



**Project Title:** Combatting Marine Plastic Litter in Cambodia

**Implementing Partner:** National Council for Sustainable Development

**Start Date** January 2021 **End Date:** July 2023 **LPAC Meeting Date:** 10 December 2020

### Brief Description

The project aims to prevent and minimize plastic waste pollution on land and in the ocean through promotion of a 4R framework. The project will develop and implement policies and regulations, raise awareness, and support the reduction of plastic waste, and the introduction and promotion of new technologies such as recycling and plastic alternatives. Target provinces include Siem Reap, Sihanoukville, Phnom Penh, Kep, Kampot and Koh Kong for the effective reduction of marine plastic pollution at source. The project will attain the following five outputs:

- Output 1: Key enabling policies and regulations developed and implemented to promote 4Rs
- Output 2: Improved awareness about the plastic crisis and its solutions among citizens and the private sector through environmental education and awareness-raising activities
- Output 3: Plastic waste reduced in target cities through education, private sector-led best practices and innovation
- Output 4: Priority business models for plastic recycling and alternatives supported and tested
- Output 5: Best practices disseminated and shared

**Contributing Outcome #3 (UNDAF/CPD):** By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks.

Indicative Output(s): Output 2.1: Targeted cities and urban centers prepare and operationalize solid waste management plans to reduce environmental pollution impact from solid waste.

Output 2.3: Rules and regulations formulated and adopted for forest/natural resource management and market solutions developed for conservation and renewable energy.

Gender Marker rating: 2

<b>Total resources required:</b>		
<b>Total resources allocated:</b>	<b>3,108,851</b>	
	<b>UNDP TRAC I:</b>	<b>80,000</b>
	<b>Japan :</b>	<b>3,028,851</b>
	<b>Government):</b>	
	<b>Unfunded</b>	

UNDP	Implementing Partner
Nick Beresford Resident Representative	H.E. Say Samal, Minister of Environment Chair of National Council for Sustainable Development
Date:	Date:

## Acronyms

3Rs	Reduce, Recycle and Reuse
ASEAN	Association of South East Asian Nations
AWP	Annual Work Plan
ADB	Asian Development Bank
CCCA	Cambodia Climate Change Alliance
CO	Country Office (of UNDP)
CSOs	Civil Society Organizations
D &D	Deforestation and forest degradation
DIM	Direct Implementation Modality
EIA	Environmental Impact Assessment
EU	European Union
FFI	Fauna and Flora international
GCF	Green Climate Fund
GEF	Global Environment Facility
GHG	Greenhouse Gas
GGGI	Global Green Growth Institute
GIS	Geographic Information System
GSSD	General Secretariat for Sustainable Development
HACT	Harmonized Approach to Cash Transfer (of UNDP)
IPCC	Intergovernmental Panel on Climate Change
JICA	Japanese International Cooperation Agency
KRECA	Koh Rong Environmental Conservation Association
LoA	Letter of Agreement
NIM	National Implementation Modality
MEF	Ministry of Economy and Finance
MISTI	Ministry of Science Technology and Innovation
MoE	Ministry of Environment
MoI	Ministry of Interior
NCDDS	National Committee for Sub-National Democratic Development
NCSD	National Council for Sustainable Development
NGO	Non-Governmental Organisation
PEB	Programme Executive Board
PPP	Public Private Partnership
PPSEZ	Phnom Penh Special Economic Zone
RGK	Royal Government of Cambodia
RLM	Relevant Line Ministries
SDG	Sustainable Development Goal
SEZ	Special Economic Zone
SME	Small and Medium Enterprise
SNV	Stichting Nederlandse Vrijwilligers (“Foundation of Netherlands Volunteers”)
SIDA	Swedish International Development Cooperation Agency
SIS	Safeguard Information System
SWM	Sustainable Waste Management
ToR	Terms of Reference
TWGs	Technical Working Groups
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
WB	World Bank

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# 1 Development challenges

## 1.1 Background

### ***A global surge in plastic waste and marine plastic pollution***

Plastic is cheap, light, flexible, and durable. It is used daily for bags, bottles, and containers. Our excessive reliance on plastic, however, comes at a heavy price.

The worldwide total volume of plastic has reached 8.3 billion metric tonnes. Around 90% of plastic waste ends up in the oceans. Every year, 13 million metric tonnes of plastic, the equivalent of a full garbage truck per minute, enters the sea. Most of this waste arrives by way of just 10 major rivers, one of which is the Mekong<sup>1</sup>. The biggest problem with plastic is that it does not biodegrade easily. It stays around for hundreds of years, slowly leaking chemicals that are harmful for the environment, for animals and for people. In marine areas, more than 1 million mammals, fish and birds suffer from ingesting plastic or becoming entangled in plastic materials. More than 90% of all birds and fish are reported to have plastic particles in their stomach. In this way, toxic chemicals accumulate and pass through the food chain. Since fish comprises more than 60% of the protein intake for rural Cambodians, this is a significant problem. Mitigating the harmful impacts of plastic is an urgent task, requiring efforts from every country, including Cambodia.

### ***The rapidly growing plastic challenges in Cambodia***

Over the last decades, a combination of rapid population growth and economic development has led to an exponential increase in the volume of solid waste, including plastic waste, in Cambodia. According to a UNDP report (2018)<sup>2</sup>, the country generates about 3 million tons of municipal solid waste and about 16 million tons of commercial and industrial solid waste per year. The rapidly growing volume of waste has led to several increasingly urgent problems.

In Phnom Penh, more than 3,000 tons of municipal waste is generated every day. Approximately 80% of the waste is collected and disposed of at open landfills without treatment. In poor urban areas and in rural areas without full access to municipal waste collection services, waste is often burned in the open. The remaining waste is disposed of at informal dumpsites, on streets, or into local waterways, which carries plastic waste to the Mekong River.

A recent World Bank's research (2020)<sup>3</sup> identified the large quantity of plastic litter in Phnom Penh Canals, Siem Reap Canal and Sihanoukville Beach, which potentially carry plastic debris to the Mekong River and eventually to the oceans. Major plastic litters, found in these areas, include plastic wrappers, shopping bags, bottles, and bottle caps. In Sihanoukville, in addition to the above, polystyrene pieces (known as styrofoam), and plastic fishing gears primarily nylon nets and monofilament lines are also commonly found items. The study conducted by FFI (2020)<sup>4</sup> finds that plastic, mainly plastic bags and bottles, constitutes around 25 % of household waste in coastal areas (FFI 2020). Around a half of households burn plastic waste in open areas (ibid).

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<sup>1</sup> Schmidt et al (2017) Export of Plastic Debris by Rivers into the Sea, Environ. Sci. Technol.

<sup>2</sup> UNDP (2018) Report on Solid Waste Management in Cambodia: Nationwide Context

<sup>3</sup> World Bank (draft) Cambodia Plastic Action Plan and Roadmap

<sup>4</sup> FFI (2020) Investigating solutions to Marine Plastic Pollution in Cambodia- A review and synthesis of scoping research from coastal and Marine sites

Plastic waste pollution has highly damaging environmental and economic impacts. The estimated clean-up cost of marine plastic pollution is USD 2.5 million per year for Cambodia.<sup>5</sup> Major cities such as Phnom Penh, Siem Reap and Sihanoukville are severely affected by increased flooding risks since plastic waste blocks waterways and clogs sewage and drainage systems. Burning plastics also releases harmful chemicals, such as dioxins and furans, into the atmosphere which heighten public health risks. In coastal areas, impacts of plastic waste to the tourism industry are particularly significant. In Sihanoukville, for example, nearly 80 % of debris found on beaches is plastic which deteriorates its natural environment, marine ecosystems and scenery (FFI, 2020).

While most high-income countries have advanced systems for recycling and treating such plastic waste, lower-middle income countries like Cambodia do not yet have adequate infrastructure, technologies, or human resources to do so. Current waste management practices focus mainly on collection and disposal. Private companies collect and dispose of waste at landfills without any sorting, recycling, or reuse. A minimal volume is collected informally by people who gather waste from landfills and sell recovered valuables, including plastic, to intermediaries for export to Thailand or Vietnam. Recently, both of these countries have announced that they will soon ban plastic waste imports. This makes it even more urgent to reduce the volume of plastic waste in Cambodia and to create an environment where waste is properly recycled or recovered.

### ***Cambodia's initiatives to promote the 4Rs to reduce plastic waste***

Around the world, more than 100 countries and cities are introducing new policies and measures for plastic waste that aim to shift their economies from a linear model based on mass production and mass consumption towards a more environmentally friendly model referred to as a circular economy.

In Cambodia, in April 2018, the Ministry of Environment (MoE) introduced a small charge for the purchase of plastic bags at supermarkets. And in April, 2019, the MoE and the National Council for Sustainable Development (NCSA) established a "Plastic Taskforce," to focus on **the 4Rs: Refuse, Reduce, Reuse, and Recycle** as a framework to provide solutions to the country's plastic problem. Since then, the Taskforce focused on three priority areas: 1) policy and regulatory reviews on plastic, 2) plastic waste communication and outreach, and 3) business development and support.

In line with the priorities set by the taskforce, the UNDP Policy and Innovation Unit has conducted two key pieces of research to support development of plastic policies and regulations. The first, a rapid review of single-use plastic regulations (plastic straws and Styrofoam) in countries across the world, led to important recommendations for Cambodia. The second, a review of plastic waste recycling, organic waste recycling, and Waste to Energy (WtE) options, identified the current state of practice, as well as key existing barriers and opportunities for promoting circular economies.

These research findings have been incorporated into a recommendation to the Plastic Taskforce for single-use plastic regulations (in draft) and a Circular Economy Strategy and Action Plan (in draft). The plan outlines a roadmap, including short, medium, and long-term priority actions to enable Cambodia's transition to a circular economy. Among others, this strategy includes priority measures to reduce, reuse, and recycle plastic. Moreover, with technical assistance from the World Bank, the MoE has now drafted a roadmap for plastic actions. The roadmap provides an overview of plastic challenges in Cambodia and lists priority actions to reduce plastic challenges.

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<sup>5</sup> <https://theoceancleanup.com/the-price-tag-of-plastic-pollution/>

In support of communication and outreach priorities, a range of materials have been developed to raise awareness about problems with plastic waste and to promote the 4Rs of plastic. These include posters, a booklet, and contents of both MoE and UNDP websites, as well as social media messages to raise awareness among the general public about plastic problems and the urgent need to implement 4R actions. For wider outreach, a campaign against plastic waste was launched with Cambodian celebrities. It comprised a cartoon video featuring a plastic monster, two music videos, and a TV commercial about plastic issues that successfully reached around 10 million people.

To encourage business development and support, the Taskforce organized a national forum on plastic waste in December 2019 that brought together more than 100 stakeholders, including Government, private sector, schools, development partners and NGOs, to share best practices and discuss necessary actions.

## 2 Strategy

### 2.1 Overall Objective

Building on earlier efforts on plastic waste interventions, the overall objective of this project is to realize a circular economy model that will promote sustainable consumption and production of plastic in Cambodia. The project aims to prevent and minimize plastic waste pollution on land and in the ocean through promotion of a 4R framework. The project will develop policies and regulations, raise awareness, and support the reduction of plastic waste, and the introduction and promotion of new technologies such as recycling and plastic alternatives.

The project will attain the following five outputs:

- **Output 1: Key enabling policies and regulations developed and implemented to promote 4Rs:** To implement the 4Rs, the project supports the introduction and implementation of policies and regulations that promote the use of multi-use plastic, recycling, and plastic alternatives.
- **Output 2: Improved awareness about the plastic crisis and its solutions among citizens and the private sector through environmental education and awareness-raising activities:** In partnership with Government, international organizations, NGOs, private companies, and others, the project seeks to raise awareness of plastic pollution through environmental education, creative communication strategies, and other public relations and media activities. The project will also promote individual and company-led initiatives to reduce the use of single-use plastics.
- **Output 3: Plastic waste reduced in target cities through education and private sector-led best practices and innovations:** The project will support priority actions for the reduction and recycling of plastic waste in target provinces including Phnom Penh, Siem Reap, Sihanoukville as they are major cities generating waste. Kep was also included for these activities building on the ongoing support to operationalise circular economy models under the BESD project. The project will further include Kampot and Koh Kong for awareness raising activities.
- **Output 4: Priority business models for plastic recycling and alternatives supported and tested:** The project plans to support the establishment of business models feasible in Cambodia, as well as policy reform, recycling technologies, and the promotion of plastic alternative projects.

- **Output 5: Best practices disseminated and shared:** To support sustainable and transformational changes in Cambodia, the project will share key insights and lessons through domestic and international conferences and initiatives.

## 2.2 Theory of Change

Effective reduction of plastic waste requires an integrated approach, which builds on the following sets of interventions and is based on the set of assumptions and theory of change detailed below.

The first intervention is to **the policy and regulatory framework**. The Policy framework defined in draft documents like the Circular Economy Strategy and Action Plan plays a critical role, as it outlines the overall roadmap, including short, medium, and long-term priority actions, which will enable Cambodia and its relevant stakeholders to transit towards a circular economy. Regulatory instruments are crucial to induce changes in behaviors to limit the use of single-use plastic and adopt alternatives. For example, the sub-decree 168 to levy 10 cents per plastic bag has led to a reduction in the use of plastic bags in major Cambodian supermarkets, such as AEON and Lucky, by more than 50%. Building on earlier efforts, this project will provide support to the development of additional economic incentives to adopt alternatives to plastics and to encourage their reuse and recycling.

The effectiveness of new regulations further depends on **improved awareness and behavioral change** among stakeholders including both citizens and the private sector. Since plastic is an incredibly convenient material based on its cost effectiveness, light weight, flexibility and durability, there are significant challenges to move away from reliance on plastic. During the early phase of implementation, the sub-decree was met with resistance from consumers who were accustomed to receiving free plastic bags. In part this was because they were unaware of the environmental problems of plastic and failed to understand the problem to be solved by the regulation.

Hence, improved knowledge is favorable to the effective adoption of regulations and to induce behavioral change to limit single-use plastic usage and increase use of reusable alternatives to plastic. In collaboration with relevant NGOs and development partners, this project promotes dissemination of information and awareness raising among all relevant stakeholders. Communication and outreach materials will be developed and updated to share key messages about plastic problems and solutions that are of relevance to all stakeholders. Information will be disseminated through various communication channels such as Government websites, newspapers, posters, and social media. In addition, strategic campaigns will be promoted in partnership with development partners, the private sector, academic institutions, and celebrities.

Environmental education is another crucial factor in encouraging positive behavioural change. It is important that Cambodian students are made aware of the relations between human actions and environmental consequences, so they can participate in shaping a sustainable future for the country. This project will work with primary and secondary schools to develop and update education materials relevant to the plastic crisis in school curricula.

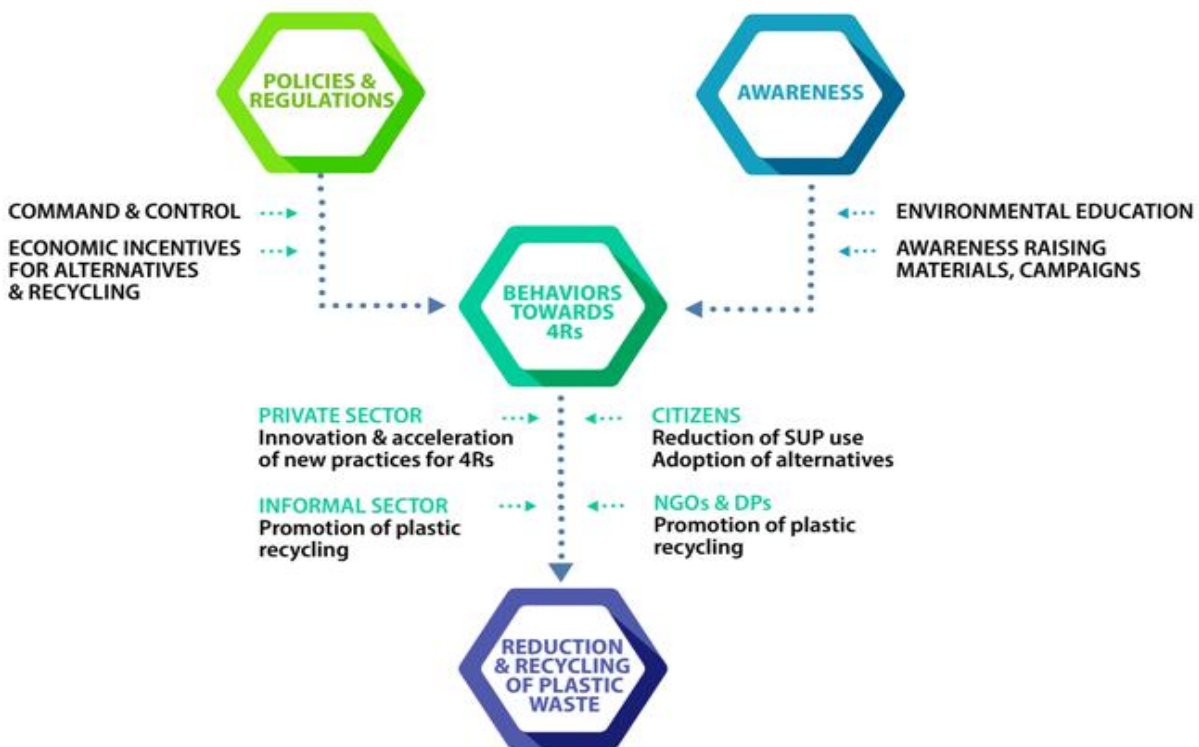
The successful reduction of plastic waste also requires active participation **of all stakeholders** in taking concrete action. The fight against plastic pollution is an urgent priority, requiring dedicated efforts from all stakeholders. The Government has a role in creating an enabling environment by developing regulations and providing economic and financial incentives. It also has a role in raising awareness among citizens through education programs in collaboration with academic institutions. Academic institutions are important for creating and sharing knowledge and for building capacities

essential to the adoption of circular economy approaches. The private sector has a role in driving innovation, mobilizing scalable investments, and adopting circular economy business models to promote sustainable production and businesses. Citizens have a role in adopting sustainable consumption habits and lifestyles, for instance, by consciously purchasing sustainable and green products, by reducing their individual volume of produced waste, and by supporting the reuse, and recycling of waste. Finally, technical and financial support from NGOs and development partners is important for a successful circular economy transition and for ensuring that all guiding principles are adhered to.

Systematic **engagement of the private sector** depends on a comprehensive understanding of the major features of current business practices, and of the drivers and business innovation opportunities needed to shift their business models towards a circular economy. It also requires a robust engagement strategy. This project will identify technology, business, and innovation opportunities, as well as the drivers and motivations of the private sector, and the market and financial environments appropriate for business development. Selected short-term pilot projects and innovations will be supported in the priority areas of single-use plastic recycling and the promotion of alternatives to generate lessons for innovation in the private sector circular economy involvement. These lessons will be used to scale up private sector circular economy innovations.

Another important stakeholder for plastic intervention is the **informal waste pickers** who collect materials from households, hotels, restaurants, and landfills for recycling. It is estimated that they are responsible for the recycling of 7.3% (75,000 tons) of the total municipal waste volume generated in Phnom Penh. Experiences from other countries indicate that active engagement of the informal waste sector for recycling is conducive to scaling up related interventions. The project will therefore identify and promote opportunities to engage informal waste pickers for recycling.

Figure 1: Theory of Change





Finally, **the above strategies need to be implemented on the ground.** Target cities for the reduction of plastic waste include Siem Reap, Sihanoukville and Phnom Penh and Kep. These are major cities and tourist destinations in Cambodia and generate large volumes of waste (e.g. 250-300 ton/day in Siem Reap, 250-1,000 ton/day in Sihanoukville and 3,600 ton/day in Phnom Penh). In terms of tackling marine plastic pollution, coastal provinces such as Sihanoukville, Koh Kong, Kampot and Kep play an important role in Cambodia. In recent years, it has undergone rapid development supported by foreign investments predominantly made by China. This has added enormous pressure to the current waste management system and led to the leakage of waste (including plastic) to the ocean. These coastal cities will be targeted under awareness raising activities.

The project support for these target cities has three major components. One is the integration of a plastic waste reduction strategy into the respective city management strategies. For plastic waste reduction, the project will target local schools and tourist businesses (e.g. tour operators, hotels, guesthouses, restaurants, and recreational places/resorts) for implementation of single-use plastic-free practices and for creating opportunities in the informal recycling sector. The project will also collaborate with relevant stakeholders such as Special Economic Zones, NGOs and others to promote priority actions for plastic waste reduction and recycling.

To tackle plastic waste, the project will apply the below hierarchy for waste management strategies. The waste hierarchy ranks waste management options from most preferred to least preferred from an environmental perspective. It gives the highest priority to preventing waste in the first place and ranks disposal in landfills as the least preferred form of waste management.

*Figure 2: Waste Management Hierarchy*



According to this hierarchy, the project targets waste prevention at source as the most preferred option. This will be achieved through reduction of the use of single-use plastic (SUP) items and promotion of multi-use plastic and alternatives. It will also promote repair and reuse of products as this retains a product's value by keeping it in use for a longer period of time and avoids or delays the need for recycling, which is a less preferred option on the waste hierarchy. While the project prioritizes waste reduction and reuse and repair, the project also explores business options for the recycling of plastic waste. It aims to identify feasible technology and business models applicable to the Cambodian context to enable larger-scale plastic recycling.

## 3 Results and Partnerships

### 3.1 Expected Results

#### **Output 1: Key enabling policies and regulations developed and implemented to promote 4Rs and alternative businesses**

##### **Activity 1.1. Research on policy and regulatory gaps and solutions**

- Identification of areas that need additional regulations to promote 4Rs and alternative businesses (e.g. single-use plastic regulations, Extended Producer Responsibility and take-back deposit scheme)
- Updates to a draft plastic roadmap to identify priority regulations and actions to be supported by activity 1.2.

##### **Activity 1.2. Development and implementation of regulations/guidelines to promote 4Rs and alternative businesses**

- Development and implementation of draft regulation(s) on single-use plastic items in collaboration with the World Bank. This may include promotion of the use of reusable containers, recycling, and plastic alternative industries. Among others, the target regulations may include but not be limited to:
  - 1) Ban on placing on the market plastic straws and drink stirrers
  - 2) Ban of single use plastic toiletries in hotels
  - 3) Revision of sub-decree 168 on plastic bags to enable fee collection
  - 4) Restrictions on sale and ban of use of certain single use plastic items in restaurants and hotels
  - 5) Consumer fee imposed on plastic food containers, cutlery, cups and lids
- Development of draft guidelines/regulations in support of plastic recycling and alternative businesses (as needed)
- Facilitation of consultations and support for the above
- Awareness raising on the proposed regulations

##### **Activity 1.3. Facilitation of meetings and inter-ministerial discussions on plastic waste**

- Organization of regular inter-ministerial meetings on sustainable consumption and production as well as sustainable cities
- Organization of an annual plastic forum to review progress and discuss priority actions

#### **Output 2: Improved awareness about the plastic crisis and solutions among citizens and the private sector through environmental education and awareness-raising activities**

In partnership with the Government, international organizations, NGOs, and private companies, the project seeks to raise awareness about plastic pollution and its harmful consequences through environmental education, creative communication strategies, and other public relations and media activities. The project will also highlight the importance of segregation of waste to enable recycling.

##### **Activity 2.1. Development of educational materials targeted at primary and secondary schools**

- Design and development of measures and action plans for schools to reduce and eliminate single-use plastic by drawing on best case examples already available in Cambodia
- Design and development of easy-to-understand books/booklets/posters as supporting educational materials (environmentally friendly printing will be ensured)

- Design of guidelines and provision of training for teachers to educate students on the plastic crisis and its solutions
- Dissemination of awareness-raising materials (e.g. posters, banners) (linked to 3.1)

#### **Activity 2.2. Development and dissemination of awareness-raising and outreach materials**

- Design and development of cartoons, videos, and posters about plastic waste and solutions, tailored to the different issues with plastic use faced by various stakeholders. These include but are not limited to coffee shops, malls, grocery stores, hotels, and the garment industry
- Dissemination of information through websites, media channels and distribution of posters and videos

#### **Activity 2.3. Strategic communication, campaigns, and stakeholder engagement**

- Maintenance and updates to website and Facebook pages of MoE/NCSD on plastic issues
- Organization of environmental awareness events and campaigns about plastic waste, possibly in collaboration with celebrities
- Organization of an annual competition awarding businesses, students, and municipalities for the best practices in reducing and recycling plastic

#### **Activity 2.4. Information provision and effective support for private sector-led initiatives**

- Maintenance and updates to a website acting as a circular economy platform, which will feature the best circular economy practices by business and citizens
- Provide knowledge and technical support for the private sector to implement measures aiming to reduce or eliminate single-use plastic and to promote alternatives

### **Output 3: Plastic waste volume reduced in target cities compared to business as usual**

The project targets Siem Reap, Phnom Penh, Sihanoukville and Kep as pilot cities for the reduction, sorting, and recycling of plastic waste. While businesses and schools are the initial targets of the interventions, the pilot activities will also explore and identify best options to engage households wherever possible. For awareness raising activities, the project will also include Koh Kong and Kampot as target provinces.

#### **Activity 3.1. Awareness raising and environmental education, targeted at coastal provinces (Sihanoukville, Koh Kong, Kep and Kampot), Siem Reap and Phnom Penh**

- Support for a total of 80 local schools to adopt single-use plastic-free practices and the provision of equipment including waste bins, and water filtration systems
- Single-use plastic-free campaign & dissemination of awareness raising materials (e.g. concerts, posters, banners)
- Dissemination of awareness raising materials (e.g. posters, banners)

#### **Activity 3.2. Implementation of target activities to reduce plastic waste in major cities: Phnom Penh, Siem Reap, Sihanoukville including Koh Rong islands and Kep**

- Scoping and baseline studies for pilot sites to identify major sources of plastic waste and target areas and stakeholders for interventions
- Technical support to work with tourism businesses to implement 4Rs and single-use plastic free practices, while also creating opportunities for the informal recycling sector. This support may also include working with SEZs based on feasibility in adopting single-use plastic-free practices and other circular economy priority measures (Siem Reap, Phnom Penh, Sihanoukville, Kep)
- Technical support to relevant city initiatives led by to effectively integrate circular economy priority measures, including a strategy to reduce plastic waste for the tourism sector and for

SEZs, and a piloting activity to manage solid waste and wastewater to avoid plastic leakages, while also creating opportunities for the informal recycling sector (Siem Reap and Sihanoukville, Kep)

- Support for NGO-led initiative(s) to reduce plastic waste on the nearby islands by reducing the use of single-use plastic items by hotels, guesthouses, and schools, and to promote proper management of waste and wastewater (Siem Reap and Sihanoukville only)

#### **Output 4: Priority business models for plastic recycling and alternatives supported and tested**

##### **Activity 4.1. Identification of business solutions for plastic waste recycling**

- Assessment of business needs, potentials, and feasibility for plastic recycling of industrial waste and alternative business models, taking into consideration the informal recycling sector. This activity supports recycling industries to explore options among others to use recycled materials for constructions.

##### **Activity 4.2. Piloting and demonstration of selected business interventions**

- Provision of equipment and technical and financial assistance
- Facilitation of business challenges (as required)
- Development of enabling regulations
- Setting the selected technology as a benchmark for plastic recycling in Cambodia

#### **Output 5: Best practices disseminated and shared**

The project will share key insights and lessons through a study tour, and through domestic and international conferences and initiatives.

##### **Activity 5.1. Documentation and dissemination of project results and best practices**

- Documentation of project results and best practices
- Dissemination of results through social media, newspapers, and websites

##### **Activity 5.2. Learning and dissemination of best practices at workshops/international conferences**

- Study tour to Japan to learn about Japanese experiences with managing plastic waste
- Dissemination of best practices at workshops/international conferences including through the ASEAN working group

*Table 1: Project outputs and expected results*

Output 1: Key enabling policies and regulations developed to promote 4Rs
1.1. Research on policy and regulatory gaps and solutions in promotion of 4Rs and alternative businesses
1.2. Development and implementation of regulations/guidelines to promote 4Rs and alternative businesses including consultations
1.3. Facilitation of meetings and inter-ministerial discussions on plastic waste
Output 2: : Improved awareness about plastic crisis and solutions among citizens and the private sector through environmental education and awareness-raising activities
2.1. Development and dissemination of educational materials targeted at primary and secondary schools
2.2. Development and dissemination of awareness raising and outreach materials (e.g. cartoons, infographics) targeting different types of stakeholders (business, tourists, citizens, children)
2.3. Strategic communication and campaigns, and stakeholder engagement
2.4. Information provision and effective support for the private sector led initiatives

<b>Output 3: Plastic waste reduced in target cities through education, private sector led best practices and innovation</b>
3.1. Awareness raising and environmental education, targeted at coastal provinces (Sihanoukville, Koh Kong, Kep and Kampot), Siem Reap and Phnom Penh
3.2. Implementation of target activities to reduce plastic waste in major cities: Phnom Penh, Siem Reap, Sihanoukville including Koh Rong islands and Kep
<b>Output 4: Priority business models for plastic recycling and alternatives supported and tested</b>
4.1. Identification of business solutions for plastic waste recycling
4.2. Piloting and demonstration of selected business interventions
<b>Output 5: Best practices disseminated and shared</b>
5.1. Documentation of project results and best practices
5.2. Dissemination of project results and best practices at workshops/international conferences

### 3.2 Resources Required to Achieve the Expected Results

Resources required to achieve the expected results include

- Staff time of key Government officers:
- Project staff:
  - 1 International Environmental Policy Specialist (P4) for overall technical guidance (80% time). 20% of the time is spent for the CO Policy and Innovation Unit to support research, policy, partnerships and programming
  - 1 National Project Coordinator (SB4) (100% time) to facilitate the overall coordination and project management
  - 1 National Project Assistant (SB3) (70-100% time) to handle administrative and financial tasks related to the project
- Staff time of UNDP Country Office in terms of technical advice, quality assurance, administration and finance support;
- International and national consultants to provide technical inputs; and
- International and national organization(s)/ firm(s) to undertake project activities.

### 3.3 Partnerships

The project will be implemented in partnership with the following partners, including Government, development partners and private sector.

**Table 2: Possible Project Partners**

Partners	Responsible parties	Partners
<b>Output 1: Key enabling policies and regulations developed and implemented to promote 4Rs</b>		
1.1 Research on policy and regulatory gaps and solutions in promotion of 4Rs and alternative businesses	<b>NCSD/DGE</b>	GDEP/SWM RLM, (Relevant Line Ministries) World Bank (WB)
1.2 Development and implementation of regulations/guidelines to promote 4Rs and alternative businesses including consultations	<b>MoE/GDEP/SWM</b>	NCSD/DGE, RLM WB
1.3 Facilitation of meetings and inter-ministerial discussions on plastic waste	<b>NCSD/DGE</b>	GDEP/SWM, RLM WB/EU Switch Asia/UNEP/GGGI
<b>Output 2: Improved awareness about plastic crisis and solutions among citizens and the private sector through environmental education and awareness-raising activities</b>		

2.1 Development and dissemination of educational materials targeted at primary and secondary schools	<b>MoE/GDEKI</b>	MOEYS, MoE/GDEP/SWM
2.2. Development of awareness raising and outreach materials targeting business, tourists, citizens, children	<b>MoE/GDEKI</b>	NCSD/DGE, GDEP/SWM MoEYS
2.3. Strategic communication, campaigns, and stakeholder engagement including awards and incentives	<b>MoE/GDEKI</b>	NCSD/DGE, GDEP/SWM MoEYS, AEON group
2.4. Information provision and effective support for the private sector led initiatives	<b>MoE/GDEKI (awards and incentives)</b>  <b>NCSD: CE private sector platform</b>	NCSD/DGE
<b>Output 3: Plastic waste reduced in target cities through education, private sector-led best practices and innovation</b>		
3.1. Awareness raising and environmental education, targeted at coastal provinces (Sihanoukville, Koh Kong, Kep and Kampot) +Siem Reap and Phnom Penh	<b>NCSD MoE/GDEKI</b>	NCSD, MoI/NCDDS, MoT Teuk Saat 10000 WB, JICA
3.2. Implementation of target activities to reduce plastic waste in major cities: Phnom Penh, Siem Reap, Sihanoukville including Koh Rong islands and Kep	<b>NCSD/DGE</b>	NCSD, MoI/NCDDS, MoT, Sihanoukville, Siem Reap, Phnom Penh, Kep Koh Rong Environmental Conservation Association (KRECA) WB, JICA, GGGI, UNEP, FFI
<b>Output 4: Priority business models for plastic recycling and alternatives supported and tested</b>		
4.1. Identification of business solutions for plastic waste recycling	<b>MoE/GDEP/SWM</b>	MISTI
4.2. Piloting and demonstration of selected business interventions	<b>MoE/GDEP/SWM</b>	GDEP/SWM, MISTI, MEF PPSEZ (TBC), Sihanoukville SEZ (TBC)
<b>Output 5: Best practices disseminated and shared</b>		
5.1. Documentation of project results and best practices	<b>NCSD and MoE</b>	
5.2. Dissemination of best practices at workshops/international conferences	<b>NCSD and MoE</b>	UNEP, WB

Whenever relevant the project plans to collaborate and coordinate with the following related projects and actors working in the field of waste management in Cambodia.

## A. Embassies and Bilateral Aid

	Name	Areas	Location	Brief description
1	The Embassy of Japan and JICA	General Waste Management	Phnom Penh	JICA implemented a project on solid waste management improvement for the municipality of Phnom Penh including capacity building and infrastructure development (October 2006 – March 2008). However, this initiative was terminated in 2008 due to the fact that certain conditions of support stipulated by JICA, including modification of PPCH and CINTRI service contracts were not fulfilled (JICA, 2008 in (B. Seng et al., 2011)).”  The Embassy of Japan currently provides technical assistance for landfill management through city cooperation between Phnom Penh city & Kita Kyusyu city.
2	The Embassy of Korea	General Waste Management	National	Waste management has been identified as a priority sector for 2020 (KOICA, 2017). In 2019, the Government of Korea provided waste management trainings through the World Bank to Government officials of Cambodia.

## B. Multilateral Development Banks

	Name	Areas	Location	Brief description
1	Asian Development Bank (ADB)	General Waste Management	Northern Cambodia	Under the Asian Development Bank’s <i>Second Urban Environmental Management in the Tonle Sap Basin</i> project (Ministry of Public Works and Transport, 2019), three different provinces (Battambang, Banteay Meanchey, and Kampong Thom) in Cambodia will receive improved solid waste management infrastructures, and other provinces may be added. The project <b>includes sewage treatment plants, drainage, and landfill construction</b> . The landfills will have the capacity to collect waste for ten years.
2	The World Bank	General Waste Management	National, Sihanoukville and Siem Reap	The World Bank plans to develop a new loan financed project on waste management, possibly focusing on Sihanoukville and Siem Reap provinces. The proposed components of activities are: <ul style="list-style-type: none"> <li>• <b>Component 1:</b> Development of financially and environmentally sustainable solid waste management improved plans for selected cities including strengthening of legislation and regulation</li> <li>• <b>Component 2:</b> Development of a national roadmap for plastic waste management and reduction of plastic leakages to waterways for input to a national plastic action plan</li> </ul>

### C. International Organizations

	<b>Name</b>	<b>Areas</b>	<b>Location</b>	<b>Brief description</b>
1	The Asia Foundation	<i>General Waste Management</i>	<i>Phnom Penh</i>	The Asia Foundation has worked with both the Phnom Penh Municipal Government and the waste management collection company CINTRI. The pilot project involved fitting GPS devices on CINTRI trucks. Drivers tried to destroy these devices and the area for the project was changed from an outer Khan to inner Khan after a Government suggestion. The Asia Foundation has provided technical support for solid waste management planning in Kep province, as well as worked with Coca Cola on awareness raising activities on plastic targeted at local schools.
2	Global Green Growth Institute (GGGI)	<i>Plastic Recycling and Wastewater</i>	<i>Battambang</i>	Partnering with UNIDO, GGGI is supporting <b>waste recycling</b> in Battambang province (Global Green Growth Institute, 2019). They are currently providing technical support to one small plastic recycling business outside of Battambang town. GGGI is also looking at <b>wastewater</b> issues in Cambodia in Kep province (Global Green Growth Institute, 2019)
3	Institute for Global Environmental Strategies (IGES)	<i>General Waste Management/ Research</i>	<i>Phnom Penh and Battambang</i>	IGES has been working in the waste management field in Cambodia for many years and has developed <b>the State of Waste Management in Phnom Penh, Cambodia</b> (Singh, Gamaralalage, Yagasa, & Onogawa, 2018) in collaboration with UNEP and the <b>Phnom Penh Waste Management Strategy and Action Plan 2018-2035</b> (PPCA, IGES, Nexus, UN Environment, CCCA, 2018).
4	United Nations Development Programme (UNDP)	<i>General waste management, Research, policy and Awareness</i>	<i>Throughout Cambodia</i>	<p><b>Building an Enabling Environment for Sustainable Development for Cambodia (BESD):</b> Under a Circular Economy project in Cambodia with a projected two-year timeline of 2019-2020, the project promotes three main activities. The first activity is to test, implement, and support circular economy business models to <b>identify viable business models</b> for a circular economy. The second activity is <b>to raise awareness</b> and promote environmental education, including a plastic conscious concert that was held during Water Festival in 2019. The third activity is to <b>create an enabling policy framework for a circular economy</b>. Research has been conducted on creating an enabling environment for both plastic recycling and organic waste recycling.</p> <p><b>Cambodia Climate Change Alliance III:</b> The Cambodia Climate Change Alliance (CCCA) programme aims to strengthen national systems and capacities to support the implementation and coordination of Cambodia's climate change response. Among many other priority activities, the CCCA promotes environmental education to mainstream climate change issues into school curriculums.</p>



				<p><b><i>Inclusive Governance for Service Delivery and Social Accountability (IGSS);</i></b> The overall objective of the project is to continue improving the capacity of local administrations and citizen engagement in selected areas through the introduction and implementation of certain local service delivery models which reflect local needs, local initiatives, and key national policies and regulations. Improving service delivery through solid waste management is a key focus area.</p> <p><b><i>UNDP Accelerator Labs</i></b> is a new UNDP initiative that “will transform our collective approach by introducing new services, backed by evidence and practice, and by accelerating the testing and dissemination of solutions within and across countries.” The first project of the UNDP Accelerator Labs in Cambodia was focused on finding alternatives to plastic straws. Their private sector approach to development and innovative thinking will bring new ideas to the sector of waste management, including designing innovative waste bins.</p>
5	United Nations Environmental Programme (UNEP)	<i>Marine plastic pollution</i>	<i>Regional including Cambodia</i>	<p>SEA circular is an initiative from the UN Environment Programme and the Coordinating Body on the Seas of East Asia (COBSEA) to inspire market-based solutions and encourage enabling policies to solve marine plastic pollution at source.</p> <p>SEA circular is working in six countries in South East Asia: Cambodia, Indonesia, Malaysia, the Philippines, Thailand and Vietnam, from 2019-2023. The project is supported by the Government of Sweden.</p> <p>The focus is on several points along the plastic value chain. Interventions are designed and implemented with an understanding of land-sea interactions, and towards a circular economy. SEA circular works with national and provincial governments, private sector corporations, civil society groups and NGOs – and many other stakeholders – to support good governance and policy making, and promote circular economy principles.</p> <p>SEA circular focusses interventions on supporting market-based solutions, enhancing the science-basis for decision making, generating outreach to support awareness and behaviour change, and promoting a regional approach through collaboration and networking.</p>

6	United Nations Industrial Development Organization (UNIDO)	<i>Plastic Recycling</i>	<i>Battambang</i>	UNIDO is currently working with GGGI in supporting <b>plastic recycling in Battambang province</b> . This is part of their much larger project on open burning in Southeast Asia.
7	Global Environment Facility (GEF)	<i>Waste Management</i>	<i>Regional (Cambodia, Philippines, Vietnam, Laos and Mongolia)</i>	The GEF has earmarked US\$7.5 million for a regional project on waste management. In Cambodia, this project will be undertaken by the Ministry of Environment, the United Nations Industrial Development Organization (UNIDO) and Phnom Penh Municipal Hall, and it will first be implemented in Phnom Penh's largest dumpsite, Choeung Ek.
8	SNV Cambodia Waste to energy funded by EU, SWITCH-Asia	<i>Waste to Energy</i>	<i>Nine provinces in Cambodia</i>	SNV Cambodia implemented the Waste to Energy (WtE) project for the rice milling sector in Cambodia – a technology to generate electricity from rice husks – from 2012 to 2015. It targeted nine provinces across Cambodia: Battambang, Pursat, Kampong Speu, Banteay Meanchey, Kampong Thom, Siem Reap, Kandal, Kampong Cham and Prey Veng. This project aimed to make the industry greener, cleaner and more competitive.
9	UNESCO	<i>Plastic Awareness Raising</i>	<i>Nationwide</i>	<b>Anti-plastic bags campaign:</b> UNESCO Cambodia, the Ministry of Environment, Ministry of Tourism and Union of Youth Federations in Cambodia jointly organized the Cambodian Anti-Plastic Bag Campaign to raise awareness on reducing plastic and recycling. It also aimed to influence behavioural change in Cambodian people.

#### D. Private Sector

	<b>Name</b>	<b>Areas</b>	<b>Location</b>	<b>Brief description</b>
1	CINTRI	<i>Waste Management</i>	<i>Phnom Penh, Kampong Cham, Battambang</i>	<b>CINTRI is the private waste management company in Phnom Penh, Battambang, and Kampong Cham.</b> They had a long-term contract with the city of Phnom Penh to collect the city's waste until recently. The collection rate of waste in Phnom Penh has yet to reach 100%. Some organizations have had difficulties working with them in the past and CINTRI is usually quite formal when scheduling meetings with outside groups. Other organizations have had success conducting productive interviews for their research with CINTRI.
2	Global Action for Environment Awareness Plc. (GAEA)	<i>Waste Management</i>	<i>Siem Reap, Kampot, Kampong Thom</i>	<b>GAEA is the waste management company in Siem Reap, Kampot, and Kampong Thom.</b> They have been involved in a few projects outside of their original mandate of collecting the waste within the cities they work in. <b>GAEA has recently launched a glass recycling project in Siem Reap and has started a municipal composting program in Kampot.</b>

3	ATEC Biodigesters International	<i>Biogas and Compost</i>	<i>Throughout Cambodia</i>	ATEC has designed a patented home <b>biodigester for rural families in Cambodia</b> and other Asian countries to manage their organic waste. For families with two to three livestock, the biodigester will be able to produce enough biogas to support daily cooking needs and compost for 1.5 hectares of rice farming. This helps families manage their waste and provides a fuel alternative, so they do not need to purchase gas or firewood. When the biodigesters are installed each family is also provided with a dual burner cookstove and rice cooker which are connected to the biodigester. They are currently still in the start-up phase but have identified over 1 million potential customers in Cambodia.
4	TWIN AGRI Co. LTD	<i>Organic Recycling</i>	<i>Phnom Penh, Sihanoukville</i>	Twin Agri Co. LTD <b>collects organic waste and creates compost which is then sold to farmers throughout the country</b> . They have both traditional compost and vermicompost. They have two facilities. One is in Phnom Penh and the other is in Preah Sihanoukville. In total, they can produce about 800 tonnes of organic compost in one month
5	GOMI Recycle	<i>Plastic Recycling</i>	<i>Phnom Penh and Svay Rieng</i>	GOMI Recycle is one of the <b>largest plastic recycling businesses in Cambodia</b> . They have two future recycling facilities, one in the Phnom Penh Economic Zone and another in the Svay Rieng Special Economic Zone. They will have the capacity to recycle 2-3 tonnes of plastic waste and convert it into construction material and other furniture. GOMI Recycle has been assisted by JICA and knows firsthand the regulatory hurdles of working in the recycling sector in Cambodia.
6	Coca Cola	<i>Plastic Recycling and Upcycling</i>	<i>Phnom Penh</i>	Coca Cola has been providing waste bins for local schools and promoting upcycling their bags of sugar into reusable tote bags for shopping.
7	Chip Mong Insee Cement Corporation	<i>Waste to Energy</i>	<i>Kep &amp; Kampot</i>	Chip Mong Insee Cement Corporation (CMIC), a subsidiary of local conglomerate Chip Mong Group, has invested another \$4 million to establish a new industrial waste management facility. CMIC aims to process hazardous and non-hazardous waste through a technological process known as “co-processing”. For cement industries, co-processing refers to the use of waste as raw material, and as a source of energy to replace coal, in cement production.  Its facility can process some 10 tonnes of industrial waste per hour or more than 7,000 tonnes per month as sources of energy for cement production. The facility processes solid waste from garment and footwear factories, as well as from other industrial sectors.

### E. International and National NGOs/Small Businesses

	<b>Name</b>	<b>Areas</b>	<b>Location</b>	<b>Brief description</b>
1	Koh Rong Environnemental Conservation Association	<i>Environmental Conservation and Awareness Raising</i>	<i>Sihanoukville</i>	Koh Rong Environmental Conservation Association is a local NGO working with communities and hotels on the Koh Rong islands. One of their initiatives focuses on plastic waste. Under this initiative, they seek to promote environmental education among schools on the islands about plastic pollution and its impacts on marine life. They work with local shops and hotels to adopt plastic-free practices to minimize negative impacts of plastic waste. They also aim to promote local recycling and upcycling businesses in partnership with communities.
2	Fauna and Flora international (FFI)	<i>Environmental Conservation and Awareness Raising</i>	<i>Sihanoukville</i>	FFI is an international NGO focusing on conservation of biodiversity. Their activity covers the marine protected area of Sihanoukville. One of the activities seeks to address the threats posed by plastic waste and pollution to local livelihoods and marine life. They conduct baseline research to quantify plastic waste and support local community-led activities to prevent pollution, as well as the recycling of plastic waste.
3	GoGreen Cambodia	<i>Awareness Raising</i>	<i>Phnom Penh</i>	GoGreen Cambodia is a local NGO in Phnom Penh focused on waste management issues in Cambodia. They have developed a phone application which helps citizens identify areas in Phnom Penh that are not well kept and need waste management solutions. They also have <b>hosted many clean-ups around Phnom Penh</b> which are well attended. Finally, they have a very active Facebook group where many people post about different environmental initiatives.
4	Phnom Penh SAAT	<i>Awareness Raising</i>	<i>Phnom Penh</i>	Phnom Penh SAAT is a locally run group that is focused on education and raising awareness of waste management and encouraging behavioural change. They have run several campaigns since 2017 and have partnered with other businesses and other groups.
5	Sahmakum Teang Tnaut (STT)	<i>Awareness and Advocacy</i>	<i>Phnom Penh</i>	<b>STT mainly works in land and housing rights in Phnom Penh</b> but have released two waste management related documents. Their report on waste management focused on urban poor communities including their waste management challenges along with issues involving CINTRI's labour force (Sahmakum Teang Tnaut, 2019). They have also released a handbook for urban poor communities on waste management issues (Sahmakum Teang Tnaut, 2019). Recently they have begun training members of the urban communities where they work to use this handbook.

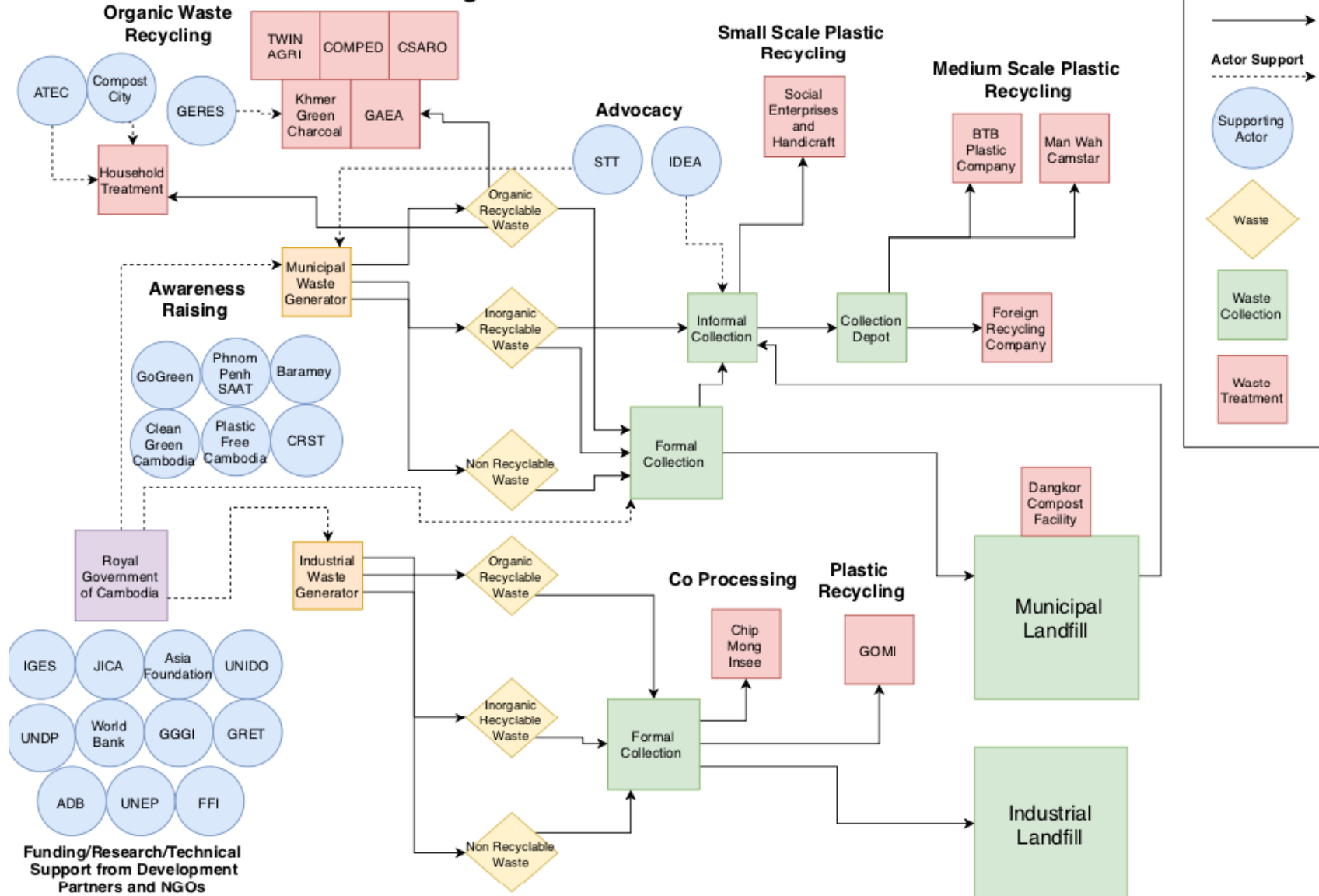
6	Plastic Free Cambodia	<i>Awareness Raising</i>	<i>Siem Reap</i>	Plastic Free Cambodia provides workshops and training to businesses that want to reduce their plastic use. They annually host the Plastic Free July campaign in Siem Reap and Phnom Penh.
7	Smart Bins	<i>Waste Management</i>	<i>Phnom Penh</i>	Smart Bins is a small start-up in Phnom Penh run by a few young Cambodians. Their project seeks to help waste management companies optimize their routes by understanding how full trash bins around the city are. The bins would also reward users for recycling and separating their waste. They are currently in the start-up phase.
8	Group for the Environment, Renewable Energy and Solidarity (GERES)	<i>Organic Waste to Briquettes</i>	<i>Throughout Cambodia</i>	GERES has worked with organic waste to develop sustainable green fuel. They have worked with rice millers to transform rice residuals into a <b>rice husk briquette</b> for fuel.
9	Compost City	<i>Organic Waste and Awareness Raising</i>	<i>Phnom Penh</i>	Compost City is a very new organization in Phnom Penh that promotes home composting. They have hosted several events in Phnom Penh and have recently won a small grant from SmartSpark to support their <b>home composting system</b> .
10	Cambodian Education and Waste Management Organization (COMPED)	<i>Organic Recycling and Advocacy</i>	<i>Battambang</i>	COMPED has worked in the waste management sector in Cambodia since 2000 in both Phnom Penh and Battambang. Although they were originally working in Phnom Penh, when the Stung Meanchey dumpsite closed in 2009 they moved to Battambang. <b>Their three main goals are to work with the local government to offset the amount of organic waste sent to landfills by promoting composting, knowledge exchange between farmers, and to provide educational opportunities to children.</b> COMPED has assisted researchers on various reports and academic papers.
11	Community Sanitation and Recycling Organization (CSARO)	<i>Organic Recycling and Advocacy</i>	<i>Phnom Penh</i>	CSARO has worked in Phnom Penh since 1997 and works in the Sen Sok district of Phnom Penh. <b>They have an organic composting project and also work with informal waste pickers.</b> Throughout the years they have developed several additional projects such as home composting training or upcycling waste to provide income-generating activities. Many of these projects have not continued after funding ended. CSARO also was involved in a municipal composting program in Kampot which is now run by GAEA. Overall CSARO can provide significant firsthand knowledge in running community-level waste management programs in Cambodia.
12	Bokashi	<i>Organic Composting</i>	<i>Phnom Penh</i>	Bokashi is a small business in Phnom Penh that sells home composting kits and a mixture which helps citizens to compost at home.

13	Funky Junk Recycled	<i>Plastic Upcycling</i>	<i>Phnom Penh</i>	Funky Junk Recycled is an innovative social enterprise that is based in Phnom Penh. They upcycle plastic bag waste into handicrafts and other usable products.
14	Battambang Plastic Recycling	<i>Plastic Recycling</i>	<i>Battambang</i>	There is one small plastic recycling company in Battambang which has been supported by both UNIDO and GGGI. <b>Their current capacity is about 20 tonnes per month</b> , but they will soon get new machinery which will triple their capacity. They receive plastic bags from Battambang, Banteay Meanchey, and Siem Reap province which they then turn into plastic pellets. The pellets are sold to plastic producers in Thailand.
15	Naga Earth	<i>Plastic Upcycling</i>	<i>Siem Reap</i>	Naga Earth is a business in Siem Reap that <b>collects used cooking oil and converts it into biofuel</b> which they then sell to local businesses in Cambodia. They also produce soap, some of which is made from used cooking oil. In 2017 Naga Earth fundraised to make a plastic recycling machine based on the precious plastic model, but it has not been used for any initiative since.
16	Rehash Trash	<i>Plastic Upcycling</i>	<i>Siem Reap</i>	Rehash Trash is a social enterprise in Siem Reap that <b>upcycles plastic bag waste into handicrafts</b> which are then sold to tourists who visit the city. Their labour-intensive process provides employment opportunities for locals. Rehash Trash normally hires older women from disadvantaged backgrounds.

## F. Informal Recycling Collection

There is no formal collection of recyclable waste in Phnom Penh. All of this is done informally. The most recent estimates show that there **are 2,000 waste pickers in Phnom Penh** and hundreds of recycling depots. Informal collectors travel the city and buy recyclable waste from households and businesses and then sell them to recycling depots. The depots then either sell them to larger collection centers in Phnom Penh or send them abroad where they are recycled. This long supply chain provides many opportunities for intervention. Most of the separation of household waste is done by women, and many of the informal collectors are also women.

# Solid Waste Management Flow and Relevant Actors in Cambodia



### 3.4 Risks and Assumptions

**Table 3** summarise key sets of anticipated risks and countermeasures to address each type of risk (See Annex 3: Risk Log for more details).

*Table 3. Types of risks and countermeasures to be taken by the project*

No	Types of risks	Countermeasures
1	Government staff capacity is not fully available for program implementation	The project activities include capacity building of key government staff for effective design and implementation of project activities. Key Government staff include staff from the Ministry of Environment (MoE), National Council for Sustainable Development (NCS), Ministry of Science Technology and Innovation (MISTI) and provincial halls (Siem Reap, Sihanoukville and Phnom Penh).
2	Government agencies do not cooperate and coordinate activities effectively	The project supports the strengthening of NCS, an inter-ministerial coordination mechanism, to assure support and coordination across line-ministries.
3	Lack of adequate skills and knowledge among NGO partners	This project will build on and leverage existing expertise and experiences of local and international NGOs for management of plastic waste wherever possible. For the organizations requiring additional waste management and recycling skills, capacity building support will be provided to ensure adequate level of skills and knowledge.
4	The private sector does not cooperate and coordinate activities effectively	<p>The private sector has a pivotal role in driving and scaling up business innovation, and in accelerating a shift from a linear towards a circular economy. Their active engagement is crucial in introducing alternatives to single-use items, and to promoting reuse, repair, and recycling.</p> <p>Systematic collaboration with the private sector requires a comprehensive understanding of major features of their current business practices, drivers and business innovation opportunities for creating a circular economy, in addition to a robust engagement strategy. The project will identify technology, business, and innovation opportunities, drivers and motivations of the private sector, and the market and financial environments appropriate for business development. The strategy will reflect these findings and mechanisms for promoting effective means to ensure private sector's long term and continuous engagement and buy-in to reducing plastic use and waste. These may include rewards and incentives.</p> <p>Several short-term quick pilots and innovations will be supported in the priority areas of single-use plastic waste and recycling. These lessons will be used to scale up private sector innovations. This scaling means both increasing the size of the innovation or widening its reach, ensuring that nationally, the entire country benefits from business-led innovations, including secondary cities.</p>
5	Programme inputs (funds, human resources, etc.) are not mobilized in a timely fashion	The project seeks to avoid this risk by ensuring that procurement of services (individuals, firms) is done in the most efficient manner with due consideration of the need for high levels of expertise to successfully implement the project.



6	Potential impact on gender equality, women's empowerment and human rights	<p>Within the general context of vulnerability, women face more severe socio-economic obstacles to social and economic opportunities and well-being than men.</p> <p>To mainstream gender and equality issues, the project incorporates several strategies and actions aiming to ensure inclusion and involvement in relevant decision-making processes related to the transition towards a circular economy, and equitable sharing of economic, environmental and public health benefits. These strategies and actions will include:</p> <ol style="list-style-type: none"> <li>1. Enabling involved actors to exercise the rights and ability to participate freely in making decisions and in implementing activities that affect them and their environment. Special attention will be paid to the poor and marginalized, including women and girls, who are among the most vulnerable;</li> <li>2. Incorporating gender and vulnerability perspectives in the development of awareness and education materials, and in training and capacity-building activities (by including women and the physically disabled, as well as ethnic minorities and indigenous people);</li> <li>3. Ensuring equal participation of both women and men in adopting sustainable circular economy options both in households and workplaces (e.g. in promoting the use of sustainable energy, energy efficiency, reusable items and recycling);</li> <li>4. Ensuring fair compensation for increased labour associated with activities taking place at the household level;</li> <li>5. Developing employment opportunities along with targeted capacity building support that recognize and enhance the capabilities and strengths of women and vulnerable groups as equal to other groups; and</li> <li>6. Developing business models and support mechanisms that address the needs and enhance the capability of women and vulnerable groups.</li> </ol>
7	The project's major focus is testing of new approaches for scaling up. However, reflective and timely learning does not take place to effectively incorporate lessons from pilots for successful scaling up	<p>The project places a central focus on "effective learning" to identify what works and what does not work in a timely manner. For this reason, the project conducts regular assessments to rigorously evaluate the design of models applied under the project and to improve the design and implementation approaches, by incorporating lessons learned. The project will make use of the lessons learned for designing a successful approach for scaling up.</p>
8	Effective reduction of plastic waste requires drastic change in consumer behavior	<p>Improved knowledge is conducive to the effective adoption of regulations and to induce behavioral change to limit single-use plastic usage and to increase use of reusable plastic as well as alternatives to plastic. This project therefore has a strong focus on education and awareness raising.</p> <p>In collaboration with relevant NGOs and development partners, the project promotes dissemination of information and awareness raising among all relevant stakeholders. Communication and outreach materials will be developed and updated to share key messages about plastic problems and solutions of relevance to all stakeholders. Information will be disseminated through various communication channels such as government websites, newspapers, posters, and social media. In addition, strategic campaigns will be promoted in</p>

		<p>partnerships with development partners, the private sector, academic institutions, and celebrities.</p> <p>The project will also strengthen environmental education as another crucial means of encouraging positive behavioural change. This project will work with primary and secondary schools to develop and update education materials relevant to the plastic crisis in school curricula. The outcome will be school graduates with better knowledge of environmental relations and actions, capable of contributing directly to the reduction of plastic waste through their actions in daily life and in their future employment opportunities.</p>
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### 3.5 Stakeholder Engagement

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

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

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

**Multi-Sectoral and Multi-Stakeholder Approach:** The project will promote intersectoral and inter-ministerial collaboration to ensure the effectiveness and long-term impacts of project interventions. The project will further promote collaboration among the Government, private sector, citizens, civil society, development partners, NGOs and academic institutions, based on the full recognition of their imperative roles in accelerating a shift towards a circular economy. For instance, the Government has a role in creating an enabling environment by developing regulations and providing economic and financial incentives. It has also a role in raising awareness among citizens through education programs in collaboration with academic institutions. In addition to raising awareness, academic institutions have a role in enhancing knowledge and building capacities essential for adopting circular economy approaches. The private sector has a role in driving innovations, mobilising scalable investments, and adopting circular economy business models to promote sustainable production and businesses. Citizens have a role in adopting sustainable consumption habits and lifestyles, for

instance, by making conscious choices for purchasing sustainable and green products, by reducing their volumes of waste produced, and by supporting the reuse and recycling of waste. Finally, technical and financial support from NGOs and development partners is conducive to the successful transition to a circular economy, while ensuring all of the guiding principles are met.

### 3.6 South – South Triangular Cooperation

The project will promote South-South and Triangular Cooperation through close coordination with the UNDP regional and global offices.

The UNDP regional and global offices will play a lead role in disseminating best practices and lessons learned from other countries and in connecting Cambodia with other countries in order to share lessons and experiences related to environmental activities. This will happen through exchange visits and regional workshops/meetings.

The project will organize regional level learning events and a study tour to Japan to foster knowledge sharing of environmental challenges and devising common and regional level solutions and strategies to tackle environmental problems among the ASEAN countries including Thailand, Laos, Myanmar, and Vietnam. The project will also draw on lessons learned and best practices from other countries in the global south who have become leaders in the area of plastic reduction regulation. These include Kenya, Rwanda, and Bangladesh who introduced strict regulation in regard to plastic bags.

### 3.7 Knowledge

Improved knowledge is conducive to the effective adoption of regulations and encouragement of behavioral change to limit single-use plastic usage and to increase use of reusable plastic and alternatives to plastic. This project therefore has a strong focus on education, awareness raising, and the generation and dissemination of new knowledge.

Practical and effective solutions are urgently needed for tackling the rapidly growing volume of plastic waste. This project will identify best practices led by citizens and the private sector, drawing on existing and emerging waste management practices and lessons learned from Cambodia and other countries, including Japan. The project will disseminate this information in a manner that fully addresses the interests and motivations of target stakeholders.

In collaboration with relevant governments, NGOs and development partners, the project promotes dissemination of information and awareness raising materials among all relevant stakeholders. Communication and outreach materials will be developed and updated to share key messages about plastic problems and solutions of relevance to all stakeholders. Information will be disseminated through various communication channels such as Government websites, newspapers, posters, and social media. In addition, strategic campaigns and events will be promoted in partnership with development partners, the private sector, academic institutions, and celebrities.

This project will also consolidate and disseminate information on project-led activities and information relevant to project themes. Full access to information on project-related activities and decisions will be ensured by making all relevant information available on the project and UNDP country website.

### 3.8 Sustainability and Scaling Up

**Financial sustainability:** will be achieved through promoting measures that are cost saving and effective to ensure the long-term sustainability of the activities and businesses beyond the project duration. For instance, the project will promote a shift from the use of single-use items to the use of multi-use items (e.g. from single-use shampoo bottles to refillable shampoo bottles in hotels). This measure will save costs by avoiding multiple purchases as well as reducing costs for waste collection services. The project's support will also target innovations and businesses that demonstrate financial sustainability, generating an adequate level of profit to sustain the business models.

**Institutional sustainability:** will be improved through systematic capacity development measures for Government partners at the level of national and subnational Government officials. The project supports the leadership of Government agencies in further developing and facilitating inter-ministerial mechanisms for information sharing and decision-making on environmental issues.

**Social sustainability:** will be improved through the development of effective stakeholder engagement mechanisms as described in the section 3.5.

**Environmental sustainability:** will be achieved through a coordinated approach involving a wide range of Government, private sector and civil society organizations and communities to address the proper management of waste. The project targets actors within the private sector who have demonstrated commitment to SDG integration. Their adoption of sustainable practices will impact the supply chain as well as other business actors, for example those in the garment industry.

**Innovation and scaling up:** The project will pioneer a number of innovative approaches for recycling and promoting plastic alternatives that are not currently applied widely or practiced in Cambodia. The project strategy is to establish localized pilot initiatives, which will test new approaches and models for the management of plastic waste that can be replicated and scaled. Knowledge and good practices from the pilot initiatives will be demonstrated and scaled up to national level implementation.

### 3.9 Communication and Visibility

The project will follow UNDP's Editorial Style Manual and Brand Manual. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects need to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the Japan logo. UNDP will also acknowledge the Embassy of Japan's contribution to this project in the Cambodian Development Cooperation database.

## 4 Project Management

### 4.1 Cost Efficiency and Effectiveness

The project seeks to deliver maximum results with the available resources by partnering with related initiatives and by linking the project with pipeline projects for scaling up.

The project will build on and apply the earlier results of research conducted by UNDP Cambodia on solid waste management as well as the draft Circular Economy Strategy and Action Plan to identify and implement priority actions against plastic waste. The project will also coordinate with and build on the ongoing work supported by the Building an Enabling Environment for Sustainable Development (BESD) project. Further, the project will coordinate with other related initiatives, for example led by World Bank, ADB and GGGI on solid waste management issues, through knowledge sharing and seeking opportunities for joint implementation, if and when deemed effective.

In addition, during the period between January and June, 2021, a related project, “BESD” will be co-funding some of priority activities related to circular economy and cost sharing salary of the technical staff.

### 4.2 Project Management

The project will be implemented under the National Implementation Modality (NIM) with the National Council for Sustainable Development (NCSD) as the Implementing Partner.

Project activities will be undertaken by Responsible Parties from the Government, namely the Ministry of Environment (MoE), Ministry of Interior/National Committee for Sub-National Democratic Development (NCDDs), provincial governments of Siem Reap, Sihanoukville, Phnom Penh and Kep. Other possible partners may include but not be limited to the Ministry of Tourism (MoT), the Ministry of Economy and Finance (MEF), the Ministry of Education, Youth and Sports the Ministry of Industry, Science Technology and Innovation (MISTI), and Ministry of Interior (MoI), KRECA, and Special Economic Zones (SEZ)s.

The quality of the project will be regularly monitored and assured by UNDP staff, including country office advisers, regional advisers, programme analysts, and associates.

## 5 Results Framework

<p><b>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:</b>          UNDAF Outcome 3: <b>By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks.</b></p>
<p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>          2.1.1: <i>Number of cities/urban centres with operational Solid Waste Management Plans</i>  <i>Baseline (2018): 0 Target (2023): 5</i></p>
<p><b>Applicable Output(s) from 2018-21 Strategic Plan:</b>          1.1.1 <i>Capacities developed across the whole of government to integrate the 2030 Agenda in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions (SP1.1.1)</i>          1.4.1 <i>Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains</i></p>
<p><b>Project title: Tackling plastic waste in Cambodia and Atlas Project Number: 125235</b></p>

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS <sup>6</sup>			DATA COLLECTION METHODS
			Value	Year	2021	2022	2023	
<p><b>Output 1</b>            Key enabling policies and regulations developed and implemented to promote 4Rs</p>	<p><b>1.1. A circular economy strategy and action plan is adopted</b> with measures to ensure gender equality and participation of vulnerable groups            Measured by:            0 = drafted only, not endorsed or signed            1 = endorsed and signed</p>	Project report (annual and quarterly report)	0	2020	1	1	1	Reviews of documents
	<p><b>1.2. Number of enabling regulatory measures developed and implemented in support of the reduction of plastic and increase in recycling and alternatives</b>            Measured by number (cumulative)</p>	Project report  Policy measures	0 (draft regulation on single-use plastic)	2020	1 (regulation on single-use plastic)	2	3	Reviews of pilot documents and field monitoring
	<p><b>1.3. Extent to which CE and plastic approaches are adopted by line ministries</b>            Measured on a three-point scale:            0= None</p>	- Project report	0	2020	1	2	2	Reviews of documents

<sup>6</sup> Targets are cumulative.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS <sup>6</sup>			DATA COLLECTION METHODS
			Value	Year	2021	2022	2023	
	1= Moderate extent: Initial endorsement 2= Great extent: Priority measures are adopted							
<b>Output 2</b> Improved awareness about plastic crisis and its solutions among citizens and the private sector through gender sensitive environmental education and awareness-raising activities	<b>2.1. Number of public schools that received gender sensitive educational materials and training on the plastic crisis and solutions</b> Siem Reap (SR), Sihanoukville (SV), Phnom Penh (PP), Koh Kong, Kep and Kampot Measured by number of schools and students (cumulative and gender disaggregated)	- Project report	0	2020	SR: 10 SV: 10 Koh Kong: 5 Kep+Kampot: 5	SR: 20 SV: 20 Koh Kong : 10 Kep+Kampot: 10	SR: 25 SV: 25 Koh Kong : 15 Kep+Kampot: 15	Document reviews Field monitoring
	<b>2.2. Number of gender sensitive awareness raising materials developed and disseminated to the public</b> Measured by number (per year) a) Information on website b) Messages on social media c) Posters d) Videos & cartoons	- Project report	0	2020	a) 1 b) 12 c) 2 d) 1	a) 3 b) 12 c) 1 d) 1	a) 3 b) 12 c) 1 d) 1	Document reviews
	<b>2.3. Number of people reached by awareness-raising communications on appropriate plastic waste management (gender disaggregated)</b> Siem Reap (SR), Sihanoukville (SV), Phnom Penh (PP)* Measured by number of people per target city (cumulative and gender disaggregated)	- Project report	0	2020	Social media 1 million (50 % women)	Socail media 3 million (50 % women)	Social media 5 million (50 % women)	Document reviews
	<b>2.4. Number of best practices to reduce plastic by private sector/citizens identified and featured on circular economy platform</b> Measured by number (cumulative and gender disaggregated)	- Project report	0	2020	5 (50% women-led)	10 (50% women-led)	15 (50% women-led)	Website review
<b>Output 3</b>	<b>3.1. Number of cities/urban centres with operational Solid Waste Management Plans</b>	- Project report	0	2020	1	2	3	Reviews of documents, meeting minutes

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS <sup>6</sup>			DATA COLLECTION METHODS
			Value	Year	2021	2022	2023	
Plastic waste volume reduced in target cities compared to Business as Usual	<b>3.2. Extent to which priority measures for plastic waste are integrated in city plans</b> with measures to ensure gender equality and participation of vulnerable groups Siem Reap (SR), Sihanoukville (SV), Phnom Penh (PP)* Measured on a three-point scale: 0= None 1= Moderate extent: Initial set of policy measures are proposed 2= Great extent: Agreed set of measures receive Government endorsement	- Project report	0	2020	SR: 1 SV: 1 PP: 1	SR: 2 SV: 2 PP: 2	SR: 2 SV: 2 PP: 2	Reviews of documents, meeting minutes
	<b>3.3. Number of public schools with reduction measures for single-use plastic items adopted</b> Siem Reap (SR), Sihanoukville (SV), Phnom Penh (PP), Koh Kong, Kep and Kampot Measured by number of schools and students (cumulative and gender disaggregated)	- Project report	0	2020	SR: 10 SV: 10 Koh Kong: 5 Kep+Kampot: 5	SR: 20 SV: 20 Koh Kong : 10 Kep+Kampot: 10	SR: 25 SV: 25 Koh Kong : 15 Kep+Kampot: 15	Reviews of documents Field monitoring
	<b>3.4. Volume of plastic waste reduced as a result of the above support for schools</b> Measured by volume against baselines (note: exact targets will be defined after baseline assessments)	- Project report	NA		SR: 24 tons SV: 24 tons PP: 24 tons Total: 72 tons	SR: 48 tons SV: 48 tons PP: 48 tons Total: 144 tons	SR: 72 tons SV: 72 tons PP: 48 tons Total 192 tons	Document reviews Field monitoring
	<b>3.5. Number of business entities (primarily in the tourism sector) with measures for single-use plastic items/recycling adopted</b> Measured by number (cumulative and if relevant gender disaggregated)	- Project report	0	2020	SR: 10 SV: 05 PP: 05	SR: 30 SV: 20 PP: 20	SR: 50 SV: 30 PP: 30	Reviews of documents, meeting minutes
	<b>3.6. Volume of plastic waste reduced as a result of the above support for business-led initiatives</b> Measured by volume against baselines (note exact targets will be defined after baseline assessments)	- Project report	0	2020	SR: 2.6 tons SV: 1.3 tons PP: 1.3 tons Total: 4.9 tons	SR: 7.9 tons SV: 5.3 tons PP: 5.3 tons Total: 18.5 tons	SR: 13.1 tons SV: 7.9 tons PP: 7.9 tons Total: 28.9 tons	Reviews of documents Field monitoring



EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS <sup>6</sup>			DATA COLLECTION METHODS
			Value	Year	2021	2022	2023	
<b>Output 4</b> Priority business models for plastic recycling and alternatives supported and tested	<b>4.1. Number of priority business solutions identified for plastic recycling and alternatives</b> Measured by number (cumulative)	- Project report	0	2020	5	8	15	Reviews of documents
	<b>4.2. Number of plastic recycling and alternative innovations that ensure inclusion of women and vulnerable groups supported and tested for replication</b> Measured by number (cumulative and gender disaggregated)	- Project report	0	2020	2	3	4	Reviews of documents
<b>Output 5</b> Best practices disseminated and shared	<b>5.1. Number of gender sensitive communication materials disseminated on the project best practice to increase local knowledge sharing</b> Measured by number (per year) a) Project report b) Project brief c) Social media posts d) Newspaper articles	- Project report	0	2020	a) 1 b) 1 c) 3 d) 1	a) 1 b) 0 c) 3 d) 1	a) 1 b) 1 c) 3 d) 1	Reviews of documents
	<b>5.2. Number of events organized and/or attended to disseminate project achievements and increase international knowledge sharing</b> Measured by number (per year) and number of participants (gender disaggregated)	- Project report	0	2020	1	2	1	Reviews of documents, meeting minutes

Notes for data and assumptions used for output 3 calculation

**Output 3.3: Plastic in Schools**

- Estimated number of school days = 200 per year<sup>7</sup>
- Estimated average number of students per school = 1000
- Weight of 500 ml PET bottle = 10 grams<sup>8</sup>
- Weight of EPS takeaway box = 8 grams<sup>9</sup>
- Number of PET bottles sold per school day = 1000 (1 per student)
- Number of EPS takeaway boxes sold per school day = 250 (with estimation of 25% of students using takeaway)
- Weight of EPS and PET water bottles sold at a school in one year = 2.4 tons

**Output 3.5: Plastic in Hotels (output 3.5)**

- Total amount of PET water bottles given for free by hotels in each city
- Number of Tourists

**III. INTERNAL TOURISM**

Foreign visitor arrivals to the regions in January - December 2018

	Arrivals			Share (%) 2018*	Change (%)	
	2016	2017	2018		17/16	2018*/17
Phnom Penh & Surrounding	2,806,438	3,144,875	3,610,262	50.5	12.1	14.8
Siem Reap Angkor	2,205,274	2,457,282	2,590,815	36.2	11.4	5.4
Coastal Areas	643,289	739,884	877,236	12.3	15.0	18.6
Eco-tourism Areas	66,349	71,697	75,096	1.0	8.1	4.7
<b>Total</b>	<b>5,721,350</b>	<b>6,413,738</b>	<b>7,153,409</b>	<b>100.0</b>	<b>12.1</b>	<b>11.5</b>

Source: Tourism Statistics Department, MOT.

- Average length of visit = 7 days<sup>10</sup>
- Number of 500 ml PET bottles a hotel gives a customer per night = 1
- Weight of 500 ml PET bottle = 10 grams<sup>11</sup>

**Total number of PET water bottles given for free by hotels/guesthouses per year**

Phnom Penh = 25,271,834  
 Siem Reap = 18,135,705  
 Sihanoukville = 6,140,652

**Weight of 500 ml PET water bottles given for free by hotels/guesthouses per year**

Phnom Penh = 252 tons  
 Siem Reap = 181 tons  
 Sihanoukville = 61 tons

*Estimated weight of PET bottles given by an average hotel*

- Average number of rooms for a hotel = 50 rooms
- Cambodia hotel occupancy rate = 72%<sup>12</sup>
- Number of 500 ml bottles given per night = 2
- Number of 500 ml PET bottles given by one 50 room hotel per year = 26,200
- Weight of the total amount of PET bottles given by one 50 room hotel per year = .262 tons
- Results framework based on data and assumptions above

Against the estimated baseline the impact would be a 5-10% reduction.

<sup>7</sup> [http://www.ibe.unesco.org/fileadmin/user\\_upload/Publications/WDE/2010/pdf-versions/Cambodia.pdf](http://www.ibe.unesco.org/fileadmin/user_upload/Publications/WDE/2010/pdf-versions/Cambodia.pdf)

<sup>8</sup> <https://www.aspower.com/aspaweb/bids/RFP%20NO.%20ASPA14.1216%20ASPA%20AND%20PUBLIC%20JOINT%20VENTURE%20RECYCLING-Appendix%20A.pdf>

<sup>9</sup> [https://www.researchgate.net/publication/329166723\\_Environmental\\_impacts\\_of\\_takeaway\\_food\\_containers](https://www.researchgate.net/publication/329166723_Environmental_impacts_of_takeaway_food_containers)

<sup>10</sup> [https://www.nagacorp.com/eng/ir/tourism/tourism\\_statistics\\_201909.pdf](https://www.nagacorp.com/eng/ir/tourism/tourism_statistics_201909.pdf)

<sup>11</sup> <https://www.aspower.com/aspaweb/bids/RFP%20NO.%20ASPA14.1216%20ASPA%20AND%20PUBLIC%20JOINT%20VENTURE%20RECYCLING-Appendix%20A.pdf>

<sup>12</sup> [https://www.nagacorp.com/eng/ir/tourism/tourism\\_statistics\\_201909.pdf](https://www.nagacorp.com/eng/ir/tourism/tourism_statistics_201909.pdf)

## 6 Monitoring and Evaluation Plan

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

### Monitoring Plan

<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Frequency</b>	<b>Expected Action</b>	<b>Partners</b>	<b>Cost</b>
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	MOE/NCSD	
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MOE/NCSD	Oversight, monitoring and Audit cost
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	MOE/NCSD	
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform	Once every two years	Areas of strength and weakness will be reviewed by project management and	MOE/NCSD	

	management decision making to improve the project.		used to inform decisions to improve project performance.		
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	MOE/NCSD	
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		MOE/NCSD	
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	MOE/NCSD	US\$3,000 (Cost of PEB meetings)

## Evaluation Plan

Evaluation Title	Planned Completion Date	Cost and Source of Funding	Key Evaluation Stakeholders	Related Strategic Plan Output	UNDAF/CPD Outcome
Final Evaluation	May 2023	\$30,000 (Project budget)	MOE/NCSD/	<p><b>Output 1.1:</b> National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods- intensive</p> <p><b>Output 1.3:</b> Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste</p> <p><b>Output 1.4:</b> Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented</p>	UNDAF Outcome 3: By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks.

## 7 Multi-Year Work Plan

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Budget Description	RESPONSIBLE PARTY	Planned Budget by Year			TOTAL	
				2021	2022	2023	Amount (USD)	
<b>Output 1: Policies and regulations are in place to promote 4Rs</b>	<b>Activity 1.1:</b> Research on policy and regulatory gaps and solutions in promotion of 4Rs and alternative businesses	Salary & Post Adj Cost-IP Staff (5%)	UNDP	7,313	9,000	5,250	21,563	
		Int. consultant	UNDP	15,000	15,000	5,000	35,000	
		Local consultants	NCSD (GDE)	10,000	10,000	5,000	25,000	
		GMS (8%)	UNDP	2,585	2,720	1,220	6,525	
	<b>Total Act. 1.1</b>				<b>34,898</b>	<b>36,720</b>	<b>16,470</b>	<b>88,088</b>
	<b>ACTIVITY 1.2:</b> Development of policies/regulations/guidelines to promote 4Rs and alternative businesses	Salary & Post Adj Cost-IP Staff (10%)	UNDP	14,625	18,000	10,500	43,125	
		Contractual Services - Individuals (5%)	UNDP	1,688	2,250	1,313	5,251	
		Int. Consultant	UNDP	15,000	15,000	7,500	37,500	
		Local consultants	NCSD (MoE/GDEP)	21,250	20,000	5,000	46,250	
		Meeting/workshop/ conference	NCSD (MoE/GDEP)	10,000	10,000	5,000	25,000	
		GMS (8%)	UNDP	5,005	5,220	2,345	12,570	
	<b>Total Act. 1.2</b>				<b>67,568</b>	<b>70,470</b>	<b>31,658</b>	<b>169,696</b>
	<b>ACTIVITY 1.3:</b> Facilitation of the inter-ministerial Working Group on SCP	Salary & Post Adj Cost-IP Staff (5%)	UNDP	7,313	9,000	5,250	21,563	
		Contractual Services - Individuals (5%)	UNDP	1,688	2,250	1,313	5,251	
		Local consultants	NCSD (GDE)	10,000	10,000	5,000	25,000	
		Meeting/workshop/ conference	NCSD (GDE)	5,000	5,000	2,500	12,500	
		GMS (8%)	UNDP	1,920	2,100	1,125	5,145	
<b>Total Act. 1.3</b>				<b>25,920</b>	<b>28,350</b>	<b>15,188</b>	<b>69,458</b>	
<b>TOTAL Output 1:</b>				<b>128,385</b>	<b>135,540</b>	<b>63,316</b>	<b>327,241</b>	
<b>Output 2: Improved awareness about plastic crisis and solutions</b>	<b>ACTIVITY 2.1:</b> Development of educational materials targeted at priority and secondary schools	Salary & Post Adj Cost-IP Staff (5%)	UNDP	7,313	9,000	5,250	21,563	
		Contractual Services - Individuals (10%)	UNDP	3,375	4,500	2,625	10,500	
		Local consultants	UNDP	10,000	0	0	10,000	
		Local consultants	NCSD (MoE/GDEKI)	7,750	2,750	2,750	13,250	

among citizens and the private sector through environmental education and awareness-raising activities		training/workshop/ Conference	NCS (MoE/GDEKI)	7,500	7,500		15,000	
		Audio visual & print prod cost	NCS (MoE/GDEKI)	6,600	6,600		13,200	
		Travel and meeting	NCS (MoE/GDEKI)	3,000	3,000	3,000	9,000	
		GMS (8%)	UNDP	3,643	2,668	1,090	7,401	
	<b>Total Act. 2.1</b>			<b>49,181</b>	<b>36,018</b>	<b>14,715</b>	<b>99,914</b>	
	<b>ACTIVITY 2.2:</b> Development of awareness raising and outreach materials (e.g. cartoons, infographics) targeting different types of stakeholders		Salary & Post Adj Cost-IP Staff (5%)	UNDP	14,625	18,000	10,500	43,125
			Contractual Services - Individuals (10%)	UNDP	1,688	2,250	1,313	5,251
			Int. consultants	UNDP	15,000	10,000	5,000	30,000
			Audio Visual & Print Prod Costs	UNDP	3,000	3,000	3,000	9,000
			Contractual service	NCS (MoE/GDEKI)	10,000	10,000	3,000	23,000
			Audio Visual & Print Prod cost	NCS (MoE/GDEKI)	3,000	3,000	3,000	9,000
			GMS (8%)	UNDP	3,785	3,700	2,065	9,550
	<b>Total Act. 2.2</b>			<b>51,098</b>	<b>49,950</b>	<b>27,878</b>	<b>128,926</b>	
	<b>ACTIVITY 2.3:</b> Strategic communication and campaigns		Salary & Post Adj Cost-IP Staff (5%)	UNDP	7,313	9,000	5,250	21,563
			Contractual Services - Individuals (5%)	UNDP	1,688	2,250	1,313	5,251
			Local consultants	NCS (MoE/GDEKI)	20,000	22,000	10,000	52,000
			Training workshops/conference	NCS (MoE/GDEKI)	2,500	2,500	1,250	6,250
			GMS (8%)	UNDP	1,680	1,860	1,005	4,545
	<b>Total Act. 2.3</b>			<b>33,180</b>	<b>37,610</b>	<b>18,818</b>	<b>89,608</b>	
	<b>ACTIVITY 2.4:</b> Information provision and effective support for the private sector led initiatives		Salary & Post Adj Cost-IP Staff (10%)	UNDP	14,625	18,000	10,500	43,125
		Contractual Services - Individuals (10%)	UNDP	3,375	4,500	2,625	10,500	
		International consultant(s)	UNDP	15,000	12,500	5,000	33,750	
		Local consultants	UNDP	5,000	5,000	2,500	12,500	
		Local consultants	NCS (DGE)	8,000	10,000	4,000	22,000	
		Training/workshop/ Conference	NCS (DGE)	2,500	2,500	1,250	6,250	
		GMS (8%)	UNDP	3,880	4,200	2,170	10,250	
<b>Total Act.2.4:</b>			<b>52,380</b>	<b>56,700</b>	<b>29,295</b>	<b>138,375</b>		
<b>TOTAL Output 2:</b>			<b>185,838</b>	<b>180,278</b>	<b>90,706</b>	<b>456,822</b>		
		Salary & Post Adj Cost-IP Staff (10%)	UNDP	14,625	18,000	10,500	43,125	

<b>Output 3: Plastic waste volume reduced in target cities compared to Business as Usual</b>	<b>ACTIVITY 3.1:</b> Implementation of awareness raising and campaigns in target provinces (Siem Reap, Sihanoukville, Kep, Kampot and Koh Kong)	Contractual Services - Individuals (10%)	UNDP	3,375	4,500	2,625	10,500
		Equipment and Furniture (water filtration)	UNDP	140,000	140,000	0	280,000
		Contractual Services-Companies	UNDP	30,000	30,000	15,000	75,000
		Travel and Meeting	UNDP	4,500	4,500	2,250	11,250
		Equipment/furniturewaste bins (for schools and subnational)	NCSD (DGE)	35,000	35,000	15,000	85,000
		Local consultants	NCSD (GDE)	10,000	10,000	5,000	25,000
		Travel/ Meeting	NCSD (DGE)	4,500	4,500	2,250	11,250
		GMS (8%)	UNDP	19,360	19,720	4,210	43,290
	<b>Total Act. 3.1</b>			<b>261,360</b>	<b>266,220</b>	<b>56,835</b>	<b>584,415</b>
	<b>ACTIVITY 3.2:</b> Implementation of target activities to reduce plastic waste in Sihanoukville, Siem Reap, and Phnom Penh	Salary & Post Adj Cost-IP Staff (15%)	UNDP	21,938	20,700	12,075	54,713
		Contractual Services - Individuals (20%)	UNDP	6,750	9,000	5,350	21,100
		International consultant(s)	UNDP	25,000	5,500	0	30,500
		Grant for CSOs in Koh Rong, Sihanoukville	UNDP (CSO)	15,000	10,000	5,000	30,000
		Local Consultants	NCSD (DGE)	40,260	23,485	93,940	40,260
		LoA with NCDD-S (local consultant, travel/meeting)	NCDD-S	10,000	12,000	8,000	30,000
		Sub-grants to subnationals (Siem Reap)	NCSD (DGE)	15,000	25,000	10,000	50,000
		Sub-grants to subnationals (Sihanouk ville)	NCSD (DGE)	15,000	25,000	10,000	50,000
		Sub-grants to subnationals (Phnom Penh)	NCSD (DGE)	10,000	15,000	5,000	30,000
		Sub-grants to subnationals (Kep)	NCSD (DGE)	10,000	10,000	5,000	25,000
		Equipment/Furniture	NCSD (DGE)	30,000	0	0	30,000
Travel and Meeting		NCSD (DGE)	7,500	7,500	3,750	18,750	
Training/Workshop/ Conference )		NCSD (DGE)	7,500	7,500	7,500	22,500	
Travel/Meeting		UNDP	7,500	7,500	3,750	18,750	
GMS (8%)	UNDP	16,911	15,597	7,913	40,420		
<b>Total Act. 3.2</b>			<b>228,293</b>	<b>210,557</b>	<b>106,823</b>	<b>545,673</b>	
<b>TOTAL Output 3:</b>			<b>489,653</b>	<b>476,777</b>	<b>163,658</b>	<b>1,130,088</b>	
<b>Output 4: New business models to</b>	<b>ACTIVITY 4.1:</b> Identification of	Salary & Post Adj Cost-IP Staff (5%)	UNDP	7,313	9,000	5,250	21,563
		Contractual Services - Individuals (5%)	UNDP	1,688	2,250	1,313	5,251
		International consultant(s)	UNDP	28,000	0	0	28,000



<b>reduce and recycle industrial waste identified and promoted</b>	business solutions for plastic waste recycling	Local consultants	NCS (MoE/GEDP)	10,000	0	0	10,000
		Travel and meeting	UNDP	2,000	2,000	1,000	5,000
		General Management Services (8%)	UNDP	3,920	1,060	605	5,585
	<b>Total Act. 4.1</b>			<b>52,920</b>	<b>14,310</b>	<b>8,168</b>	<b>75,398</b>
	<b>ACTIVITY 4.2:</b> Piloting and demonstration of selected business interventions (baseline assessments, technical assistance, development of enabling regulations)	Salary & Post Adj Cost-IP Staff (10%)	UNDP	14,625	18,000	10,500	43,125
		Contractual Services - Individuals (5%)	UNDP	1,688	2,250	1,313	5,251
		International consultant(s)	UNDP	10,500	17,500	7,000	35,000
		Local consultants	NCS (MoE/GDEP)	5,000	8,000	5,000	18,000
		LoA with MISTI ( <i>Local consultants, Training/ Workshop/ Conference</i> )	MISTI	12,500	12,500	7,500	32,500
		Equipment and Furniture	UNDP	0	290,000	0	290,000
General Management Services (8%)		UNDP	3,545	27,860	2,505	33,910	
<b>Total Act. 4.2</b>			<b>47,858</b>	<b>376,110</b>	<b>33,818</b>	<b>457,786</b>	
<b>TOTAL Output 4:</b>			<b>100,778</b>	<b>390,420</b>	<b>41,986</b>	<b>533,184</b>	
<b>Output 5: Best practices to manage plastic waste disseminated nationally and internationally</b>	<b>ACTIVITY 5.1:</b> Documentation and dissemination of project results and best practices through social media, newspapers, website	Salary & Post Adj Cost-IP Staff (5%)	UNDP	7,313	9,000	5,250	21,563
		Contractual Services - Individuals (5%)	UNDP	1,688	2,250	1,313	5,251
		Local consultant(s)	UNDP	10,000	10,000	7,500	27,500
		General Management Services (8%)	UNDP	1,520	1,700	1,125	4,345
	<b>Total Act. 5.1:</b>			<b>20,520</b>	<b>22,950</b>	<b>15,188</b>	<b>58,658</b>
	<b>ACTIVITY 5.2:</b> Dissemination of best practices at workshops/international conferences	Salary & Post Adj Cost-IP Staff (5%)	UNDP	7,313	9,000	5,250	21,563
		Contractual Services - Individuals (5%)	UNDP	1,688	2,250	1,313	5,251
		Travel and meeting	UNDP	7,500	25,000	4,500	37,000
		General Management Services (8%)	UNDP	1,320	2,900	885	5,105
	<b>Total Act. 5.2:</b>			<b>17,820</b>	<b>39,150</b>	<b>11,948</b>	<b>68,918</b>
<b>TOTAL Output 5:</b>			<b>38,340</b>	<b>62,100</b>	<b>27,136</b>	<b>127,576</b>	
<b>Project Management</b>	<b>ACTIVITY:</b> General Management Support	Project oversight and monitoring (Programme Analyst)	UNDP	15,879	17,000	16,500	49,379
		Project oversight and monitoring (Programme Associate)	UNDP	13,879	15,000	12,500	41,379
		Project driver	UNDP	2,414	2,414	2,414	7,242
		Contractual Services - Individuals (10%)	UNDP	3,375	4,500	2,625	10,500

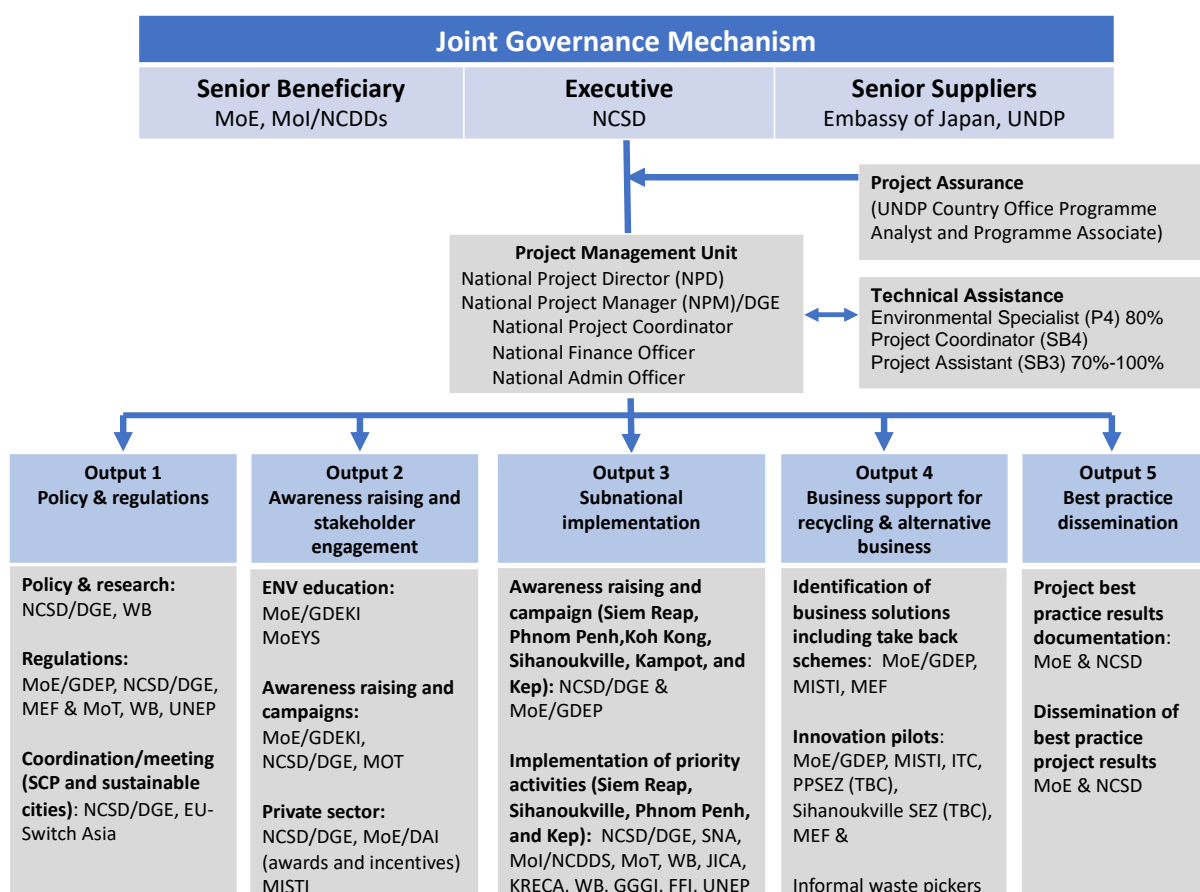
Contractual Services – SB3-Individuals (100%)	UNDP	28,000	30,000	17,500	75,500
IT equipment for project staff	UNDP	8,300	0	0	8,300
DPC3 & ISS charges	UNDP	25,000	25,000	25,000	75,000
Communication charge	UNDP	3,000	3,000	3,000	9,000
Independent Consultant for Project's Final Evaluation	UNDP	0	0	30,000	30,000
Training, Workshops & Conference	NCSD (DGE)	1,000	1,000	1,000	3,000
Miscellaneous	NCSD (DGE)	1,360	1,000	700	3,060
Loal consultants (Finance and Admin Assistants)	NCSD (DGE)	19,500	26,000	15,167	60,667
Office furniture	NCSD (DGE)	1,000	0	0	1,000
Operation costs	NCSD (DGE)	1,300	1,300	650	3,250
Communication charge	NCSD (DGE)	1,425	1,425	721	3,571
Overhead cost (mainternance, fuel)	NCSD (DGE)	1,240	1,240	620	3,100
Overhead cost (bank charge, cheques)	NCSD (DGE)	800	800	400	2,000
Project car (NCSD/DGE & MoE)	UNDP	70,000	0	0	70,000
IT equipment for project staff (MoE+NCSD)	UNDP	16,600	0	- 0	16,600
General Management Services (8%)	UNDP	15,112	8,181	8,111	31,404
<b>TOTAL Project Management:</b>		<b>229,184</b>	<b>137,860</b>	<b>136,907</b>	<b>503,952</b>
<b>TOTAL Output 1-5 + Project Management Costs</b>		<b>1,172,178</b>	<b>1,382,975</b>	<b>523,709</b>	<b>3,078,862</b>
<b>Total UNDP's Contribution (TRAC I)</b>					<b>80,000</b>
<b>Total Japan's Contribution (project activities + 8%GMS + 1% Levy)</b>					<b>3,028,851</b>
<b>General Management Services (8%)</b>					<b>220,045</b>
<b>UN coordination Levy (1%)</b>					<b>29,989</b>
<b>GRAND TOTAL (TRAC + Japan's Contribution)</b>					<b>3,108,851</b>

## 8 Governance and Management Arrangements

The project duration is 2 years and 7 months: from January 2021 until July 2023. The project will be implemented under the National Implementation Modality (NIM) with NCS D as an Implementing Partner. Responsible Parties from the Government include the Ministry of Environment, the Ministry of Interior/NCDD S, and provincial governments such as Siem Reap, Sihanoukville, Phnom Penh and Kep. Other possible partners may include but not be limited to the Ministry of Tourism (MoT), the Ministry of Economy and Finance (MEF), the Ministry of Education, Youth and Sports the Ministry of Industry, Science Technology and Innovation (MISTI), and Ministry of Interior (MoI), KRECA, and Special Economic Zones.

The quality of the project will be regularly monitored and assured by UNDP staff, such as country office programme analysts and associates. Technical assistance will be provided by 1) 1 international environmental policy specialist (P4), 2) a project coordinator (SB4), and 3) a national project assistant (SB3) (see annex 4 for more information about the TORs).

Figure 3. Project Governance Structure



**The project board, referred herein as the Joint Programme Executive Board (PEB):** Performance and results will be overseen by the Joint Project Executive Board (PEB). The PEB will be co-chaired by a representative of NCS D and by UNDP Resident Representative or his/her designate. Other PEB members under the project include a representative from the Embassy of Japan, the Ministry of Environment, and Ministry of Interior/NCDD S,

The Project Board provides strategic guidance to the project team and oversees the implementation of the project. The PEB will be responsible for making management decisions on

a consensus basis for a project when required including approval of project revisions. PEB will be held at least annually to evaluate activities and progress. Project reviews by the PEB are made at designated decision points during the project implementation, or as necessary. In order to ensure UNDP's ultimate accountability, PEB decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager (the Resident Representative or his/her designated staff of UNDP). The PEB is consulted when project tolerances have been exceeded<sup>13</sup>. Based on the approved annual work plan (AWP), the PEB may review and approve project quarterly plans when required and authorises any major deviations from these agreed quarterly plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.

**Project management unit:** The team at the NCSD will provide their day-to-day technical advisory support and administrative assistance for the implementation of the project (Figure 3). In order to ensure the smooth and effective implementation of the project, a National Project Manager (NPM) will be appointed by NCSD and will work under the direction of the NPD. The Project Manager will be responsible for all four outputs under four components (Figure 3) to be delivered by the respective agencies on time, on scope and on budget, as well as in accordance with their own financial rules and regulations, while ensuring the application of all UNDP administrative and financial procedures and efficient use of funding.

For each result area, there will be a Technical Committee comprised of representatives of responsible parties and other key stakeholders in the respective result area. This Committee will be responsible for guiding day-to-day technical aspects of the project implementation to ensure coordination amongst responsible parties and key stakeholders, and smooth implementation of the project (See Figure 3 for relevant institutions and partners) for each result area.

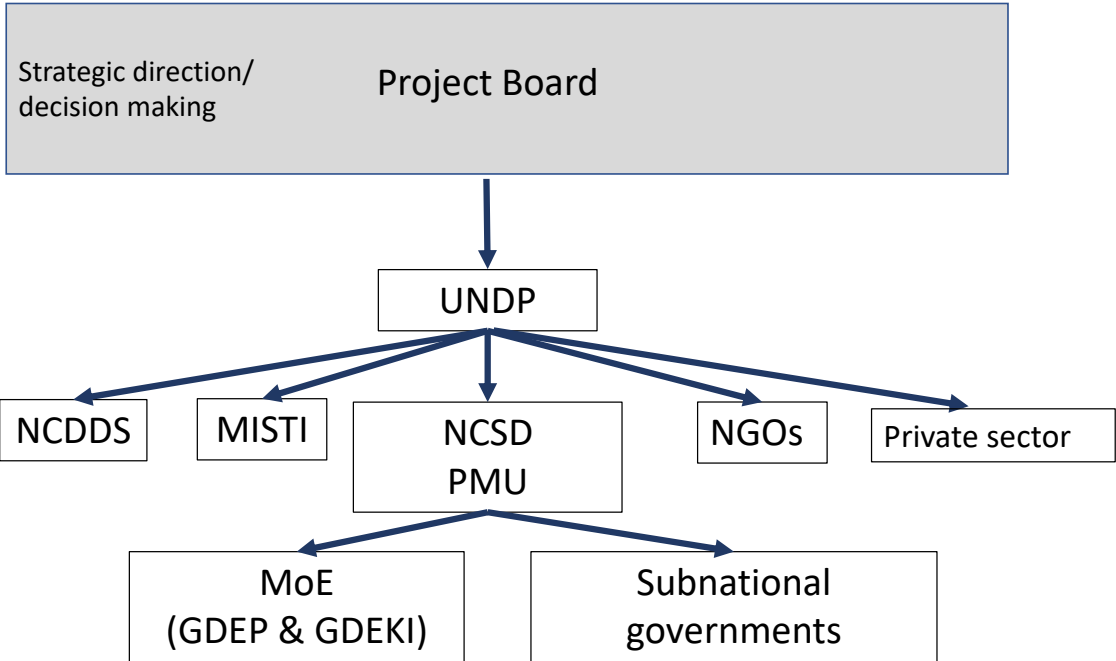
The project implementation will be supported by a team that consists of the following staff, consultants and service providers:

- A National Project Director (NPD)
- A National Project Manager (NPM)
- A National Coordinator Consultant under NCSD
- A National Finance Consultant under NCSD
- A National Admin Consultant under NCSD
- An International Environmental Specialist (P4)
- A National Coordinator (SB4)
- A National Admin and Finance Assistant (SB3)
- Other consultants and service providers based on the needs identified by the project.

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<sup>13</sup>The Project Executive Board has the responsibility to define the specific project tolerances within which the project can operate without intervention from the Project Executive Board. For example, if the Project Executive Board sets a budget tolerance of 10%, the project can expend up to 10% beyond the approved project budget amount without requiring a revision from the Project Executive Board.

**Figure 4. Financial flows**



- UNDP may release the fund to responsible parties such as NCD and MISTI based on the letter of agreement (LOA).

**UNDP Support Services**

The quality of the project will be regularly monitored and assured by UNDP staff, such as country office programme analysts and associates. UNDP country office will also provide policy advisory; developing and testing innovative solutions; exploring and testing of Public Private Partnership (PPP); coordination; communication and advocacy; resource mobilization; recruitment of key project personnel; procurement of goods and services; and identification and facilitation of training activities in accordance with the Letter of Agreement between UNDP and the Government for the Provision of Support Services (Annex 5). The project will be audited as per requirements in the UNDP’s Programme and Operations Policies and Procedures.

Additional technical support may be provided through access to external expertise pool locally and internationally, regional experts or institutions from the region as and when the Project Management Team identifies the need. UNDP may also provide support, particularly for compiling lessons learned and sharing experiences with other stakeholders locally and internationally. UNDP will continue to mobilise and provide necessary technical and financial resources and to provide quality assurance for analytical works, policy discussion, formulation, and implementation facilitated under the initiative. UNDP will also ensure coordination among development partners wherever required while individual partners may take the lead on specific areas of support, within this broader framework.

In addition, UNDP will contribute an estimated amount of \$80,000 as parallel co-financing. The parallel co-financing from UNDP will be used for covering the costs of programme analysts, associates and operational costs.

For the project, UNDP is required to recover the cost for providing Implementation Support Services (ISS) on the basis of actual costs or transaction fees. These costs are an integral part of

programme delivery, and hence should be charged to the same budget line as the programme input itself. In determining costs, the approach is to use actual costs for clearly identifiable transactions and when this is not possible, UNDP Cambodia will use the Universal Price List for services (transaction fee), as reference.

## 9 Legal Context

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

This project will be implemented by the National Council for Sustainable Development (NCSD) (“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

1. Consistent with the Article III of the SBAA [*for the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003,

concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
  - i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
  - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
  - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
  - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
  - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. 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.
10. 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](http://www.undp.org).
11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
12. 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.

13. 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.



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.

14. 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.
15. 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.
16. 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.

## 10 Annexes

1. Project Quality Assurance Report
2. Social and Environmental Screening
3. Risk Analysis
4. Terms of References of Project Board and key management positions
5. Letter of Agreement Between UNDP and The Government for the Provision of Support Services to be attached

## Annex 1: Project QA Assessment: Design and Appraisal

(This section will be filled prior to a Local Appraisal Committee Meeting)

<h1>PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL</h1>					
<b>OVERALL PROJECT</b>					
<b>EXEMPLARY (5)</b> ●●●●●	<b>HIGHLY SATISFACTORY (4)</b> ●●●●○	<b>SATISFACTORY (3)</b> ●●●○○	<b>NEEDS IMPROVEMENT (2)</b> ●●○○○	<b>INADEQUATE (1)</b> ●○○○○	
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 Principled 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.	
<b>DECISION</b>					
<ul style="list-style-type: none"> <li><b>APPROVE</b> – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner.</li> <li><b>APPROVE WITH QUALIFICATIONS</b> – 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.</li> <li><b>DISAPPROVE</b> – the project has significant issues that should prevent the project from being approved as drafted.</li> </ul>					
<b>RATING CRITERIA</b>					
<b>For all questions, select the option that best reflects the project</b>					
<b>STRATEGIC</b>					
<b>C</b>					
<b>1. Does the project specify how it will contribute to higher level change through linkage to the programme’s Theory of Change?</b> <ul style="list-style-type: none"> <li><b>3:</b> The project is clearly linked to the programme’s theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project’s strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.</li> <li><b>2:</b> The project is clearly linked to the programme’s theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.</li> <li><b>1:</b> The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme’s theory of change.</li> </ul> <p><i>*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.</i></p> <p><b>Evidence:</b> The link to CPD TOC is clear as environmental management particularly waste management a strong focus of the CPD. The formulation of problem and change pathway is solid looking at 3 angles to tackle plastic waste: regulation, awareness raising and behavioral change. Key assumptions are raised but pretty much at high level can be strengthened by narrowing the specificity of each assumption.</p>				✓ 3	2
				1	
<b>2. Is the project aligned with the UNDP Strategic Plan?</b>				✓ 3	2
				1	
				<b>Evidence</b>	

<ul style="list-style-type: none"> <li>• <b>3:</b> The project responds to at least one of the development settings as specified in the Strategic Plan<sup>14</sup> and adapts at least one Signature Solution<sup>15</sup>. The project's RRF includes all the relevant SP output indicators. <i>(all must be true)</i></li> <li>• <b>2:</b> The project responds to at least one of the development settings as specified in the Strategic Plan<sup>4</sup>. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true)</i></li> <li>• <b>1:</b> The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.</li> </ul> <p><b>Evidence:</b> The project responses to SP development setting: c) Build resilience to shocks and crises and signature solution d) Promote nature-based solutions for a sustainable planet. Project RRF includes relevant SP output indicators.</p>		
<b>3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan iRRF for global projects/strategic interventions not part of a programme)</b>	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<b>RELEVANT</b>		
<b>4. Does the project target groups left furthest behind?</b> <ul style="list-style-type: none"> <li>• <b>3:</b> The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence.</li> <li>• <b>2:</b> The target groups are clearly specified, prioritizing groups left furthest behind.</li> <li>• <b>1:</b> The target groups are not clearly specified.</li> </ul> <p><i>*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support</i></p> <p><b>Evidence:</b> The direct target group of the project is government institutions and policy makers working on tackling waste management issues and sub-national government in targeted cities. The project document emphasizes the role of informal waste sector and identifies strategies to engage them in the project implementation while at the same time consider opportunity to leverage livelihood for informal waste pickers through plastic waste intervention.</p>	3	<input checked="" type="checkbox"/> 2
	1 <b>Evidence</b>	
<b>5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?</b> <ul style="list-style-type: none"> <li>• <b>3:</b> Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.</li> <li>• <b>2:</b> The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected.</li> <li>• <b>1:</b> There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p> <p><b>Evidence:</b> the project design was backed up by numerous studies and evidences from outside of the country and ones conducted internally by UNDP and partners. Project design considers lessons learnt from past project management/ implementation.</p>	<input checked="" type="checkbox"/> 3	2 1 <b>Evidence</b>
<b>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?</b> <ul style="list-style-type: none"> <li>• <b>3:</b> An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true)</i></li> <li>• <b>2:</b> Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.</li> </ul>	3	<input checked="" type="checkbox"/> 2 1 <b>Evidence</b>

<sup>14</sup> The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

<sup>15</sup> The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

<ul style="list-style-type: none"> <li>• <b>1:</b> No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p> <p><b>Evidence:</b> UNDP has been one of the lead Development Partners on waste management work. The Project Document has done a comprehensive stakeholder analysis and identified opportunities for synergies and strategy to engage different stakeholders though the is no clear identification of funding opportunity. Prodoc provides a brief communication plan covering communication of project results and visibility of funding partner but no emphasis on contribution from other partners. SS/TrC section describe approaches to leverage best practices from other countries including Japan and Southeast Asian Countries.</p>							
<b>PRINCIPLED</b>							
<p><b>7. Does the project apply a human rights-based approach?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true)</i></li> <li>• <b>2:</b> The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. <i>(both must be true)</i></li> <li>• <b>1:</b> No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.</li> </ul> <p>*Note: Management action or strong management justification must be given for a score of 1</p> <p><b>Evidence:</b> The Prodoc acknowledges the principles of accountability, meaningful participation and non-discrimination and commits to ensure multi-stakeholder consultations, pay attention to potential adverse impact on women and informal waste sector workers and ensure participation of poor and vulnerable groups that tends to be most vulnerable to the impact of environmental degradation. There is no reference to the international and national laws/ standards.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30px; text-align: center;">3</td> <td style="width: 30px; 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;"><b>Evidence</b></td> </tr> </table>	3	✓ 2	1		<b>Evidence</b>	
3	✓ 2						
1							
<b>Evidence</b>							
<p><b>8. Does the project use gender analysis in the project design?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. <i>(all must be true)</i></li> <li>• <b>2:</b> A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. <i>(all must be true)</i></li> <li>• <b>1:</b> The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p> <p><b>Evidences:</b> the role of informal waste sector (comprise mostly female) is acknowledged in the project strategy. The project identifies risk of potential impact on gender equality and women's right and laid out strategy to mainstream gender equality though participation in decision making, incorporation of gender vulnerability issues in awareness raising materials, capacity building activities, equal participation in adoption sustainable CE options in households, and fair compensation in project activity. However, no participatory gender analysis was done. Project output indicators include targets that are gender sensitive.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30px; text-align: center;">3</td> <td style="width: 30px; 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;"><b>Evidence</b></td> </tr> </table>	3	✓ 2	1		<b>Evidence</b>	
3	✓ 2						
1							
<b>Evidence</b>							
<p><b>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true)</i>.</li> <li>• <b>2:</b> The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. <i>(both must be true)</i></li> <li>• <b>1:</b> Sustainability and resilience dimensions and impacts were not adequately considered.</li> </ul> <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: 30px; text-align: center;">3</td> <td style="width: 30px; 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;"><b>Evidence</b></td> </tr> </table>	3	✓ 2	1		<b>Evidence</b>	
3	✓ 2						
1							
<b>Evidence</b>							

<p><b>Evidence:</b> the primary objective of the project is to address marine plastic pollution which is a critical element of environmental sustainability and resilience building. There is a strong connection of socio-economic and environmental dimension particularly with the selection of important cities that are key economic hub of Cambodia (Phnom Penh, Siem Reap, and Sihanoukville). The project acknowledges risk on potential impact on gender equality, women's empowerment and human rights. Social and Environmental screening was conducted.</p>							
<p><b>10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?</b> The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</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="text-align: center;">SESP Not Required</td> </tr> </table>	✓ Yes	No	SESP Not Required			
✓ Yes	No						
SESP Not Required							
<b>MANAGEMENT &amp; MONITORING</b>							
<p><b>11. Does the project have a strong results framework?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. <i>(all must be true)</i></li> <li>• <b>2:</b> The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. <i>(all must be true)</i></li> <li>• <b>1:</b> The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <i>(if any is true)</i></li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p> <p><b>Evidence:</b> Project's selection of outputs and activities are at an appropriate level. SMART Indicators used. Baseline and targets are populated some need to be confirmed by a baseline assessment. RRF includes gender sensitive and gender disaggregated indicators.</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;"><b>Evidence</b></td> </tr> </table>	3	2	✓ 1		<b>Evidence</b>	
3	2						
✓ 1							
<b>Evidence</b>							
<p><b>12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true)</i>.</li> <li>• <b>2:</b> The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true)</i></li> <li>• <b>1:</b> 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.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p> <p><b>Evidence:</b> Project governance mechanism with specific institutions identified but individuals have not been specified. TOR of Project board and key functions is available.</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;"><b>Evidence</b></td> </tr> </table>	3	✓ 2	1		<b>Evidence</b>	
3	✓ 2						
1							
<b>Evidence</b>							
<p><b>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. <i>(both must be true)</i></li> <li>• <b>2:</b> Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.</li> <li>• <b>1:</b> Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document.</li> </ul> <p>*Note: Management Action must be taken 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;"><b>Evidence</b></td> </tr> </table>	3	✓ 2	1		<b>Evidence</b>	
3	✓ 2						
1							
<b>Evidence</b>							

<p><b>Evidence:</b> Key project risks are identified with associated mitigation measures. However, the risks identified in the SES screening is not fully reflected in the risk log particularly ones related to pollution prevention. Some risks are a bit generic for example, government capacity and cooperation.</p>		
<p><b>EFFICIENT</b></p>		
<p><b>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: 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; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.</b></p> <p><i>(Note: Evidence of at least one measure must be provided to answer yes for this question)</i></p> <p><b>Evidence:</b> The project identifies potential synergies with on-going initiatives undertaken by UNDP and other partners. (Ref. Section 4.1)</p>	<p>✓ Yes (3)</p>	<p>No (1)</p>
<p><b>15. Is the budget justified and supported with valid estimates?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.</li> <li>• <b>2:</b> The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.</li> <li>• <b>1:</b> The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.</li> </ul> <p><b>Evidence:</b> Project budget is supported by a detail analysis at activity level and realistic estimate. There is no resource mobilization plan but there is also no unfunded component. Monitoring, evaluation and communications budget is reflected.</p>	<p>✓ 3    2</p> <p style="text-align: center;">1</p> <p><b>Evidence</b></p>	
<p><b>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)</li> <li>• <b>2:</b> The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.</li> <li>• <b>1:</b> The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.</li> </ul> <p><i>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</i></p> <p><b>Evidence:</b> Budget factors all personnel costs necessary for implementation of the project and reflects budget for policy advisory function, project oversight and ISS.</p>	<p>✓ 3    2</p> <p style="text-align: center;">1</p> <p><b>Evidence</b></p>	
<p><b>EFFECTIVE</b></p>		
<p><b>17. Have targeted groups been engaged in the design of the project?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)</li> <li>• <b>2:</b> Some evidence that key targeted groups have been consulted in the design of the project.</li> <li>• <b>1:</b> No evidence of engagement with targeted groups during project design.</li> </ul> <p><b>Evidence:</b> Project design was designed in consultation with key national partners, particularly MOE and NCSD; and sub-national government through several consultation workshops in the target provinces (agenda of meeting). Though ultimate beneficiaries were not directly consulted, project document also draw evidences from specific study such as one on informal waste pickers.</p>	<p>3    ✓ 2</p> <p style="text-align: center;">1</p> <p><b>Evidence</b></p>	

<b>18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?</b>	✓ Yes (3)	No (1)
<b>19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</b>	✓ Yes (3)	No (1)
*Note: Management Action or strong management justification must be given for a score of “no”		
<b>SUSTAINABILITY &amp; NATIONAL OWNERSHIP</b>		
<b>20. Have national/regional/global partners led, or proactively engaged in, the design of the project?</b> <ul style="list-style-type: none"> <li>• <b>3:</b> National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.</li> <li>• <b>2:</b> The project has been developed by UNDP in close consultation with national/regional/global partners.</li> <li>• <b>1:</b> The project has been developed by UNDP with limited or no engagement with national partners.</li> </ul> <p><b>Evidence:</b> The project design was led by UNP in close consultation with government partners. NCSD also co-facilitated sub-national consultation workshops (workshop record).</p>	3	✓ 2
1		
<b>Evidence</b>		
<b>21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted?</b> <ul style="list-style-type: none"> <li>• <b>3:</b> The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.</li> <li>• <b>2:</b> A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.</li> <li>• <b>1:</b> Capacity assessments have not been carried out.</li> </ul> <p><b>Evidence:</b> The project follows direct implementation modality with some budget allocation earmarked for implementation by national partners. HACT micro assessment was conducted on NCSD. (Ref. HACT Micro Assessment)</p>	3	✓ 2
1		
<b>Evidence</b>		
<b>22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?</b>	✓ Yes (3)	No (1)
<b>23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?</b>	✓ Yes (3)	No (1)

## Annex 2. Social and Environmental Screening

### Project Information

<b>Project Information</b>	
1. Project Title	Combatting marine plastic litter in Cambodia
2. Project Number	125235
3. Location	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?

##### *Briefly describe in the space below how the Project mainstreams the human-rights based approach*

The project will apply **the human rights-based approach**, which builds upon the principles of non-discrimination, participation, transparency, accountability, and do no harm for all outputs.

- **Non-discrimination:** The project will ensure that women and men have equal access to participate in decision-making processes and to benefit from economic opportunities, natural resources, environment, and energy for their health and well-being. By taking into consideration the varied interests and needs of people of different genders, ethnicities, ages, and abilities, the project seeks to reduce inequality and to support economic and social development for all Cambodians.
- **Inclusion and participation with special attention to the most vulnerable and to gender equality:** The project will ensure that involved actors have the right and ability to participate freely in decision-making and in activities that affect them and their environment. Special attention will be paid to the poor and marginalized, including women and girls, who are among the most vulnerable to environmental degradation and often face inequalities in economic opportunities. The project will apply the Free, Prior and Informed Consent (FPIC) principle to ensure that everyone involved is fully informed about, and accepting of, the activities that may affect them. The principle will also be promoted among decision-makers whose decisions affect community assets, or natural resources and activities.
- **Transparency:** The project will ensure accessible and timely provision of information related to the project activities.
- **Accountability:** All projects will promote result-oriented management, which centres on effective monitoring of, and systems for, direct feedback about project implementation. This allows for early identification and correction of problems and strengthens the accountability of all actors.



- **Do No Harm:** All projects will be designed to reflect the cultural, socio-economic and political aspects of the local context, and to anticipate possible unintended and negative consequences deriving from the interaction between the project activities, targeted beneficiaries, and the context.

***Briefly describe in the space below how the Project is likely to improve gender equality and women’s empowerment***

Within the general context of vulnerability, women face more severe socio-economic obstacles to social and economic opportunities and well-being than men.

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

1. Enabling involved actors to exercise the right and ability to participate freely in making decisions and in implementing activities that affect them and their environment. Special attention will be paid to the poor and marginalized, including women and girls, who are among the most vulnerable;
2. Incorporating gender and vulnerability perspectives in the development of awareness and education materials, and in training and capacity-building activities (by including women and the physically disabled, as well as ethnic minorities and indigenous peoples);
3. Ensuring equal participation of both women and men in adopting sustainable circular economy options both in households and workplaces (e.g. in promoting the use of reusable items and recycling);
4. Ensuring fair compensation for increased labour associated with activities taking place at the household level;
5. Developing employment opportunities along with targeted capacity building support that recognize and enhance the capabilities and strengths of women and vulnerable groups as equal to other groups; and
6. Developing business models and support mechanisms that address the needs and enhance the capability of women and vulnerable groups.

***Briefly describe in the space below how the Project mainstreams environmental sustainability***

This project’s very objective is to ensure environmental sustainability through setting up an enabling environment for attaining SDGs related to management of waste.

**Part B. Identifying and Managing Social and Environmental Risks**

<b>QUESTION 2: What are the Potential Social and Environmental Risks?</b>	<b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b>			<b>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)?</b>
<i>Risk Description</i>	<i>Impact and</i>	<i>Significance</i>	<i>Comments</i>	<i>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.</i>

	<b>Probability (1-5)</b>			
<b>Risk 1:</b> There is a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	I = 4 P = 2	<b>Low</b>		<p>Throughout project implementation, the key guiding principle of the project is to ensure the full and effective participation of all relevant stakeholders. Stakeholders include civil society organizations, the private sector, academic institutions, local communities and women, with particular attention to the rights of socially marginalized groups. This will be facilitated through the following activities.</p> <ul style="list-style-type: none"> <li>• Developing and institutionalising national and sub-national consultation and participation mechanisms;</li> <li>• Organizing consultation and information sharing meetings with other stakeholders to inform about and seek inputs for any proposed measures prior to official decisions;</li> <li>• Strengthening measures to ensure that gender is adequately addressed in national and sub-national project planning processes, for example, through development of gender sensitive stakeholder engagement tools to facilitate gender responsive stakeholder engagement approaches across sectors.</li> </ul>
<b>Risk 2:</b> There is a risk that the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits		<b>Low</b>		The project fully considers and promotes the gender equality and women's empowerment through the measures described above.
<b>Risk 5:</b> There is a risk 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 <u>transboundary impacts</u>	I = 2 P = 1	<b>Low</b>	The project component 4 plans to support industrial development for recycling. There is a risk the recycling process may emit hazardous subsistence in the air.	The project will conduct technical assessments and testing of environmental impacts of options proposed under the project. When any measures are identified to have possibly negative impacts on the environment, the project will not promote such measures but find alternatives to avoid and mitigate any adverse impacts.
<b>QUESTION 4: What is the overall Project risk categorization?</b>				

	Select one (see <a href="#">SESP</a> for guidance)		Comments
	<i>Low Risk</i>	<input checked="" type="checkbox"/>	This is primarily a policy project with limited involvement on the ground-level activities.
	<i>Moderate Risk</i>	<input type="checkbox"/>	
	<i>High Risk</i>	<input type="checkbox"/>	
	<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>		
	Check all that apply		<b>Comments</b>
	<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	No requirement
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	No requirement
	<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	No requirement
	<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	No requirement
	<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	No requirement
	<i>4. Cultural Heritage</i>	<input type="checkbox"/>	No requirement
	<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	No requirement
	<i>6. Indigenous Peoples</i>	<input type="checkbox"/>	No requirement
<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	No requirement	

### Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor	August 05, 2020	Moeko Saito-Jensen, Environmental Policy Specialist
QA Approver	December 5, 2020	Nick Beresford, Resident Representative

## SESP Attachment 1. Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>		<b>Answer (Yes/No)</b>
<b>Principles 1: Human Rights</b>		
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?	N
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? <sup>16</sup>	N
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	N
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?	Y
5.	Are there measures or mechanisms in place to respond to local community grievances?	Y
6.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	N
7.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Y
8.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	N
9.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	N
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	N
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?	Y
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?	N
3.	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>	Y
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
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>	N
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?	N
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)	N
1.4	Would Project activities pose risks to endangered species?	N
1.5	Would the Project pose a risk of introducing invasive alien species?	N

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

1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	N
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	N
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>	N
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	N
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	N
1.11	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?  <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>	N
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>17</sup> greenhouse gas emissions or may exacerbate climate change?	N
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	N
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental <u>vulnerability to climate change</u> now or in the future (also known as maladaptive practices)?  <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>	N
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	N
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)?	N
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	N
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)?	N
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?	N
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)?	N
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)?	N
<b>Standard 4: Cultural Heritage</b>		
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	N

<sup>17</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources).

	forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect, and conserve Cultural Heritage may also have inadvertent adverse impacts)	
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	N
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)?	N
5.3	Is there a risk that the Project would lead to forced evictions? <sup>18</sup>	N
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?	N
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	N
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	N
6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	N
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?	N
6.4	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
6.5	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?	N
6.6	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	N
6.7	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	N
6.8	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	N
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
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 <u>transboundary impacts</u> ?	Y
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N
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>	Y
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	N
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	N

<sup>18</sup> 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.

## Annex 3: Risk Analysis

<b>Project Title:</b> Combatting marine plastic litter		<b>Award ID:</b> 125235		<b>Date:</b> July 28, 2020
#	Description	Type	Impact & Probability	Countermeasures
1	Government staff capacity is not fully available for programme implementation	Organizational	Probability = 2 Impact = 5	The project activities include capacity building of key government staff for effective design and implementation of project activities. Key Government staff include staff from the Ministry of Environment (MoE), National Council for Sustainable Development (NCSD), Ministry of Industry, Science, Technology and Innovation (MISTI) and provincial halls (Siem Reap, Sihanoukville and Phnom Penh).
2	Government agencies do not cooperate and coordinate activities effectively	Political	Probability = 2 Impact = 4	The project supports the strengthening of NCSD, an inter-ministerial coordination mechanism, to assure support and coordination across line-ministries.
3	Lack of adequate skills and knowledge among NGO partners	Organizational	Probability = 2 Impact = 3	This project will build on and leverage existing expertise and experiences of local and international NGOs for management of plastic waste wherever possible. For the organizations requiring additional waste management and recycling skills, capacity building support will be provided to ensure adequate levels of skills and knowledge.
4	The private sector does not cooperate and coordinate activities effectively	Political	Probability = 3 Impact = 4	<p>The private sector has a pivotal role in driving and scaling up business innovation, and in accelerating a shift from a linear towards a circular economy. Their active engagement is crucial in introducing alternatives to single-use items, and to promoting reuse, repair, and recycling.</p> <p>Systematic collaboration with the private sector requires a comprehensive understanding of major features of their current business practices, drivers, and business innovation opportunities for creating a circular economy, in addition to a robust engagement strategy. The project will identify technology, business, and innovation opportunities, drivers and motivations of the private sector, and the market and financial environments appropriate for business development. The strategy will reflect these findings and mechanisms for promoting effective means to ensure private sector's long term and continuous engagement and buy-in to reducing plastic use and waste. These may include rewards and incentives.</p> <p>Several short-term quick pilots and innovations will be supported in the priority areas of single-use plastic waste and recycling. These lessons will be used to scale up private</p>

				sector innovations. This scaling means both increasing the size of the innovation or widening its reach, ensuring that nationally, the entire country benefits from business-led innovations, including secondary cities.
5	Programme inputs (funds, human resources, etc.) are not mobilized in a timely fashion	Organizational	Probability = 3 Impact = 4	The project seeks to avoid this risk by ensuring that procurement of services (individuals, firms) is done in the most efficient manner with due consideration of the need for high levels of expertise to successfully implement the project.
6	Potential impact on gender equality, women's empowerment and human rights	Social and environmental	Probability = 3 Impact = 4	<p>Within the general context of vulnerability, women face more severe socioeconomic obstacles to social and economic opportunities and well-being than men.</p> <p>To mainstream gender and equality issues, the project incorporates several strategies and actions aiming to ensure inclusion and involvement in relevant decision-making processes related to the transition towards a circular economy, and equitable sharing of economic, environmental, and public health benefits. These strategies and actions will include:</p> <ol style="list-style-type: none"> <li>1. Enabling involved actors to exercise their right and ability to participate freely in making decisions and in implementing activities that affect them and their environment. Special attention will be paid to the poor and marginalized, including women and girls, who are among the most vulnerable;</li> <li>2. Incorporating gender and vulnerability perspectives in the development of awareness and education materials, and in training and capacity-building activities (by including women and the physically disabled, as well as ethnic minorities and indigenous peoples);</li> <li>3. Ensuring equal participation of both women and men in adopting sustainable circular economy options both in households and workplaces (e.g. in promoting the use of reusable items and recycling);</li> <li>4. Ensuring fair compensation for increased labour associated with activities taking place at the household level;</li> <li>5. Developing employment opportunities along with targeted capacity building support that recognize and enhance the capabilities and strengths of women and vulnerable groups as equal to other groups; and</li> <li>6. Developing business models and support mechanisms that address the needs and enhance the capability of women and vulnerable groups.</li> </ol>



7	The project's major focus is testing of new approaches for scaling up. However, reflective and timely learning does not take place to effectively incorporate lessons from pilots for successful scaling up.	Organizational	Probability = 2 Impact = 3	The project places a central focus on "effective learning" to identify what works and what does not work in a timely manner. For this reason, the project conducts regular assessments to rigorously evaluate the design of models applied under the project and to improve the design and implementation approaches, by incorporating lessons learned. The project will make use of the lessons learned for designing a successful approach for scaling up.
8	Effective reduction of plastic waste requires drastic change in consumer behavior	Political/social and environmental	Probability = 3 Impact = 3	<p>Improved knowledge is conducive to the effective adoption of regulations and to induce behavioral change to limit single-use plastic usage and to increase use of reusable plastic, as well as alternatives to plastic. This project therefore has a strong focus on education and awareness raising.</p> <p>In collaboration with relevant NGOs and development partners, the project promotes dissemination of information and awareness raising among all relevant stakeholders. Communication and outreach materials will be developed and updated to share key messages about plastic problems and solutions of relevance to all stakeholders. Information will be disseminated through various communication channels such as government websites, newspapers, posters, and social media. In addition, strategic campaigns will be promoted in partnership with development partners, the private sector, academic institutions, and celebrities.</p> <p>The project will also strengthen environmental education as another crucial means of encouraging positive behavioural change. This project will work with primary and secondary schools to develop and update education materials relevant to the plastic crisis in school curricula. The outcome will be school graduates with better knowledge of environmental relations and actions, capable of contributing directly to the reduction of plastic waste through their actions in daily life and in their future employment opportunities.</p>

Notes: Probability (P) on a scale from 1 (low) to 5 (high) & Impact (I) on a scale from 1 (low) to 5 (high)

## Annex 4. Terms of Reference

# TERMS OF REFERENCE: PROJECT BOARD

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- **Overall responsibilities:**

The Project Board is the group responsible for making consensus management decisions for a project when guidance is required by the Project Manager (PM), including approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards<sup>19</sup> that shall ensure best value for money, fairness, integrity, transparency, and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager (i.e. the Resident Representative).

Project reviews by the Project Board are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. The Project Board is consulted by the Project Manager for decisions when project tolerances have been exceeded<sup>20</sup>.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorise any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorises the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.

- **Composition and organization**

Among the members, this group contains three roles, including:

- i. **Executive:** individual representing the project ownership to chair the group.
- ii. **Senior Supplier:** individual or group representing the interests of the parties concerned, which provide funding 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.
- iii. **Senior Beneficiary:** 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.

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<sup>19</sup> UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective 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. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

<sup>20</sup> The Project Board has the responsibility to define for the Project Manager the specific project tolerances within which the Project Manager can operate without intervention from the Project Board. For example, if the Project Board sets a budget tolerance of 10%, the Project Manager can expend up to 10% beyond the approved project budget amount without requiring a revision from the Project Board.

- **Specific responsibilities of the Project Board**

- Defining a project

- Review and approve the Initiation Plan

- Initiating a project

- Review the Progress Report for the Initiation Stage

- Running a project

- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, risk log and the monitoring and communication plan
    - Provide overall guidance and direction to the project, ensuring it remains within any specified constraints
    - Address project issues as raised by the Project Manager
    - Provide guidance and agree on possible countermeasures/management actions to address specific risks
    - Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required
    - Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans
    - Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner
    - Review each completed project stage and approve progress to the next
    - Appraise the Project Annual Progress Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review
    - Provide ad-hoc direction and advice for exception situations when tolerances are exceeded
    - Assess and decide on project changes through revisions

- Closing the project

- Assure that all Project deliverables have been produced satisfactorily
    - Review and approve the Final project report, including lessons learnt
    - Make recommendations for follow on actions to be submitted to the Outcome Board
    - Commission project evaluation
    - Notify operational completion of the project to the Outcome Board

***i. Executive:*** The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier. Specific Responsibilities (as part of the above responsibilities for the Project Board):

- Ensure that there is a coherent project organisation structure and logical set of plans
    - Set tolerances in the AWP and other plans as required for the Project Manager
    - Monitor and control the progress of the project at a strategic level
    - Ensure that risks are being tracked and mitigated as effectively as possible
    - Brief Outcome Board and relevant stakeholders about project progress
    - Chair Project Board meetings
    - The Executive is responsible for overall assurance of the project as described below.

***ii. Senior Beneficiary:*** The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets.

The Senior Beneficiary role monitors progress against targets and quality criteria. Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

**iii. *Senior Supplier:*** The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

*Other members of the Project Board:*

The other members of the Project Board may evolve accordingly to the needs or changes in the project. The Project Manager may propose revision of the other members list and submit it to the Project Board for approval.

***Project Assurance:***

Project Assurance is the responsibility of each Project Board member; however, the role can be delegated. In the present project this role is delegated to UNDP Programme Analyst and Programme Associate.

*Overall responsibility*

The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains consistent with, and continues to meet, a business need and that no change to the external environment affects the validity of the project.

- Beneficiary/User needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the expected achievements
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- Focus on the development need is maintained
- Internal and external communications are working

- Applicable standards are being used
- Adherence to quality assurance standard
- Project Board decisions are followed, and revisions are managed in line with the required procedures

Senior Beneficiary Assurance role

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Senior Supplier Assurance role

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

**Project Board Meetings:**

The Project Board meets at least one time per year, or each time that the Project Manager requires. The project team at the technical level with the technical representatives from the Board members will also hold quarterly technical meetings to discuss technical aspects of the project.

The Project Board, through the Project Assurance, is responsible for the organization of the Project Board meetings.

The standard indicative agenda could be organised in this order:

- Introduction by the Executive
- Presentation of the Quarterly Project Progress Report (and any other evaluation or mid-term review) by the Project Manager = review of main progress, risks, and implementation issues
- Remarks from the Senior Beneficiary = assessment of the main progress from the point of view of the beneficiaries and guidance on how to address risks
- Remarks from the Senior Supplier = when relevant UNDP can provide some technical guidance
- Discussion on risks and outstanding implementation issues
- Presentation of the quarterly work plan and the results or deliverables for the next quarter
- Approval of the quarterly work plan or any proposed project/budget revision



## UNITED NATIONS DEVELOPMENT PROGRAMME

### JOB DESCRIPTION

#### I. Position Information

Job Title: Environment Policy Specialist  
Grade: P4  
Department: Programme  
Reports to: Resident Representative  
Contract Type: Fixed Term Appointment  
Duration: One-year renewable

#### II. Organizational Context

Over the last 20 years, Cambodia has attained impressive economic growth. These economic changes have brought significant economic benefits to the Cambodian nation and people, increasing national revenues and providing employment opportunities for many Cambodians.

As Cambodia transitions into an upper middle-income country status, the continued relevance of UNDP depends on its ability to engage the Royal Government of Cambodia at the policy level, as the foundation for creating a platform to discuss and to address long term development issues.

These encompass the three priority areas of prosperity, planet and peace, that were identified in the 2019-2023 Country Programme Document. In light of the transition, UNDP Cambodia has implemented a policy-based approach to programming, where policy dialogue becomes the basis for the formulation of new programmes and projects. Also, through the Policy and Innovation, UNDP Cambodia established a multidisciplinary Policy Team that is responsible for policy engagement, programming, research, communications and partnerships.

The Environmental Policy Specialist is to provide overall management and technical support for a new environmental project, as well as is to lead the policy work related to environment.

#### III. Functions / Key Results Expected

The specific responsibilities of the environmental policy specialist are as follows:

1. Provide guidance for effective and timely project implementation
2. Support the implementation of the communication strategy
3. Facilitate UNDP's policy engagement in terms of policy dialogue, research, partnership, and communication and advocacy
4. Contribute to building up of a programme pipeline, mobilizing resources, and the formulation and design of the Country Programme/Action Plans, new programmes and projects in line with global standards, UNDAF, UNDP Strategic Plan and corporate direction

**1. Provide guidance for effective and timely project implementation for an environment project and other projects when and if required:**

- Advise the project team in developing strategies and implementation plan and roadmaps for the project and ensure that project activities are fully aligned with the project objectives and the targets;

- Advise the National Project Coordinator in preparation of quarterly and annual technical work plans for project activities and preparation of PEB according to their respective reporting guidelines;
- Provide close and regular technical backstopping to the National Project Coordinator, senior members of the Team and other implementing entities for the effective and timely implementation of various components of the programme;
- Prepare Terms of References (TORs), identify and evaluate experts, and review reports produced, following UNDP rules and regulations;
- Supervise and provide quality assurance for the works conducted by international and national consultants and project partners
- Provide close and regular technical backstopping to the National Project Coordinator, senior members of the Team and other implementing entities in coordinating and liaising with stakeholders – including line ministries, development partners, civil society, and the private sector;
- Provide close and regular technical backstopping to the project manager, senior members of the Team and other implementing entities in developing enabling policy measures
- Conduct regular field visits to ensure the effective and timely implementation of planned activities
- Provide effective communication, coordination and cooperation between the members of the project's management team and technical team in planning, monitoring and implementation process;
- Prepare project board meetings and take lead in ensuring that recommendations made by the board be implemented;
- Contribute to project audit and spot-checking exercises and prepare management responses to the comments; and
- Contribute to and support the UNDP CO Programme Analyst in annual work planning process to ensure that the annual work-plan meets required standard of quality, is result-based and within the specific constraints of time and cost.

**2. Support the implementation of the communication strategy**

- Share knowledge on project by documenting lessons learnt and best practices from the project piloting and contributing to the development of knowledge-based tools (including policies, strategies, guidelines, etc.);
- Provide technical inputs for communication materials such as the website, social media and newspapers;
- Utilize UNDP Cambodia's social media presence to build and maintain the profile of the project, including the provision of blogs and news articles for use in print and social media channels;
- Support the development of communications strategies for the project and provide technical guidance to implement the communications strategies;
- Promote information sharing and coordinate programme activities with other UNDP initiatives as well as with other United Nations agencies and donors, to develop inter-agency synergies;
- Raise visibility of the programme strategies through knowledge sharing and well-developed communication materials;
- Ensure that UNDP and wider international best practice and lesson learning is fed into the implementation of programme strategies and in the work of UNDP Cambodia; and
- Oversee and coordinate the development of concept notes and full project proposals.

**3. Facilitate UNDP's policy engagement in terms of policy dialogue, research, partnership, and communication and advocacy**

- Design a roadmap for policy engagement on the subjects related to Circular Economy and plastic waste;
- Facilitation of policy dialogue with the Government, development partners, civil society, private sector; contributions to development of policies as relevant;

- Development of UNDP policy position papers and internal briefing notes on environment for UNDP senior management;
- Facilitating the generation of research-based inputs required for the Mainstreaming-Acceleration-Policy Support (MAP) of the Post-2015 Sustainable Development Goals;
- Design, organize, and implement a Human Development policy research agenda, with the aim of generating working papers and National Human Development Reports; and
- Produce high-quality research papers for UNDP presentation at workshops and conferences.

**4. Contribute to building up of a programme pipeline, mobilizing resources, and the formulation and design of the Country Programme/Action Plans, new programmes and projects in line with global standards, UNDAF, UNDP Strategic Plan and corporate direction:**

- Contribute to the design of new programmes and projects including Global Environmental Facility (GEF), Green Climate Fund (GCF), and in partnership with donors;
- Promote a public and private partnership by engaging the government, and the private sector in the development and implementation of new environmental initiatives;
- Lead the provision of top-quality analysis and technical evidence-based inputs to Common Country Assessment, United Nations Development Assistance Framework (UNDAF), the Country Programme Document, the Country Programme Action Plan and other strategic documents; and
- Research and analysis of information on development partners and the preparation of substantive briefs on areas of cooperation.

**IV. Impact of Results**

It is anticipated that the work of the portfolio manager will have the following impacts:

- Project implemented following all relevant UNDP rules and regulations, and in close coordination with other UNDP Country Office environment projects and programmes; project is delivered on time and to budget; project becomes a key development priority;
- High visibility of the project programme;
- Partnership and relationship of key stakeholders on project built and enhanced; project outcomes are fully achieved resulting in transformative change;
- Built strong bases for the sustainability of the project programme; effective coordination of stakeholders on project and related issues;
- The project Secretariat is functioning effectively;
- Information gained from the development and implementation of the National project in Cambodia is shared at both the country and international levels;
- Understanding among stakeholders of a national policy approach to project implementation is understood vis-à-vis project voluntary carbon market projects; and
- Information gained from the development and implementation of the project is shared at both country and international levels; enhanced capacity within Cambodia to further develop and implement a national approach to the project.

**V. Competencies**

**Core Competencies:**

- Promoting Ethics and Integrity / Creating Organizational Precedents
- Building support and political acumen
- Building staff competence, creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Leveraging conflict in the interests of UNDP & setting standards
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning



- Fair and transparent decision making; calculated risk-taking

**Functional Competencies:**

**Advocacy / Advancing Policy Oriented Agenda: Analysis and creation of messages and strategies**

- Creates effective advocacy strategies
- Contributes to the elaboration of advocacy strategies by identifying and prioritizing audiences and communication means
- Performs analysis of political situations and scenarios, and contributes to the formulation of institutional responses
- Uses the opportunity to bring forward and disseminate materials for advocacy work

**Building Strategic Partnerships: Identifying and building partnerships**

- Effectively networks with partners, seizing opportunities to build strategic alliances relevant to UNDP's mandate and strategic agenda;
- Sensitizes UN Partners, donors and other international organizations to the UNDP's strategic agenda, identifying areas for joint efforts;
- Develops positive ties with civil society to build/strengthen UNDP's mandate;
- Identifies needs and interventions for capacity building of counterparts, clients and potential partners;
- Displays initiative, sets challenging outputs for him/herself and willingly accepts new work assignments;
- Takes responsibility for achieving agreed outputs within set deadlines and strives until successful outputs are achieved; and
- Promotes UNDP's agenda in inter-agency meetings.

**Innovation and Marketing New Approaches: Developing new approaches**

- Seeks a broad range of perspectives in developing project proposals;
- Generates for regional and innovative ideas and effective solutions to problems;
- Looks at experience critically, drawing lessons, and building them into the design of new approaches;
- Identifies new approaches and promotes their use in other situations;
- Documents successes and uses them to project a positive image;
- Creates an environment that fosters innovation and innovative thinking; and
- Makes the case for innovative ideas from the team with own supervisor.

**Resource Mobilization (For UNDP field duty station only): Implementing resource mobilization strategies**

- Analyzes information on potential bilateral donors and national counterparts to recommend a strategic approach;
- Identifies and compiles lessons learned;
- Promotes and encourages country office action with local missions of donor countries as well as appropriate government authorities for increased contribution to UNDP resources, including cost sharing modalities;
- Identifies country needs and develops proposals to be presented to donors and governments; and
- Develops a resource mobilization strategy at the country level.

**Promoting Organizational Learning and Knowledge Sharing: Developing tools and mechanisms**

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches;
- Identifies new approaches and strategies that promote the use of tools and mechanisms;

- Develops and/or participates in the development of tools and mechanisms, including identifying new approaches to promote individual and organizational learning; and knowledge sharing using formal and informal methodologies.

**Job Knowledge and Technical Expertise: In-depth knowledge of the subject-matter**

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines;
- Serves as internal consultant in the area of expertise and shares knowledge with staff;
- Continues to seek new and improved methods and systems for accomplishing the work of the unit;
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally;
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments; and
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments.

**Global Leadership and Advocacy for UNDP's Goals: Analysis and creation of messages and strategies**

- Creates effective global advocacy messages/strategies;
- Contributes to the elaboration of a global advocacy strategy by identifying and prioritizing audiences and messages;
- Performed analysis of political situations and scenarios, and contributes to the formulation of institutional responses; and
- Uses the opportunity to bring forward and disseminate materials for global advocacy work and adapts it for use at country level.

**Overall results-based management of the project, in line with UNDP's Results Management Guide**

- Coordinate planning, budgeting and management of all project activities;
- Oversee the work of project staff/sub-contractors and ensure that strong partnerships are established between project staff and their Government counterparts, contributing to national capacity development;
- Monitor risks, lesson learned and issues affecting project implementation;
- Facilitate support services from the UNDP country office; and
- Report to the Project Board on a quarterly basis.

**VI. Recruitment Qualifications**

Education:	<ul style="list-style-type: none"> <li>• Master's degree in Natural Resource Management, Environmental Management, Policy, or other relevant discipline. A PhD degree is an asset.</li> </ul>
Experiences:	<ul style="list-style-type: none"> <li>• At least 7 years of working experience in natural resource management, environmental management and policy and/or a related field: experience in South East Asia including Cambodia is a plus;</li> <li>• 3 years of in-country developing country experience in working with national and subnational governments and forming strategic stakeholder partnerships in formulating strategies and action plans in the field of natural resources management and environment;</li> <li>• Experiences in leading human development-oriented research and policy works and mobilising resources for environmental initiatives;</li> <li>• Knowledge of UNDP policies and procedures and of developing and experience implementing UNDP environment projects at the country level,</li> </ul>

	including quality assurance processes and social and environmental standards screening is a plus.
Language Requirements:	Fluency in written and spoken English



**UNITED NATIONS DEVELOPMENT PROGRAMME**  
**TERM OF REFERENCE**

Job Title: Project Coordinator (Combatting plastic waste)  
Type of Contract: Service Contract  
Grade: SB4  
Reports to: Environmental Policy Specialist  
Duty Station: Phnom Penh, Cambodia

## II. Job Purpose and Organizational Context

Over the last decades, a combination of rapid population growth and economic development has led to an exponential increase in the volume of solid waste, including plastic waste, in Cambodia.

In Phnom Penh, more than 3,000 tons of municipal waste is generated every day. Of the waste collected in Phnom Penh, approximately 20% is plastic. And while most high-income countries have advanced systems for recycling and treating such plastic waste, lower-middle income countries like Cambodia do not yet have adequate infrastructure, technologies, or human resources to do so. Current waste management practices focus mainly on collection and disposal. Private companies collect and dispose of waste at landfills without any sorting, recycling, or reuse. A minimal volume is collected informally by people who gather waste from landfills and sell recovered valuables, including plastic, to intermediaries for export to Thailand or Vietnam. Recently, both of these countries have announced that they will soon ban plastic waste imports. This makes it even more urgent to reduce the volume of plastic waste in Cambodia and to create an environment where waste is properly recycled or recovered.

The project aims to prevent and minimize plastic waste pollution on land and in the ocean through promotion of a 4R framework. The project will develop policies and regulations, raise awareness, and support the reduction of plastic waste, and the introduction and promotion of new technologies such as recycling and plastic alternatives.

- Output 1: Key enabling policies and regulations developed to promote 4Rs
- Output 2: Improved awareness about the plastic crisis and its solutions among citizens and the private sector through environmental education and awareness-raising activities
- Output 3: Plastic waste reduced in target cities through education, private sector-led best practices and innovation
- Output 4: Priority business models for plastic recycling and alternatives supported and tested
- Output 5: Best practices disseminated and shared

## III. Duties and Responsibilities

### Summary of key functions:

The Project Coordinator will perform assignments under the overall guidance of the Environmental Policy Specialist and ensure the successful and effective implementation of projects' activities in coordination with UNDP CO staff and Government officials, development partners, the private sector, as well as civil society organizations.

The Project Coordinator will perform the following key functions:

1. Perform day-to-day management /coordination of the projects;
2. Coordinate activities among national and sub-national, NGOs, project teams, relevant line ministries, provincial departments, and other stakeholders;
3. Coordinate the work of technical teams as well as consultants; and
4. Facilitate knowledge building and sharing

**1. Perform day-to-day management /coordination of the projects:**

- Prepare projects' annual and quarterly workplans;
- Produce timely progress reports, both internal and external as per UNDP and donors' requirements;
- Monitor the implementation of the projects by partners and consultants and provide technical quality assurance on their outputs;
- Establish and maintain projects' M&E systems and tools and ensure full implementation of the M&E system;
- Coordinate data collection, reporting, and monitoring and evaluation (M&E);
- Support the organization of the Board meetings and coordinate all aspects of development of progress reports and other documentation as required for the Board;
- Manage and monitor the projects' issues and risks as initially identified in the Project Documents, identify and submit new issues and risks to the Board for consideration and decision on possible actions if required, update the status of these issues and risks by maintaining the projects' Risks Logs and Issues Logs;
- Ensure full compliance of operations with UNDP rules, regulations and policies;
- Ensure the implementation of the effective internal control, proper design and functioning of the financial resources management system;
- Work with Admin and Finance Assistant and Programme and Operations Associate to prepare timely, accurate, and reliable financial reports – both internal and external;
- Provide guidance to Admin and Finance Assistant to ensure effective management of physical assets of the projects;
- Coordinate and support all activities leading to the annual audit exercise and follow up of the audit recommendations;
- Undertake planning and day-to-day management of projects' human resources;
- Oversee the work of the project staff to ensure full compliance with the implementing rules, regulations, policies, and strategies;
- Coordinate all national and international consultants to ensure that contracting processes are in accordance with planned schedules and deliverables;
- Maintain close contact with UNDP Country Office to ensure coordination on human resources administration of both national and international staff, as well as coordinate the recruitment process; and
- In close consultation with Programme Analyst, develop Terms of References (TORs) of all required consultants and staff and actively participate in the recruitment process as required.

**2. Coordinate activities among national and sub-national government, NGOs, project teams, relevant line ministries, provincial departments and other stakeholders:**

- Coordinate and promote effective collaboration with ministry line departments, NGOs/IOs , private sector and other development partners to support national and sub-national capacity development on issues related to plastic waste management;
- Liaison with partner projects, experts and other stakeholders and provide technical inputs for the development of guidelines, training materials and others as necessary;
- Facilitate regular communication interaction and meetings among the Ministry of Environment, Ministry of Environment (MoE), the National Council for Sustainable Development (NCSD), the Ministry of Tourism (MoT), the Ministry of Economy and Finance (MEF), the Ministry of Education, Youth and Sports, the Ministry of Industry, Science, Technology and Innovation

<p>(MISTI), the Ministry of Interior (MoI), and the provincial governments of Siem Reap, Sihanoukville, and Phnom Penh with regards to achieving project outputs</p> <ul style="list-style-type: none"> <li>• Conduct regular field visits with counterparts to monitor field activities and assist with the organization of visits and supervision missions from cooperating institutions;</li> <li>• Liaise with UNDP CO in the tracking, management and update of project risk and provide corrective recommendation where possible;</li> <li>• Provide inputs in developing terms of references for the mid-term and final evaluation of the project;</li> <li>• Build synergies and partnerships with key partners to ensure greater impact of the project; and</li> <li>• Liaise with the technical specialist in compiling lessons learned and policy implications.</li> </ul>
<p><b>3. Coordinate the work of technical teams as well as consultants</b></p> <ul style="list-style-type: none"> <li>• Coordinate in the development of Terms of Reference of different technical teams and external consultants for technical inputs;</li> <li>• Coordinate the work of different technical teams and external consultants including operational arrangements, meetings, review and approval of reports and workplans, and translation when required;</li> <li>• Support the day to day operation of the teams through circulation of documents, taking of minutes, coordinating meetings, and feedback of information; and</li> <li>• Facilitate the engagement of a broad stakeholder group within different technical teams and external consultants.</li> </ul>
<p><b>4. Facilitate knowledge building and sharing</b></p> <ul style="list-style-type: none"> <li>• Document and disseminate meeting results;</li> <li>• Consolidate knowledge, best practices, cases studies, and lessons learnt and facilitate the dissemination within and outside UNDP through internal learning sessions, seminars and workshops with partners, or through other means of communication;</li> <li>• Coordinate the contribution to knowledge networks and communities of practice; and</li> <li>• Ensure that experiences and lessons learnt from projects' implementation are adequately taken into consideration for the ongoing and future programmes.</li> </ul>

<p><b>IV. Impact of Results</b></p>
<p>It is expected that the work of the Project Coordinator will have the following impacts:</p> <ul style="list-style-type: none"> <li>• Successful implementation of the plastic waste related projects in accordance with project objectives and UNDP policies and procedures as described in UNDP Programme and Operations Policies and Procedures (POPP); and</li> <li>• Improved coordination among stakeholders.</li> </ul>

<p><b>V. Competencies</b></p>
<p><b>Core Competencies:</b></p> <ul style="list-style-type: none"> <li>• Demonstrates strong management, leadership, analytical, and communication skills;</li> <li>• Demonstrates awareness of change dynamics and an ability to manage complexities;</li> <li>• Ability to develop consensus within an organizational environment of diverse operational activities and often-conflicting requirements, budgets, and timelines;</li> <li>• Ability to communicate effectively with high level government officials and funding development partners representatives;</li> <li>• Ability to mentor staff to foster a cohesive work environment, ensuring retention of top performers and motivating all staff;</li> <li>• Demonstrates integrity by modelling the values and ethical standards of conducts;</li> <li>• Fair and transparent decision making; calculated risk-taking; and</li> <li>• Comprehensive awareness of government development policies with good technical analysis skills.</li> </ul>

## **Functional Competencies:**

### Analysis and creation of messages and strategies

- Promotes knowledge management in a learning environment in the programme office through leadership and personal example;
- In-depth practical knowledge of inter-disciplinary development issues;
- Advanced problem solving and analytical requirement skills;
- Proven capability to translate complex assignments into Standard Operating Procedures;
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills;
- Seeks and applies knowledge, information, and best practices from within and outside of the programme office;
- Performs analysis of political situations and scenarios, and contributes to the formulation of institutional responses;
- Uses the opportunity to bring forward and disseminate materials for advocacy work; and
- Results-based Programme Development and Management

### Building Strategic Partnerships: Identifying and building partnerships

- Effectively networks with partners seizing opportunities to build strategic alliances relevant to UNDP's mandate and strategic agenda;
- Sensitizes UN Partners, donors and other international organizations to the UNDP's strategic agenda, identifying areas for joint efforts;
- Develops positive ties with civil society to build/strengthen UNDP's mandate;
- Identifies needs and interventions for capacity building of counterparts, clients and potential partners;
- Displays initiative, sets challenging outputs for him/herself and willingly accepts new work assignments;
- Takes responsibility for achieving agreed outputs within set deadlines and strives until successful outputs are achieved; and
- Promotes UNDP's agenda in inter-agency meetings.

### Innovation and Marketing New Approaches: Developing new approaches

- Seeks a broad range of perspectives in developing project proposals;
- Generates for regional and innovative ideas and effective solutions to problems;
- Looks at experience critically, drawing lessons, and building them into the design of new approaches;
- Identifies new approaches and promotes their use in other situations;
- Documents successes and uses them to project a positive image;
- Creates an environment that fosters innovation and innovative thinking; and
- Makes the case for innovative ideas from the team with own supervisor.

### Resource Mobilization: Implementing resource mobilization strategies

- Analyses information on potential bilateral donors and national counterparts to recommend a strategic approach;
- Identifies and compiles lessons learned;
- Promotes and encourages country office action with local missions of donor countries as well as appropriate government authorities for increased contribution to UNDP resources, including cost sharing modalities;
- Identifies country needs and develops proposals to be presented to donors and governments; and
- Develops a resource mobilization strategy at the country level.

<b>VI. Recruitment Qualifications</b>	
Education:	<ul style="list-style-type: none"> <li>• Master's Degree in Development, Social Sciences, Sociology, Political Sciences, or other related fields.</li> <li>• Bachelor's Degree in Development, Social Sciences, Sociology, Political Sciences, or other related fields with additional years of experiences.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• At least 3 years (for master's degree) or 5 years (for bachelor's degree) of professional experience in providing technical advice, strategic coordination, and communication with government, development partners, and CSOs to address relevant issues and to ensure the greater impact of a development project;</li> <li>• Solid experiences in project management (design, implementation, coordination, monitoring and evaluation of development projects) and in establishing inter-relationships among international organizations and national governments;</li> <li>• Proven experiences in proposal development and resource mobilization;</li> <li>• Extensive experience in analysis, research, and policy advocacy;</li> <li>• Knowledge of environmental and waste management related issues, conventions, and other regulations in Cambodia and globally, and awareness and familiarity of key actors and stakeholders across the political, economic, and development spheres, alongside knowledge of government, civil society, and other non-state actors;</li> <li>• Familiarity with procedure of UN and various donor agencies would be an asset.</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Fluency in Khmer and English (both spoken and written)</li> </ul>





**UNITED NATIONS DEVELOPMENT PROGRAMME**  
**TERM OF REFERENCE**

**I. Position Information**

Job Title: Project Assistant  
Grade: SB-3  
Type of Contract: Service Contract  
Reports to: Environment Portfolio Manager  
Duty Station: Phnom Penh, Cambodia

**II. Organizational Context**

Over the last decades, a combination of rapid population growth and economic development has led to an exponential increase in the volume of solid waste, including plastic waste, in Cambodia.

In Phnom Penh, more than 3,000 tons of municipal waste is generated every day. Approximately 80% of the waste is collected and disposed of at open landfills without treatment. In poor urban areas and in rural areas without full access to municipal waste collection services, waste is often burned in the open. Of the waste collected in Phnom Penh, approximately 20% is plastic. And while most high-income countries have advanced systems for recycling and treating such plastic waste, lower-middle income countries like Cambodia do not yet have adequate infrastructure, technologies, or human resources to do so. Current waste management practices focus mainly on collection and disposal. Private companies collect and dispose of waste at landfills without any sorting, recycling, or reuse. A minimal volume is collected informally by people who gather waste from landfills and sell recovered valuables, including plastic, to intermediaries for export to Thailand or Vietnam. Recently, both of these countries have announced that they will soon ban plastic waste imports. This makes it even more urgent to reduce the volume of plastic waste in Cambodia and to create an environment where waste is properly recycled or recovered.

The project aims to prevent and minimize plastic waste pollution on land and in the ocean through promotion of a 4R framework. The project will develop policies and regulations, raise awareness, and support the reduction of plastic waste, and the introduction and promotion of new technologies such as recycling and plastic alternatives.

- Output 1: Key enabling policies and regulations developed to promote 4Rs
- Output 2: Improved awareness about the plastic crisis and its solutions among citizens and the private sector through environmental education and awareness-raising activities
- Output 3: Plastic waste reduced in target cities through education, private sector-led best practices and innovation
- Output 4: Priority business models for plastic recycling and alternatives supported and tested
- Output 5: Best practices disseminated and shared

The person is expected to cover additional projects beyond this project.

**III. Functions / Key Results Expected**

The Project Assistant will be under direct supervision of and reports the progress of work to the Environmental Portfolio Manager and will work closely with the project management unit Secretariat. The Project Assistant will perform the following 3 key functions:

1. Ensure effective and high-quality support to the programme administrative and financial management;
2. Provide effective support to the programme implementation, and
3. Provide inputs to the programme report.

**1. Ensure effective and high-quality support on programme administrative and financial management**

- Contribute to day-to-day support for the programme implementation and ensure conformity to expected results, outputs, objectives, and work-plans;
- Ensure effective local purchases in line with UNDP procurement procedures;
- Maintain programme accounts;
- Establish and maintain the electronic and physical filing system for programme documentation and communication;
- Prepare and update proper programme documentation/records and ensure that the documents are prepared and ready for audit;
- Manage cash reserves of the project;
- Ensure effective management of financial and administrative aspects of programme assets and financial resources to meet satisfactory outcomes of the annual audit of the project; and
- Provide support in preparing quarterly and annual financial reports.

**2. Effective support to programme implementation**

- Participate in day-to-day activities relating to programme implementation and provide assistance to the Project Advisor;
- Facilitate day-to-day communication with programme partners;
- Prepare budget for workshops and meetings;
- Arrange for travel for programme staff and meeting participants;
- Assist the project advisor and technical programme team to organize stakeholder meetings and programme board meetings, and prepare minutes of meetings and distribute them to participants and maintain the day-to-day records of programme implementation;
- Facilitate the organization of workshops and training programmes;
- Make arrangements and prepare the necessary documentation for all payments for activities under the programme;
- Prepare the requisite accountabilities for the programme funds (prepare cash advance statements and quarterly expenditure accounts);
- Prepare work plans and budgets for all programme activities;
- Compile the financial documentation to be submitted regularly;
- Ensure proper records and filing of the programme;
- Liaise very closely with the UNDP programme assistants/associates to ensure the effectiveness of administrative and financial management in accordance with UNDP rules and regulations; and
- Maintain the registers for inventory of non-expendable equipment and ensure that the equipment is safe and in proper working conditions;

**3. Provision of inputs to the project report**

- Provide support to the preparation and distribution of programme reports and publications;
- Assist the Project Advisor in preparing reports for the programme board or UNDP as required.

**IV. Impact of Results**

The position will ensure excellent assistance to the Project Advisor to effectively implement the agreed project in accordance with UNDP policies and procedures and Direct Implementation Modality (DIM) as described in the UNDP User Guide; promote the mobilization of resources to support the extension of the project and improve coordination among stakeholders.

## **V. Competencies**

### **Core Competencies:**

- Demonstrating / Safeguarding Ethics and Integrity
- Demonstrate corporate knowledge and sound judgment
- Self-development, initiative-taking
- Acting as a team player and facilitating teamwork
- Facilitating and encouraging open communication in the team, communicating effectively
- Creating synergies through self-control
- Managing conflict
- Learning and sharing knowledge and encourage the learning of others
- Informed and transparent decision making

### **Functional Competencies:**

#### Advocacy / Advancing Policy Oriented Agenda: Support the preparation of information for advocacy

- Identifies relevant information for advocacy for a variety of audiences
- Makes research of contacts in the media, government, private sector, donors, other agencies, civil society in other stakeholders for UNDP's advocacy efforts
- Supports in identifying opportunities for advocating UNDP's mandate

#### Results-based Programme Development and Management: Contributing to results through provision of information

- Provides information for linkages across programme activities to help identify critical points of integration
- Provides information and documentation on specific stages of projects/programme implementation
- Provides background information to identify opportunities for project development and helps drafting proposals
- Participates in the formulation of project proposals

#### Building Strategic Partnerships: Maintaining information and databases

- Analyses general information and selects materials in support of partnership building initiatives
- Maintains databases of donor information
- Tracks and reports on mobilized resources

#### Innovation and Marketing New Approaches: Implementing processes and uses products

- Documents and tracks innovative strategies/best practices/new approaches
- Tracks bottlenecks, problems and issues, and proposes solutions
- Responds positively to new approaches

#### Resource Mobilization (For UNDP field duty station only): Providing information for resource mobilization strategies

- Maintains information/databases on potential and actual donors
- Maintains database of project files
- Provides data and information needed for preparation of project documents

#### Promoting Organizational Learning and Knowledge Sharing: Basic research and analysis

- Researches best practices and poses new, more effective ways of doing things
- Documents innovative strategies and new approaches

- Identifies and communicates opportunities to promote learning and knowledge sharing
- Develops awareness of the various internal/external learning and knowledge-sharing resources

**Job Knowledge and Technical Expertise: Fundamental knowledge of processes, methods and procedures**

- Understands the main processes and methods of work regarding to the position
- Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks
- Identifies new and better approaches to work processes and incorporates same in own work
- Strives to keep job knowledge up to date through self-directed study and other means of learning
- Demonstrates good knowledge of information technology and applies it in work assignments
- Demonstrates in-depth understanding and knowledge of the current guidelines and project management tools, and utilizes these regularly in work assignments

**Global Leadership and Advocacy for UNDP's Goals: Research and analysis**

- Identifies relevant information for advocacy for UNDP's goals for a variety of audiences
- Maintains a network of contacts in the media and civil society, for use in UNDP's advocacy efforts
- Support the identification of opportunities for advocating for UNDP's mandate

**Client Orientation: Maintain effective client Relationship**

- Reports to internal and external clients in a timely and appropriate fashion
- Organizes and prioritizes work schedule to meet client needs and deadlines
- Establishes, builds and sustains effective relationships within the work unit and with internal and external clients
- Responds to client needs promptly

<b>VI. Recruitment Qualifications</b>	
Education:	<ul style="list-style-type: none"> <li>• Secondary education with specialised certification in accounting or business administration with demonstrative and technical experiences in forestry, biodiversity or conservation, preferred but not required.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• At least 5 years of relevant experience in office administrative and financial management;</li> <li>• Proven communication experience with various stakeholder (NGOs, Governmental institutions, donors, etc.);</li> <li>• Proven organisational, financial, inventory, and budgetary skills;</li> <li>• Familiarity with financial and technical rules, regulations and procedures relevant to project implementation are preferable;</li> <li>• Experience in the operational aspects of UN-funded projects/programmes or with projects of other donors is an advantage;</li> <li>• Experience with UNDP NEX procedures would be an important asset;</li> <li>• Experience in providing support including workshop or meeting arrangement. Previous working experience with UN agency would be an asset; and</li> <li>• Experience in the usage of computers and office software packages.</li> </ul>
Language Requirements:	Demonstrated oral and written communication skills in English and Khmer

