

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.
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.
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>					
OVERALL PROJECT					
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○	
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The 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.	
DECISION					
<ul style="list-style-type: none"> APPROVE – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner. APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 					
<h2>RATING CRITERIA</h2>					
For all questions, select the option that best reflects the project					
STRATEGIC					
C					
1. Does the project specify how it will contribute to higher level change through linkage to the programme’s Theory of Change? <ul style="list-style-type: none"> 3: The project is clearly linked to the programme’s theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project’s strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. 2: The project is clearly linked to the programme’s theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme’s theory of change. <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>Evidence: 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	
2. Is the project aligned with the UNDP Strategic Plan?				✓ 3	2
				1	
				Evidence	

<ul style="list-style-type: none"> • 3: The project responds to at least one of the development settings as specified in the Strategic Plan¹⁴ and adapts at least one Signature Solution¹⁵. The project's RRF includes all the relevant SP output indicators. <i>(all must be true)</i> • 2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true)</i> • 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF. <p>Evidence: 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>		
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)	✓ Yes	No
RELEVANT		
4. Does the project target groups left furthest behind? <ul style="list-style-type: none"> • 3: The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • 2: The target groups are clearly specified, prioritizing groups left furthest behind. • 1: The target groups are not clearly specified. <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>Evidence: 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	✓ 2
	1 Evidence	
5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? <ul style="list-style-type: none"> • 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. • 1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p> <p>Evidence: 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>	✓ 3	2
	1 Evidence	
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? <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, 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> • 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. 	3	✓ 2
	1 Evidence	

¹⁴ 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

¹⁵ 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"> • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>*Note: Management Action or strong management justification must be given for a score of 1</p> <p>Evidence: 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>							
PRINCIPLED							
<p>7. Does the project apply a human rights-based approach?</p> <ul style="list-style-type: none"> • 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true)</i> • 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. <i>(both must be true)</i> • 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p> <p>Evidence: 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;">Evidence</td> </tr> </table>	3	✓ 2	1		Evidence	
3	✓ 2						
1							
Evidence							
<p>8. Does the project use gender analysis in the project design?</p> <ul style="list-style-type: none"> • 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. <i>(all must be true)</i> • 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. <i>(all must be true)</i> • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. <p>*Note: Management Action or strong management justification must be given for a score of 1</p> <p>Evidences: 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;">Evidence</td> </tr> </table>	3	✓ 2	1		Evidence	
3	✓ 2						
1							
Evidence							
<p>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true)</i>. • 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. <i>(both must be true)</i> • 1: Sustainability and resilience dimensions and impacts were not adequately considered. <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;">Evidence</td> </tr> </table>	3	✓ 2	1		Evidence	
3	✓ 2						
1							
Evidence							

<p>Evidence: 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>10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of 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							
MANAGEMENT & MONITORING							
<p>11. Does the project have a strong results framework?</p> <ul style="list-style-type: none"> • 3: The project’s selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. <i>(all must be true)</i> • 2: The project’s selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. <i>(all must be true)</i> • 1: The project’s selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <i>(if any is true)</i> <p>*Note: Management Action or strong management justification must be given for a score of 1</p> <p>Evidence: 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;">Evidence</td> </tr> </table>	3	2	✓ 1		Evidence	
3	2						
✓ 1							
Evidence							
<p>12. Is the project’s governance mechanism clearly defined in the project document, including composition of the project board?</p> <ul style="list-style-type: none"> • 3: The project’s governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true)</i>. • 2: The project’s governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true)</i> • 1: The project’s governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p> <p>Evidence: 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;">Evidence</td> </tr> </table>	3	✓ 2	1		Evidence	
3	✓ 2						
1							
Evidence							
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</p> <ul style="list-style-type: none"> • 3: 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> • 2: 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. • 1: 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. <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;">Evidence</td> </tr> </table>	3	✓ 2	1		Evidence	
3	✓ 2						
1							
Evidence							

<p>Evidence: 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>EFFICIENT</p>		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, 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.</p> <p><i>(Note: Evidence of at least one measure must be provided to answer yes for this question)</i></p> <p>Evidence: 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>15. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> • 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. • 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. • 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. <p>Evidence: 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</p>	<p>2</p> <p style="text-align: center;">1</p> <p>Evidence</p>
<p>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <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>Evidence: 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</p>	<p>2</p> <p style="text-align: center;">1</p> <p>Evidence</p>
<p>EFFECTIVE</p>		
<p>17. Have targeted groups been engaged in the design of the project?</p> <ul style="list-style-type: none"> • 3: 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.) • 2: Some evidence that key targeted groups have been consulted in the design of the project. • 1: No evidence of engagement with targeted groups during project design. <p>Evidence: 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</p>	<p>✓ 2</p> <p style="text-align: center;">1</p> <p>Evidence</p>

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?	✓ Yes (3)	No (1)
19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.	✓ Yes (3)	No (1)
*Note: Management Action or strong management justification must be given for a score of “no”		
SUSTAINABILITY & NATIONAL OWNERSHIP		
20. Have national/regional/global partners led, or proactively engaged in, the design of the project? <ul style="list-style-type: none"> • 3: 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. • 2: The project has been developed by UNDP in close consultation with national/regional/global partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. <p>Evidence: 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		
Evidence		
21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? <ul style="list-style-type: none"> • 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • 1: Capacity assessments have not been carried out. <p>Evidence: 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		
Evidence		
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?	✓ Yes (3)	No (1)
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)?	✓ Yes (3)	No (1)

Annex 2. Social and Environmental Screening

Project Information

Project Information	
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

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?			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)?
<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>

	Probability (1-5)			
Risk 1: 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	Low		<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"> • Developing and institutionalising national and sub-national consultation and participation mechanisms; • Organizing consultation and information sharing meetings with other stakeholders to inform about and seek inputs for any proposed measures prior to official decisions; • 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.
Risk 2: 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		Low		The project fully considers and promotes the gender equality and women's empowerment through the measures described above.
Risk 5: 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	Low	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.
QUESTION 4: What is the overall Project risk categorization?				

	Select one (see SESP 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"/>	
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		Comments
	<i>Principle 1: Human Rights</i>	<input 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

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	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? ¹⁶	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
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	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
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	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

¹⁶ 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
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹⁷ 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
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	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
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible	N

¹⁷ In regards to CO₂, '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
Standard 5: Displacement and Resettlement		
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? ¹⁸	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
Standard 6: Indigenous Peoples		
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
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or <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

¹⁸ 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

Project Title: Combatting marine plastic litter		Award ID: 125235		Date: 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"> 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; 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.

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

- **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 standards¹⁹ 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 exceeded²⁰.

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.

¹⁹ 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.

²⁰ 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"> • Master's degree in Natural Resource Management, Environmental Management, Policy, or other relevant discipline. A PhD degree is an asset.
Experiences:	<ul style="list-style-type: none"> • 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; • 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; • Experiences in leading human development-oriented research and policy works and mobilising resources for environmental initiatives; • Knowledge of UNDP policies and procedures and of developing and experience implementing UNDP environment projects at the country level,

	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"> • Conduct regular field visits with counterparts to monitor field activities and assist with the organization of visits and supervision missions from cooperating institutions; • Liaise with UNDP CO in the tracking, management and update of project risk and provide corrective recommendation where possible; • Provide inputs in developing terms of references for the mid-term and final evaluation of the project; • Build synergies and partnerships with key partners to ensure greater impact of the project; and • Liaise with the technical specialist in compiling lessons learned and policy implications.
<p>3. Coordinate the work of technical teams as well as consultants</p> <ul style="list-style-type: none"> • Coordinate in the development of Terms of Reference of different technical teams and external consultants for technical inputs; • 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; • Support the day to day operation of the teams through circulation of documents, taking of minutes, coordinating meetings, and feedback of information; and • Facilitate the engagement of a broad stakeholder group within different technical teams and external consultants.
<p>4. Facilitate knowledge building and sharing</p> <ul style="list-style-type: none"> • Document and disseminate meeting results; • 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; • Coordinate the contribution to knowledge networks and communities of practice; and • Ensure that experiences and lessons learnt from projects' implementation are adequately taken into consideration for the ongoing and future programmes.

<p>IV. Impact of Results</p>
<p>It is expected that the work of the Project Coordinator will have the following impacts:</p> <ul style="list-style-type: none"> • 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 • Improved coordination among stakeholders.

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

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.

VI. Recruitment Qualifications	
Education:	<ul style="list-style-type: none"> • Master's Degree in Development, Social Sciences, Sociology, Political Sciences, or other related fields. • Bachelor's Degree in Development, Social Sciences, Sociology, Political Sciences, or other related fields with additional years of experiences.
Experience:	<ul style="list-style-type: none"> • 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; • 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; • Proven experiences in proposal development and resource mobilization; • Extensive experience in analysis, research, and policy advocacy; • 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; • Familiarity with procedure of UN and various donor agencies would be an asset.
Language Requirements:	<ul style="list-style-type: none"> • Fluency in Khmer and English (both spoken and written)



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

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

