UNITED NATIONS DEVELOPMENT PROGRAMME

# PROJECT DOCUMENT

## *Cambodia*

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**Project Title**: Environmental Governance Reform for Sustainable Development
**Project Number:** 95386
**Implementing Partner:** UNDP
**Start Date:** January 1, 2016 **End Date:** May 31, 2018 **PAC Meeting date:** March 17, 2016

| Brief Description |
|---|
| Over recent years, the Royal Government of Cambodia (RGC) has faced significant challenges in addressing the emerging environmental issues posed by the rapid pace of economic growth. In response, the RGC embarked upon environmental governance reform that comprise three pillars of activities, namely 1) MoE modernization, 2) Establishment of the National Council of Sustainable Development (NCSD) and 3) Development of an Environmental Code.<br><br>Building upon the earlier efforts, this project aims to assist the RGC to attain the following key deliverables under the reform in order to create an enabling policy and legal environment for achieving sustainable development and effectively conserving and protecting environmental resources that are currently at risk.<br>• KD1: New Structure of MoE Operationalized<br>• KD2: New NCSD Organizational Structure and Authorities Operationalized<br>• KD3: New Environmental Code (EC) Drafted<br>• KD4: Integrated Ecosystem Mapping Developed and Operationalized |

| Contributing Outcome (UNDAF/CPD, RPD or GPD): |
|---|
| **UNDAF/CPD outcome 1:** By 2018, people living in Cambodia, in particular youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being, natural and cultural resources of future generations<br><br>**Expected CP Outputs:** 1.1. Establishment and strengthening institutions, coordination mechanism and policies for sustainable management of natural resources, ecosystem |

| | | |
|---|---|---|
| **Total resources required:** | | $3,279,760 |
| **Total resources allocated:** | **UNDP TRAC:** | |
| | **USAID:** | $2,500,000 |
| | **Japan:** | $300,000 |
| | **UNEP:** | $77,760 |
| | **Government:** | |
| | **In-Kind:** | $402,000 |
| **Unfunded:** | | |

Agreed by (signatures):

| UNDP |
|---|
| **Mr. Enrico Gaveglia**<br>**Country Director, a.i., UNDP Cambodia** |
| Date: May 25, 2016 |

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**List of abbreviations**

| | |
|---|---|
| ADB | Asian Development Bank |
| CCCA | Cambodia Climate Change Alliance |
| DCC | Department of Climate Change |
| DIM | Direct Implementation Modality |
| DOB | Department of Biodiversity |
| EC | Executive Committee |
| EIA | Environmental Impact Assessment |
| ELC | Economic Land Concession |
| EU | European Union |
| GDP | Gross Domestic Product |
| GGGI | Global Green Growth Institute |
| GNI | Gross National Income |
| GSSD | General Secretariat for National Council for Sustainable Development |
| JICA | Japan International Cooperation Agency |
| MAFF | Ministry of Agriculture, Forestry and Fishery |
| MOE | Ministry of Environment |
| NCSD | National Council for Sustainable Development |
| NESAP | National Environmental Strategy and Action Plan |
| NRM | Natural Resources Management |
| PA | Protected Area |
| PEDS | Provincial Environment Departments |
| PF | Protected Forests |
| REDD+ | Reducing emissions from deforestation and forest degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks |
| RGC | Royal Government of Cambodia |
| STWG | Sub Technical Working Group |

# I. SITUATION ANALYSIS

Cambodia is rapidly transiting towards lower middle-income country[1]. The Gross National Income (GNI) per capita is USD 1,020 (World Bank 2014) with an annual Gross Domestic Product (GDP) growth of 7.4 percent (World Bank 2013). However, Cambodia is ranked 145 out of 178 countries for the Environmental Performance Index with the overall score of 35,44 out of 100 points[2] (Yale Center for Environmental Law and Policy, 2014)[3]. The World Bank's Country Policy Institutional Assessment (CPIA) (2014)[4] gives the country a score of 3 out of 6 in terms of its policy and institutional capacities in attaining environmental sustainability. Similar to other rapidly developing countries, Cambodia thus faces challenges in terms of attaining sustainable development. In September in 2015, Cambodia endorsed the adoption of Sustainable Development Goals (SDGs) in order to meet these challenges. Currently, Cambodia is in a process of specifying the SDG goals in the context of the particular challenges pertaining to Cambodian sustainable development.

In the case of Cambodia, the recent rapid economic growth has been accompanied by expansion of Economic Land Concessions (ELCs), hydropower dams, mining and road building in rural areas. A total of 205 ELCs have been granted under the jurisdictions of the Ministry of Agriculture, Fishery and Forestry (MAFF) and the Ministry of Environment (MoE), covering an area of 1.68 million ha (MAFF 2012, MoE 2014)[5]. 11 hydropower dams were constructed by 2011, which cover 305,250 ha of forested land (FA 2012)[6]. Road networks have also expanded across regions, connecting urban with rural areas and providing new access into previously remote areas.

While these developmental activities have brought important economic benefits (e.g. generating employment), economic growth has intensified pressure on natural resources and environment, as is exemplified by the recent forest cover change from 57 % in 2011 to approximately 50%[7] in 2014 (RGC). This has led to heightened concerns among governments, development agencies and NGOs about adverse impacts on biodiversity and critical ecosystems, not least in the case of wildlife living in and adjacent to natural resource boundaries. Degradation of natural resources may adversely affect many Cambodians, especially on women, who are dependent on natural resources for their livelihoods. There are also concerns about the adverse impacts of the use of agriculture chemicals on human health, ecosystems and biodiversity. In urban areas, increasing levels of pollution, waste, and noise have become serious issues, which are exacerbated by the lack of effective environmental regulations and control mechanisms.

Furthermore, accelerating effects of climate change pose another set of environmental challenges for Cambodia. The country is currently ranked as the 8th most vulnerable country to climate change according to climate change vulnerability index conducted by Maplecroft com (2014)[8], indexed by increasing incidence of droughts, floods, and windstorms, and rising sea levels. Climate change is likely to have damaging effects on agriculture and livestock, thus posing threats for nearly 73 % of the total population who reside in rural areas and are highly dependent on agriculture for their income.

At present, Cambodia has a number of governmental bodies and laws to govern its natural resources and the environment. The Ministry of Environment (MoE) is one of the governmental bodies with a central mandate to ensure conservation and management of natural resources and environment. In recent years, however, the MoE has faced significant constraints in addressing the emerging environmental issues and challenges due partly to its formerly outdated organizational

1 The world Bank (2015), "New country Classification" 2 July 2015, the World Bank

2 The score is given based on the calculation and aggregation of 20 indicators reflecting national-level environmental data.

3 See URL: www.epi.yale.edu

4 See URL: www. data.worldbank.org/data-catalog/CPIA

5 See MAFF's annual report, (2012-13) and ELC Logbook, URL: http://www.elc.maff.gov.kh/index.php/news/8-overal-status-of-economic-land-concession-in-cambodia. An inter-ministerial review of ELCs conducted in 2015 resulted in the cancellation of a number of existing ELCs including 23 ELCs under the MoE jurisdiction

6 See Forestry Administration annual reports for 2011 and 2012

7 The latest figure as of February, 2014 is 49.77%, subject to further confirmation by the RGC.

8 See Maple Croft URL: https://www.maplecroft.com

structure, strategic priorities and implementation plans, and partly to insufficient human and technical resources.

Moreover, there was no effective inter-ministerial governmental body or legal principles that provide overarching guidance and direction for sustainable development. Additionally, the mandates and regulations of existing ministries do not adequately correspond to current and emerging challenges. Finally, overlapping jurisdictions and mandates among line ministries over the governance of natural resources and environment have created ambiguity and confusion concerning which ministry should be responsible for a particular resource and for what purposes. This has resulted in uneven and inadequate enforcement and application of environmental and natural resource requirements and standards, thus constraining and undermining efforts to protect the environment and facilitate sustainable development.

In response to these challenges, the Royal Government of Cambodia (RGC) embarked upon environmental governance reforms in November in 2013. These focus on three pillars of activities: 1) MoE modernization, 2) Establishment of the National Council of Sustainable Development (NCSD), and 3) Development of an Environmental Code.

1) **MOE modernization:** In May 2015, the RGC approved a sub-decree on the new structure of MoE to address emerging environmental issues and challenges and to enhance technical capacity to implement a service-delivery culture. It stipulates that the primary mission of the MoE is "to lead and manage the environment protection, biodiversity conservation, rational use of the natural resources and sustainable living for the long term and best interests of all Cambodians in the Kingdom of Cambodia now and for generations to come". The new structure is envisaged to promote the mission and best practices of the MoE, in order to enhance performance, transparency and accountability, to empower staff, to foster-inter-departmental collaboration and to implement a service-delivery culture.

The new structure consists of the following departments at the central level.

1. General Department of Environmental Knowledge and Information;
2. General Department of Environmental Protection;
3. General Department of Nature Protection and Conservation;
4. General Department of Administration and Finance;
5. General Inspectorate;
6. Department of Internal Audit; and
7. Cabinet of the Minister.

In accordance with the sub-decree, the MoE has preliminarily identified seven priority areas:

1. State of the environment information
2. Environmental impact assessment
3. Sustainable cities
4. Climate change resilience
5. Environmental impacts of hazardous and toxic chemical use in agriculture
6. Protected areas management
7. Strengthening the Ministry team

The Ministry has also announced its goal to develop the National Environmental Strategy and Action Plan (2016-2023) to mainstream environmental concerns into line-ministry policies and planning.

2) **Establishment of National Council of Sustainable Development (NCSD):** In May 2015, the RGC issued a Royal Decree on the NCSD to facilitate inter-ministerial political dialogues and decisions to achieve sustainable development[9]. The NCSD is an inter-ministerial institutional body, composed of high-level decision makers from all ministries in Cambodia. Its main task is to ensure sustainability in development across all the economic, social and development sectors. The NCSD

[9] In contrast with the new MOE, the NCSD is a new entity, a cross-sectoral and inter-ministerial institutional body, though in transition some existing structures and responsibilities are likely to be attached to it.

will play a pivotal role in formulating, directing and evaluating policies, strategic plans, action plans, legal instruments, programs and projects on behalf of the RGC, and in promoting sustainable development in these policies, plans, instruments, programs and projects in collaboration with relevant agencies.

The Prime Minister is the Honorary Chair of the Council and the Minister of Environment serves as it Chair, supported by the First Vice Chair from a Secretary of State of the Council of Ministers and the Second Vice Chair from a Secretary of State of the Ministry of Environment. The operation of the NCSD will be supported by a General Secretariat under direct oversight of the Council's Executive Committee which consists of 12 members, derived from key Ministries members of the Council. The Executive Committee is chaired by the Minister of Environment. Under the Secretariat, there are five departments: 1) Administration, Planning and Finance; 2) Climate Change; 3) Green Economy; 4) Science and Technology; and 5) Biodiversity. The NCSD may establish additional committees, inter-ministerial working groups, taskforces, expert review panels, or other mechanisms.

3) **Proposal for an Environmental Code (EC):** In March, 2015, the Minister of the MoE made an official announcement of its goal to develop an Environmental Code with endorsement from the Prime Minister Hun Sen (see his decision number 284 Sorchornor Phosor dated March 16, 2015). The official endorsement given by the Prime Minister indicates a high-level political support and commitment for developing the Code and its enabling implementation framework.

The Environmental Code aims to establish the overarching principles and legal framework to guide implementation of existing laws including those currently outside of the MoE's jurisdictions, in order to achieve sustainable natural resource management and development. The Code will propose statutory changes of existing laws to ensure harmonization and to clarify roles and mandates among different ministries for governing natural resources and the environment. The centrepiece of the Code will be a new Environmental Impact Assessment (EIA) law. The Code will also propose an additional set of new laws to address matters that are either poorly addressed or not included in current laws, such as climate change resilience, green economy, urban environmental issues, remedies and enforcement matters, and citizens' rights.

In relation to the Code work, in February 2016, the Prime Minister announced a jurisdictional reform of NRM, focusing initially upon redefining the roles of the MoE and the Ministry of Agriculture, Forestry and Fishery (MAFF). Subsequently, the sub-decree No. 34 was issued to declare that the MoE will take on the primary mandate of protection and conservation of NRM while the MAFF will focus on the developmental aspects of NRM. Accordingly, all Protection Forests (PFs) including areas proposed for PFs haven been proposed to be transferred from the MAFF to the MoE. And the MoE is proposed to transfer ELCs to MAFF. In response to the jurisdictional reform, the MoE is currently preparing a strategy to create conservation corridors to connect areas under the Protection Forests (to be transferred from MAFF) and the areas under the Protected Areas (under MoE).

These achievements constitute important milestones in building laws, policies and programs supportive of sustainable development. However, continued technical, legal and policy support are required to fully develop and implement these key environmental governance reforms.

## II. STRATEGY

### 1. Overall objective

The overall objective of this project is to assist the RGC to implement environmental governance reforms in order to create an enabling policy and legal environment for conserving and protecting environmental resources at risk and for achieving sustainable development for Cambodia.

UNDP will play a key role in providing a range of high quality technical advisory services (see the project's support to the reforms below), in coordinating and mobilising support from development partners to assist the proposed reform activities, and in ensuring effective stakeholder engagement through extensive consultations (see IV management arrangement for more information).

### 2. Key Deliverables (KD)s under the reform

In order to achieve the development objective of environmental governance reform, the RGC aims to attain the following key deliverables.

1. KD1: New Structure of MoE Operationalized
2. KD2: New NCSD Organizational Structure and Authorities Operationalized
3. KD3: New Environmental Code (EC) Drafted
4. KD4: Integrated Ecosystem Mapping Developed and Operationalized

### 3. The project's support to the Reform:

**KD1 (MoE):** The development of the new structure of MoE in May 2015 has led to new roles and responsibilities of different departments and their staff. Hence, there is an acute need to develop clear strategies and action plans for effectively guiding departments and their staff, and for building an appropriate set of capacities within the institution, allowing it to improve the overall effectiveness and efficiency of environmental management. Thus, the project will assist the MoE in developing and refining short-term and long-term strategies and action plans to guide their staff to undertake new roles and responsibilities. The project will also facilitate assessment of the existing financial, administrative and human resources management capacities, constraints and needs of institutions and staff of different departments and units in. Based on the assessments, the project will assist the MoE and its departments in devising measures to address the identified capacity gaps.

In the case where a jurisdictional reform proposed by the Environmental Code work results in further re-organization of the Ministry, the project may provide policy and capacity building support to the MOE for institutional redefinitions of the roles and responsibilities of newly integrated departments and units.

**KD 2 (NCSD):** The NCSD faces similar issues to the ones of the MOE relating to the acute need to devise overall strategies and action plans and to build capacities of different departments and staff. Similar to the project's support for the MoE, the project will provide policy and technical support to assist the NCSD in developing and implementing short and long term strategies and action plans, and to organize capacity building activities for the NCSD general secretariat and departments.

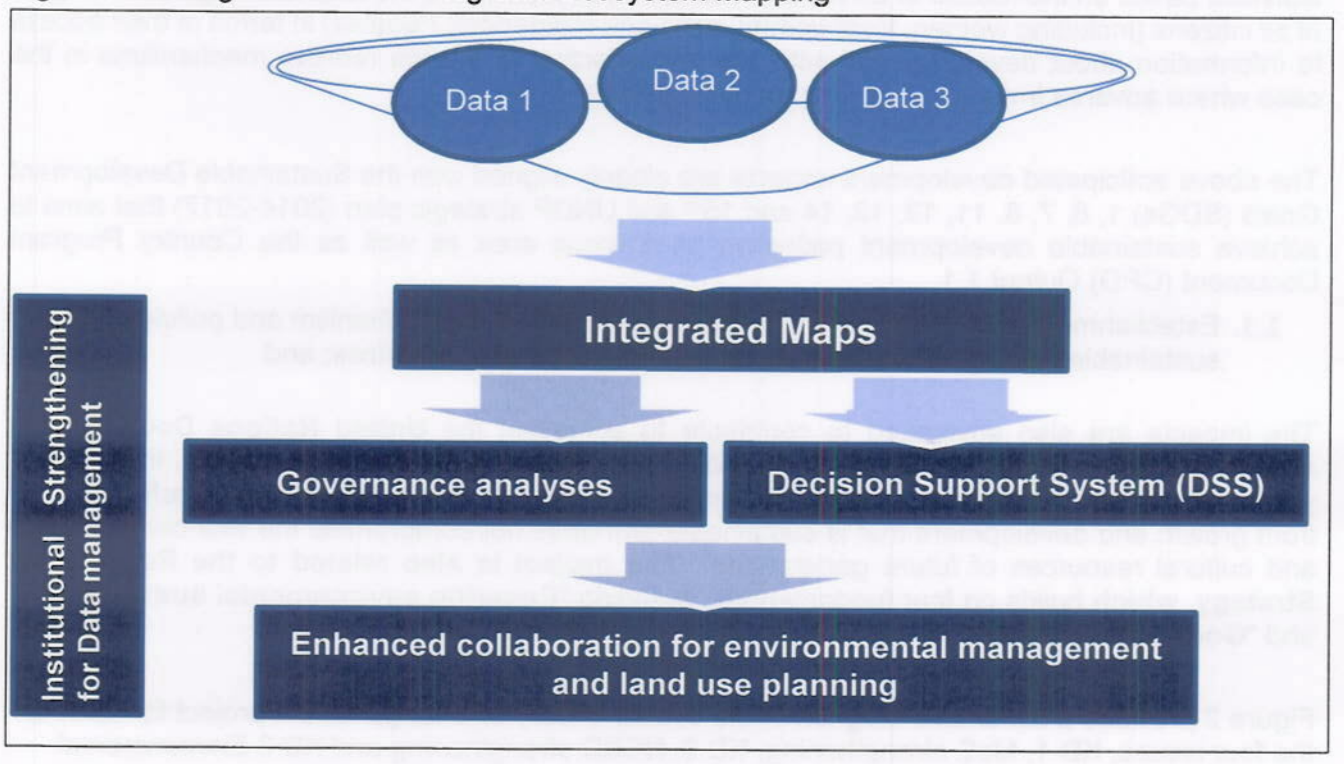
Given that the NCSD is a new institutional entity in Cambodia (in contrast with the MoE), it is imperative for key staff of the NCSD to learn from similar institutional models from other countries. This will help to draw on other countries' lessons to effectively operationalize the NCSD in Cambodia and turn into a high level cross-ministerial decision-making body. The project will therefore organize a series of learning activities and provide training on facilitation techniques and approaches for high-level cross-ministerial decision-making.

**KD3 (EC):** The project provides technical assistance to the MoE in developing an Environmental Code, which will contain overarching legal principles for the achievement of sustainable development, a proposal for statutory changes and implementation framework, and an EIA law.

**KD4 (Integrated Ecosystem Mapping):** The project will assist the RGC in developing integrated ecosystem mapping. Currently, different government bodies, NGOs and international organizations have collected a range of environmental data sets. However, these data are not consolidated at the national level. Nor are the data systematically used for national level decision making related to use of lands and natural resources. One consequence is that the allocation of areas for development purposes (such as ELCs, hydropower, roads and mining) occurs without adequate knowledge of their impacts on biodiversity, endangered species and rural livelihoods. Absence of consolidated data sets at the national level also makes it difficult for policy makers to make decisions to designate areas for conservation, developmental activities, and community based tenure.

Hence, the project will assist the RGC in consolidating available data and information on ecosystems, biodiversity, climate changes, rural livelihoods, and developmental activities in order to guide land use planning and decisions, The project will also develop a "Decision Support System (DSS)", a database decision making tool to assist decision makers in visualizing and identifying certain areas suitable for specific uses, such as areas for 1) intensified conservation and protection efforts, 2) intensified efforts to build climate resilience, and 3) community involvement and developmental activities. Furthermore, the project will provide technical support to relevant government institutions charged with geographical information management to monitor, update, and report data that are relevant for land uses, biodiversity, rural livelihoods and development.

Figure 1: Strategies under the Integrated Ecosystem Mapping



## 4. Theory of Change of the Project

Through its support for KD1, KD2, KD3 and KD 4 activities, the project will assist the RGC to implement environmental governance reforms to create an enabling policy and legal environment and to strengthen institutional capacity for stakeholders in Cambodia to engage in sustainable management of natural resources and environment in a manner that contributes to poverty reduction, environmental sustainability and climate resilience. Stakeholders targeted by the project include governments, the private sector, civil society organisations, local communities and Indigenous Peoples.

Whereas the project mainly addresses legal and policy issues at the national level, its positive effects are anticipated to spill over to the local level, even to local communities and Indigenous Peoples. For instance, the Environmental Code work (KD3) is likely to result in changes in jurisdictions, roles and mandates of different levels of government institutions so as to improve efficiency and effectiveness of Natural Resources Management (NRM). In doing so, the project will ensure any legal reforms to pay due attention to the needs and customary rights of local communities and Indigenous Peoples, and will further seek to unlock the potential of community based NRM in achieving livelihood improvement and resource conservation goals. Moreover, the project is envisaged to induce behavioural changes of the private sector in a way that any developmental projects would become more socially and environmentally responsible. This will be achieved through an enactment and effective enforcement of an Environmental Impact Assessment (EIA) law that aims to avoid and mitigate any adverse social and environmental impacts from developmental activities and through increasing the authority of the MoE in granting permission for developmental activities based on the results of EIA assessments. Furthermore, the Code will strengthen the rights of all citizens (including women, local communities and Indigenous Peoples) in terms of their access to information about developmental activities and effective grievance redress mechanisms in the case where adverse impacts of developmental activities emerge.

The above anticipated development impacts are closely aligned with the Sustainable Development Goals (SDGs) 1, 6, 7, 8, 11, 12, 13, 14 and 15[10] and UNDP strategic plan (2014-2017) that aims to achieve sustainable development pathways as a focus area as well as the Country Program Document (CPD) Output 1.1.

1.1. Establishment and strengthening institutions, coordination mechanism and policies for sustainable management of natural resources, ecosystem services; and

The impacts are also envisaged to contribute to achieving the **United Nations Development Assistance framework (UNDAF)** – Outcome 1 "by 2018, people living in Cambodia, in particular youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being, natural and cultural resources of future generations". **The project is also related to the Rectangular Strategy, which** builds on four fundamentals, including "**Ensuring environmental sustainability**" and "**Good Governance**".

Figure 2 provides a schematic diagram of the overall Theory of Change for the project for each of the four issues, KD 1, MoE strengthening, KD 2, NCSD strengthening and KD 3 Environmental Code and Ecosystem Mapping.

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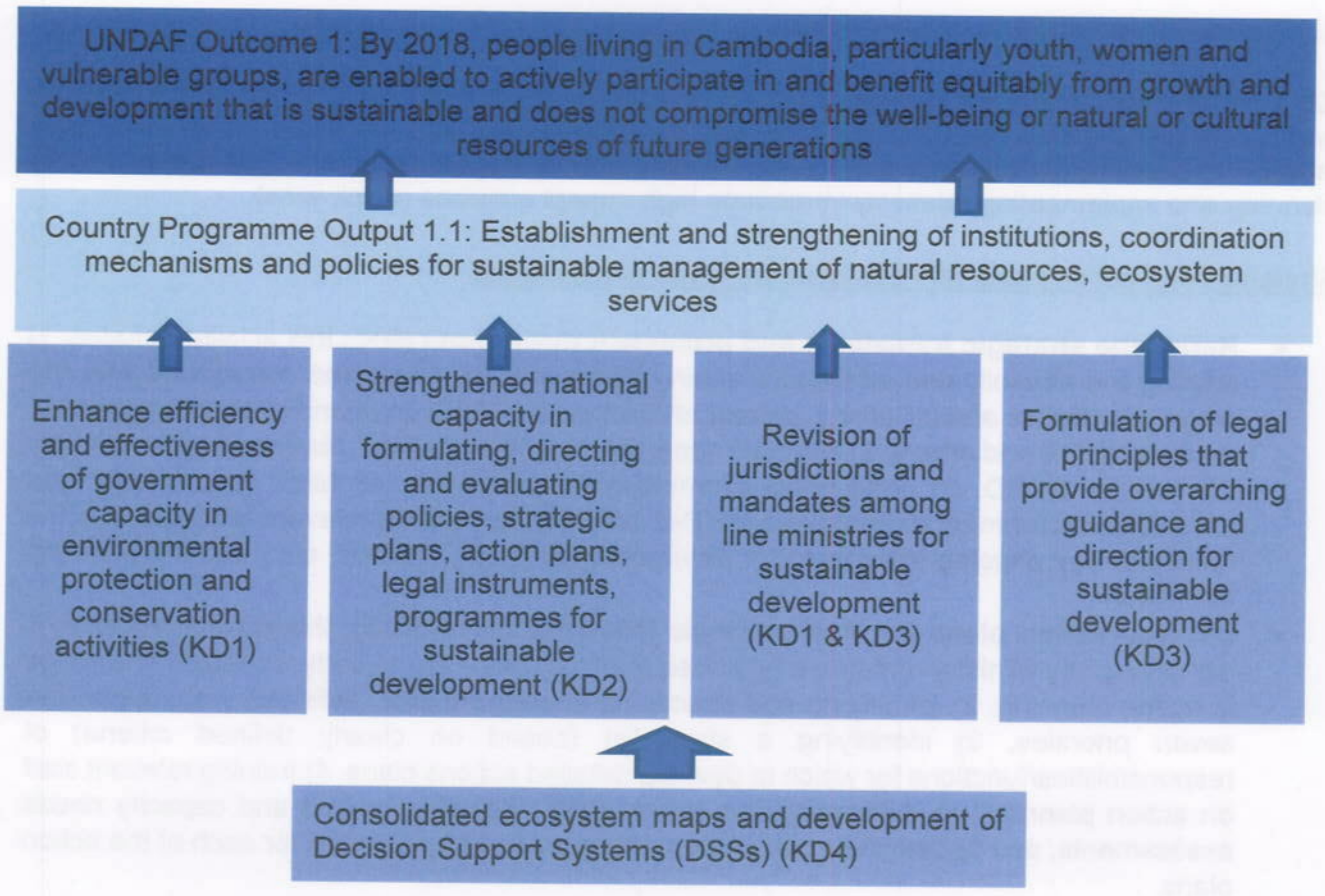
[10] **SDG 6** (Ensure availability and sustainable management of water and sanitation for all), **SDG 7** (Ensure access to affordable, reliable sustainable and modern energy for all), **SDG 8** (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), **SDG 11** (make cities and human settlements inclusive, safe, resilient and sustainable), **SDG 12** (Ensure sustainable consumption and production patterns), **SDG 13** (Take urgent action to combat climate change and its impacts" **SDG 14** (Conserve and sustainably use the oceans, seas, and marine resources for sustainable development), **SDG 15** (Protect, restores and promote sustainable use of terrestrial ecosystems, sustainably manage forest, combat desertification and halt and reverse land degradation and halt biodiversity loss)

**Figure 2: Theory of change of UNDP support**



## III. RESULTS AND PARTNERSHIPS

### 1. Planned interventions of the project:

**KD 1 (MOE):** the project will provide technical assistance to the MoE in: 1) developing strategies and action plans (2016-2023) for the MoE and its departments with the focus on seven priority areas[11], 2) capacity building support for the ministry and its departments in critical areas, and 3) planning and implementing relatively immediate high-impact activities (quick wins).

Strategies and action plans with the focus on seven priority areas

- **Refine the strategic framework and promote it throughout MoE:** this activity includes: 1) refining the consolidated strategic planning framework to reflect and correspond with the range of activities and initiatives, current and planned, of MoE itself and of partner agencies, donors, NGO's and others, 2) ensuring complementarity of the MoE planning framework with that of the NCSD, 3) conducting information sessions with all MoE departments and provincial environment departments (PEDs), and 4) incorporating relevant feedback and the results of key ongoing initiatives (i.e, Environmental Code, NESAP, etc.) into the planning framework.
- **Develop action plans for MoE strategic Priorities (2016-2023):** this activity includes 1) identifying key Ministry departments whose staff can be or are already mobilized to engage in action planning, 2) identifying and describing all relevant MoE activities that support the seven priorities, 3) identifying a short list (based on clearly defined criteria) of responsibilities/functions for which to develop detailed actions plans, 4) training relevant staff on action planning, 5) developing the action plans, including budget and capacity needs assessments, and 6) designing and implementing quick-win proposals for each of the action plans.
- **Communicate MoE priorities across government and to stakeholders** this activity includes 1) developing presentation materials and organizing information sessions with relevant Ministries and external stakeholders 2) conducting information sessions and 3) incorporating feedback into the planning framework.

Capacity building support for the ministry and its departments in critical areas

- **Support the senior management team[12]:** this activity includes 1) working with the MoE and NCSD senior managers to clarify mandates, responsibilities and activities between the two institutions, 2) establishing the makeup of MoE's senior management team and constituting it as an Executive Committee (EC), 3) establishing standard operational procedures for the EC, 4) developing the EC's first annual meeting calendar, 5) facilitating planning and management of regular EC meetings, and 4) evaluating performance and recommending improvements.
- **Develop a communications plan:** this activity includes 1) establishing roles and responsibilities for communications across the Ministry, 2) identifying principal communications needs and opportunities for a 18-month period, particularly related to the select actions plans described above, 3) developing communications and awareness raising strategies and plans for priority topics and activities, 4) facilitating implementation of a representative set of plans, and 5) evaluating performance and recommending improvements.
- **Develop a human resources plan:** this activity includes 1) developing a long term HR strategy, time frame, information needs and sources, 2) conducting a situational analysis relative to Ministry Strategic framework and organizational responsibilities, current capacities

[11] 1) State of the environment information, 2) Environmental impact assessment 3, Sustainable cities, 4) Climate change resilience, 5) Environmental impacts of agriculture, 6) Protected areas management 7) Strengthening the Ministry team

[12] Executive Committee consists of all members of the Ministry "management team", working together through regular meetings against a running list of topics and issues.

(HR, procurement, finance and admin), future needs, current and forecasted strengths and weaknesses, retention, compensation and other issues, 3) conducting needs assessments with relevant new department personnel, 4) developing a capacity building and field learning program, 5) developing staffing plans to address gaps and needs, 6) conducting hands on learning exercises, 7) conducting interim evaluations, and 8) preparing a comprehensive strategy and multi-year plan.

- **Support a working group on cooperation, planning and budgeting:** this activity includes 1) assisting MoE in cataloguing and analysing current and potential donor funded projects that support the Ministry's strategic priorities, 2) identifying gaps and needs for further development assistance and 3) developing resource mobilization and financing strategies.
- **Management of potential revenue[13] and funds[14]**: this activity includes 1) analysing current revenue streams and allocation processes. 2) proposing and updating special fund management procedures, 3) developing new guidelines for intake and allocation, and 4) publicizing new fund management procedures throughout the Ministry

Planning and supporting on-the-ground initiative for the quick wins

As indicated above, the MoE will be assisted in developing action plans to implement select functions/responsibilities within certain of the MoE's seven Strategic Priorities. For each of these, the potential to implement associated 'quick win' projects that demonstrate the Ministry's ability to achieve results will be assessed. These projects will also serve to promote the Ministry's longer-term plans within the chosen topic areas.

**KD 2 (NCSD):** The project will provide technical assistance to the NCSD in: 1) developing strategies and action plans (2016-2023) for the NCSD and its departments, and 2) capacity building support for the NCSD and its departments in critical areas.

Developing strategies and action plans (2016-2023) for the NCSD and its departments

- **Develop an overall strategy and action plan for making the NCSD effective:** this activity includes 1) analysing the NCSD's current activities relative to the MoE and other pertinent government bodies, partner agencies, donors, NGO's and others, 2) analysing other countries' experiences with similar institutional models, 3) organizing exchange visits with like-institutions to learn about their practices and experiences, 4) assessing practices and experiences of Cambodian government committees, possibly to keep, adopt and change them, 5) reviewing existing national policies, legislation and plans related to sustainable development, 6) assessing the scope and outcomes of initiatives pertinent to the NCSD (i.e., Environmental Code and NESAP), and 7) devising an overall strategy and action plan for making the NCSD effective.
- **Develop action plans for NCSD (2016-2023):** this activity includes 1) developing a template for action planning and budgeting, 2) training NCSD staff on strategic- and action-planning, 3) facilitating such planning though several interactive sessions, and 4) and helping NCSD staff in revising, finalizing and approving their strategic and action plans.
- **Communicate priorities across Government and to Stakeholders:** this activity includes 1) developing presentation materials and organizing information sessions with relevant Ministries and external stakeholders, 2) conducting those information sessions, and 3) incorporating feedback into the NCSD planning framework.

Capacity building support for the NCSD and its departments in critical areas

- **Strengthening NCSD and Secretariat:** this activity includes 1) developing standard operating procedures, 2) defining institutional arrangement for inter-agency cooperation/coordination (e.g. inter-ministerial working groups, taskforce, expert review panels), 3) developing a proposal for the first meeting of the NCSD, 4) developing an annual

[13] Potential revenue include fines, taxes, EIA fees, Payment for Ecosystem Services, REDD+.

[14] Potential funds include CCCA Trust Fund, Protected Area Fund (refer to PA law 2008), Environment Endowment Fund (refer to Law on Environmental Protection and Natural Resource Management 1996)

work plan of the Secretariat including its priority activities and strategy for Green Climate Fund accreditation, 5) organizing the first meeting of the NCSD, 6) facilitating planning and management of the Secretariat, and 7) evaluating performance and recommending improvements.

- **Strengthening General Secretariat Departments (1. Admin, Planning and Finance, 2. Climate Change, 3. Green Economy, 4. Science and Technology and 5. Biodiversity):** this activity includes 1) developing standard operating procedures and terms of references for each department, 2) defining institutional arrangements for inter-agency cooperation/coordination, 3) developing action plans including budget and capacity needs assessments, and 4) establishing technical working groups as needed,.
- **Strengthening capacity of member agencies:** this activity includes 1) assessing capacity needs of members, and 2) designing and providing training as appropriate.
- **Development of resource mobilization strategy:** this activity includes 1) analysing current financial needs, and 2) developing a resource mobilization strategy.

**KD3 (EC):** The project will provide technical assistance to the MoE in developing an Environmental Code and in developing an ecosystem mapping.

**Environment Code** may consist of four major sections:

- Section 1: Principles and objectives to govern all legislation under the Code's framework and clarifying new jurisdictional arrangements.
- Section 2: Environmental planning and management including new draft Environment Impact Assessment (EIA) law.
- Section 3: Sector specific analysis that presents those sector specific laws and regulations that are to be created or revised consistent with the provisions of the Code.
- Section 4: Implementation provisions. This includes those related to enforcement, legal rights to compel actions pursuant to the Code, special provisions related to citizens' rights, tax policy and other green growth incentives and other special provisions that will be applicable to all legislation developed according to the Code.

This project will facilitate the following series of policy discussions, ecosystem analyses, and comprehensive research and expert input that would form the crucial bases for the statutory changes and implementation framework for the Environmental Code. Throughout the processes, the project will ensure full engagement by the multi-stakeholder Sub-Technical Working Groups (STWGs) in all aspects of developing the Code. The project will also organize additional public consultation workshops to elicit comments and feedback from the general public as the draft Code is developed.

Creating overarching principles:

- Analysis of existing policies, laws and regulations and relevant international experience a) to identify best principles and standards for environmental management in Cambodia to be proposed as general principles and b) to identify overlaps among relevant ministries, implementation gaps against proposed overarching principles, formulation of revised jurisdictions and mandates to create more effective management of environment and natural resources matters across government at the national and local levels
- Development of general principles and objectives for Environmental Code

Development of proposals for statutory changes and implementation framework:

- Identification, research and formulation of innovative tools and mechanisms such as enforcement of citizens' rights, green tax policy, and climate change mitigation to be included in the Code
- Development of an initial Code, including proposals for statutory changes, creation of new normative rules to regulate environmental issues such as climate change, EIA, urbanisation, etc and implementation framework
- Public consultation workshops to present and receive comments on the draft Code.

Final drafting of the Code:

- Compilation of all components into a unified Code structure to be reviewed and presented to government for approval and adoption;
- Support to the Ministry during the government and National Assembly approval processes;
- Planning for public outreach, capacity building, pilot programming and other steps to promote effective implementation of the Code.

**KD4: Integrated Ecosystem Mapping Developed and Operationalized**

- Consolidation of existing of spatial data on ecosystems, biodiversity, rural livelihoods, development activities and energy,
- Designing and establishment of a Decision Support System (DSS) to be used for land use planning and decisions and
- Capacity building support to enhance the institutional capacity of MoE and NCSD for data management in regularly collecting, updating and managing environment and development data.

**2. Partnership: Collaborative arrangements with other development partners**

Building upon UNDP's former assistance for environmental governance reform, UNDP will continue to provide the MoE and NCSD with necessary technical and financial resources and quality assurance services for the development of the code.

As necessary, UNDP will ensure coordination among development partners, NGOs and other stakeholders to maximize joint efforts. Individual partners may take the lead on specific areas of support, within this broader framework. While doing so, UNDP seeks to maximize efficiency and effectiveness in provision of technical assistance for the NCSD and the MoE.

Besides the USAID and the Embassy of Japan, who are the main donors to the governance reform project, potential development partners who provide financial and technical assistance for the Environmental Governance Reform include Asian Development Bank, the European Union (EU), Japan International Cooperation Agency (JICA), and the Global Green Growth Institute (GGGI). Numerous development partners including the Food and Agriculture Organization (FAO), the World Food Programme (WFP) and conservation oriented NGOs such as Wildlife Conservation Society, World Wildlife Fund, Winrock International, Conservation International and Fauna and Flora International have expressed interest in collaboration with the UNDP through joining an advisory group for the integrated ecosystem mapping initiative. This advisory group will allow for the sharing of data and maps related to ecosystems and biodiversity in the country and provide technical advice for the development of integrated ecosystem mapping for the country.

| Key Deliverables | Major development partners involved |
|---|---|
| **KD1 MoE** | • ADB: NESAP, Support to GIS department<br>• JICA: EIA<br>• GGGI: Sustainable Cities<br>• EU: Technical expert for NRM & Fishery |
| **KD 2 NCSD** | • GGGI: Sustainable Cities<br>• CCCA: Climate change & knowledge portal |
| **KD 3 Env Code** | • EU: Technical expert for NRM and Fishery |
| **KD4 Ecosystem mapping** | • ADB, FAO, WFP, Winrock, Conservation International, WCS, FFI, WWF, Wildlife Alliance |

**Asian Development Bank (ADB):** ADB will provide the MoE with financial and technical assistance towards the formulations of the National Environmental Strategic Action Plan (NESAP).

Required under the Law on Environmental Protection and Natural Resources Management in Cambodia, the NESAP is intended to identify priority policy actions and tools and financing options for sustainable management of environment and natural resources. The NESAP is not a strategy for the MoE but is instead a *national* policy with the aim to guide efforts of various stakeholders (government, private sector, civil societies and development partners) to integrate environmental concerns into national and sub-national development policies, economic decision- making, and investment planning. The NESAP will cover the periods of 2015-2018 and 2019-2023, aligning with the National Strategic Development Plan (NSDP) and other national planning cycles. The process of formulating the NESAP will begin in September 2015. It is anticipated that the final product will be endorsed by the NCSD and receive final approval by the Royal Government of Cambodia before the end of 2016. In order to deliver actionable recommendations for government agencies and stakeholders in Cambodia, the NESAP will:

- Identify the contribution of environment and natural resources to economic growth and poverty reduction – making the economic and development case;
- Review current environment and natural resources status in the country;
- Analyse key drivers of change for the environment and natural resources over the past decade;
- Review the implementation status of existing national and sub-national strategies on environment, green growth and sustainable development, and develop lessons learned from their implementations;
- Identify and prioritize policy mechanisms and tools, as well as financing options for investing in environment stand-alone projects and environmental mainstreaming in key economic and social sectors (i.e. sustainable agricultural and tourism development);
- Identify the role of various stakeholders in operationalizing the NESAP.

In addition, NESAP will provide financial and technical support to the department of environmental knowledge and information under the Ministry of Environment with a view to creating an environmental portal. The portal is envisaged to host a broad range of environmentally related data and information including integrated ecosystem mapping. The Environmental Governance Reform project and the NESAP project intended to collaborate in establishing and operationalizing the portal.

**UNDP Cambodia Climate Change Alliance (CCCA) phase II:** The project aims to strengthen national systems and capacities to support the coordination and implementation of Cambodia's climate change response, contributing to a greener, low carbon, climate-resilient, equitable, sustainable and knowledge-based society. The Specific Objective is to contribute to the implementation of the Cambodia Climate Change Strategic Plan. The CCCA programme focuses on three main drivers of change: i. strengthening the governance of climate change ii. Harnessing public and private, domestic and external resources in support of the CCCSP vision and iii. Developing human and technological capital for climate change response. As part of its activities, the project aims to establish a knowledge portal, similar to the environmental portal proposed by the ADB's NESAP project. This knowledge portal is envisaged to store, manage and disseminate climate change related information. The ecosystem mapping initiative under the Environmental Governance Reform project will coordinate with the CCCA in creating the knowledge portal.

**European Union (EU):** EU will provide technical assistance (terrestrial ecosystem management expert and fishery expert) for strengthening the Ministry of Environment and to assist the sub-technical working group on terrestrial ecosystems under the Environmental Code.

**Japan International Cooperation Agency (JICA):** JICA plans to provide technical assistance to the Ministry of Environment, focusing on strengthening the EIA law and improving environmental standards for solid waste management in urban areas.

**Global Green Growth Institute (GGGI):** GGGI will provide the MoE with technical assistance for sustainable cities, one of the themes under the Environmental Code.

Coordination of the involved development partners with respect to the MoE and NCSD strengthening and Environmental Code development will be ensured through regular dialogues with the focal points from these agencies for the environmental sector, and through engagement of their experts in sub-technical working groups (for example relating to sustainable cities, waste and pollution management and ecosystem management and conservation) for the Environmental Code.

### 3. Stakeholder engagement strategies

The project aims to ensure effective engagement of stakeholders in the planning and effective management of natural resources in partnership with relevant stakeholders at various levels. This will be achieved through collection and analyses of relevant data and information on natural resources and environment and facilitation of participatory decision-making processes.

Strategies for involving stakeholders from NGOs, Civil Society, communities, Indigenous Peoples, Development Partners, Academics, and Private Sector are as follows.

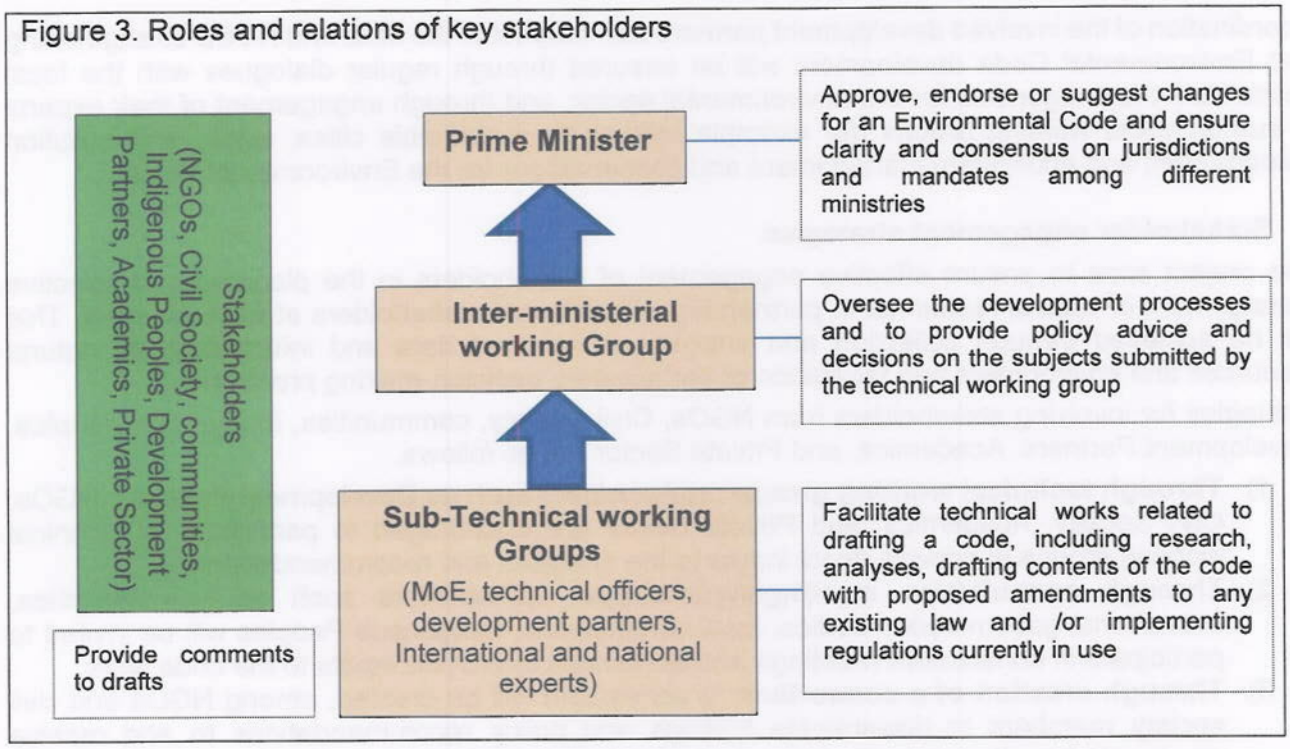
1) **Through technical working groups**: stakeholders such as Development Partners, NGOs, Civil Society, Academics, and Private Sector are encouraged to participate in technical working groups to provide direct inputs to the analyses and recommendations
2) **Through consultation meetings/workshops**: stakeholders such as line ministries, subnational governmental bodies, local communities, Indigenous Peoples will be invited to participate in consultative meetings and workshops to provide inputs to the code work.
3) **Through creation of a consortium**: a consortium will be created, among NGOs and civil society members to disseminate findings and policy recommendations to and receive comments from their constituencies including local communities and Indigenous Peoples.

For the environmental code activities, main actors include the 1) Sub-Technical Working Groups (STWGs), 2) inter-ministerial working group, 3) prime minister, and 4) stakeholders.

- **STWGs:** the groups will facilitate technical works related to drafting the code, including background research, making proposals for amendments and updates to any existing law and proposing an implementation framework. The members of the groups may include:
    - **Chair**: MoE advisors
    - **Officers from different General Directorate of the MoE** (e.g. Environmental Protection Agency, Nature Conservation and Protection Administration, Environmental Knowledge and Information Center, National Council for Sustainable Development)
    - **Officers representing relevant line ministries/departments/agencies**
    - **Law firm**
    - **Development partners**
    - **International and national experts**

  The STWGs will play a key role in the formulation of proposals for new legislative provisions. Additional public consultation events will seek comments from the general public as drafts of the Code are produced and refined. Expert inputs will also be an essential aspect of the creation of specific mechanisms and provisions, including experts.
- **Inter-ministerial working group with members from NCSD:** this working group will be established to oversee the Code development processes and to provide policy advice and decisions on the subjects submitted by the technical working group.
- **Prime Minister:** As an ultimate decision maker, the primary roles of the Prime Minister are to endorse/suggest changes for the Environmental Code for Parliamentary approval, and to ensure clarity and consensus on jurisdictions and mandates among different ministries
- **Other stakeholders** include NGOs, Civil Societies, Communities, Indigenous Peoples, Development partners, Academics, and Private Sector. They will be consulted throughout a series of drafting processes in order to make sure that their views and concerns are adequately incorporated into the Environmental Code.

Figure 3. Roles and relations of key stakeholders




4. **South-South and Triangular Cooperation (SSC/TrC)**

The project intends to use SSC/TrC for the following activities. For the work related to the National Council for Sustainable Development (NCSD), the project will organize learning visits to other countries in the region where key staff of the NCSD will learn lessons from similar institutional models, regarding how to effectively operationalize the NCSD in Cambodia and to turn into a high level cross-ministerial decision-making body. For the Environmental Code, its drafting processes will entail comprehensive analyses of existing environmental laws and practice in the Asia region and other developing countries to identify best practices and principles to be incorporated into the Code in Cambodia.

5. **Knowledge**

The project support for the KD 4 (Ecosystem Mapping) involves consolidation of existing geographical information and spatial knowledge related to conservation, development, climate resilience and green economy. The consolidated data will be stored in databases to assist the government to undertake land use planning and zoning to achieve sustainable development.

6. **Sustainability and Scaling Up**

The project's support to KD 1-4 is designed to complement one another to ensure long-term project impacts beyond the project cycle. While the Code work (KD3) seeks to create an enabling legal environment for sustainable NRM, the project's support to strengthen MoE (KD1) aims to build adequate skills and capacities within MoE to implement and enforce the Code so that the project effects will be sustained beyond the project period. Likewise, the project's support to strengthen NCSD (KD2) aims to operationalise a high level inter-ministerial decision-making body to formulate, direct and evaluate policies, strategic plans, action plans, legal instruments, and programmes for sustainable development. The integrated ecosystem mapping (KD4) will contribute to provision of comprehensive information required for the works related to KD 1, KD2 and KD3.

## IV. RESULTS AND RESOURCES FRAMEWORK

**Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:**

Outcome 1: By 2018, people living in Cambodia, particularly youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being or natural or cultural resources of future generations

*Indicator 1.4. Environmental Performance Index of Cambodia, Baseline (2014): 35,44 and Target (2018): Minimum 35,44 Data source frequency:* Yale University (biannually)

*Indicator 1.5. Index for Cambodia Policies and Institutions for Environmental Sustainability , Baseline (2013): 3.0 Target (2018): 3.5 Data source frequency* World Bank CPIA (annually)

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

Output 1.1: Establishment and strengthening of institutions, coordination mechanisms and policies for sustainable management of natural resources, ecosystem services

*Indicator 1.1.2:* Extent to which institutional and legal framework for environmental and climate change protects livelihoods of the poor and vulnerable:

*Baseline:* Not effective (1) *Target:* Effective (3) *Data source, frequency:* MoE (annually)

**Applicable Output(s) from 2014-17 Strategic Plan 1:** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for poor and excluded groups.

Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste

*Indicator 1.3.1 Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level*

*Baseline: (1) Ecosystem mapping Target: at least 3*

**Project title and ID (ATLAS Award ID): Environmental Governance Reform for Sustainable Development (Award ID 95386)**

| Outputs | Output indicators | Activities | Responsible Party | Inputs (US$) |
|---|---|---|---|---|
| **Output 1: Strengthening MoE new structure** | **Indicator 1.1**: Number of subsidiary legislations (sub-decrees, royal decrees, amendments) related to support the MoE new structure and functions to strengthen environmental management<br>• Baseline: A new sub decree on the MoE structure (2015)<br>• Targets: minimum 3 new subsidiary legislations including:<br>o Amendments to law to redefine the MoE including its role in EIA assessments<br>o Draft sub-decrees or prakas on new departments and functions<br>o Final version of EIA law<br>• Data sources: MoE (annually)<br><br>**Indicator 1.2:** Extent to which the institutional capacity of the MoE is enhanced to address environmental issues<br>• Baseline: to a limited degree (2015)<br>• Targets: to a great degree, measured by<br>o Strategic and action planning with budget planning<br>o Human resources plan in place<br>o Communications plan in place<br>o Procedures for funds management | Strategies and action plans with the focus on priority areas<br>1. Refine the strategic framework and promote it throughout MoE<br>2. Develop action plans for MOE strategic Priorities (2016-2023):<br>3. Communicate MoE priorities across government and to stakeholders<br>Capacity building of the ministry and departments<br>4. Support the senior management team<br>5. Develop communication plan<br>6. Develop human resources plan<br>7. Support working group on development cooperation, planning and budgeting<br>8. Management of potential revenues and funds<br>Planning and supporting for the quick wins<br>9. Identify quick win projects including the areas of PA management, Waste Management, climate resilience, sustainable cities, EIAs.<br>10. Implement quick win activities<br>11. Document status and next steps for quick-win projects | NCSD | 933,500 |

| | | | | |
|---|---|---|---|---|
| | o At least two quick-win projects being formulated<br>• Data sources: MoE (annually) | | | |
| **Output 2:** Strengthening the NCSD: | **Indicator 2.1**: Number of institutions with improved capacity to address climate change issues.<br>• Baseline: 1 NCSD<br>• Targets: Minimum 3<br>• Data sources: DCC of NCSD, CCCA (annually)<br><br>**Indicator 2.2:** Extent to which the institutional capacity of the NCSD is enhanced in formulating, directing and evaluating policies, strategic plans, action plans, legal instruments, programmes for sustainable development<br>• Baseline: to a very limited degree (2015)<br>• Targets: to great degree, measured by<br>o Strategic and action planning with budget planning<br>o Council meetings<br>o Number of legal instruments developed<br>• Data sources: NCSD (annually) | <u>NCSD strategies and action plans</u><br>1. Develop an overall strategy and action plan for making the NCSD effective:<br>2. Develop action plans for NCSD (2016-2023).<br>3. Communicate priorities across Government and to Stakeholders:<br><u>Capacity building of NCSD and departments</u><br>4. Strengthen NCSD and Secretariat:<br>5. Strengthen General Secretariat Departments (1. Admin, Planning and Finance, 2. Climate Change, 3. Green Economy, 4. Science and Technology and 5. Biodiversity):<br>6. Strengthen capacity of member agencies:<br>7. Develop resource mobilization strategy | NCSD | |
| **Output 3:** Developing Environmental Code | **Indicator 3.1** Number of laws or regulations addressing biodiversity conservation officially proposed, adopted, or implemented<br>• Baseline: N.A<br>• Target: Minimum 2 (Environmental Code, EIA law)<br>• Data source, frequency: MoE (annually)<br><br>**Indicator 3.2.** Number of public consultations organised for the development of Environmental Code<br>• Baseline: N.A.<br>• Target: at least 3 public consultation workshops and outreach activities involving local communities<br>• Data source, frequency: MoE (annually) | <u>Creating overarching principles</u><br>1. Establishment of secretariat, STWGs, and inter-ministerial working group<br>2. Initial analysis of existing policies, laws and regulations and relevant international experience to identify best principles and standards for environmental management in Cambodia<br>3. Analysis of existing policies, laws and regulations to identify overlaps among relevant ministries, and recommendations for improved management arrangements across government<br>4. Development of general principles and objectives for the Code<br><u>Development of proposals for statutory changes and implementation framework</u><br>5. Identification, research and formulation of innovative tools and mechanisms such as enforcement of citizen rights, green tax policy<br>6. Development of an initial Code, including proposals for statutory changes and creation of new laws, such as EIA<br>7. Public consultation workshops to present and receive comments on the draft Code<br><u>Final drafting of the Code</u><br>8. Compilation of all components into a unified Code structure | NCSD<br>UNDP | 1,071,278 |

| | | | | |
|---|---|---|---|---|
| | | 9. Support to the Ministry during the government and National Assembly approval processes<br>10. Detailed work plan for public outreach, capacity building, pilot programming and other steps to promote effective implementation of the Code. | | |
| **Output 4:** Development of integrated ecosystem mapping | **Indicators 4.1.** Extent to which ecosystems maps are integrated at the national level to show the status of forest, lands, water, biodiversity, critical ecosystems<br>• Baseline: none<br>• Target: Integrated ecosystem mapping developed and operationalised for national land use decisions<br>• Data source, frequency: UNDP (annually) | 1. Consolidation of existing of spatial data on ecosystems, biodiversity, rural livelihoods, development activities and energy<br>2. Designing and establishment of a Decision Support System (DSS) to be used for land use planning and decisions<br>3. Capacity building support to enhance the institutional capacity of MoE and NCSD for data management in regularly collecting, updating and managing environment and development data. | NCSD<br>UNDP | 198,700 |

## V. ANNUAL WORK PLAN BY ACTIVITIES

| Expected outputs | Planned activities | 2016 | | | 2017 | | | | 2018 | Responsible Parties | Funding sources | Planned budget (USD) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | | | |
| **Output 1:** Strengthened MoE new structure | Strategies and action plans with the focus on seven priority areas | | | | | | | | | NCSD, MoE | USAID | 933,500 |
| | • Refine strategic framework and promote throughout MoE | X | X | | | | | | | | | |
| | • Develop action plans for MOE strategic Priorities (2016-2023): | X | X | X | | | | | | | | |
| | • Communicate priorities across government and to stakeholders | | | X | X | X | X | X | X | | | |
| | Capacity building of the ministry and departments | | | | | | | | | | | |
| | • Support to the senior management team | X | X | X | X | X | X | X | X | | | |
| | • Develop communications plan | | X | X | X | | | | | | | |
| | • Develop human resources plan | | X | X | X | | | | | | | |
| | • Support working group on development cooperation, planning and budgeting | X | X | X | X | X | X | X | X | | | |
| | • Management of potential revenue and funds | | | X | X | X | X | | | | | |
| | Planning and supporting on-the-ground initiative for the quick wins | | | | | | | | | | | |
| | • Identify quick win projects including the areas of PA management, Waste Management, sustainable cities, EIAs. | X | | | | | | | | | | |
| | • Implement quick win activities | X | X | X | X | X | | | | | | |
| | • Document lessons learned for scaling up | | | | | X | X | X | X | | | |
| **Output 2:** Strengthened NCSD | NCSD strategies and action plans | | | | | | | | | NCSD | USAID | |
| | • Develop an overall strategy and action plan for making the NCSD effective: | X | | | | | | | | | | |
| | • Develop action plans for NCSD (2016-2023) | X | X | X | X | | | | | | | |
| | • Communicate priorities across Government and to Stakeholders: | X | X | | | | | | | | | |
| | Capacity building of NCSD and departments | | | | | | | | | | | |
| | • Strengthening NCSD and Secretariat: | X | X | X | X | X | X | X | X | | | |
| | • Strengthening General Secretariat Departments (1. Admin, Planning and Finance, 2. Climate Change, 3. Green Economy, 4. Science and Technology and 5. Biodiversity): | X | X | X | X | X | X | X | X | | | |
| | • Strengthening capacity of members: | X | X | X | X | X | X | | | | | |
| | • Development of resource mobilization strategy: this activity includes 1) analyze current financial needs and 2) develop resource mobilization strategy. | X | X | X | X | | | | | | | |
| **Output 3:** | Creating overarching principles | | | | | | | | | NCSD, MOE | USAID | 1,071,278 |

| Expected outputs | Planned activities | 2016 | | | 2017 | | | | 2018 | Responsible Parties | Funding sources | Planned budget (USD) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | | | |
| Environmental Code Developed | • Establishment of secretariat, STWGs, and inter-ministerial working group | X | X | | | | | | | | Japan – UNDP partnership fund<br>UNEP | |
| | • Initial analysis of existing policies, laws and regulations and relevant international experience to identify best principles and standards for environmental management in Cambodia | X | X | X | | | | | | | | |
| | • Analysis of existing policies, laws and regulations to identify overlaps among relevant ministries, and recommendations for improved management arrangements across government; | X | X | X | | | | | | | | |
| | • Development of general principles and objectives for the Code | X | X | | | | | | | | | |
| | Development of proposals for statutory changes and implementation framework | | | | | | | | | | | |
| | • Identification, research and formulation of innovative tools and mechanisms such as enforcement of citizen rights, green tax policy | | X | X | | | | | | | | |
| | • Development of an initial Code, including proposals for statutory changes and creation of new laws, such as EIA | | | X | X | | | | | | | |
| | • Public consultation workshops to present and receive comments on the draft Code | | | X | X | X | | | | | | |
| | Final draft of the Code | | | | | | | | | | | |
| | • Compilation of all components into a unified Code structure | | | | X | X | | | | | | |
| | • Support to the Ministry during the government and National Assembly approval processes | | | | X | X | X | | | | | |
| | • Detailed work plan for public outreach, capacity building, pilot programming and other steps to promote effective implementation of the Code | | | | | | X | X | X | | | |
| **Output 4:** Ecosystem mapping developed | • Consolidation of existing of spatial data on ecosystems, biodiversity, rural livelihoods, development activities and energy | X | X | X | | | | | | | USAID,<br>Japan – UNDP partnership fund<br>UNEP | 198,700 |
| | • Designing and establishment of a Decision Support System (DSS) to be used for land use planning and decisions | | X | X | X | | | | | | | |
| | • Capacity building support to enhance the institutional capacity of MoE and NCSD for data management in regularly collecting, updating and managing environment and development data | | | X | X | X | X | | | | | |
| Project management | • Day to day project management | X | X | X | X | X | X | X | X | | | 459,315 |
| | • Formulation of concept notes, and TORs for procuring goods and services | X | X | X | X | X | X | X | X | | | |
| | • Quarterly and annual project reporting, M &E | X | X | X | X | X | X | X | X | | | |
| | • Quality assurance of deliverables made by consultants, NGOs, and firms | X | X | X | X | X | X | X | X | | | |

| Expected outputs | Planned activities | 2016 | | | 2017 | | | | 2018 | Responsible Parties | Funding sources | Planned budget (USD) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | | | |
| | • Facilitation of meetings including project board meetings | X | X | X | X | X | X | X | X | | | |
| | • Audit | | | | X | | | | X | | | |
| | • Oversight of project implementation | X | X | X | X | X | X | X | X | | | |
| TOTAL | Output 1,2,3,4 + Project Management | | | | | | | | | | | 2,664,593 |
| GMS (8%) | | | | | | | | | | | | 213,167 |
| Grand total | | | | | | | | | | | | 2,877,760 |

## VI. ANNUAL WORK PLAN BY BUDGETS

In 2015, UNDP contributed the amount of USD298,400 to support the initial activities under the governance reform. From 2016-2018, USAID, Japan (through the Japan UNDP partnership fund) and UNEP are the three main donors that provide funds to the project. USAID provides a total of USD 2.873.440 to support the activities under KD 1-KD 4 and Japan provides a total of USD 300,000 to support the activities under KD 3 and KD 4.

Table 1: Donors' financial support for the KD 1, 2, 3, 4 and Project Management

| Item | Donors | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|
| KD 1 & 2 | USAID | 420,500 | 438,000 | 75,000 | 933,500 |
| KD 3 | USAID | 630,000 | 257,000 | 0 | 887,000 |
| | Japan | 132,278 | 0 | 0 | 132,278 |
| | UNEP | 52,000 | | | 52,000 |
| KD 4 | USAID | 0 | 35,000 | 0 | 35,000 |
| | Japan | 93,700 | 50,000 | 0 | 143,700 |
| | UNEP | 20,000 | | | 20,0000 |
| Project Management (PM) | USAID | 130,100 | 260,215 | 69,000 | 459,315 |
| | Japan | 1,800 | 0 | 0 | 1,800 |
| Total (KD 1,2,3,4 +PM) | USAID, JAPAN and UNEP | 1,480,378 | 1,040,215 | 144,000 | 2,664,593 |
| GMS (8%) | USAID, JAPAN and UNEP | 118,430 | 83,217 | 11,520 | 213,167 |
| **Grand Total** | **USAID, JAPAN and UNEP** | **1,598,808** | **1,123,432** | **155,520** | **2,877,760** |

**Table 2. Annual Work Plan by Budget: USAID fund**

| Outputs | Responsible party | Fund | Donor | Account | Description | 2016 | 2017 | 2018 | Total Cost | Budget notes |
|---|---|---|---|---|---|---|---|---|---|---|
| Technical support for output 1 and 2 | UNDP | 30000 | USAID | 71200 | International consultant | 27,000 | 30,000 | | 57,000 | 1 |
| | NCSD | 30000 | USAID | 71200 | International consultant | 140,000 | 120,000 | 20,000 | 280,000 | 2 |
| | NCSD | 30000 | USAID | 71300 | National consultant | 36,000 | 20,000 | 10,000 | 66,000 | 3 |
| Output 1. Ministry of Environment | UNDP | 30000 | USAID | 71200 | International consultants | 30,000 | 44,000 | 10,000 | 84,000 | 4 |
| | UNDP | 30000 | USAID | 71300 | National consultants | 20,000 | 25,000 | | 45,000 | 5 |
| | NCSD | 30000 | USAID | 72100 | Contractual services - Companies/NGOs/Govt | 50,000 | 100,000 | | 150,000 | 6 |
| Output 2. NCSD | UNDP | 30000 | USAID | 71300 | National consultants | 97,500 | 80,000 | 35,000 | 212,500 | 7 |
| | NCSD | 30000 | USAID | 71600 | Travel | 12,000 | 11,000 | | 23,000 | 8 |
| | NCSD | 30000 | USAID | 75700 | Training, workshops and conferences | 8,000 | 8,000 | | 16,000 | 9 |
| | **Subtotal 1 & 2** | | | | | **420,500** | **438,000** | **75,000** | **933,500** | |
| Output 3. ENV Code | UNDP | 30000 | USAID | 75700 | Training, workshops and conferences | | 7,000 | | 7,000 | 10 |
| | UNDP | 30000 | USAID | 72100 | Contractual services - Companies | 605,000 | 100,000 | | 705,000 | 11 |
| | NCSD | 30000 | USAID | 71200 | International consultant | 25,000 | 150,000 | | 175,000 | 12 |
| | **Subtotal output 3** | | | | | **630,000** | **257,000** | **0** | **887,000** | |
| Output 4. Ecosystem Mapping | UNDP | 30000 | USAID | 71200 | International consultant | | 20,000 | | 20,000 | 13 |
| | UNDP | 30000 | USAID | 71300 | National consultants | | 15,000 | | 15,000 | 14 |
| | **Subtotal output 4** | | | | | **0** | **35,000** | **0** | **35,000** | |
| Project management | UNDP | 30000 | USAID | 61300 | Salary & Post Adj Cst-IP Staff | 85,000 | 189,000 | 45,000 | 319,000 | 15 |
| | UNDP | 30000 | USAID | 71400 | Contractual Services-Individual | 16,000 | 32,000 | 11,000 | 59,000 | 16 |
| | UNDP | 30000 | USAID | 74200 | Audio Visual and Print Prod Costs | 3,000 | 5,000 | | 8,000 | 17 |
| | UNDP | 30000 | USAID | 71600 | Travel | 5,000 | 5,000 | | 10,000 | 18 |
| | UNDP | 30000 | USAID | 61100 | Cost-sharing | 6,000 | 10,000 | 4,000 | 20,000 | 19 |
| | UNDP | 30000 | USAID | 74500 | Miscellaneous Expenses | 15,100 | 19,215 | 9,000 | 43,315 | 20 |
| | **Subtotal PM** | | | | | **130,100** | **260,215** | **69,000** | **459,315** | |
| **Total (output 1, 2, 3, 4+PM)** | | | | | | **1,180,600** | **990,215** | **144,000** | **2,314,815** | |
| **GMS (8%)** | | | | | | **94,448** | **79,217** | **11,520** | **185,185** | |
| **Grand Total** | | | | | | **1,275,048** | **1,069,432** | **155,520** | **2,500,000** | |

**Budget notes**

| Output 1 and 2 | |
|---|---|
| 1 | 1 International Advisor: Natural Resources Management and Protected Areas to support Ministry transformation in NRM and biodiversity<br>• A senior specialist level, with a minimum of a master's degree related environmental management and policy with more than 15 years of working experiences in conservation and policies.<br>• An estimated fee per day is USD 600 with up to 80 working days per year (USD 48,000 in total per year at maximum) + 2 travels per year (USD 2,000*2 times=USD 4,000 between Cambodia and elsewhere) + DSA per year (USD 125*60 days=USD8,000). The amount of USD 33,750 co-financed by the Japan fund for 2016. |
| 2 | 1 lead international advisor for MoE and NCSD)<br>• A senior advisor level, with a minimum of a master's degree related environmental management, political science, social science with more than 15 years of working experience in environmental governance<br>• An estimated fee per day is USD 800 with up to 150 working days per year (USD 120,000 in total per year) + 4 times travels per year (USD 2,000*4=8,000) between Cambodia and elsewhere + DSA per year (USD 125 per day*100 days=12,500) |
| 3 | 1 lead national advisor to support overall management of works related to MoE and NCSD<br>• A senior advisor level, with a minimum of a bachelor's degree (a master' degree is a plus) with more than 15 years of working experience in environmental governance<br>• An estimated fee per day is USD 300 with up to 120 working days per year (USD 36,000 per year) |
| 4 | Up to 4 international consultants (e.g. 1 strategic planning, 1 communication, 1 HR expert)<br>• A specialist level, with a minimum of a master's degree with more than 5 years of working experience in communication/HR/strategic planning<br>• An estimated fee per day is USD 300-500 with up to 30 working days per year per person (details for the frequency of travels and length of their stays will be determined once the project initiated to reflect evolving needs) |
| 5 | Up to 4 national consultants (e.g. 1 strategic planning, 1 communication, 1 HR expert)<br>• A specialist level, a minimum of a bachelor's degree (a master' degree is a plus) with more than 5 years of working experience in communication/HR/strategic planning<br>• An estimated fee per day is USD 150-250 with up to 50 working days per year |
| 6 | Quick win projects (delivery based payment), (e.g. identification and creation of corridors, preparing management plans for effective conservation of natural resources, building climate change resilience) |
| 7 | Up to 5 national consultants (1 admin and finance officer, 1 planning and operations officer, 1 communication officer, 2 experts of topics to be selected)<br>National admin and finance officer<br>• A junior specialist level with a minimum of a bachelor's degree(a master' degree is a plus) in accounting, finance, or business with more than 5 years of working experience in admin and finance<br>• An estimated fee per day is USD 100 with up to 200 working days per year (USD 20,000 per year)<br>National planning and operations officer<br>• A junior specialist level with a minimum of a bachelor's degree(a master' degree is a plus) in economics, business or related field with more than 5 years of working experience in planning and operations<br>• An estimated fee per day is USD 100 with up to 200 working days per year (USD 20,000 per year)<br>National communication officer<br>• A junior specialist level with a minimum of a bachelor's degree(a master' degree is a plus) in communication or related field with more than 5 years of working experience in communication |

| | |
|---|---|
| | • An estimated fee per day is USD 100 with up to 200 working days per year (USD 20,000 per year) |
| 8 | Study tours to learn other countries' experiences in relation to NCSD<br>• Up to 5-6 persons per year<br>• An estimated travel cost per person is around USD 2,200 (USD 700 (return air ticket to a country in Asia)+ USD 1,390 (DSA USD 278 (e.g. Beijing) *5 days+ terminal fees of USD 100) |
| 9 | Meetings/workshops |
| **Output 3** | |
| 10 | Training and meeting for ecosystem mapping<br>• 100 participants*USD 30* 2 times= USD 6,000<br>• Printing: USD 300<br>• Translation: USD 600<br>• Other miscellaneous; USD 100 |
| 11 | A law firm which includes 1 international environmental lawyer, 1 international environmental specialist, 1 national project manager, 4 National env law experts, 7 Local senior researchers, 1 Admin and Finance assistant and 3-4 translators,<br><br>**Minimum Qualifications of 1 international environmental lawyer**<br>• At minimum, an university's degree in law that is equivalent to a master's level;<br>• A minimum of 10 years of experience in legal review and advisory services in the field of natural resource management and environment;<br><br>**Minimum Qualifications of 1 international environmental specialist**<br>• At minimum, an university's degree in biology, ecology or NRM that is equivalent to a master's level;<br>• A minimum of 5 years of experience in the field of natural resource management and environment;<br><br>**Minimum Qualifications of 4 national environmental lawyers**<br>• At minimum, a master's degree in law or equivalent;<br>• A minimum of 5 years of relevant experience (e.g., natural resource management and environmental law and policy, related public law fields including practice in the judicial system);<br><br>**Minimum Qualifications of one national manager**<br>• At minimum, a master's degree in law or equivalent;<br>• A minimum of 5 years of relevant experience (e.g., natural resource management and environmental policy);<br>• Prior work experience leading a project in developing Cambodian national laws, in the field of environment, and natural resources management;<br><br>**Minimum Qualifications of 7 national senior researchers to be assigned for 7 STWGs**<br>• At minimum, a bachelor degree in environmental law, management, planning, policy, natural resource management, or equivalent in a relevant field.<br>• A minimum of 5 years of relevant experience, including conducting research, writing reports, and project management |

| | |
|---|---|
| | **Minimum Qualifications of 1 national finance and admin officer**<br>• At minimum, a bachelor's degree or equivalent in public administration, finance or a related field<br>• A minimum of 3 years of relevant experience in the administration and financial management<br>• Prior experiences with logistics (e.g. booking venues, paying DSAs to participants, writing minutes)<br><br>**Minimum Qualifications of 3-4 national translators**<br>• At minimum, a bachelor's degree or equivalent in a relevant field<br>• A minimum of 3 years of working experience in translating between English and Khmer<br>• Prior experience in translating meeting minutes, reports and legal documents such as sub-decrees and government decisions. |
| 12 | 1 lead international advisor for Env Code with USD120,000 co-financed by the Japan fund<br>• A senior advisor level, with a minimum of a master's degree related environmental law with more than 15 years of working experience in environmental law<br>• An estimated fee per day is USD 750 with up to 176 working days per year (USD 132,000 in total) + 4 times travels per year (USD 2,000*3=8,000) between Cambodia and elsewhere + DSA per year (USD 125 per day*100 days=10,000) |
| **Project management** | |
| 13 | 1 international consultant for ecosystem mapping<br>• A specialist level with a minimum of a bachelor's degree in GIS, landscape planning with more than 5 years of working or research experience in GIS/remote sensing/landscape planning<br>• An estimated fee per day is USD 500 with up to 30 working days per year (USD 15,000 per year at maximum) +1 travel (USD 2,000) + DSA per year (USD 125*24 days=USD5,000). |
| 14 | 2 national consultants for ecosystem mapping<br>• A specialist level with a minimum of a bachelor's degree in GIS, landscape planning with more than 5 years of working or research experience in GIS/remote sensing/landscape planning<br>• An estimated fee per day is USD 250-300 with up to 60 working days per year |
| **Project management** | |
| 15 | 1 international project manager (P3)<br>• A specialist level UNDP fixed term staff with the annual cost of USD189,000<br>• A minimum of a master's degree related environmental policy, law and economics with more than 5 years of working experience in environmental policies with project management experiences |
| 16 | 1 national project finance and admin officer (SB4)<br>• A junior specialist level contracted staff with the annual cost of USD35,000 |
| 17 | Audio Visual and Print Product |
| 18 | Travel for UNDP staff for monitoring and attending workshops in provinces<br>• Air fare (between Phnom Penh and Siem Reap) per year: USD 250*3 persons* 3 times=USD 2,250<br>• DSAs in Siem Reap: USD 116 per day *3 persons* 2 days*3times= USD 2,088 |

| | |
|---|---|
| | • Field monitoring trips to provinces for quick win projects; up to USD 800 per year |
| 19 | Cost-sharing (20 % programme analyst, NoB)<br>• 20 % of the NoB (junior specialist level) fixed term staff, programmer analyst (with the annual cost of USD 50,000) |
| 20 | Admin costs<br>• Admin and IT cost (USD 8,200 per year) for two project staff (P3 and SB4)<br>• DPC (UNDP cost recovery charges: USD7,500 per year): DPC covers transaction costs borne by finance HR, and procurement related transactions<br>• Translations: USD 3,000 per year<br>• Audit cost: USD 4,000<br>• Evaluation: USD 4,915 |

**Table 3. Annual Work Plan by Budget: UNDP-Japan Partnership Fund**

| Outputs | Responsible party | Fund | Donor | Account | Description | 2016 | 2017 | Total Cost | Budget notes |
|---|---|---|---|---|---|---|---|---|---|
| **Output 1:** Development of overarching principles and objectives for Environmental Code<br>**Output 2**: Identification of overlaps of jurisdictions, roles and mandates of line ministries and gaps against agreed principles and objectives<br>**Output 4:** Development of an initial proposal for statutory changes | UNDP | 32045 | Japan | 71200 | International consultant | 123,250 | | 123,250 | 1 |
| | UNDP | 32045 | Japan | 75700 | Training, workshops and conferences | 9,028 | | 9,028 | 2 |
| **Output 3.** Development of a nationwide integrated ecosystem mapping as a tool to propose most suitable management arrangements for sustainable management of natural resources | UNDP | 32045 | Japan | 71200 | International consultant | 72,500 | 40,000 | 112,500 | 3 |
| | UNDP | 32045 | Japan | 71300 | National consultant | 21,200 | 3,800 | 25,000 | 4 |
| | UNDP | 32045 | Japan | 72200 | Equipment | | 6,200 | 6,200 | 5 |
| M &E | UNDP | 32045 | Japan | 74500 | Direct cost of MSU | 1,800 | | 1,800 | 6 |
| Subtotal | UNDP | 32045 | Japan | | | 227,778 | 50,000 | 277,778 | |
| GMS8% | UNDP | 32045 | Japan | | | 18,222 | 4,000 | 22,222 | |
| Total | UNDP | | Japan | | | 246,000 | 54,000 | 300,000 | |

**Budget notes**

| | |
|---|---|
| 1 | 1 Environmental legal advisor: USD 123,250 (USD850*145 days) |
| 2 | Meetings/workshops |
| 3 | 3 international consultants (1 GIS and ecosystem expert: USD 33,750 (USD 750*45 days) 1 Environmental Governance Expert USD 33,750 (USD 750*45 days) & 1 Data Support System Expert USD 45,000 (USD 750*60 days)) |
| 4 | 2 GIS and ecosystem experts USD 25,000 (USD250*50 days*2pp) |
| 5 | Equipment and materials (GPS, Computers, Cameras) |
| 6 | Project M&E cost |

**Table 4. Annual Work Plan by Budget: UNEP**

| Outputs | Responsible party | Fund | Donor | Account | Description | 2016 | Budget notes |
|---|---|---|---|---|---|---|---|
| | UNDP | | UNEP | 71600 | Travel | 4,000 | 1 |
| Output 3. ENV Code | UNDP | | UNEP | 75700 | Training, workshops and conferences | 40,000 | 2 |
| Output 4. Ecosystem Mapping | UNDP | | UNEP | 75700 | Training, workshops and conferences | 8,000 | 3 |
| | UNDP | | UNEP | 71200 | International consultant | 20,000 | 4 |
| Subtotal | UNDP | | UNEP | | | 72,000 | |
| GMS 8% | UNDP | | UNEP | | | 5,760 | |
| Total | UNDP | | UNEP | | | 77,760 | |

**Budget notes**

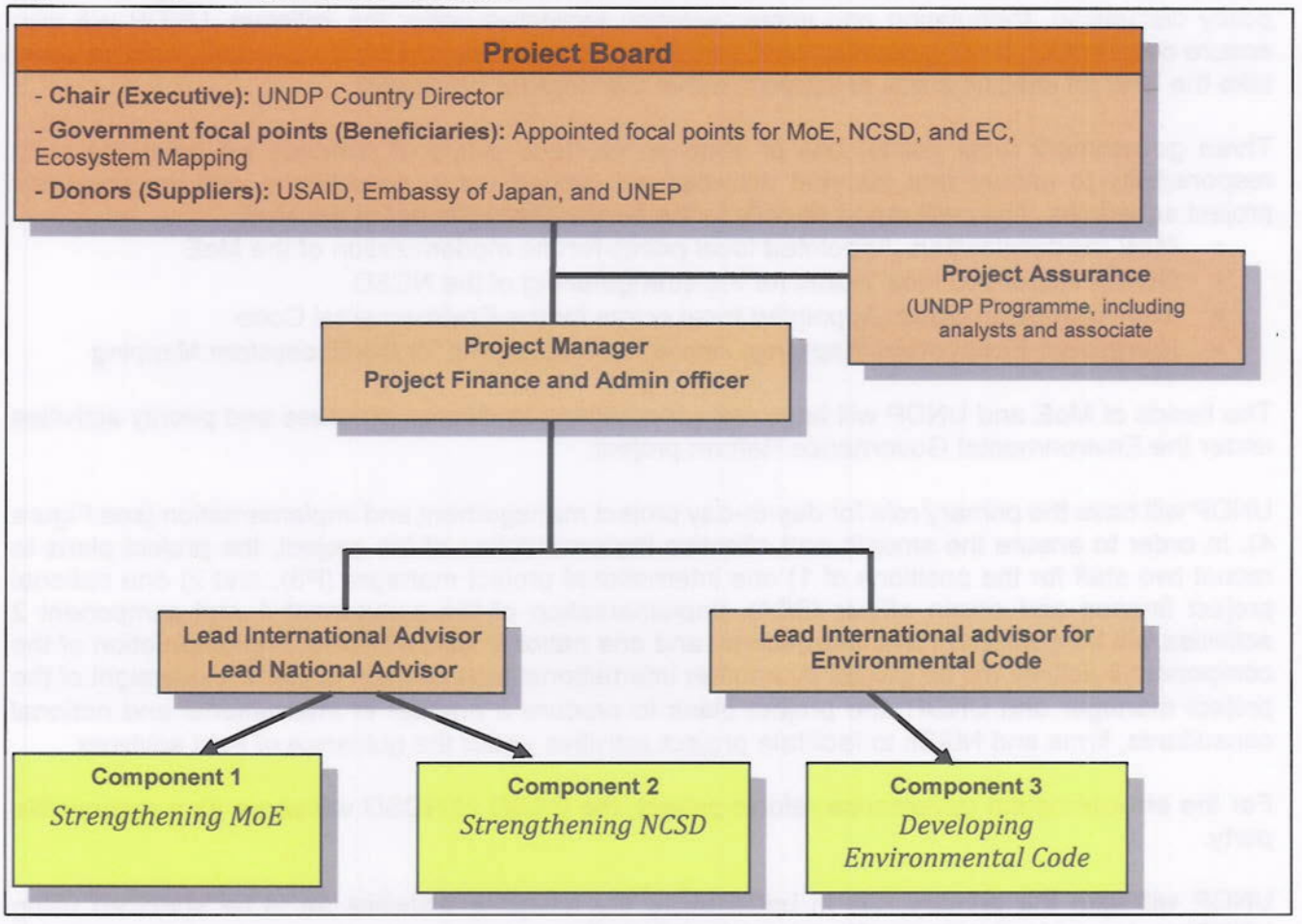
| | |
|---|---|
| 1 | 4 Travels and DSAs for regional experts on the key Sub-technical Working Group areas of the Environmental Code |
| 2 | 2 two day consultations workshops with more than 200 people (approximately 50 will be from provinces): USD 18,000*2=USD 36,000<br>2 one day inter-ministerial meeting: USD 4000 |
| 3 | Meetings/workshops |
| 4 | 1 Data Support System Expert USD 20,000 (USD 500*40 days)) |

## VII. MANAGEMENT ARRANGEMENTS

The project duration is from April 2016 to April, 2018. Following the Direct Implementing Modality (DIM) of UNDP, UNDP serves as an implementing agency and NCSD serves as a responsible party.

The project will be guided by a project board which is comprised of executive UNDP country Director (as a chair), government counterparts (appointed focal points for MoE, NCSD, Environmental Code and Ecosystem Mapping) and donors (i.e. USAID, Embassy of Japan and UNEP). Observer status may be given as the situation so demands to: individual persons (also in their personal capacity) from the United Nations Agencies, Civil Society Organizations and other relevant stakeholders as the board sees fit.

Figure 4. Project Organisation Structure




**The Project Board** is responsible for making by consensus management decisions when guidance is required by the Executive and chair of the board. In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance to standards that shall ensure best value for money, fairness, integrity transparency and effective international competition. In the case were a consensus cannot be reached in the Policy Board, the final decision shall rest with UNDP which is accountable to the Government for the correct execution of it Country Programme. Project board meetings will take place at minimum once a year, or as necessary when raised by the Project Manager or one of the Board members.

The Project Board, *inter alia*, will:

i. Provide strategic guidance based on the principles, strategies and cross-cutting issues for the identification of priorities to be tackled by the project;

ii. Support resource mobilization with relevant donors and development partners; Review and endorse annual work-plans developed by the leadership of the Senior Policy Advisor;
iii. Ensure strategic harmonization and coordination between complementary initiatives happening in country;
iv. Provide guidance and review progress against approved work-plans; and
v. Review evaluations/review findings and recommendations of the projects.

The project manager will be a staff member of UNDP Cambodia. The quality of the project will be regularly monitored and assured by the UNDP country office, such as the deputy country director, assistant country directors, programme analysts and associates. Additional technical support would be provided by the country office policy team as well as through access to external expertise pool locally and internationally, regional experts or institutions from the region as and when the project identifies the need. UNDP may also provide support, particularly for compiling lessons learned and sharing experiences with other stakeholders locally and internationally. Given UNDP's involvement in earlier phase of the environmental governance reform, UNDP will continue to mobilise and provide necessary technical and financial resources for and to provide quality assurance for analytical works, policy discussion, formulation and implementation facilitated under the initiative. UNDP will also ensure coordination among development partners wherever required while individual partners could take the lead on specific areas of support, within this broader framework.

Three government focal points, one of each of the three pillars of activities will have the main responsibility to ensure that planned activities are carried out in accordance with the proposed project schedules. They will report directly to the Senior Management of the MoE.

- **MoE modernization**: Appointed focal points for the modernization of the MoE
- **NCSD**: Appointed focal points for the strengthening of the NCSD
- **Environmental Code**: Appointed focal points for the Environmental Code
- **Integrated Ecosystem Mapping:** Appointed focal points for the Ecosystem Mapping

The heads of MoE and UNDP will have regular meetings to discuss progress and priority activities under the Environmental Governance Reform project.

UNDP will have the primary role for day-to-day project management and implementation (see Figure 4). In order to ensure the smooth and effective implementation of the project, the project plans to recruit two staff for the positions of 1) one international project manager (P3), and 2) one national project finance and admin officer (SB4). Implementation of the component 1 and component 2 activities will be guided by one international and one national lead advisors. Implementation of the component 3 activity will be guided by another international lead advisor. Under the oversight of the project manager and UNDP, the project plans to procure a number of international and national consultants, firms and NGOs to facilitate project activities under the guidance of lead advisors.

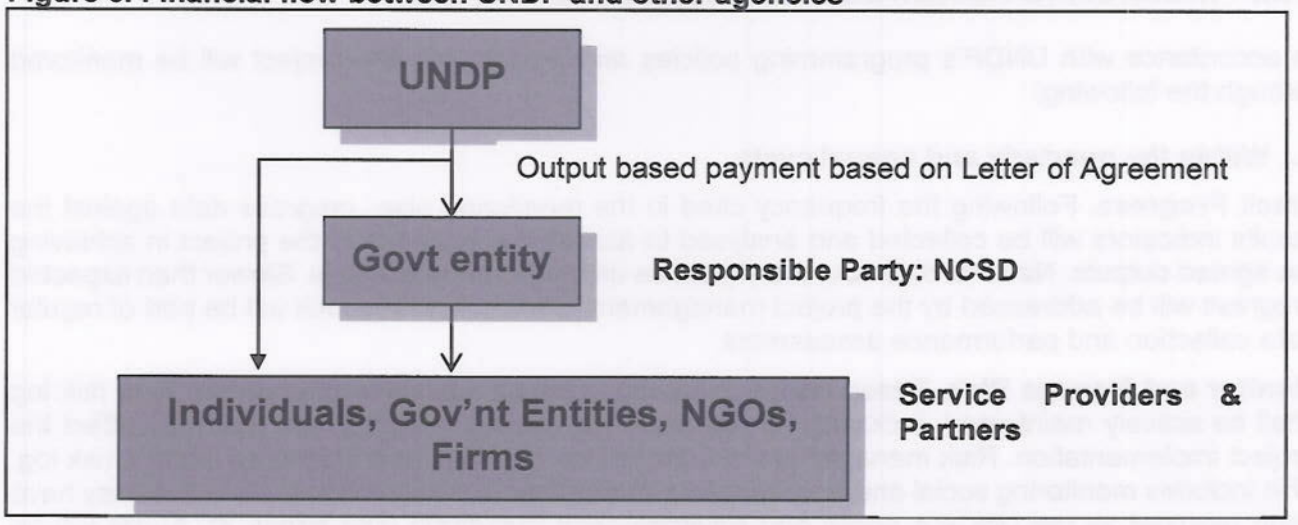
For the environmental governance reform project, the GSSD of NCSD will serve as a responsible party.

UNDP will take the primary role in undertaking the following activities as to be specified using UNDP's rules and procedures. These activities include:

- Identification and/or recruitment of project personnel;
- Procurement of international consultants and goods and equipment to be sourced internationally;
- Other procurement of services/goods; and
- Providing small grants to NGO/CBOs.

In addition, whenever appropriate and cost effective, UNDP and NCSD may sign Letter of Agreement (LoA), which is an output based payment modality. Details of activities under responsibilities of NCSD will be specified in the LoA. Upon signing the LoA, NCSD will open a commercial bank account. In this case, the NCSD are responsible for procuring services and goods to produce intended outputs and payments are provided based on agreed upon deliverables (see Figure 5 for the financial flow):

**Figure 5. Financial flow between UNDP and other agencies**




**Agreement on intellectual property rights and use of logo on the project's deliverables**

In order to accord proper acknowledgement to USAID, Japan, and UNEP for providing funding, both USAID, Japan and UNEP logos should appear in all relevant project publications, including among others, project events and other printed materials supported by the USAID, Japan and UNEP funds. Any citation on publications regarding projects funded by the USAID, Japan and UNEP should also accord proper acknowledgment to the USAID, Japan and UNEP.

## VIII. Monitoring Framework And Evaluation

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

### A. Within the quarterly and annual cycle

**Track Progress.** Following the frequency cited in the monitoring plan, progress data against the results indicators will be collected and analysed to assess the progress of the project in achieving the agreed outputs. National data sources should be used whenever possible. Slower than expected progress will be addressed by the project management. Beneficiary feedback will be part of regular data collection and performance assessment.

**Monitor and Manage Risk.** Based on the initial risk analysis submitted (see annex 2), a risk log shall be actively maintained, including by reviewing the external environment that may affect the project implementation. Risk management actions will be identified and monitored using a risk log. This includes monitoring social and environmental management measures and plans that may have been required as per UNDP's Social and Environmental Standards (see annex 3). Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.

**Evaluate and Learn.** Evaluations shall be conducted in accordance with the evaluation plan. Knowledge, good practices and lessons should be captured and shared, as well as actively sourced from other projects and partners, and integrated back into the project. If a project evaluation is required (e.g., when mandated by partnership principles, or due to the complexity or innovative aspects of the project), is should be conducted in accordance with the project's evaluation plan.

**Review and Make Course Corrections.** The project management will review the data and evidence collected (through all of the above) on a regular basis within the annual cycle, and make course corrections as needed. The frequency of review depends on the needs of the project, but an internal review of the available progress data against the results indicators is required at least quarterly. Any significant course corrections that require a decision by the Project Board should be raised at the next Project Board meeting.

### B. Annually

**Annual Project Quality Rating.** On an annual basis and at the end of the project, the quality of the project will be rated by the Quality Assurance Assessor against the quality criteria identified in UNDP's Project Quality Assurance System. Any quality concerns flagged by the process must be addressed by project management.

**Annual Project Review and Report**. The Project Board shall hold a project review at least once per year to assess the performance of the project and appraise the Annual Work Plan for the following year. An annual report will be presented to the Project Board for the review, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period. Any quality concerns or slower than expected progress should be discussed by the project and management actions agreed to address the issues identified. This review is driven by the Project Board and may involve other stakeholders as required.

### C. Closure

In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up.

### D. Audits

The project will be also subjected to the annual Audit, including interim audits or spot check in between following UNDP Financial Regulations and Rules and applicable Audit policies as per DIM procedures, based on certified financial statements provided by NCSD. Findings are referred to the project team for response and appropriate remedial action.

## IX. LEGAL CONTEXTS

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Cambodia and UNDP, signed on 19th 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 UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures.

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

UNDP agrees to undertake all reasonable efforts to ensure that none of the project 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. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

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.

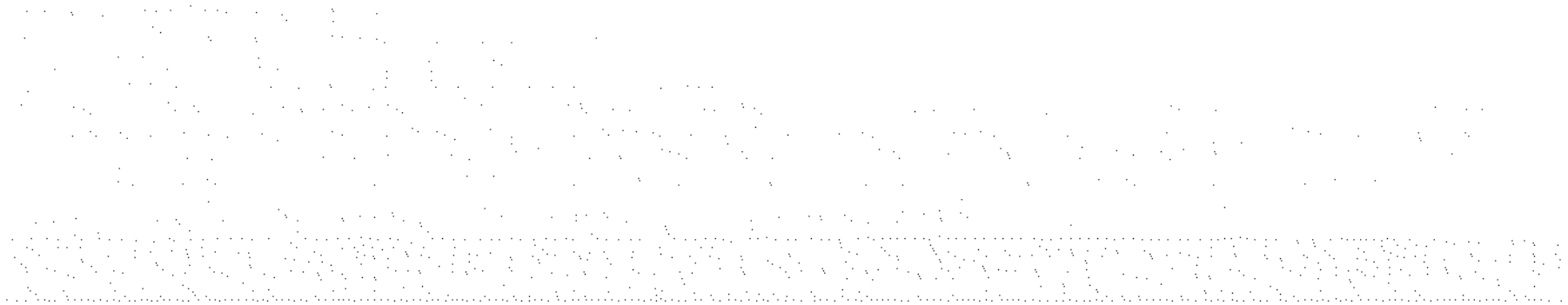
All parties shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

## X. ANNEXES

1. **Risk Analysis**.
2. **Social and Environmental Screening**
3. **Terms of references**
    a. **Project board**
    b. **Project management**
4. **Project QA Assessment: Design and Appraisal**

## ANNEX 1: LINE RISK LOG

| Project Title: Environmental Governance Reform | | | Award ID: 95386 | Date: 17 December 2015 |
|---|---|---|---|---|
| # | Description | Type | Impact & Probability | Countermeasures |
| 1 | Government staff capacity is not fully available for programme implementation due to other tasks | Strategic<br>Organizational | P =2<br>I = 5<br><br>Enter probability (P) on a scale from 1 (low) to 5 (high)<br>Enter impact (I) on a scale from 1 (low) to 5 (high) | The project components of MoE strengthening and NCSD operationalization are designed precisely to avoid the risk. The activity of MoE strengthening entails a detailed assessment of present capacities and capacity needs of different departments of MOE to devise effective strategies and plans to improve such capacities. Similarly, the works to operationalize the NCSD will start with the identification of capacity needs of the secretariat and different departments under the NCSD, and will devise actions plans to build and enhance capacities of these institutional entities. |
| 2 | This project requires timely provision of top level policy and legal advisory services for highly complex institutional, political and legal issues. Failure to procure consultants or firms who have adequate levels of expertise and relevant experiences in a timely manner is likely to have significant adverse impacts on the project quality, speed, and results. It may also affect the level of trust and confidence from governments for UNDP's ability to deliver policy advisory services in the future. | Organizational | P= 3<br>I=5 | The project seeks to avoid this risk by ensuring that procurement of services (individuals, firms) would be done in a most efficient manner with due consideration of needs for the top levels of expertise to successfully implement the project. |
| 3 | Cross-sector coordination and joint programming involving different ministries or agencies remains difficult and challenging | Political<br>Strategic | P = 4<br>I = 4 | The work to operationalize NCSD is aimed at tackling this risk by creating an effective policy forum where line ministries jointly discuss political decisions that are required for attaining sustainable development. |
| 4 | Coordination with other related initiatives such as NESAP and other donor support | Political<br>Strategic | P = 3<br>I = 4 | The project aims to ensure synergy and coordination with the NESAP and other donor initiatives related to environmental governance reforms through continuous dialogue and exchange of information. |
| 5 | Non harmonized data management systems | Operational<br>Strategic | P = 3<br>I = 3 | The project has a component to consolidate data related to ecosystems as well as to create and strengthen data management systems within the MoE/NCSD, |
| 6 | The quality of MOE/NCSD internal controls and fiduciary risk management capacities may decline due to management changes<br>(across results) | Financial | P = 4<br>I = 4 | Early orientations for MoE reform, as expressed by the Minister to CCCA partners, indicate that the current top management of MoE/CCD under NCSD, which has for example led to effective management and internal controls during the first phase of CCCA, will be maintained and strengthened. |



# ANNEX 2 SOCIAL AND ENVIRONMENTAL SCREENING

## Project Information

| *Project Information* | |
|---|---|
| 1. Project Title | Environmental Governance Reform for Sustainable Development |
| 2. Project Number | *95386* |
| 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 fully supports and incorporates the human-rights based approach in its goal, and design, as exemplified by a proposed Environmental Code. The Code will entail a set of overarching general principles. Examples include principles of public participation, of access to information, of access to effective remedies. This means that all citizens in Cambodia will be ensured of a full set of rights to participate in decision-making processes that would potentially affect them. They will also have a full set of rights to access to information about any decisions and activities (such as developmental activities) that may affect their lives and livelihoods. When any decisions and activities are found to be out of compliance or to adversely affect the rights and livelihoods of citizens, all citizens will have an access to effective grievance redress mechanisms to address their concerns and seek resolutions. Another notable measure integral of the environmental Code is an Environmental Impact Assessment (EIA) Law, whose primary objective is to avoid or mitigate any negative impacts on the livelihoods of citizens. |
| ***Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment*** |
| The project fully considers and promotes the gender equality and women's empowerment. "All citizens" mentioned above for the Code will refer to both men and women. Thus, both men and women would be encouraged to participate in and have an access to information for decisions that would concern them. Nevertheless, due attention would be paid to the need for women empowerment and addressing their needs. The project aims to achieve this goal by promoting women representatives from any level of organizations (government agencies, development partners, the civil society, academics, private sector, local communities and Indigenous Peoples) to participate in consultative process as well as to take an active role in facilitating discussions. |
| ***Briefly describe in the space below how the Project mainstreams environmental sustainability*** |
| This project's core objective is to ensure environmental sustainability through deployment of three core strategies, 1) MoE Strengthening, 2) Operationalization of NCSD and 3) Development of an Environmental Code. The objective of MoE strengthening is full operationalization of the new MoE organizational structure so as to enhance efficiency and effectiveness of their environmental protection and conservation activities. The activities related to NCSD aim at the establishment and operationalization of NCSD which will play a pivotal role in facilitating high level political discussions and dialogues to navigate present and future developmental activities to follow sustainable development pathways with due attention to the importance of environmental capitals in the country. An environmental code is envisaged to offer high level political solutions for policy related challenges that presently impede effective management and conservation of environmental capitals. |

## 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)? |
|---|---|---|---|---|
| *Risk Description* | *Impact and Probability (1-5)* | *Significance* | *Comments* | *Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.* |
| **Risk 1**: 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<br>P =2 | Low | The Environmental Code work will facilitate a series of consultations to incorporate stakeholders'' views on a draft Code.<br><br>A multi-stakeholder technical working established to ensure that Integrated Ecosystem Mapping exercise shall take into account voice of those affected | The project has already incorporated measures to eliminate or mitigate any associated risk of exclusion of potentially affected stakeholders, particularly, of local communities and Indigenous Peoples. For example, The project will conduct a series of consultations that would include representatives of local communities and Indigenous Peoples to adequately incorporate their concerns and interests into the Code.<br><br>Under the Integrated Ecosystem Mapping representatives from CSOs will be part of the technical working group. |
| **Risk 2** The Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? | I = 4<br>P =2 | Low | Environmental Code may include a proposal for changes in jurisdictions, roles and mandates of different line ministries in the areas of critical habitats, and ecosystems.<br><br>The MoE reorganization will incorporate the overarching principles of the Environmental Code into strengthening of the national PA system | Although the Code is likely to result in changes in jurisdictions, roles and mandates of different line ministries including the areas of critical habitats, ecosystems, such changes are meant to achieve more effective protection and conservation of critical habitats, and ecosystems.<br><br>The project will ensure proper consultations with relevant technical line agencies involved in jurisdiction changes. In addition, the spatial mapping and Decision Support System will be established under the project support to inform sound decision in the jurisdiction changes. |
| **Risk 3:** There is a likelihood that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples? | I = 4<br>P =2 | Low | Environmental Code may include a proposal for changes of jurisdictions, roles and mandates of different line ministries in the areas where Indigenous Peoples claim lands and their territories.<br>By incorporating the overarching principles of the Environmental Code, the strengthening of the PA system | Although the Code is likely to result in changes in jurisdictions, roles and mandates of different line ministries including the areas of critical habitats, ecosystems, such changes are meant to strengthen the rights of Indigenous Peoples. The Code and EIA law will include a FPIC (Free Prior Informed Consent) principle to mandate any future developmental activities require an informed consent from Indigenous Peoples.<br>The spatial mapping and Decision Support System will be established under the project support to inform sound decision in |

| | | | | |
|---|---|---|---|---|
| | | | will require consultation with indigenous people communities. | the jurisdiction changes and avoid adverse impact on the indigenous people. |

| QUESTION 4: What is the overall Project risk categorization? | | |
|---|---|---|
| Select one (see SESP for guidance) | | Comments |
| *Low Risk* | X | **This is primarily a policy project with limited involvement on the ground-level activities.** |
| *Moderate Risk* | ☐ | |
| *High Risk* | ☐ | |

| QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant? | | |
|---|---|---|
| Check all that apply | | Comments |
| *Principle 1: Human Rights* | ☐ | No requirement |
| *Principle 2: Gender Equality and Women's Empowerment* | ☐ | No requirement |
| *1. Biodiversity Conservation and Natural Resource Management* | ☐ | No requirement |
| *2. Climate Change Mitigation and Adaptation* | ☐ | No requirement |
| *3. Community Health, Safety and Working Conditions* | ☐ | No requirement |
| *4. Cultural Heritage* | ☐ | No requirement |
| *5. Displacement and Resettlement* | ☐ | No requirement |
| *6. Indigenous Peoples* | ☐ | No requirement |
| *7. Pollution Prevention and Resource Efficiency* | ☐ | No requirement |

## Final Sign Off

| *Signature* | *Date* | *Description* |
|---|---|---|
| QA Assessor | 18 April, 2016 | Moeko Saito-Jensen, Policy Specialist. |
| QA Approver | | Napoleon Navarro, Senior Policy Advisor |

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

| Checklist Potential Social and Environmental Risks | | |
|---|---|---|
| Principles 1: Human Rights | | Answer (Yes/No) |
| 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?[15] | 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? | N |
| 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? | N |
| 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?<br>*For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being* | N |
| 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?<br>*For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes* | 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 |

[15] 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.

| | | |
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| 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) | Y |
| 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 |
| 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?<br>*For example, construction of dams, reservoirs, river basin developments, groundwater extraction* | 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?<br>*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.* | N |
| **Standard 2: Climate Change Mitigation and Adaptation** | | |
| 2.1 | Will the proposed Project result in significant[16] 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 vulnerability to climate change now or in the future (also known as maladaptive practices)?<br>*For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding* | N |
| **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 |

[16] In regards to $CO_2$, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

| | | |
|---|---|---|
| 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 forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts) | N |
| 4.2 | 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?[17] | 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)? | Y |
| 6.2 | Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples? | Y |
| 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)? | Y |
| 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 transboundary impacts? | N |
| 7.2 | Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)? | N |

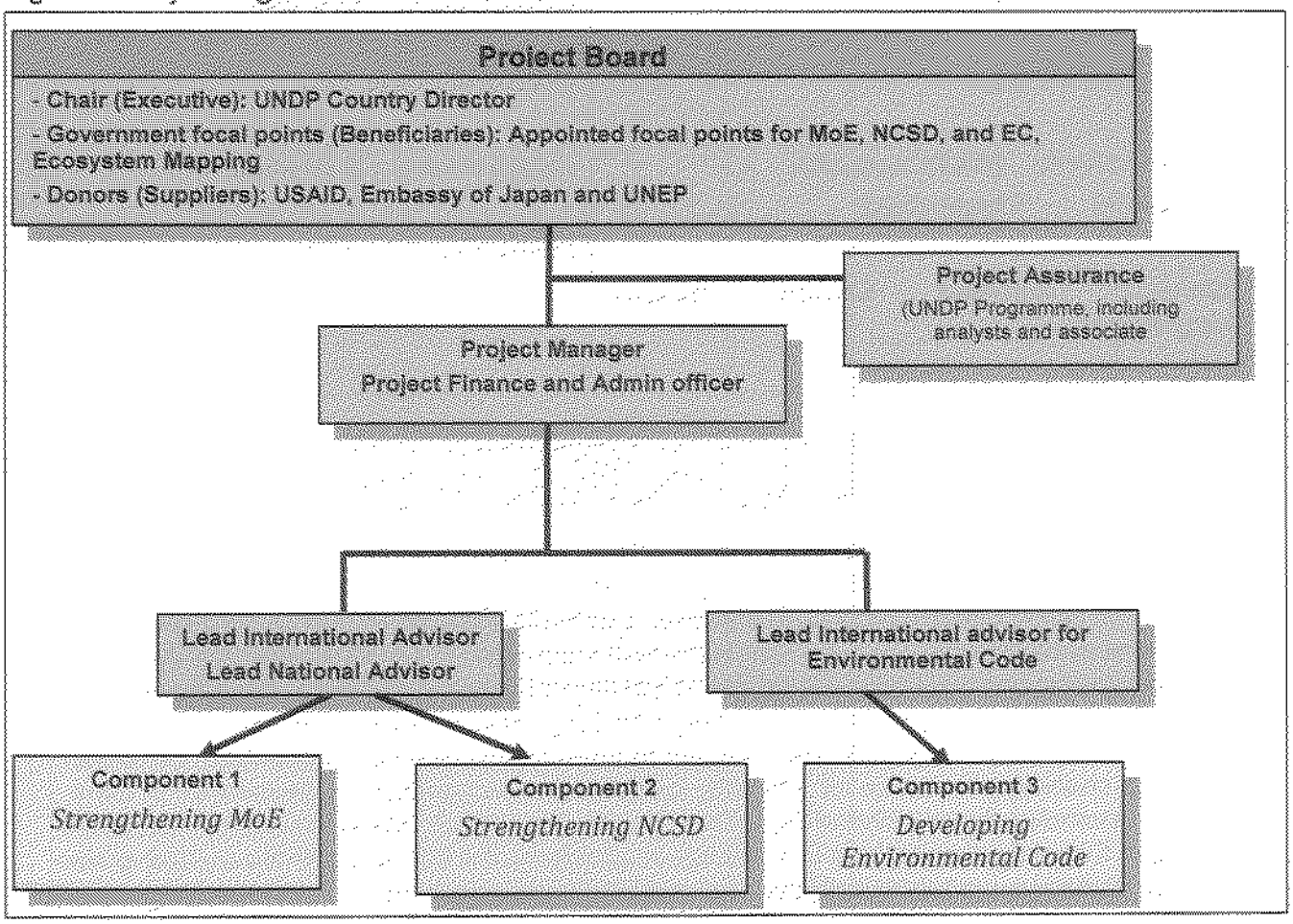
[17] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to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

| | | |
|---|---|---|
| 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?<br>*For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol* | N |
| 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 |

## ANNEX 3: TERMS OF REFERENCE OF PROJECT BOARD

The project will be guided by a Policy Board, which is comprised of executive UNDP country Director (as a chair), government counterparts (appointed focal points for MoE, NCSD, Environmental Code and Ecosystem Mapping) and donors (i.e. USAID, Embassy of Japan and UNEP). Observer status may be given as the situation so demands to: individual persons (also in their personal capacity) from the United Nations Agencies, Civil Society Organizations and other relevant stakeholders as the board sees fit.

Figure 4. Project Organisation Structure




**The Project board** is responsible for making by consensus management decisions when guidance is required by the Executive and chair of the board. In order to ensure UNDP's ultimate accountability, the Project board decisions should be made in accordance to standards that shall ensure best value for money, fairness, integrity transparency and effective international competition. In the case were a consensus cannot be reached in the Policy Board, the final decision shall rest with UNDP which is accountable to the Government for the correct execution of it Country Programme. Project board meetings will take place at minimum once a year, or as necessary when raised by the Project Manager or one of the Board members.

The Project Board, *inter alia*, will:

i. Provide strategic guidance based on the principles, strategies and cross-cutting issues for the identification of priorities to be tackled by the project;
ii. Support resource mobilization with relevant donors and development partners; Review and endorse annual work-plans developed by the leadership of the Senior Policy Advisor;
iii. Ensure strategic harmonization and coordination between complementary initiatives happening in country;
iv. Provide guidance and review progress against approved work-plans; and
v. Review evaluations/review findings and recommendations of the projects.

**UNITED NATIONS DEVELOPMENT PROGRAMME**
**JOB DESCRIPTION**

## I. Position Information

| | |
|---|---|
| Job Title: **Project Manager** | Current Grade: **New post** |
| Position Number: **xxxx** | Requested Grade: **P3** |
| Department/Unit: **RBAP/Cambodia**<br>Duty Station: **Phnom Penh** | Position Status: **Non-Rotational** |
| Supervisor: **Assistant Country Director (Porgramme)** | Contract Type: **FTA** |

## II. Organizational Context

Cambodia is rapidly transiting towards lower middle-income country[18]. The Gross National Income (GNI) per capita is USD 1,020 (World Bank 2014) with an annual Gross Domestic Product (GDP) growth of 7.4 percent (World Bank 2013). However, Cambodia is ranked 145 out of 178 countries for the Environmental Performance Index with the overall score of 35.44 out of 100 points[19] (Yale Center for Environmental Law and Policy, 2014)[20]. The World Bank's Country Policy Institutional Assessment (CPIA) (2014)[21] gives the country a score of 3 out of 6 in terms of its policy and institutional capacities in attaining environmental sustainability. Similar to other rapidly developing countries, Cambodia thus faces challenges in terms of attaining sustainable development. In September in 2015, Cambodia endorsed the adoption of Sustainable Development Goals (SDGs) in order to meet these challenges. Currently, Cambodia is in a process of specifying the SDG goals in the context of the particular challenges pertaining to Cambodian sustainable development.

Developmental activities have brought important economic benefits (e.g. generating employment), economic growth has intensified pressure on natural resources and environment, as is exemplified by the recent forest cover change from 57 % in 2011 to approximately 50%[22] in 2014 (RGC). This has led to heightened concerns among governments, development agencies and NGOs about adverse impacts on biodiversity and critical ecosystems, not least in the case of wildlife living in and adjacent to natural resource boundaries. Depletion and degradation of natural resources may adversely affect many Cambodians, especially on women, who are dependent on natural resources for their livelihoods. There are also concerns about the adverse impacts of the use of agriculture chemicals on human health, ecosystems and biodiversity. In urban areas, increasing levels of pollution, waste,

18 The world Bank (2015), "New country Classification" 2 July 2015, the World Bank

19 The score is given based on the calculation and aggregation of 20 indicators reflecting national-level environmental data.

20 See URL: www.epi.yale.edu

21 See URL: www. data.worldbank.org/data-catalog/CPIA

22 The latest figure as of February, 2014 is 49.77%, subject to further confirmation by the RGC.

and noise have become serious issues, which are exacerbated by the lack of effective environmental regulations and control mechanisms.

Furthermore, accelerating effects of climate change pose another set of environmental challenges for Cambodia. The country is currently ranked as the 8th most vulnerable country to climate change according to climate change vulnerability index conducted by Maplecroft com (2014)[23], indexed by increasing incidence of droughts, floods, and windstorms, and rising sea levels. Climate change is likely to have damaging effects on agriculture and livestock, thus posing threats for nearly 73% of the total population who reside in rural areas and are highly dependent on agriculture for their income.

At present, Cambodia has a number of governmental bodies and laws to govern its natural resources and the environment. The Ministry of Environment (MoE) is one of the governmental bodies with a central mandate to ensure conservation and management of natural resources and environment. In recent years, however, the MoE has faced significant constraints in addressing the emerging environmental issues and challenges due partly to its formerly outdated organizational structure, strategic priorities and implementation plans, and partly to insufficient human and technical resources.

Moreover, there was no effective inter-ministerial governmental body or legal principles that provide overarching guidance and direction for sustainable development. Additionally, the mandates and regulations of existing ministries do not adequately correspond to current and emerging challenges. Finally, overlapping jurisdictions and mandates among line ministries over the governance of natural resources and environment have created ambiguity and confusion concerning which ministry should be responsible for a particular resource and for what purposes. This has resulted in uneven and inadequate enforcement and application of environmental and natural resource requirements and standards, thus constraining and undermining efforts to protect the environment and facilitate sustainable development.

In response to these challenges, the Royal Government of Cambodia (RGC) embarked upon environmental governance reforms in November in 2013. These focus on three pillars of activities: 1) MoE modernization, 2) Establishment of the National Council of Sustainable Development (NCSD), and 3) Development of an Environmental Code.

The Environmental Governance Reform Project

The overall objective of this project is to assist the RGC to implement environmental governance reforms in order to create an enabling policy and legal environment for conserving and protecting environmental resources at risk. The project comprises of four key deliverables (KD):

- KD 1 Strengthening MoE: the project will assist the MoE in developing and refining short-term and long-term strategies and action plans to guide their staff to undertake new roles and responsibilities. The project will also facilitate assessment of the existing financial, administrative and human resources management capacities, constraints and needs of institutions and staff of different departments and units in. Based on the assessments, the project will assist the MoE and its departments in devising measures to address the identified capacity gaps.
- KD2 Strengthening NCSD: support will provided for NCSD to devise its overall strategies and action plans and to build capacities of different departments and staff. Similar to the project's support for the MoE, the project will provide policy and technical support to assist the NCSD in developing and implementing short and long term strategies and action plans, and to organize capacity building activities for the NCSD general secretariat and departments.

23 See Maple Croft URL: https://www.maplecroft.com

- KD3 Development of Environmental Code: The project provides technical assistance to the MoE in developing an Environmental Code, which will contain overarching legal principles for the achievement of sustainable development, a proposal for statutory changes and implementation framework, and an EIA law.
- KD4 Integrated Ecosystem Mapping: The Integrated Ecosystem Mapping aims to provide inputs to the KD1, KD 2 and KD3. Under this component, project will assist the RGC in consolidating available data and information on ecosystems, biodiversity, climate changes, rural livelihoods, and developmental activities in order to guide land use planning and decisions, The project will also develop a "Decision Support System (DSS)", a database decision making tool to assist decision makers in visualizing and identifying certain areas suitable for specific uses, such as areas for 1) intensified conservation and protection efforts, 2) intensified efforts to build climate resilience, and 3) community involvement and developmental activities. Furthermore, the project will provide technical support to relevant government institutions charged with geographical information management to monitor, update, and report data that are relevant for land uses, biodiversity, rural livelihoods and development.

The Contribution of the Programme Manager

The Project Manager will be responsible for providing quality advices and strategic guidance for the implementation and results based management of the project. Under the direct guidance of the Assistant Country Director (Programme) and in close consultation with UNDP Programme Analyst, s/he will work to ensure effective implementation and delivery of the project outputs. S/he will also be expect to liaise with the Policy and Advocacy Unit in providing policy engagement with the government, development partners, CSOs and other project stakeholders. The Project Manager will also ensure project coordination, management, monitoring and evaluation, financial, administrative, procurement and logistic matters of the project. S/he will also be responsible preparing progress and annual reports required by UNDP and donors (Japan Fund and USAID).

## III. Functions / Key Results Expected

**Summary of Key Functions:**

In the area of project management, the Porgramme Manager is expected to undertake the following functions:

1. Providing top quality advice and strategic guidance for effective implementation and results-based management of the project according to project objectives and stated results as well as with UNDP policies and procedures
2. Providing advisory support in monitoring and evaluation of the project to ensure effectiveness and efficiency in the delivery of project activities and results
3. Support coordination, management and monitoring of human resource, financial, administrative, procurement and logistical matters
4. Develop and maintain effective partnership
5. Knowledge management and sharing and capacity development

1. **Providing top quality advice and strategic guidance for effective implementation and results-based management of the project according to project objectives and stated results as well as with UNDP policies and procedures**
   - Take the lead in developing strategies and implementation plan of the project according to the project strategies
   - Ensure management and monitoring the project work progress and ensure timely delivery of project outputs

- Provide effective communication, coordination and cooperation between the members of the project's management team, technical team, and project consultants in planning, monitoring and implementation process
- Prepare the progress and annual reports to UNDP, and donors according to their respective reporting guidelines
- Prepare project board meetings and take lead in ensuring that recommendations made by the board be implemented
- Work closely with UNDP Country Office in providing overall quality assurance for the project based on UNDP rules, and procedures

2. **Providing advisory support in monitoring and evaluation of the project to ensure effectiveness and efficiency in the delivery of project activities and results**
   - Monitor and review of the progress outputs of the contracted partners against the project targets
   - Support the prepare the project budget/delivery report and related documents for UNDP Senior Management and/or donor
   - Ensure good quality and accuracy of financial reporting to donors and timely submission
   - Manage and monitor the programme issues and risks as initially identified in the project document appraised by the Local Programme Appraisal Committee, submit new issues and risks to the project board for consideration and decision on possible action if required. Update the status of these issues and risks by maintaining the Programme Risks Log and Issues Log
   - Provide inputs in developing terms of references for the final evaluation of the project

3. **Support coordination, management and monitoring of human resource, financial, administrative, procurement and logistical matters**
   - Planning and day-to-day management of project staff
   - Guide and oversee the work of project staff to ensure full compliance with the implementing rules, regulations, policies, and strategies
   - Maintain close contact with UNDP country office to ensure coordination on human resources administration as well as coordinating the recruitment process
   - Develop Terms of References of all required consultants and staff and actively participate in the recruitment process as required
   - Coordinate all national and international consultants to ensure that contracting processes are in accordance with planned schedules and deliverables
   - Coordinate all national and international consultants and the available knowledge resources to ensure the quality of the outputs produced under the project
   - Ensure accountability, transparency and competiveness in procurement and contracting aspects of the project
   - Ensure the implementation of the effective internal control, proper design and functioning of the financial resources management system
   - Ensure that budget is spent in accordance to the agreed work plan in a transparent and efficient manner following UNDP financial rules/regulation and the donor recommendations
   - Ensure the proper preparation for the project Audit exercise of the project and develop the follow up plan to response to Audit commendation and implement it effectively

4. **Develop and maintain effective partnership**
   - Develop and maintain effective relations with government counterparts, donors, and other project stakeholders
   - Build and maintain partnership through networking with stakeholders to generate their interest in the area related to the project as well as UNDP programme as a whole and in contributing to the resources mobilization effort
   - Ensure good partnership with contracted experts, consultants and other responsible partners to ensure that outcomes are met in a timely manner
   - In close collaboration with the programme analyst and associate, liaise with UNDP management for the effective implementation of the project
   - Preparation of top quality of reports and documents in support of future resource mobilization efforts, if required.

5. **Knowledge management and sharing and capacity development**

- Coordinate with project consultants and contracted partners to maintain the documentation of best practices and lessons learned on an ongoing basis
- Contribution to the development of knowledge products
- Coordinate contribution to knowledge networks and communities of practice
- Ensure that experiences and lessons learnt from programme implementation are adequately recorded and disseminated
- Based on the knowledge from the project, support the sharing of experiences and best practices at national, regional and international

## IV. Impact of Results

The key results of the post strengthen UNDP's contributions to the effort of the Royal Government of Cambodia in achieving Environmental Governance Reform for the sustainable development of Cambodia. With strong support from this position in ensuring the proper implementation of the project, the ultimate strategic objective of the project is to create an enabling policy and legal environment for conserving and protecting environmental resources at risk.

## V. Competencies

**Functional Competencies:**

Advocacy/Advancing A Policy-Oriented Agenda

**Level 2: Analysis and creation of messages and strategies**

- Creates effective advocacy strategies
- Performs analysis of political situations and scenarios, and contributes to the formulation of institutional responses

Results-Based Programme Development and Management

**Level 1.1: 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

**Level 2: Identifying and building partnerships**

- Effectively networks with partners seizing opportunities to build strategic alliances relevant to UNDP's mandate and strategic agenda
- Identifies needs and interventions for capacity building of counterparts, clients and potential partners
- Promotes UNDP's agenda in inter-agency meetings

Innovation and Marketing New Approaches

**Level 2: Developing new approaches**

- Seeks a broad range of perspectives in developing project proposals
- Identifies new approaches and promotes their use in other situations

- Creates an environment that fosters innovation and innovative thinking
- Makes the case for innovative ideas from the team with own supervisor

Resource Mobilization

**Level 2: Implementing resource mobilization strategies**

- Analyzes information on potential bilateral donors and national counterparts to recommend a strategic approach
- Identifies and compiles lessons learned
- Develops a resource mobilization strategy at the country level

Promoting Organizational Learning and Knowledge Sharing

**Level 2: 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

Job Knowledge/Technical Expertise

**Level 2: 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
- 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
- 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

**Level 2: Analysis and creation of messages and strategies**

- Performed analysis of political situations and scenarios, and contributes to the formulation of institutional responses
- Uses the opportunity to bring forward and disseminate materials for global advocacy work and adapts it for use at country level

Client Orientation

**Level 2: Contributing to positive outcomes for the client**

- Anticipates client needs
- Works towards creating an enabling environment for a smooth relationship between the clients and service provider
- Demonstrates understanding of client's perspective
- Solicits feedback on service provision and quality

**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

| VI. Recruitment Qualifications | |
|---|---|
| Education: | • A Master's Degree in Environment, Environmental Policy, Public Policy or other related fields. PhD's are encouraged to apply |
| Experience: | • *At least 5 years of professional experience at the national or international level in providing policy advices and project management in environmental management and sustainable development*<br>• *Minimum 3 year working experiences with multi-stakeholder and multi-disciplinary consultation processes*<br>• *Familiar with the UNDP's rules and procedures*<br>• *Understanding of Cambodia political and administrative system*<br>• *Proven experience in communication, negotiation, and documentation and ability to work with multi-disciplinary and cultural team*<br>• *Experience in the usage of computers and office software packages, and experience in handling of web-based management systems* |
| Language Requirements: | • *Excellent command of written and spoken English* |

# ANNEX 4: PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

## OVERALL PROJECT

| EXEMPLARY (5) ◉◉◉◉◉ | HIGHLY SATISFACTORY (4) ◉◉◉◉○ | SATISFACTORY (3) ◉◉◉○○ | NEEDS IMPROVEMENT (2) ◉◉○○○ | INADEQUATE (1) ◉○○○○ |
|---|---|---|---|---|
| At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary. | All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary. | At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above. | At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement. | One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement. |

## DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned**.** Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

## RATING CRITERIA

## STRATEGIC

| | | |
|---|---|---|
| **1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):**<br>• **3:** The project has a theory of change with explicit assumptions on how the project will contribute to higher level change as specified in the programme's theory of change, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time.<br>• **2:** The project has a theory of change related to the programme's theory of change. It has explicit assumptions that explain how the project intends to contribute to higher level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.<br>• **1:** The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme's theory of change. The project document does not clearly specify why the project's strategy is the best approach at this point in time.<br>*Note: Management Action or strong management justification must be given for a score of 1 | 3 | 2<br>1<br>**Evidence**<br>The project presents key policy and legal issues and strategies and actions to tackle these issues (See page 2-9: Situation Analysis, and Strategy) |
| **2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):**<br>• **3:** The project responds to one of the three areas of development work[24] as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas[25]; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. *(all must be true to select this option)*<br>• **2:** The project responds to one of the three areas of development work[1] as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true to select this option)*<br>• **1:** While the project may respond to one of the three areas of development work[1] as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. | 3 | 2<br>1<br>Evidence<br>The project facilitates environmental governance reform to further build resilience and to promote sustainable development pathways, particularly through its support for the National Council for Sustainable Development and for |

[24] 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

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

| | |
|---|---|
| | the Environmental Code which has the objective of creating an enabling legal environment for SD (see also p8 for the project's alignment with the UNDP's Strategy) |
| **RELEVANT** | |
| **3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):**<br>• **3:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups regularly through project monitoring. Representatives of the targeted group/geographic areas will contribute to project decision-making, such as being included in the project's governance mechanism (i.e., project board.) *(all must be true to select this option)*<br>• **2:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised, and are engaged in project design. The project document states clearly how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. Collecting feedback from targeted groups has been incorporated into the project's RRF/monitoring system, but representatives of the target group(s) may not be directly involved in the project's decision making. *(all must be true to select this option)*<br>• **1:** The target groups/geographic areas do not prioritize excluded and/or marginalised populations, or they may not be specified. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.<br>*Note: Management Action must be taken for a score of 1 | 3 \| **2** \| 1<br>*Select (all) targeted groups: (drop-down)*<br>**Evidence**<br>This is primarily a project to facilitate national level policy and legal reforms without specific target geographical areas. However, it has a strong emphasis on stakeholder participation in order to ensure interests of different groups are adequately incorporated into any decisions that would affect them. (See page 15,16: Stakeholder engagement strategies) |
| **4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):**<br>• **3:** Knowledge and lessons learned backed by credible evidence from evaluation, analysis and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.<br>• **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.<br>• **1:** There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.<br>*Note: Management Action or strong management justification must be given for a score of 1 | 3 \| **2** \| 1<br>**Evidence**<br>This project builds on the works carried out by the previous UNDP Linking Policy to Practice project. The project aims to address identified gaps by the previous project with regard to institutional capacities of MoE and NCSD (see Pages 2-9) |
| **5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):**<br>• **3:** A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)*<br>• **2:** A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)*<br>• **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered.<br>*Note: Management Action or strong management justification must be given for a score of 1 | 3 \| 2 \| 1<br>**Evidence**<br>The project fully considers and promotes the gender equality and women's empowerment. "All citizens" mentioned above for the Code will refer to both men and women. (See Annex 2 Social and Environmental Screening) |

| | | |
|---|---|---|
| **6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):**<br>• **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true to select this option)*<br>• **2:** Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.<br>• **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.<br>*Note: Management Action or strong management justification must be given for a score of 1 | 3 | 2 |
| | 1 | |
| | **Evidence**<br>Comprehensive analyses are conducted on the roles of development partners in the sector.<br>No other development partners have taken an active role of coordination among assistance provided by development partners. UNDP as a policy oriented organization has a clear comparative advantage in consolidating and coordinating development assistance for the work on Environmental Governance Reform. (Please see Page 13-15 for collaborative arrangements with other dev partners) | |
| **SOCIAL & ENVIRONMENTAL STANDARDS** | | |
| **7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):**<br>• **3:** Credible evidence that the project aims to further the realization of human rights, specifically upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously assessed and identified with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true to select this option)*<br>• **2:** Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget.<br>• **1:** No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.<br>*Note: Management action or strong management justification must be given for a score of 1 | 3 | 2 |
| | 1 | |
| | **Evidence**<br>The environment code work builds on the principles of human rights to promote citizens' rights to access to information, to participation and to effective grievance mechanisms (See Annex 2 Social and Environmental Screening) | |
| **8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):**<br>• **3:** Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true to select this option)*.<br>• **2:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.<br>• **1:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered.<br>*Note: Management action or strong management justification must be given for a score of 1 | 3 | 2 |
| | 1 | |
| | **Evidence**<br>The Environmental Impact Assessment Law (EIA) law will be the cornerstone of Environmental Code to avoid, mitigate any environmentally adverse effects of any developmental projects. | |
| | Yes | No |

| | |
|---|---|
| **9. If the project is worth $500,000 or more, has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?** Select N/A only if the project is worth less than $500,000. [if yes, upload the completed checklist] | N/A |
| **MANAGEMENT & MONITORING** | |
| **10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):**<br>• **3:** The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. *(all must be true to select this option)*<br>• **2:** The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. *(all must be true to select this option)*<br>• **1:** The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.<br>*Note: Management Action or strong management justification must be given for a score of 1 | 3 \| 2 \| 1<br>**Evidence**<br>The project specifies relevant outputs, activities, targets and indicators (See page 17-19: results and resource framework) |
| **11. Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?** | Yes (3) \| No (1) |
| **12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):**<br>• **3:** The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. *(all must be true to select this option)*.<br>• **2:** The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true to select this option)*<br>• **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.<br>*Note: Management Action or strong management justification must be given for a score of 1 | 3 \| 2 \| 1<br>**Evidence**<br>The project governance structure identifies Project Board and members and key focal institutions and individuals that are imperative for the successful implementation of the project. (See Page 30, 31 for management arrangement) |
| **13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):**<br>• **3:** Project risks fully described in the project risk log, based on comprehensive analysis which references key assumptions made in the project's theory of change. Clear and complete plan in place to manage and mitigate each risk. *(both must be true to select this option)*<br>• **2:** Project risks identified in the initial project risk log with mitigation measures identified for each risk.<br>• **1:** Some risks may be identified in the initial project risk log, but no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.<br>*Note: Management Action must be taken for a score of 1 | 3 \| 2 \| 1<br>**Evidence**<br>The project identified the risks and mitigation measures (See Annex 1. Risk logs.) |
| **EFFICIENT** | |
| **14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources** | Yes (3) \| No (1) |

| | | |
|---|---|---|
| **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.** | | |
| **15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)** | Yes (3) | No (1) |
| **16. Is the budget justified and supported with valid estimates?** | Yes (3) | No (1) |
| **17. Is the Country Office fully recovering its costs involved with project implementation?** | Yes (3) | No (1) |
| **EFFECTIVE** | | |
| **18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):**<br>• **3:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. *(both must be true to select this option)*<br>• **2:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.<br>• **1:** The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.<br>*Note: Management Action or strong management justification must be given for a score of 1 | 3 | 2 |
| | 1 | |
| | **Evidence**<br>N.A This is DIM. | |
| **19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?**<br>• 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.<br>• 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.<br>• 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. | 3 | 2 |
| | 1 | |
| | **Evidence**<br>Environmental Code work will have a strong emphasis on stakeholder engagement (see Page 15, 16: Stakeholder Engagement Strategies) | |
| **20. Does the project have explicit plans for evaluation or other lesson learning, timed to inform course corrections if needed during project implementation?** | Yes (3) | No (1) |
| **21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.**<br>*Note: Management Action or strong management justification must be given for a score of "no" | Yes (3) | No (1) |
| | **Evidence** | |
| **22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):**<br>• **3:** The project has a realistic work plan & budget covering the duration of the project *at the activity level* to ensure outputs are delivered on time and within the allotted resources.<br>• **2:** The project has a work plan & budget covering the duration of the project at the output level.<br>• **1:** The project does not yet have a work plan & budget covering the duration of the project. | 3 | 2 |
| | 1 | |
| | **Evidence**<br>See page 17-19 annual workplan. | |
| **SUSTAINABILITY & NATIONAL OWNERSHIP** | | |
| **23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):**<br>• **3:** National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.<br>• **2:** The project has been developed by UNDP in close consultation with national partners. | 3 | 2 |
| | 1 | |
| | **Evidence**<br>Draft project concept notes were shared with | |

| | | |
|---|---|---|
| • **1:** The project has been developed by UNDP with limited or no engagement with national partners. | government counterparts for comments during the course of development. | |
| **24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):**<br>• **4:** The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed.<br>• **3:** A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy.<br>• **2:** A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.<br>• **1:** There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned.<br>• **0:** Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. | 4 | 3 |
| | 2 | 1 |
| | 0 | |
| | **Evidence**<br>The project's key objectives include strengthening capacities of MoE and NCSD based on an inception report that systematically assessed capacities of MoE and NCSD to devise effective strategies to address any capacity gaps. | |
| **25. 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) |
| **26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?** | Yes (3) | No (1) |

**Local Project Appraisal Committee (LPAC) Meeting for Environmental Governance Reform Project**

17 March 2016, 10:00-12:00

LAD Conference room

UNDP Cambodia

**AGENDA**

| Time | Agenda | Speaker |
|---|---|---|
| 9:45 –10:00 | Arrival of participants | |
| 10:00 –10:10 | Introductory and welcome remarks | **Setsuko Yamazaki**<br>Country Director, UNDP |
| 10:10 –10:20 | Opening remarks | **H.E. Sao Sopheap**<br>Advisor to the Ministry & Director of the Cabinet, MoE |
| 10:20 –11:00 | Presentation of the draft Project Document | **Napoleon Navarro**<br>Senior Policy Advisor, UNDP |
| 11:00 –11:40 | Open discussion/comments on the project | **Setsuko Yamazaki**<br>Country Director, UNDP |
| 11:40 –11:45 | Remarks | **H.E. Sao Sopheap**<br>Advisor to the Ministry & Director of the Cabinet, MoE |
| 11:45 –11:50 | Summary and conclusion | **Setsuko Yamazaki**<br>Country Director, UNDP |

**Attendees:**

| No. | Name | Title | Organization |
|---|---|---|---|
| 1 | H.E. Sao Sopheap | Advisor and Cabinet Direct, | MoE |
| 2 | H.E. Chan Somaly | Deputy Secretary General | NCSD |
| 3 | H.E. E. Vuthy | Advisor | MoE |
| 4 | H.E. Sum Sokhamphou | Assistant to MoE, Deputy Director General | MoE |
| 5 | Chiv Seihakneath | Officer | MoE |
| 6 | Khov Bopharoth | Officer | MoE |
| 7 | Sum Sovanndeka | Officer | Moe |
| 8 | Sandra Stajka | Office Director | USAID |
| 9 | Go Tsuruta | Second Secretary | Embassy of Japan |
| 10 | Setsuko Yamazaki | Country Director | UNDP |
| 11 | Enrico Gaveglia | Deputy Country Director | UNDP |
| 12 | Napoleon Navarro | Senior Policy Advisor | UNDP |
| 13 | Moeko Saito-Jensen | Policy Specialist | UNDP |
| 14 | Phearanich Hing | Policy Analyst | UNDP |
| 15 | Daniel Varga | RBM Specialist | UNDP |
| 16 | Sann Sok | HR analyst | UNDP |

## Background

### About LPAC and processes leading to the LPAC

- The two main objectives of the LPAC meeting are 1) to receive comments from relevant stakeholders for the project document and 2) for the Committee to make a subsequent decision as to whether to recommend the project to be approved.
- Prior to the LPAC meeting, UNDP shared earlier versions of the project document with the government focal points, USAID and the Embassy of Japan for comments. UNDP have incorporated comments into the final version of the project document which was distributed to the participants of the LPAC on 10 March 2016. UNDP also conducted pre-meetings with the government focal points and the Embassy of Japan prior to the LPAC.

### About Cambodia and Environmental Governance Reform

- Cambodia is rapidly transiting to achieve lower middle-income country status. While the economic growth has brought numerous benefits, the country also faces growing environmental challenges. These challenges relate to the management of natural resources, biodiversity, pollution and wastes. They also relate to the increasing threats from climate change. In response, the government is embarking on environmental governance reform. This reform aims to offer policy and legal solutions not only to address these environmental challenges, but also to achieve sustainable development goals for Cambodia. This reform builds on three pillars of inter-related activities:
- **The first pillar** is MoE modernization, which aims to improve MoE's effectiveness in managing natural resources and environment. The Ministry is also in the process of developing the National Environmental Strategy and Action Plan (2016-2023) to mainstream environmental concerns into line-ministry policies and planning. **The second pillar** is the operationalisation of The National Council of Sustainable Development (NCSD). NCSD was established in May, 2015 and is envisaged to play a pivotal role in facilitating decisions on issues concerning sustainable development. **The third pillar** is the Development of an Environmental Code. The Code aims to establish overarching legal principles to guide the implementation of existing laws towards the achievement of sustainable development. The centrepiece of the Code will be a new Environmental Impact Assessment (EIA) law. The Code will also propose statutory changes to ensure legal harmonization and to clarify the roles and mandates for governing natural resources among different ministries.
- Since 2014, UNDP has provided policy support to the MOE for initial preparatory works for the Reform, primarily focusing on MoE's institutional and legal review and establishment of NCSD. Since then, this reform has gained an incredible momentum and it has expanded its scope and activities. The environmental governance reform entails the development of the Code as well as facilitation of jurisdictional reform that is proposed for the natural resource management sector.
- In line with the UNDP's criteria for quality programming, the project fully embeds Social and Environmental Standards (SES) and Accountability Mechanism (SECU/SRM) in its approach

### The objective of the Environmental Governance Reform project

- Building on the earlier efforts, the proposed aims to assist the Royal Government of Cambodia to facilitate ongoing environmental governance reforms in order to create an enabling policy and legal environment for conserving and protecting environmental resources at risk. The following key results will be achieved.
  1. Strengthening of the MoE
  2. Operationalisation of NCSD
  3. Development of an Environmental Code

**Remarks**

The meeting was chaired by **Ms. Setsuko Yamazaki,** UNDP Country Director.

**Ms. Setsuko Yamazaki** greeted and welcomed all the participants and introduced the background and main purposes of the Environmental Governance Reform project. She further introduced the main purposes of the LPAC meeting. The first objective is to inform all stakeholders about the proposed project as a final process of project formulation. The second objective is to determine the next steps forward, based on comments and suggestions made by the local appraisal committee. She requested participants to provide constructive comments and suggestions as to whether the project document meets UNDP programme quality standards in respect of strategy, relevance, social and environmental standards, management and monitoring, efficiency, effectiveness, and sustainability.

**H.E. Sao Sopheap,** Advisor to the Ministry & Director of the Cabinet, MoE, thanked UNDP for organizing the meeting and expressed his appreciation to UNDP for its earlier and ongoing support for the environmental governance reform as well as to the USAID and the Embassy of Japan for providing vital financial support to further implement the environmental governance reform.

Provided a historical overview of the processes leading to the present project to support the environmental governance reform, among others, noting the former assistance provided by UNDP to modernize the MoE, to establish the NCSD, and to develop an Environmental Code. Further provided updates about recent government interventions such as a moratorium on Economic Land Concessions (ELCs), the newly created special taskforce to combat illegal logging, and jurisdictional reforms in the natural resources management sector.

Appreciated that the UN shifted the focus of the UNDAF from poverty reduction to sustainable growth and development. Such shift is well alighted with the government priorities as exemplified by the recent establishment of the NCSD to achieve Cambodia's sustainable development agenda.

Underlined that this proposed project is the second package of UNDP's support to MoE. Explained that MoE had already provided suggestions during the project preparation phase, some of which had been addressed. Noted that MOE would provide additional comments during the discussions.

**Presentation**

**Mr. Napoleon Navarro**, UNDP Senior Policy Advisor, and **Ms. Moeko Saito-Jensen,** UNDP policy specialist, made a presentation of the draft project document. The presentation covered

1) Background: developmental challenges
2) Reform objectives and key results
3) Project activities and donor support
4) Theory of change of UNDP support
5) Project management
6) Project period and resources
7) Organization structure
8) Key human resource inputs
9) Budget
10) Fund flow and
11) SES assessment



MSJ

**Discussion and comments**

The presentation was followed by comments raised by participants. Key points are summarized according to quality standards in respect of strategy, relevance, social and environmental standards, management and monitoring, efficiency, effectiveness, and sustainability (see the attachment 1 for more detailed comments).

### 1. Strategic

The project is highly strategic, designed to contribute to the higher level changes in the form of new laws, policies and institutions, involving all relevant stakeholders in the processes. Beneficiaries (MoE & NCSD) and donors (USAID and the Embassy of Japan) expressed their positions to support the approval of the project.

### 2. Relevance

The project has a high relevance as it addresses the high priorities of the government to implement environmental governance reforms. The following changes were requested to be made for the project document.

- For the situation analysis:
  - Government data should be used as a reference (e.g. mining concessions).
  - NESAP and the sub-decree No. 34 should be mentioned in the background.
- The MoE strategy and action plan should cover the same period as the NESAP (2016-2023)
- The project activity related to "integrated ecosystem mapping" should be treated as a separate Key Deliverable (KD) 4 rather than being integrated under the KD 3 of the Environmental Code considering that it is a cross-cutting activity to contribute to the works of MoE, NCSD and the Code. The mapping activity should also be facilitated in coordination with the GIS department of the MoE to strengthen their capacities and to contribute to its efforts of creating conservation corridors.

### 3. Social and Environmental Standards

No comments received

### 4. Management and Monitoring

The committee discussed a request to include the government focal point as co-chair to increase national ownership of the project. While according to the **DIM modality practice, UNDP is normally the chair of the board, considerations on whether the government can take the co-chair role would be made by the UNDP Chair(Executive of the Project)**.

It was requested that the project should:

- ensure coordination and synergy with other development partners especially with the Japan International Cooperation Agency (JICA) in its assistance for the EIA law guidelines and with the ADB work for NESAP.
- ensure visibility of donor contributions (i.e. Japan and USAID) for the project

### 5. Efficient

The committee discussed the question about project management costs including the proposed P3 post which constitute a significant portion of the project budget. The committee concluded that the P3 post is necessary and that it is an adequate level of staff to ensure the timely delivery of project activities. **The committee concluded that the project management costs are reasonable.**



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## 6. Effective

The committee discussed a request to change from the DIM to NIM modality to increase the national ownership of the project. **The committee made a conclusion of the use of the DIM modality in consideration of the USAIDs' policy about the fund transfer to the UN agencies/government.**

## 7. Sustainability and national ownership

The committee discussed the issues of national ownership related to the requests on the co-chair post as well as the modalities. It was emphasized that the project takes government ownership into high considerations as a. UNDP Country Programme under which this initiative is part of has been devised in close consultations with all government counterparts b. the LPAC itself is an example of a participatory and consultative approach in approving the project.

**Conclusion**

**Ms. Setsuko Yamazaki (UNDP)** concluded that the LPAC meeting endorsed the project by noting that no fundamental issues were raised against the project.

**H.E. Sao Sopheap (MoE)** endorsed the project approval as well as the decision for the project to have the DIM modality and the P3 post. Thus the project management cost is considered reasonable.

**Minutes taker**
Daniel Varga
RBM Specialist
UNDP Cambodia

Signature:

Date:

Moeko Saito-Jensen
Policy Specialist
UNDP Cambodia

Signature:

Date: 19 APRIL, 2016

**Chair of the LPAC meeting**

**Ms. Setsuko Yamazaki**
Country Director
UNDP Cambodia

Signature: S. Yamazaki

Date: 25 april 2016

Annex 1: Detailed comments made by participants

**H.E. Sao Sopheap (MoE)**

1. Commented that the project is strategic and has a high relevance, directly addressing the present priorities of the government. Also noted that the project will involve all relevant stakeholders in the processes.
2. Requested the project document to refer to NESAP and a recent jurisdictional reform along with the specific reference to the sub-decree no. 34

(Ecosystem mapping)

3. Requested to present the integrated ecosystem mapping activity as a separate key deliverable given it is a cross-cutting activity and further advised that this activity will be facilitated in close coordination with the GIS department of the MoE, especially for their effort to create conservation corridors.

(Co-chair of the board)

4. Requested the Government focal point to have a co-chair role of the board in line with principles of national ownership and Paris Declaration on Aid effectiveness.

(DIM)

5. Requested the change in the modality from DIM to NIM to ensure the national ownership

(UNDP vs ADB)

6. (In response to an inquiry from USAID), explained that the work of UNDP and ADB are complementary: the former is working on the MOE strategy and action plan and the latter on a national environmental strategy and action plan for all line ministries including the MoE.

(P3)

7. Endorsed the decision for the project to have the DIM modality and the P3 post. Thus the project management cost is considered reasonable.

**H.E Chan Somaly (NCSD)**

1. Echoed the request from H.E Sao Sopheap for the co-chairmanship for the government and changing the project management modality from DIM to NIM

(P3)

2. Expressed concerns for the high project costs, noting that the proposed P3 cost amounts to 14 % of the total project cost. Further inquired whether the P3 position is full time Chief Technical Advisor or a part time consultant

(Japan fund)

3. Inquired why the portion of the project cost for international consultants is significantly high with 85 % for the Japan fund

**H.E. E. Vuthy (MoE)**

1. Requested the project document to use official data for example for mining concessions

(Fund disbursement)

2. Highlighted the critical needs for timely and quick financial and technical support for the Environmental Code project which is progressing very fast with a very tight timeline. Requested clarifications for how soon the funds will be available.

(Ecosystem mapping)

3. Agreed with the proposal from H.E Sao Sopheap that integrated ecosystem mapping should be a separate Key Deliverable

**H.E. Sum Sokhamphou (MoE)**

(Ecosystem mapping)

1. Agreed with the proposal from H.E Sao Sopheap that integrated ecosystem mapping should be a separate Key Deliverable and proposed that he would continue to be a focal point for the activity

**Ms. Setsuko Yamazaki (UNDP)**

(DIM)

1. Explained that the DIM was selected based on the analyses of donors' funding modality and requested USAID for further clarification.

(Co-chair of the board)

2. Further explained that only UNDP holds the executive role according to the DIM modality rules.

(P3)

3. Explained that P3 manager was proposed to assure the adequate level of competency in preparing good quality reports to respond to donor and corporate requirements

**Mr. Enrico Gaveglia**

(Government ownership)

1. Highlighted that the project takes government ownership into high considerations as a. UNDP Country Programme under which this initiative is part of has been devised in close consultations with all government counterparts b. the LPAC itself is an example of a participatory and consultative approach in approving the project.

(DIM)

2. Explained that NIM is not an option to receive and manage USAID fund. Yet, shed light on the fact that the nature of the project is meant to benefit the government through timely provision of policy upstream technical advisory services to MOE as the beneficiary of the programme.
3. Further noted government appreciation of UNDP roles as a connector of donor interest (Japan and USAID) and a catalyzer of intent and resources around the MoE agenda.

(P3)

4. Explained that UNDP seeks to ensure full accountability towards the Project Board and beneficiaries by successfully delivering 2.8 USD million and for this reason proposed to recruit a full time international P3 position as Project Manager who would have strong legal and managerial background to successfully operate the heavy procurement centric project.

**Ms. Sandra Stajka (USAID)**

1. Explained the background for USAID's support for the project by noting that UNDP approached USAID in October 2014 with a funding request. USIAD viewed the UNDP proposal worth investing in and therefore decided to set aside the amount of 2.5 USD million for UNDP to assist the government for the project.
2. Updated that bureaucratic procedures between CDC and USAID had been a major hindrance for USAID to move forward with the fund transfer.
3. Noted that the agreement that USAID and UNDP have is broad enough to allow flexibility in implementation

(DIM)

4. Clarified that the USAID is not able to fund the Government of Cambodia directly based on the decision of the US Congress and therefore that DIM is the modality by which USAID funds can be used and managed by UNDP. USAID expressed its full trust for UNDP to manage the funds.
5. Inquired about the roles of UNDP vis a vis the roles of ADB's work for NESAP and about complementary between them.

**Mr. Go Tsuruta (The Embassy of Japan)**

1. By noting that this is the first time after a long time that Japan is supporting the MoE, reiterated the high expectation that the Embassy of Japan has for the project, for bringing about positive impacts in light of the Cambodia's growing economy.
2. Requested for the project to ensure coordination with other development partners especially with the Japan International Cooperation Agency (JICA) for EIA related technical assistance.
3. Requested that the project will give proper visibility of donor contributions



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