Best Practices	As above

4. Knowledge contribution as global public goods

a. Knowledge resources and products (**Describe and list under each category**)

i. Publications	
ii. Tools and Methodologies	
iii. Best practice guidelines	

b. Knowledge dissemination (Describe)

i. Websites	
ii. Workshops	
iii. Conferences and seminars	
iv. Networks	

5. SLM Learning

a. Describe how and what the project will contribute toward a framework and tools for linking the measurement of GEBs at project level to impacts across multiple scales .

Scaling up of good practices in microwatersheds / watersheds in Cambodia. The project will establish a knowledge management strategy which will focus, among others, on applying multi-media approaches to reach multiple target audiences. It will emphasize participatory and inclusive approaches, and take steps to create models for integrating or mainstreaming watershed management considerations in economic development processes.

b. Describe how the project will increase understanding of multiple benefits from integrated management of landscape mosaics, and mixed agricultural and forest ecosystems.

Both quantitative and qualitative indicators will be developed and tracked. These will be incorporated into a M&E system, and linked to a knowledge management strategy. The main indicators - NPP, TFP, vegetative cover and increase in household income - sufficiently cover mixed agricultural and forest ecosystem mosaics.

A. PROJECT	
1. PROJECT TITLE	
2. PROJECT DESCRIPTION	
3. PROJECT OBJECTIVES	
4. PROJECT ACTIVITIES	
5. PROJECT IMPACTS	
B. MONITORING AND EVALUATION (M&E) SYSTEM	
6. M&E OBJECTIVES	
7. M&E INDICATORS	
8. DATA SOURCES	
9. DATA COLLECTION METHODS	
10. DATA ANALYSIS METHODS	
11. M&E REPORTING	
12. M&E RESPONSIBILITIES	
13. M&E BUDGET	
14. M&E RISK ASSESSMENT	
15. M&E LEGAL AND POLICY FRAMEWORK	
16. M&E ETHICAL CONSIDERATIONS	
17. M&E COMMUNICATION STRATEGIES	
18. M&E STAKEHOLDER ENGAGEMENT	
19. M&E INFLUENCING CHANGE	
20. M&E LEARNING AND KNOWLEDGE MANAGEMENT	



Guidance on Scores

Scores to be included into the LD PMAT (heading numbers refer to numbers for section on Outcomes and Adaptive Management)

PART II - PROJECT OUTCOMES AND ADAPTIVE MANAGEMENT

LD1 – Ecosystem services in production landscapes (agriculture, rangeland)

LD1.i Agriculture policy enhancement score

Rating	Benchmark	Notes
1	no sector policy/regulation framework in place	baseline assessment made during project design and planning phase and repeated
2	sector policy/regulation framework has been discussed and formally	
3	sector policy/regulation framework have been formally proposed but not	
4	sector policy/regulation framework formally adopted by the Government	
5	sector policy/regulation framework are enforced	

LD1.i Land tenure security of affected farmers / communities

Rating	Benchmark	Notes
1	No land tenure arrangements and use rights in place	baseline assessment made during project design and planning phase and repeated
2	Land tenure arrangements and use rights partially in place	
3	Land tenure arrangements and use rights in place	
4	Land tenure and use rights effectively in place	
5	Land tenure and use rights secured and protected over the long-term	

LD1.ii Sustained agricultural productivity score

Rating	Benchmark	Notes
1	Yields of main crops / livestock productivity decreased	Available data on yields of main crops / livestock productivity will be provided as baseline during
2	Yields of main crops / livestock productivity stable	
3	Yields of main crops / livestock productivity with annual increase	
4	Yields of main crops / livestock productivity with >2years increase during	
5	Yields of main crops / livestock productivity with increases that are	

LD1. ii. Rate local population's perception of the vulnerability of their livelihood (based on specific

1	Extreme Vulnerability	Annual assessment (preferably from participatory household surveys disaggregated by
2	High Vulnerability	
3	Medium Vulnerability	
4	Low Vulnerability	
5	No Vulnerability	

LD2 - Ecosystem services in forest landscapes

LD2.i Forest policy enhancement score

Rating	Benchmark	Notes
1	no sector policy/regulation framework in place	baseline assessment made

2	sector policy/regulation framework has been discussed and formally	assessment made during project design and planning phase and repeated
3	sector policy/regulation framework have been formally proposed but not	
4	sector policy/regulation framework formally adopted by the Government	
5	sector policy/regulation framework are enforced	

LD3 - SLM in wider landscapes (integrated management)

LD3.i Framework strengthening INRM		
Rating	Benchmark	Notes
	1 no INRM framework in place	assessment made during project design and planning phase and repeated
	2 INRM framework has been discussed and formally proposed	
	3 INRM framework have been formally proposed but not adopted	
	4 INRM framework formally adopted by stakeholders but weak enforcement	
	5 INRM framework is enforced	

LD3.i Capacity strengthening to enhance cross-sector enabling environment		
Rating	Benchmark	Notes
	1 No capacity built	assessment made during project design and planning phase and repeated
	2 Initial awareness raised (e.g. workshops, seminars)	
	3 Cross-sectoral training courses addressing cross-sectoral issues are	
	4 Knowledge effectively transferred (e.g. working groups tackle cross-sectoral	
	5 Application of enhanced capacity demonstrated (framework, regulations,	