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## PROJECT DOCUMENT

## Cambodia

Project Title: Forest Carbon Partnership Facility II

Project Number: 96720

Implementing Partner: GDANCP/MoE

Start Date: 1 July 2017 End Date: 31 December 2020 PAC Meeting date: 25 May 2017

## Brief Description

According to the recent Forest Reference Emission Level (FREL) submission to the United Nations Framework Convention on Climate Change (UNFCCC) (RGC 2017), Cambodia has approximately 8.5 million ha of forest, constituting 47% of the total land area. During the last decades, Cambodia has undergone a rapid rate of deforestation with the forest cover change from 57 % in 2010 to 47% in 2014 (RGC). Hence, the Royal Government of Cambodia (RGC) officially endorsed REDD+ as a crucial national strategy to tackle the alarming rates of deforestation and forest degradation in the country and to improve the livelihoods of forest dependent communities. Building upon earlier REDD+ readiness efforts, the main purpose of the FCPF II project is to assist Cambodia to be fully ready for REDD+ implementation by 2020. To realise this objective, the project seeks to attain the following four outputs:

- Output 1: strengthening of REDD+ management arrangements;
- Output 2: development of NRS Action Plan(s) and other relevant enabling policy instruments for REDD+;
- Output 3: enhancement of subnational capacities for REDD+ planning;
- Output 4: monitoring system designed for REDD+ with capacity for implementation.

Contributing Outcome (UNDAF/CPD): 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

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

Gender Marker rating: 2

<b>Total resources required:</b>	US\$5,500,000	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
	<b>FCPF:</b>	US\$5,200,000
	<b>GEF SGP/CBR+ (parallel):</b>	US\$300,000
	<b>Government:</b>	
	<b>In-Kind:</b>	

Agreed by (signatures):

UNDP	Implementing Partner
 Nick Beresford, Country Director Date: 29.9.17	 Say Samal, Minister of Environment Date: 29.9.17

## Acronyms

AWP	Annual Work Plan
BUR	Biennial Update Report
CAM-REDD	Cambodia REDD+
CBR+	Community Based REDD+
CCCA	Cambodia Climate Change Alliance
CCCSAP	Climate Change Strategy and Action Plan
CF	Community Forestry
CFi	Community Fisheries
CG	Consultation Group
CI	Conservation International
CLUP	Commune Land Use Planning
COP	Conference of the Parties of the UNFCCC
CPA	Community Protected Area
CSOs	Civil Society Organizations
D & D	Deforestation and forest degradation
EGR	Environmental Governance Reform
EIA	Environmental Impact Assessment
ELC	Economic Land Concession
ESMF	Environmental and Social Management Framework
FA	Forestry Administration, MAFF
FAO	Food and Agriculture Organisation of the United Nations
FCPF	Forest Carbon Partnership Facility
FiA	Fisheries Administration, MAFF
FIP	Forest Investment Programme
FLEG	Forest Law Enforcement and Governance
FLEGT	Forest Law Enforcement, Governance and Trade
FPIC	Free, Prior and Informed Consent
FREL	Forest Reference Emission Level
FRL	Forest Reference Level
GDANCP	General Department of Administration for Nature Conservation and Protection, MoE
GEF	Global Environment Facility
GG	Gender Group
GHG	Greenhouse Gas
GIS	Geographic Information System
INDC	Intended Nationally Determined Contribution
IPCC	Intergovernmental Panel on Climate Change
IPs	Indigenous Peoples
JICA	Japanese International Cooperation Agency
LEAF	Lowering Emissions in Asia's Forests
MAFF	Ministry of Agriculture, Forestry and Fisheries
MEF	Ministry of Economy and Finance
MIME	Ministry of Mines and Energy
MLMUPC	Ministry of Land Management, Urban Planning and Construction
MoE	Ministry of Environment
MoI	Ministry of Interior
MRD	Ministry of Rural Development
MRV	Measurement, Reporting and Verification System
NCCC	National Climate Change Committee
NCDD	National Committee for Sub-National Democratic Development
NCSD	National Council for Sustainable Development
NFI	National Forest Inventory
NFMS	National Forest Monitoring System
NFP	National Forestry Programme
NGO	Non-Governmental Organisation
NPASMP	National Protected Areas Strategic Management Plan
NRS	National REDD+ Strategy
NRTF	National REDD+ Taskforce
NSDP	National Strategic Development Plan



NTFP	Non-Timber Forest Product
PA	Protected Area
PEB	Programme Executive Board
PF	Protection Forest
PLRs	Policies, Laws, and Regulations
RBP	Results Based Payments
RECOFTC	Regional Community Forestry Training Center – Center for People and Forests
REDD	Reducing Emissions from Deforestation and Forest Degradation
REDD+	REDD, and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks
REL	Reference Emission Level (also called the REDD+ Baseline or Reference Scenario)
RGC	Royal Government of Cambodia
RTS	REDD+ Taskforce Secretariat
SBSTA	Subsidiary Body for Scientific and Technological Advice
SFM	Sustainable Forest Management
SIDA	Swedish International Development Cooperation Agency
SIS	Safeguard Information System
ToR	Terms of Reference
TWGs	Technical Working Groups
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UN-REDD	United Nations REDD Programme
USAID	United States Agency for International Development
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund

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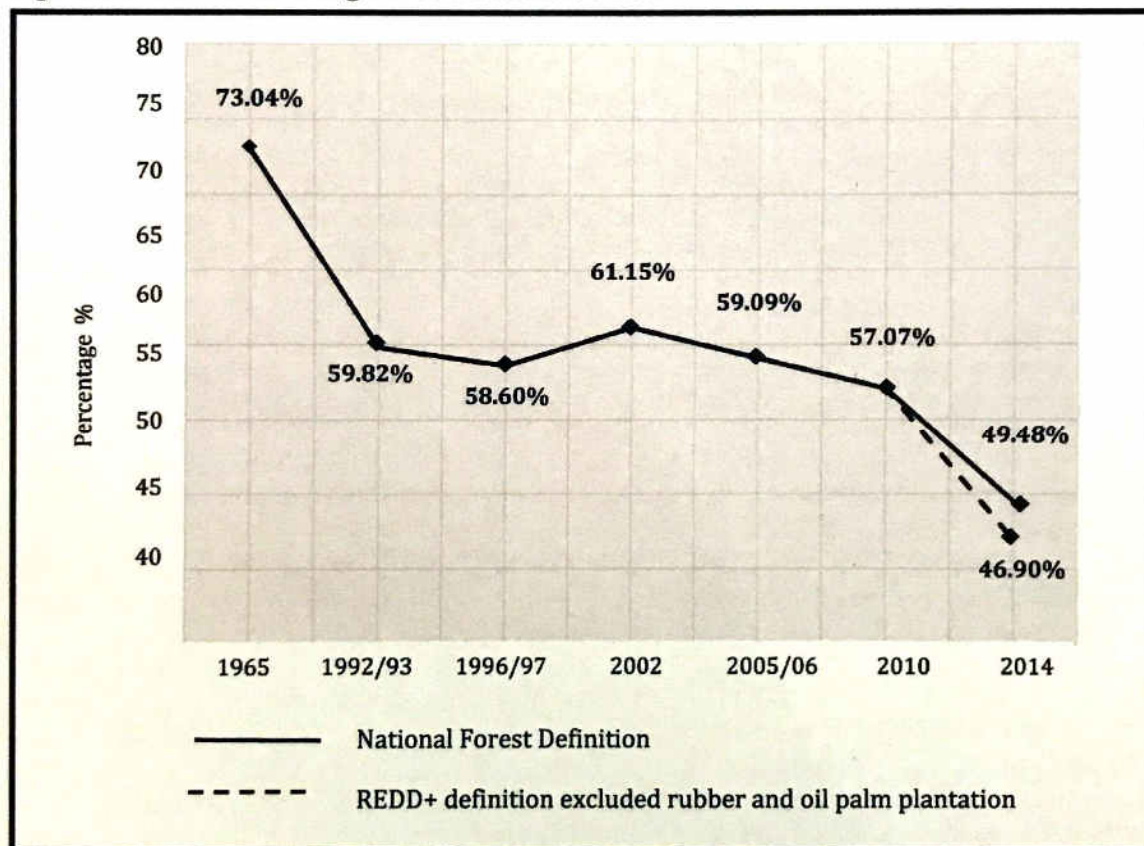


## I. Development Challenge

According to the recent Forest Reference Emission Level (FREL) submission to the United Nations Framework Convention on Climate Change (UNFCCC) (RGC 2017), Cambodia has approximately 8.5 million ha of forest, constituting 47% of the total land area.

During the last decades, Cambodia has undergone rapid economic development with a recent annual GDP per capita growth of more than 7 %. In 2016, Cambodia officially graduated from a low to a lower middle-income country (World Bank 2016). While the economic growth has brought important benefits for the nation and people, it has also intensified pressure on forests, as exemplified by a decrease in forest cover from 57 % to 47% between 2010 and 2014 (RGC) (see Figure 1). This is a total loss of 2 million ha of forest (11 % of the total land) in four years, giving Cambodia one of the highest rates of deforestation in the world.

**Figure 1. Forest cover change in Cambodia 1965-2014**



Source: NRS (2017)

The forests in Cambodia provide diverse services and functions. About 30% of the carbon stock in Cambodia is estimated to be located within forests. Forests offer habitats for wildlife and plants and host critical biodiversity, both flora and fauna. For instance, the country's forests provide sanctuaries to almost 2% of the globally threatened species on the Red List of the International Union for Conservation and Nature (IUCN)'s, including 34 mammals, 39 birds, and 20 reptiles. Cambodian forests also support the livelihoods of many rural communities including Indigenous Peoples. It is estimated that around 80 % of the population resides in rural areas, where they mainly rely on rain-fed agriculture. Forest resources such as timber, fuelwood and non-timber Forest Products (NTFPs) provide an important safety net for these rural communities, especially for women and poor, as it offers supplemental or alternative sources of income. Forest-derived income is particularly important at the time of income shortfalls from rain-fed agriculture, which is highly vulnerable to climate change

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disasters such as droughts and floods that have become more frequent and intense in recent years. Forests are also known to mitigate the damaging impacts of droughts and floods by regulating water flows and retaining water underground.

Hence, deforestation and forest degradation does not only adversely affect country's biodiversity, ecosystems and carbon sequestration capacities but also the livelihoods of many rural people, especially of women and the poor, who are highly dependent on forests for subsistence and income.

On this background, the Royal Government of Cambodia (RGC) officially endorsed REDD+ at the 2007 UNFCCC Conference of Parties (COP) in Bali. REDD+ is a global climate change mitigation initiative under the UNFCCC. REDD+ stands for "reducing emissions from deforestation and forest degradation, conservation of forest carbon stocks, sustainable management of forests and enhancement of forest carbon stocks". REDD+ efforts are linked to the 2030 Agenda for Sustainable Development with 17 Sustainable Development Goals (SDGs), which the UN General Assembly adopted in September 2015. SDGs particularly relevant for REDD+ are SDG 13 (take urgent action to combat climate change and its impacts) and SDG 15 (protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss). REDD+ is viewed by the RGC as a crucial national strategy for tackling the alarming rates of deforestation and forest degradation in the country and for improving the livelihoods of forest dependent communities.

Following UNFCCC COP decisions, the RGC has adopted a REDD+ approach that builds on three consecutive phases: 1. **Readiness**, 2. **Implementation**, and 3. **Results-Based Payments (RBP)** for verified Greenhouse Gas (GHG) emission reductions achieved from the forestry and land use sector. Guided by the Warsaw Framework for REDD+, Cambodia is establishing four interconnected elements as part of its national REDD+ architecture: 1) a National Strategy and/or Action Plan, 2) a National Forest Monitoring System (NFMS), 3) a Safeguards Information System (SIS), and 4) a Forest Reference Emissions Level / Forest Reference Level (FREL).

Since 2009, Cambodia's national REDD+ readiness efforts have been supported by numerous initiatives. These include the UN-REDD Programme, the Readiness Fund of the World Bank's Forest Carbon Partnership Facility (FCPF), CAM-REDD (Japan), and USAID's Lowering Emissions from Asia's Forests (LEAF) programme. These initiatives provided support for the following readiness activities:

1. Establishment of the effective management of the REDD+ readiness process and stakeholder engagement in accordance with the consultation principles;
2. Development of a National REDD+ Strategy (NRS) and implementation framework;
3. Improve capacities to manage REDD+ at subnational levels;
4. Designing a monitoring system for REDD+.

**To effectively manage the national REDD+ readiness process**, the RGC has created enabling institutional frameworks for REDD+ implementation and effective stakeholder engagement. These frameworks include the REDD+ Taskforce<sup>1</sup>, REDD+ Taskforce Secretariat (RTS), four technical teams (on safeguards, benefit sharing, demonstration and MRV/REL), a Consultation Group<sup>2</sup> and a Gender Group<sup>3</sup>. Cambodia's REDD+ Communication strategy has been developed to ensure full access to information related to REDD+.

**In relation to the development of the National REDD+ Strategy (NRS) and the Implementation Framework**, a final draft of NRS has been prepared. Among other things, the NRS identifies the main drivers for deforestation and forest degradation in the country and specifies a set of policies and

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<sup>1</sup> The Taskforce is an inter-ministerial coordination body formed with the mandate to manage the overall national REDD+ programme and coordinate national REDD+ activities.

<sup>2</sup> The Consultation Group was established in 2013, with representatives from civil society, Indigenous Peoples, NGOS, Private Sector and academic institutions.

<sup>3</sup> The Gender Group was established in 2013 to ensure gender issues and needs to be adequately addressed.



measures (PAMs) that the RGC will deploy in order to address the problems associated with these drivers. As part of the NRS, a comprehensive assessment of country safeguards against the UNFCCC REDD+ safeguards was conducted to develop an initial proposal for the development of a national SIS. The NRS builds primarily upon three national policy frameworks that guide forest management. These are the National Forest Programme (2010-2030), the National Protected Areas Strategic Management Plan (2017-2030) and the Strategic Planning Framework for Fisheries (2010-2019). They lay out management strategies for the three major forest categories governed by three agencies, namely 1) the Permanent Forest Estate governed by the Forestry Administration (FA) of the Ministry of Agriculture, Forestry and Fishery (MAFF), 2) protected areas governed by General Department of Administration for Nature Conservation and Protection (GDANCP) of the Ministry of Environment (MoE), and 3) the Flooded Forests and Mangroves governed by the Fisheries Administration (FiA) and MAFF, respectively.

With regard to activities for improving capacities to manage REDD+ at subnational levels, the RGC has implemented pilot REDD+ projects that include the Oddar Meanchey community forests from 2008 to 2013, and the Seima Protected Forest from 2009. MoE, FiA and the FA have also made significant progress in testing REDD+ approaches at the subnational level (e.g. Phnom Kulen National Park in Siem Reap province, Botum Sarkor National Park in Koh Kong province, mangrove forest in Preahsihanouk province and flooded forests in Kampong Chunang province, and partnership and community forestry in Pursat province)

As regards the works related to designing a monitoring system for REDD+, the RGC has finalized the design of the NFMS and submitted Cambodia's initial FREL to the UNFCCC for technical assessment. These achievements are important milestones towards fulfilling the four requirements of UNFCCC for results-based payments: 1) NRS, 2) NFMS, 3) SIS, and 4) FREL, and to move from the REDD+ readiness phase towards implementation.

To further support Cambodia's move towards REDD+ implementation, and especially to ensure that REDD+ contributes to the improvement of rights and livelihoods of rural communities, a global initiative called Community-Based REDD+ (CBR+) has been delivered jointly by the UN-REDD Programme and GEF Small Grants Programme (GEF SGP), implemented at the country level through the GEF SGP's mechanisms. This initiative aims to catalyse REDD+ readiness from the ground up, bringing resources and capacity to IPs and other forest-dependent communities, empowering them to learn about, engage with, and influence on-going national REDD+ activities through piloting REDD+ methodologies and approaches. Since 2015, Cambodia, as one of six pilot countries globally, has disbursed grants to 13 CBR+ projects that are being implemented in 5 priority provinces: Rattanakiri, Kratie, Preah Vihear, Oddar Meanchey and Kampong Thom. These projects have benefitted 38,096 people, of which 18,378 are women.

Emerging key lessons emphasize the success of community-based approaches in critical areas of deforestation and degradation through community-based forest patrolling activities that are supported by additional sources of self-generating income; forest boundary demarcation with information to improve map preparation; Village Support Groups with revolving funds to purchase smartphones that provide real-time monitoring of illegal logging; and joint land use planning to utilize forest resources more efficiently. These lessons also point to the importance of closer linkages with high-level policy formulation and support for enforcement by key government institutions to curb encroachment into community areas by various actors such as migrant settlements, local and international companies and the military.

In parallel to the on-going REDD+ readiness efforts, since 2013, Cambodia has embarked upon environmental governance reforms, which have significant implications for REDD+. The overall objective of the reforms is to achieve better protection of natural resources and the environment and sustainable development in light of growing pressures on natural resources and the environment.



As part of the reform initiatives, in 2015 the RGC established a new institutional entity, called the “National Council for Sustainable Development (NCSD)”, with the main mandate to facilitate inter-ministerial political dialogue and decisions to ensure sustainability in development across all economic, social and development sectors<sup>4</sup>. The NCSD is an inter-ministerial institutional body hosted within the MoE, institutional body composed of high-level decision makers from all the ministries. To facilitate inter-ministerial discussions on REDD+, NCSD has been formally designated as chair for the REDD+ Taskforce.

Another reform initiative relevant to REDD+ is **the development of an Environment and Natural Resources Code**. The Code seeks to establish the overarching principles and legal framework to guide the implementation of existing laws to achieve sustainable natural resource management (NRM) and development. The centrepiece of the Code is Environmental Impact Assessment (EIA) and Strategic Environmental Assessment (SEA)<sup>5</sup> both of which are introduced to avoid, mitigate and minimise adverse social and environmental impacts of development activities and programmes. In January 2017, a final draft Code was developed, which proposed new legal provisions and substantial amendments to existing laws, including those relevant for forest governance and REDD+ such as the Forestry Law, the Protected Area Law and the Fishery Law. These new provisions and amendments seek to strengthen conservation of forests and biodiversity and to promote sustainable management of forests. The final draft also introduced overarching principles to strengthen environmental governance, which will form the legal basis for REDD+ SIS and Grievance Redress Mechanisms (GRM). These include principles of 1) public participation, 2) access to information, 3) access to effective remedies, 4) gender equality, 5) equitable participation of vulnerable, marginalized and at risk people, and 6) free, prior, and informed consent (FPIC).

Another element relevant to REDD+ is a new provision on “**collaborative management**” under the draft Code. Collaborative management refers to joint management between communities and other stakeholders, primarily involving the government in managing natural resources. Collaborative management is envisioned to eventually replace existing modes of community based Natural Resources Management (NRM) such as Community Forestry (CF), Community Protected Areas (CPA) and Community Fisheries (CFi). Collaborative management seeks to strengthen the power and rights of local communities and indigenous peoples within NRM, for example, by expanding areas eligible for community involvement, by providing communities with perpetual management rights (c.f. 15 years of management rights under CF and CPA), and by allocating more use and commercial rights in governing natural resources. This proposal has significant implications for how the participation of local communities and indigenous peoples can be promoted under REDD+.

In connection with the preparation of the Code, in February 2016, the RGC has facilitated a jurisdictional reform of NRM, focusing primarily upon redefining the roles of the MoE and the MAFF. In February 2016, the RGC issued sub-decree no. 34 to declare that the MoE will take on the primary mandate of protection and conservation of NRM, while the MAFF will focus on the development aspects. Accordingly, all Protection Forests (PFs) were transferred from the MAFF to the MoE, while areas under Economic Land Concessions (ELCs) were transferred from MOE to MAFF. In September 2016, the RGC also issued circular no. 5 to decentralize power and authority over NRM to subnational governments such as district/municipality and provincial/capital governors with the aim to improve efficiency and effectiveness and strengthen law enforcement. In January 2017, the RGC issued sub-decree no. 7 on establishing Protected Areas’ Biological Diversity Conservation Corridors (BCC) to be governed by the MoE.

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<sup>4</sup> The NCSD is a new cross-sectoral and inter-ministerial institutional body. During the transition period some existing structures and responsibilities are likely to be attached to it.

<sup>5</sup> In comparison with **the Environmental Impact Assessment** which seeks to address environmental impacts at the individual project scale, **SEA** goes beyond the individual scale and looks at impacts at a higher level of planning, such as regional, national or even supra-national scale.



These jurisdictional reforms have resulted in a significant expansion of areas for conservation from 3 million ha to 7 million ha (nearly 40 % of the total land and approximately 80 % of forested areas), to be governed by the MoE. These reforms also led to a significant increase in the power and responsibility of subnational government bodies to govern natural resources including forests.

While the above-mentioned reforms are conducive to effective conservation and protection of forests, as well as to REDD+ efforts for reducing emissions from the forestry sector, successful implementation of REDD+ is likely to depend upon a number of factors.

Both the NRS and National Protected Area Strategic Management Plan (NPASMP) are envisaged to play a pivotal role in guiding the management of BCC and Protected Areas (40 % of the land, 80 % of total forests) to achieve sustainable management of natural resources, including forests. While the NPASMP identifies "secure PA boundaries, zones and management plans" and "effective law enforcement" as crucial conditions for the successful conservation and protection of resources, only a few land use plans and management strategies have been developed for BCCs, which designate priority areas for conservation and priority areas for productive activities.

Likewise, the success of both jurisdictional reforms and decentralisation efforts will significantly depend on a clarification of the roles and responsibilities of national and subnational governments as well as of local communities (under collaborative management) in managing natural resources. Especially at the subnational level significant ambiguities remains as to who governs natural resources. Some of these are vertical, running between national and subnational levels, while some run horizontally between line ministries. In both cases, the issue concerns which body has which roles, rights, and powers with respect to NRM. More generally, it remains unclear how the new form of collaborative management will enable communities to be involved in NRM. Until these ambiguities are resolved, they may create further opportunities for illegal logging and harvesting of natural resources.

While Cambodia has successfully advanced a national agenda for conservation, it must be noted that the size of areas to be managed for forest production has declined from 6 million ha to less than 2 million ha. There is a critical need to enhance the productive capacity of production forests in order to meet the growing demand for forest products such as timber, fuelwood and NTFPs in the future. If this demand is not met, illegal harvesting and logging of forest resources and forest degradation in conservation areas are likely to continue.

In this context, the FCPF phase II project seeks to focus on:

- Endorsement of the NRS and development of its Action (or Investment) Plan(s);
- Continued support for the development and operationalisation of the RGC's SIS, NFMS, and FREL;
- Development of, and consultation on, land use plans and management strategies for different landscapes and forest types (e.g. biodiversity conservation corridors);
- Clarification of the roles and responsibilities of national and subnational governments as well as local communities (under collaborative management) in managing natural resources;
- Enhancement of productive capacities of production forests and already degraded areas.

## II. Strategy

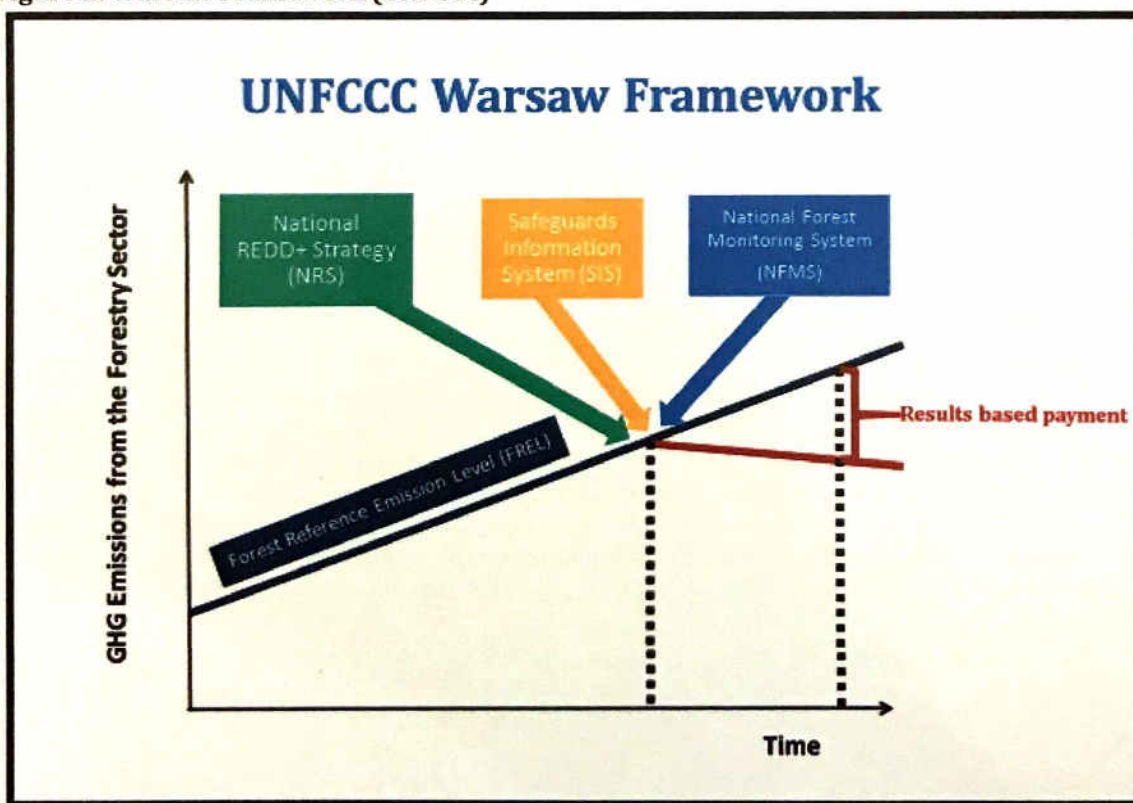
### 2.1. Overall objective

Building upon the earlier REDD+ readiness efforts, the main goal of the FCPF II project is to prepare Cambodia for implementation of REDD+ under the UNFCCC.

Being ready for REDD+ is a precondition for the RGC to move to the next phase of REDD+, that is, to implement REDD+ policies and measures to effectively reduce emissions from deforestation and forest degradation, and promote the role of conservation, sustainable management of forests and enhancement of forest carbon stocks. Successful REDD+ implementation, in terms of reduction in GHG emissions from the forest sector, will also enable the RGC to access results-based payments through the UNFCCC in the future.

The Warsaw Agreement provides guidance on reporting requirements that must be met prior to receiving results-based payments. These include NRS/AP and SIS and submission of a FRL for technical assessment to the UNFCCC and the establishment of a NFMS. These steps are designed to ensure measurement, reporting, and verification of anthropogenic forest-related emissions by sources and removals by sinks, forest carbon stocks, and forest-area changes resulting from the implementation of REDD+ policies and measures. Mitigation results are to be reported through a technical annexure to the Biennial Update Report (BUR) that will be done through submission of the national GHG inventory. In addition, countries are required to submit a summary of information on how REDD+ safeguards have been addressed and respected (see Figure 2).

Figure 2. Warsaw Framework (UNFCCC)



Moreover, to be ready for REDD+ requires several elements to be in place that will underpin and support the operationalization of the 'four components' of REDD+ (NRS/AP, NFMS, FREL and SIS).



The first element is “**effective management arrangements**” which facilitate and support making of policy and technical decisions for REDD+, and build appropriate levels of capacities among stakeholders to fully participate in the decision-making processes.

The second element is “development of enabling Policies and Measures in support for REDD+”. These include National REDD+ Strategy, and its Action (or Investment) Plan(s), SIS and other relevant policy instruments and actions including land use planning.

The third element is “sufficient capacities of subnational actors” for future REDD+ implementation”. The success of REDD+ will depend on the level of capacities of subnational actors (governments, and local communities) who engage in the daily use, management and protection of forests.

The fourth element is “appropriate monitoring system designed for REDD+”, which will be used to measure and report on the performance of REDD+ activities (against a FREL) in reducing emissions and enhancing carbon stocks in the forest sector, which will then undergo verification (MRV). In addition, an NFMS can include a land use monitoring function which can generate more frequent data on the performance of REDD+ actions in protecting and promoting the sustainable management of forests, using a number of different data sources ranging from remote sensing to community monitoring.

Hence, the project will ensure the following four outputs to be attained:

- **Output 1:** strengthening of REDD+ management arrangements;
- **Output 2:** development of NRS Action (or Investment) Plan(s) and other relevant enabling policy instruments for REDD+;
- **Output 3:** enhancement of subnational capacities for REDD+ planning;
- **Output 4:** monitoring system designed for REDD+ with capacity for implementation.

**Output 1** will be achieved through support to on-going implementation and further development of appropriate management arrangements such as the REDD+ Taskforce, RTS, CC and GG and stakeholder consultations for National REDD+ Readiness which have been initiated through the UN-REDD Programme and FCPF-1 project.

**Output 2** will be attained through support to the REDD+ Taskforce and line agencies to develop policies and measures (REDD+ interventions) and development of systems and enabling policy environments for REDD+ implementation. These include the SIS and other policy and legal instruments. Participation in a pilot for REDD+ results-based payments under the Green Climate Fund will be tested as a step towards full implementation of REDD+.

**Output 3** will be achieved by improving the capacity of various sub-national administrative bodies for planning and implementing REDD+ actions.

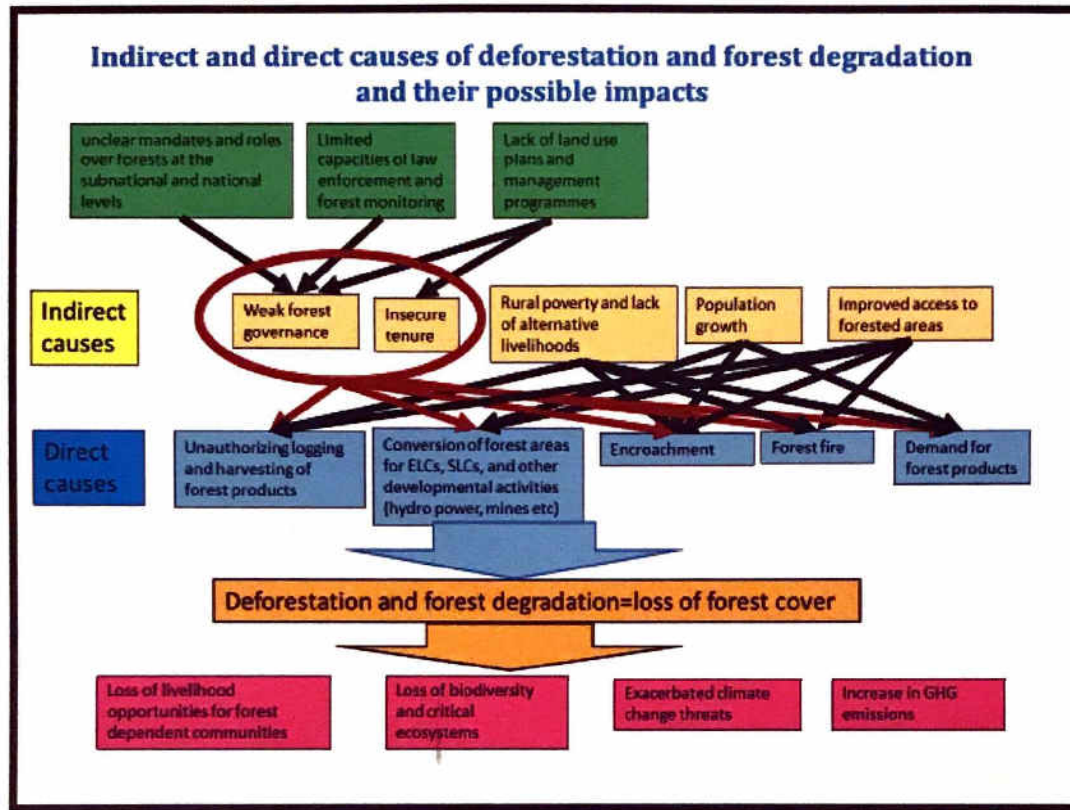
**Output 4** will be achieved through support to establish the monitoring system and improve the RGC's initial FREL. The project will also provide continued support for the Government agencies to collect and analyse data on forest cover (change) and emissions factors.



## 2.2. Theory of change of FCPF II project

Figure 3 shows the interlinkages among indirect and direct causes for deforestation and forest degradation (D&D), D&D and main consequences of D&D.

Figure 3: Indirect and direct causes of deforestation and forest degradation and their social and environmental impacts



Deforestation and forest degradation (D&D) does not only adversely affect country's biodiversity, ecosystems and carbon sequestration capacities but also the livelihoods of many rural people, especially of women and the poor, who are highly dependent on forests for subsistence and income.

Main direct causes of D&D include 1) unauthorized logging and harvesting of forest products, 2) growing demand for forest products, 3) unauthorized encroachment, 4) forest fire and 5) conversion of forest areas for ELCs, SLCS and other development activities such as hydropower and mining. These factors are further influenced by indirect factors, such as 1) weak forest governance, 2) insecure tenure, 3) rural poverty and lack of alternative livelihoods, 4) population growth and 5) improved access to forest areas. Weak forest governance is largely due to overlapping jurisdictions/unclear mandates and roles over forest at the subnational and national levels, to limited capacities of law enforcement and forest monitoring and to lack of land use plans and management programmes.

The FCPF II project mainly addresses "weak forest governance" among the indirect causes for D & D by creating an enabling policy and institutional framework for REDD+ and as well as developing policies and strategies that seek to improve forest governance to arrest D&D (see Figure 4).

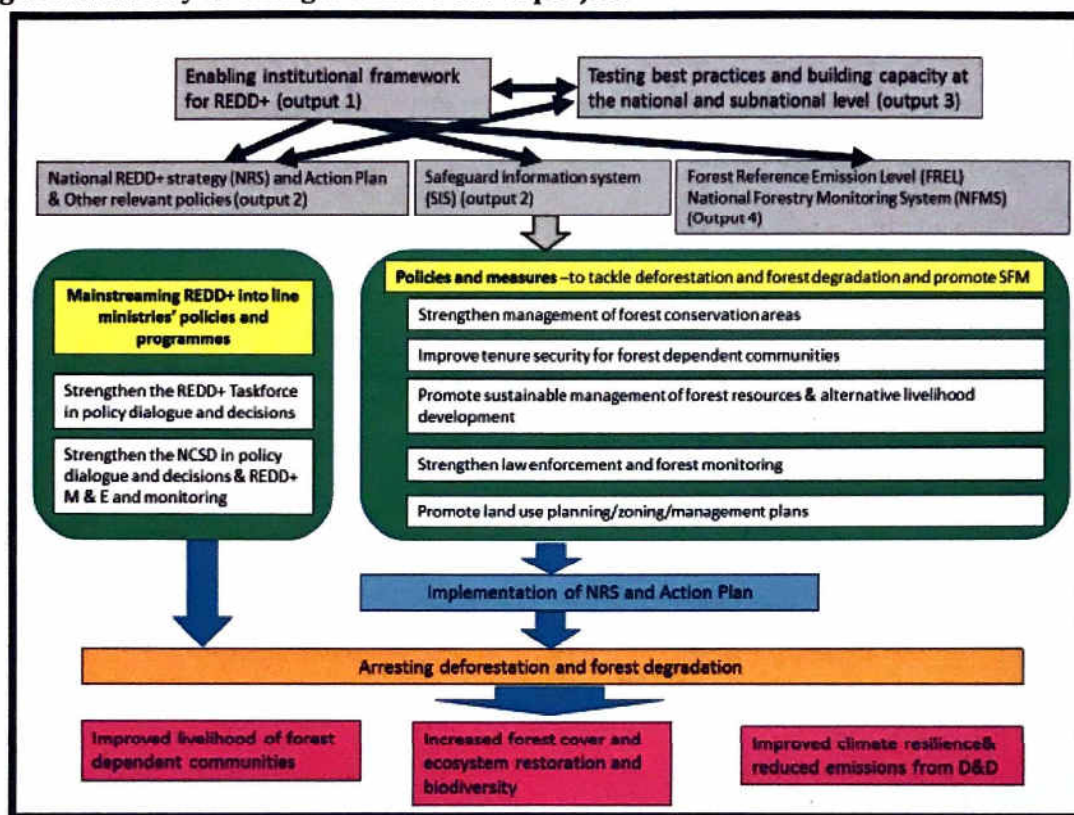
The output 1 activity (strengthening of REDD+ management arrangements) will support enabling institutional framework for developing NRS Action Plan, and SIS (output 2) and supporting development of FREL and NFMS (output 4). The output 3 activities will support testing of best practices to integrated REDD+ into land use planning at the subnational level and building sufficient capacities at

or



the national and subnational level, so that lessons are effectively incorporated into designs of NRS Action Plan as well as other relevant policy instruments for REDD+.

**Figure 4: Theory of changes of the FCPF II project**



Through the output 2 activity, the project supports the development of NRS action plan-which entails a set of Policies and Measures(PAMs) to tackle D & D. PAMs were specifically designed to address some of key indirect and direct drivers of D&D. These include 1) strengthening management of forest conservation areas, 2) improving tenure security for forest dependent communities, 3) promoting sustainable forest management, and alternative livelihood development, 4) strengthening of law enforcement and 5) promoting land use planning/zoning and management plans.

Future implementation of these PAMs is therefore expected to contribute to the effective reduction of D&D in the country.

In addition to support to the formulation of PAMs which are directly related to forestry sector, the project will also seek to mainstream REDD+ into line-ministries' policies and programmes. This will be facilitated through strengthening of the REDD+ Taskforce in policy dialogue and decisions and strengthening of the NCS in policy dialogue and decisions and REDD+ M & E and monitoring.

Implementation of these policy actions is expected to lead to increases in forest cover, enhanced conservation of ecosystems and biodiversity, as well as increases in the provision of forest products such as timber, NTFPs and firewood, creating more livelihood opportunities for forest dependent communities.

**Figure 5** provides a schematic diagram of the overall Theory of Change, illustrating how the project contributes to the country programme output and the UNDAF outcome. As described above, all four outputs are conducive to REDD+ readiness. REDD+ readiness activities facilitated by the project will directly contribute to the Country Program Document (CPD) Output 1.1. "establishment and

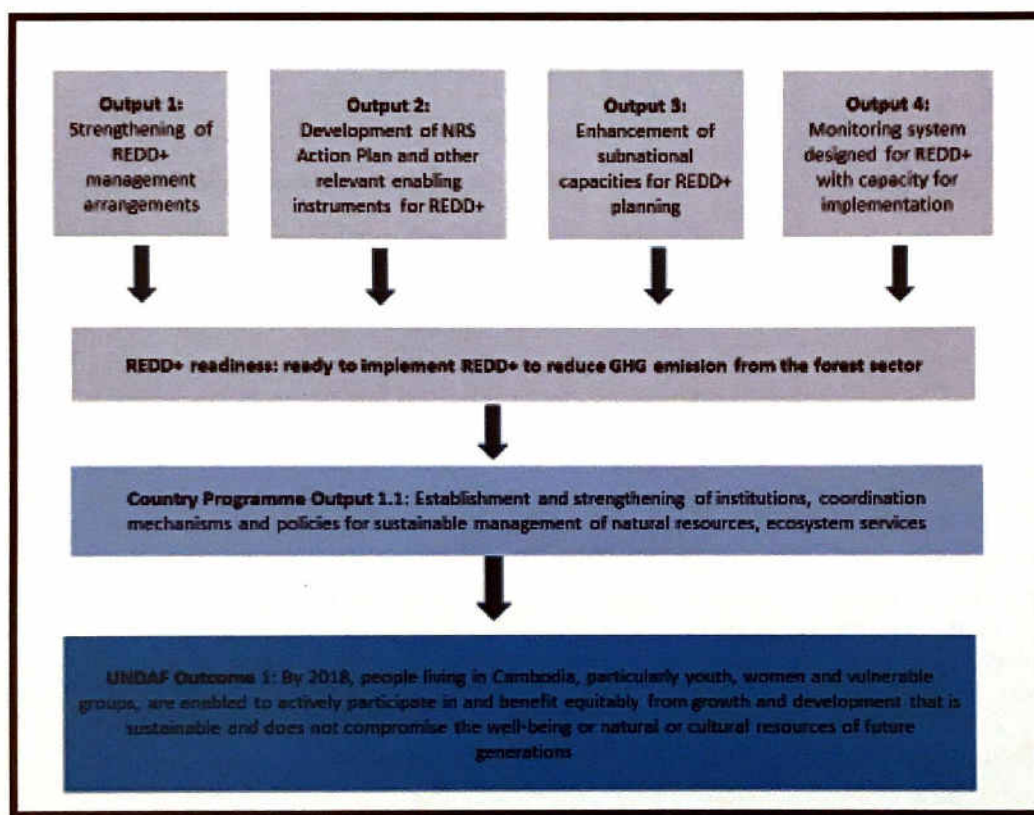
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strengthening of institution, coordination mechanisms and policies for policies for sustainable management of natural resources, ecosystem services". The project will create an enabling institutional and policy environment and strengthen institutional capacity for stakeholders in Cambodia to engage in sustainable management and conservation of forests.

The project is 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".

**Figure 5. Overall theory of project**



Rural communities, especially women and vulnerable groups among them, are highly dependent on forest resources for their livelihoods. The project will develop policies and measures to effectively conserve and protect forest resources that they depend upon. The project will also operationalise the RGC's SIS to share information on the safeguards put in place to ensure no social or environmental harm is done through the implementation of REDD+ actions, with special attention on the rights, and promoting the participation, of local communities, Indigenous Peoples and women in the processes of making decisions that would concern them.

The above anticipated development impacts are closely aligned with the Sustainable Development Goals (SDGs) SDG 13 (Take urgent action to combat climate change and its impacts) and 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). They are also related to the Government of Cambodia's Rectangular Strategy, which builds on four fundamentals, including "Ensuring environmental sustainability" and "Good Governance".

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### **III. Results and Partnerships**

#### **3.1. Expected Results**

##### **Output 1: Strengthening of REDD+ management arrangements**

###### **Output 1.1. Support for National REDD+ readiness coordination mechanisms**

Building upon the earlier activities, the project will support the REDD+ Taskforce Secretariat (RTS) to continue to play a key role in planning, management, coordination and facilitation of REDD+ related activities in Cambodia. Among others, the RTS facilitates organization of meetings of REDD+ Taskforce, Technical Teams (TTs), Consultation Group (CG) and Gender Group and assist these groups to develop action plans and to implement activities.

###### **Output 1.2. Capacity building and training for REDD+ implementation**

Earlier REDD+ readiness activities provided capacity building support for key government and non-government actors to strengthen the effectiveness of different stakeholder bodies in facilitating REDD+ readiness processes.

The FCPF II project will maintain and further strengthen these mechanisms through the provision of capacity building support to national and subnational actors related to key areas of REDD+ development and implementation. Key activity areas will be:

- Strengthening of the operation of the National REDD+ Taskforce;
- Strengthening of NCSD, TTs and national and subnational government entities;
- Capacity building of CG and Gender Groups to effectively communicate REDD+ issues; and
- Capacity building for national and subnational government entities, for example, on land use planning, effective enforcement of laws (e.g. Code, Forestry Law, Protected Area Law, Fishery Law) and community development (e.g. eco-tourism, alternative livelihood activities)

In addition to the above activities, the FCPF II project will facilitate south-south cooperation and learning by conducting exchange visits and learning events between countries implementing REDD+ readiness activities.

###### **Output 1.3. Stakeholder engagement and communication**

Earlier REDD+ readiness support resulted in the establishment of effective mechanisms for stakeholder engagement. Key stakeholder groups include the REDD+ Taskforce, TTs (safeguards, benefit sharing, demonstration, MRV/REL) and the CG and the Gender Group. Cambodia's REDD+ Communication strategy has also been developed to ensure full access to information related to REDD+. Information about REDD+ has been disseminated through its website, social media (e.g. Facebook), and radio and TV programmes.

With support provided by the RTS, the FCPF II project will continue to promote effective stakeholder engagement. The project organizes regular meetings of REDD+ Taskforce (responsible for coordinating REDD+ at the national level chaired by the NCSD) and four Technical Teams to facilitate inter-ministerial technical discussions related to NRS and its Action (or Investment) Plan(s), and other policy measures relevant for REDD+.

To ensure **full and timely access to information related to REDD+**, the FCPF II project plans to further refine a national REDD+ communications strategy to allow for more extensive national and subnational reach, with special attention to those who have limited access to information.

The FCPF II project will provide further support to increase the capacity of civil society and the media at the national level and sub-national level to act as key communicators of accurate and timely information on REDD+ and climate change more broadly. These communication and information sharing actions will help present a coherent message on climate change and land-use planning to both national and sub-national stakeholders. Key activity areas will be:

- Updating and implementing the national REDD+ communications plan;
- Increasing national level information sharing through targeted campaigns;



- Support for non-government stakeholders to increase awareness on REDD+;
- Support for media on communicating REDD+ and CC and Gender Group concepts.

## **Output 2: Development of the NRS Action (or Investment) Plan and enabling policy instruments for REDD+**

### **Output 2.1. Development of NRS Action (or Investment) Plan and policy support for government agencies**

#### **Development of NRS Action Plan**

The FCPF project has supported the development of a draft NRS including an assessment of drivers of forest cover change and identification of priority PAMs. The FCPF II project will provide further support for developing a targeted and operational action (or investment) plan. Key activity areas will be:

- Development of implementation and financing strategies, activities, risks and benefits, schedules and budgets for target PAMs including the updating on the key drivers of deforestation and forest degradation (D&D) as deemed necessary;
- Clarification of roles of different government entities and other relevant stakeholders at national and subnational levels for the implementation of target PAMs;
- Development of policies and strategies (e.g. official registry) for integrating projects into the national REDD+ framework and carbon accounting based on mapping of all project based REDD+ initiatives and their methodologies;
- Development of regulations and amendments to climate change, environment and forestry legislation in support for REDD+.

#### **Review/Update of the National Forest Programme (NFP)**

The FCPF II project will support the review and update of the NFP to develop a comprehensive strategy to govern forests that are under the management and jurisdictions of GDANCP, FA and FiA.

#### **Policy support and capacity development for NCSD**

NCSD is the focal institution for the UNFCCC REDD+ negotiations and therefore a key channel between global negotiations and national level REDD+ implementation. NCSD is also to take a pivotal role in facilitating inter-ministerial policy discussions and decisions in integrating REDD+ concerns into line ministries policies and planning. Their role is particularly important in influencing and shaping policies in other sectors which have significant impacts on the forest sector, such as agriculture, mining, energy and land. The FCPF II project will provide policy and capacity building support for the following areas.

- Support for the third national communication and BUR
- REDD+ financing/public expenditure review
- Environmental Code/National Environmental Strategy and Action Plan (NESAP) to integrate REDD+
- Integration of REDD+ into other line ministries' policies and planning (e.g. SEA and EIA)
- Development of manuals M & E framework for REDD+
- Review of policies and strategies related to REDD+
- Conduct fieldwork activities to monitor and evaluate REDD+ related activities
- Capacity building support for policy review and M & E

#### **National Protected Area Strategic Management Plan (NPASMP): MoE**

Earlier REDD+ readiness activities supported the development of a final draft NPASMP. NPASMP is envisaged to play a pivotal role in guiding the management of BCC and Protected Areas to achieve sustainable management of natural resources including the goal of REDD+. Thus, the FCPF II project will deliver further policy support for the NPASMP for the following areas:

- Development of action plans for the implementation of the NPASMP. The action plans may entail but are not limited to
  - Development of guidelines /manuals for zoning, management plans
  - Clarification of the roles and responsibilities of national and subnational governments



- as well as local communities (under collaborative management) in managing PAs and REDD+ activities; and
  - Development of budget and strategies for implementation and resource mobilisation
- Support for land use planning, mapping and zonation in targeted sites (link to outcome 3)
- Support for planning and management of CPA and collaborative management in targeted sites in coordination with the community development department (link to output 3)
- Support for the development of other relevant policies/laws/regulations
- Capacity building support to enhance institutional and technical capacities for effective management of BCC;

#### **Development of Management Plans and Strategies for Production Forests: FA**

The FCPF II project will deliver support to enhance the productive capacities of production forests to continue to meet the needs for forest resources such as timber, fuelwood and NTFPs. The support may include but not be limited to:

- Development of strategies for production forestry
- National Forest Inventory (NFI)/Forest management/land use planning/mapping
- Development of systems to ensure transparency of information
- Monitoring of ELCs and SLCs
- Assessment of domestic and global supply and demand of timber/NTFPs/Firewood
- Support for legal timber policy and legal timber assurance system and development of timber processing policy and regulations
- Policy support for CF and community based plantation and forest management
- Policy and capacity building support for forest law enforcement
- Capacity building support to enhance institutional and technical capacities for forest management
- Forestry extension and dissemination

#### **Development of Management Plans and Strategies for Mangrove and Flooded Forest: FiA and GDANCP**

- Support for a national management plan for flooded and mangrove forests. This includes
  - Planning for zoning and demarcation
  - Planning for plantation and nurseries
  - Development of /national inventory on flooded and mangrove forests
  - Designing strategies for effective law enforcement
- Support for the Working Group on flooded and mangrove forests (the Working Group includes members from FiA and GDANCP to ensure coordination between FiA and MoE on mangrove and flooded forest management)
- Community fishery/collaborative management
- Fishery law enforcement

#### **Output 2.2. Development of a Safeguards Information System including Grievance Redress Mechanisms (GRM)**

Earlier REDD+ readiness activities supported a comprehensive assessment of country safeguards against the UNFCCC REDD+ safeguards and has developed an initial proposal for the development of a national SIS.

This output will build upon earlier efforts related to SIS. If the Environmental Code is enacted, the output will be carried out in a way to build on legal measures proposed by the Code.

The work on safeguards will be further strengthened by an ongoing assessment of the GRMs within Cambodia and required GRM systems for REDD+. The output will thus build on these activities to help develop and strengthen GRM and safeguard systems to ensure that Cambodia has capacity to effectively safeguard REDD+ actions as it moves towards implementation. Key activity areas will be:

- Assessment of the potential social and environmental impacts of PAMs;



- Development and implementation of Cambodia's SIS based on target PAMs, whenever relevant, incorporating legal provisions related to safeguards and GRM under the Code;
- Testing and learning from the application of safeguard measures to target PAMs;
- Strengthening of the use and application of national and subnational feedback and grievance redress mechanisms.

### **Output 2.3. Development of elements for the participation in GCF pilot for REDD+ Results-based payments**

The FCPF project is supporting the RGC to be eligible for GCF REDD+ results-based payments. This includes completing the four elements from the Cancun Agreements and submitting a biennial Update Report with a technical annex with REDD+ results as well as submitting a concept note for REDD+ results-based payments. As a second step the RGC will develop a reinvestment plan for the REDD+ results-based payments in accordance with the priorities outlined in the Nationally Determined Contributions to the Paris Agreement or the national low carbon development strategy.

### **Output 3: Enhancement of sub-national capacities for integrated NRM planning for REDD+**

In light of the recent jurisdictional and decentralization reforms, the success of REDD+ will significantly depend on a clarification of the roles and responsibilities of national and subnational governments as well as of local communities (under collaborative management) in managing natural resources.

The FCPF II project will support the RGC to plan sub-national NRM activities in a manner that effectively integrates REDD+ priority actions, clarifies roles and responsibilities of relevant subnational entities, creates effective coordination mechanisms among line agencies and build capacities at the sub-national level.

#### **Output 3.1. Development of subnational management plans for NRM and REDD+**

Firstly, this component activity focuses upon completion of early-mover REDD+ demonstration activities and summarization of lessons for designing a national NRS Action and other relevant policies. These demonstration sites include Phnom Kulen National Park in Siem Reap province, Botum Sarkor National Park in Koh Kong province, mangrove forest in Preahsihanouk province and flooded forests in Kampong Chunang province, and partnership and community forestry in Pursat province.

Subsequently, the project will support testing approaches in priority areas/landscapes, by scaling up REDD+ projects to landscape level policy and positive incentive approaches to REDD+ implementation. This activity will be jointly supported by relevant line ministries to ensure coordination among them to promote integrated NRM approaches.

This component will support the following activities:

- Development of clear management plans in targeted areas to integrate REDD+ actions into subnational planning in coordination with relevant ministries. Management plans may not be limited but include refinement/development of:
  - Rapid assessments of the state of forest resources (e.g. wood resource supply and demand) and factors affecting forests and causing forest degradation (e.g. forest fire, encroachment, land conversion for agriculture, and other social and developmental activities);
  - Land use plans and zoning to identify targeted areas for a) protection, b) conservation, c) forest development d) livelihood development activities, etc.;
  - PAMS to address key drivers of deforestation and forest degradation in targeted areas along with roles and responsibilities of relevant stakeholders (at various scales – provincial, district, commune and community) for each PAM;
  - Strategies for community engagement for natural resources management including REDD+ building upon existing community based approaches such as CF, CPA, CFi or collaborative management;



- Mechanisms for locally based conflict resolution with consideration of gender issues
- Map out flows of land-use-related finance from the national level to provinces, districts and communes, (including from government budgets, the private sector, NGOs and international donors) and on this basis propose entry points for finance/fiscal REDD+ interventions;
- Development and testing of strategies for forest monitoring (e.g. development of proxy indicators for identified PAMs) that will link to the national forest monitoring system.

**Output 3.2. Support for Community based REDD+ through CPAs, CFs and collaborative management (to be financed by the UN-REDD CBR+)**

The earlier UN-REDD community based REDD+ (CBR+) programme provided support for testing approaches for engaging local communities and Indigenous Peoples in REDD+ activities. This component activity will provide further support for community based REDD+ through CPA, CFs, and collaborative management. Activities may include but are not limited to 1) zonation, 2) collaborative management, 3) community based participatory mapping, 4) forest patrolling, and 5) community based forest management and monitoring.

**Output 4: Monitoring system designed for REDD+ with capacity for implementation**

Important progress was made in establishing a NFMS and FREL through support from UN-REDD, FCPF and JICA. A national forest definition and land use classification was established along with activity data and a National Forest Inventory (NFI) methodology was designed along with a field manual. Historical forest inventory data, though not of high accuracy, was collected and analysed to develop country-specific emission factors for some carbon pools, in preparation of the initial FREL submission.

A database and monitoring platform were developed and datasets were collected and reviewed to facilitate future land use interpretation, a national GHG inventory and a review of national circumstances to review the drivers of deforestation and forest degradation. There is nevertheless much work remaining in order for Cambodia to operationalize its national forest monitoring system, and to be in a position to revise and upgrade its FREL using more accurate data and information. This project will also provide support to the government in responding to the feedback from the technical assessment of the FREL Cambodia submitted to the UNFCCC in January 2017.

A number of components of the national forest monitoring system require further development, including linkages to the broader national MRV system (i.e. non-land use sectors), further refinement of the monitoring functions of the NFMS, and the establishment of linkages between the national forest monitoring system and the SIS.

Significant work has been undertaken on the development of national data. Land use and land use change assessments for the years 2006, 2010, 2014 are complete. The land use data produced for 2006 and 2010 is, in part, based on existing data while the 2014 land use data was developed from the ground up using improved methodologies. Time series data is being updated for 2016 to provide information on land use and land use change for the Biennial Update Report (BUR) and technical annex on REDD+, to be submitted in 2018.

Land use data is currently of an insufficient quality to assess forest degradation and therefore exploring options to improve the assessment of forest degradation is a priority. Land use and land cover maps for 2016 and 2018 will be produced under a mapping cycle of 2 to 4 years and this will be done with FCPF additional funding. It is anticipated that all the necessary remote sensing data will be acquired under the additional funding and include building capacity within the key forest sector institutions. A NFMS database has been developed and initial data sharing procedures between institutions established. The MRV/REL technical team members are able to perform basic GHG emissions calculations. Further capacity building will enable Cambodia to report its GHG emissions from land use, land use change and forestry (LULUCF) sector.

**Output 4.1. Strengthening of National MRV Technical Team and national capacity**

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This output will continue the support to the MRV TT provided through UN-REDD and FCPF to convene regular meetings of relevant stakeholders and experts to ensure a coherent and transparent national approach to the development of the national forest monitoring system. Under this component a full-time technical expert will be hired who will be responsible for coordinating all activities under Outcome 4, providing technical oversight, and ensuring close linkages to other programmes and initiatives such as JICA. Beyond coordination and oversight, this output will also support the government to develop and seek ways to continually improve a web-GIS forest monitoring portal which will be a key tool for the transparent sharing of forest monitoring data.

Key activity areas will be:

- Support for Technical Team to strengthen NFMS;
- Strengthening and consolidation of national framework through capacity building for NFMS;
- Support for NFMS web-portal development, maintenance and dissemination of knowledge products.

#### **Output 4.2. Support for Nationally-derived Activity Data, Emission Factors, GHG estimates for LULUCF/AFOLU sector improved, and reporting**

This output will support the government to collect, analyse and archive national land use change (activity data) and forest carbon stock data in a way that is compliant with the most recent guidance and guidelines of the Intergovernmental Panel on Climate Change (IPCC). This will involve accuracy assessments of area change estimates and the development of time-series data on forest degradation, in addition to supporting field data collection for the NFI, and the compilation and reporting of a GHG inventory as part of Cambodia's BUR to the UNFCCC in 2018.

Key activity areas will be:

- Support for REDD+ Activity Data development at the national level;
- Support for REDD+ Emission Factors development using nationally derived data;
- Strengthening of capacity in GHG inventories and reporting to the UNFCCC (this activity is facilitated in consultation with the climate change department of NCS to ensure its alignment with approved methodologies).

#### **Output 4.3. Capacity building for monitoring impacts of REDD+ interventions**

This output will link closely to the activities under Outcome 3 to test methods for the monitoring of REDD+ interventions, including through proxy (non-carbon) indicators and development of GIS layers from this data and information that can be fed into the web-GIS portal. This output will also support the government to implement a registry that will facilitate the tracking of the implementation, and associated emissions reductions, of REDD+ projects.

Key activity areas will be:

- Strengthening of capacities to monitor REDD+ activities;
- Support for monitoring of REDD+ demonstration activities;
- Support for development of REDD+ project registry.

### **3.2. Resources Required to Achieve the Expected Results**

Resources required to achieve the expected results include

- Key government officers staff time and technical inputs;
- Project staff:
  - Technical specialist for overall technical guidance;
  - MRV specialist for technical guidance for MRV/FREL;
  - National Project advisor;
  - National REDD+ coordinator to coordinate all REDD+ related activities;
  - National communication officer to facilitate stakeholder engagement and communication;
  - Project assistant to take administrative and financial tasks related to the project.



- Staff time of UNDP country, regional and global offices in terms of quality assurance and admin and finance support;
- International and national consultants to provide technical inputs;
- International organization(s)/ firm(s) to undertake the MRV activities.

### 3.3. Partnerships

The project closely collaborates with the following agencies/projects for **REDD+ readiness activities**.

**JICA: CAM-REDD:** JICA provides two kinds of support for REDD+ readiness. One is overall policy guidance for the national REDD+ programme through provision of a REDD+ advisor (relevant for the output 1 and 2). Another is technical assistance targeted at the output 4. The main activities include 1) designing a Monitoring System and RLs/REs framework and capacity for implementation, 2) designing the Satellite Land Monitoring System to provide Activity data for REDD+ related activities, particularly and production of 2016 land use/cover map to increase the reliability of the initial FRL/FL and 3) development of Cambodia RLs/REs framework (relevant for the output 4).

**US Forestry Service (pipeline):** USFS plans to provide technical assistance support for the forestry sector in Cambodia that are highly relevant for REDD+ readiness activities. These include 1) support implementation of nationally determined contributions under the UNFCCC and its ongoing effort to develop a national GHG inventory (relevant for the output 4); 2) support the MoE and other relevant institutions in PA to train forest rangers in PA monitoring and enforcement (relevant for the output 2 and 3); 3) support the FA and other relevant institutions in restoring deforested and degraded forest lands targeting ELCs (relevant for the output 2 and 3).

**Table 1: Major supporting frameworks supporting implementation of the Cambodia REDD+**

	FCPF	CAM-REDD	US forest service
Outcome 1: Institutional Arrangements	✓	✓	
Outcome 2: Strategies/ policies	✓	✓	
Outcome 3: Sub-national capacity building	✓		✓
Outcome 4: MRV/ REDD+ GHG Emissions Registry/Reporting to GHG inventory	✓	✓	✓

The project will also coordinate with following projects that have relevance to REDD+ readiness efforts.

**ADB/WB Forest Investment Programme (pipeline):** ADB and WB designed a proposal to implement Forest Investment Programme (FIP) while funding sources are to be identified. The proposed programme has three major activities to support the forestry sector. 1) design and pilot a framework for landscape management inside and outside the biodiversity conservation corridors, 2) supporting reforestation and production forests through public and private partnership, and 3) implement national forest monitoring. Since these proposed activities are highly relevant for proposed REDD+ readiness activities, the project will ensure synergy and alignment between REDD+ readiness and their investment activities to the extent possible.

**ADB:** The Asia Development Bank's Environmental Operations Center (EOC) Core Environment Program (CEP) is currently designing Phase 2 of the Biodiversity Corridor's Initiative (BCI). BCI Phase 2 will focus on the Eastern Plains and Cardamom Mountains corridors in Cambodia over the next 7-8 years. The Core Environment Program also has funding to technical assistance for work on REDD+ and PES at the national level and in the three biodiversity corridors: Eastern Plains, Cardamom Mountains and the Northern Plains.



**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 (CCCSP), which focuses on three main drivers of change: a) strengthening the CC governance, b) harnessing public and private, domestic and external resources in support of the CCCSP vision and c) developing human and technological capital for CC response.

**UNDP Environmental Governance Reform (EGR) project funded by USAID and Japan:** This project aims to assist the RGC to attain the following key deliverables under the Environmental Governance reform to create an enabling policy and legal environment for achieving sustainable development and effectively conserving and protecting environmental resources that are currently at risk. KD1: New Structure of MoE Operationalized, KD 2: New NCSD Organizational Structure and Authorities Operationalized, KD3: New Environmental Code Drafted and KD4: Integrated Ecosystem Mapping Developed and Operationalized.

### 3.4. Risks and Assumptions

Table 2 summarises key sets of anticipated risks and countermeasures to address each type of risk (See Annex 3: risk log for more details).

Table 2. Types of risks and counter measures to be taken by the project

No	Types of risks	Counter measures
1	Government staff capacity is not fully available for programme implementation	The project activities centre on capacity building of key government staff for effective design and implementation of REDD+. Key government staff include members of REDD+ taskforce and technical teams at the national level and provincial, district and commune government officers at the subnational level.
2	Non-forestry sectors such as mining, energy, agriculture, land use do not place a priority on REDD+ and undermine REDD+ activities	The project supports the REDD+ Taskforce as well as the NCSD (both of which are inter-ministerial bodies) to facilitate inter-ministerial discussions to mainstream REDD+. The project also supports to enhance the NCSD's role in Strategic Environment Assessment and Environmental Impact Assessment to properly assess potentially negative social and environmental impacts of policies, programme and projects and to propose measures to avoid, mitigate and eliminate these impacts.
3	Other sectors' laws (e.g. draft Agriculture Law) may undermine national REDD+ efforts	The project closely monitors the development of other sectors' laws and their implications. When significantly negative impacts are anticipated, the project will address concerns through inter-ministerial bodies such as the Taskforce and NCSD to ensure coordination among line ministries and to mitigate any negative impacts.
4	Government agencies do not cooperate and coordinate activities effectively.	The Cambodia REDD+ Taskforce has been explicitly established to mitigate this risk. The Taskforce's decision-making process ensures adequate coordination and consensus between Government agencies. In addition, Technical Advisors and National Project advisor under the FCPF coordinate with both FA/MAFF, GDANCP/MoE and NCSD throughout implementation.
5	Sub-national authorities do not share central government's commitment to REDD	The project component 3 targets the subnational level authorities to raise their awareness about the importance of REDD+ and to build their capacities in planning and implementing REDD+ related activities.
6	Programme inputs (funds, human resources, etc.) are	The project seeks to avoid this risk by ensuring that procurement of services (individuals, firms) would be done in a most efficient manner with

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	not mobilized in a timely fashion	due consideration of needs for the top levels of expertise to successfully implement the project.
7	National planning processes give a rise to environmental and social impacts that could affect indigenous people, local communities or other vulnerable groups	The project establishes a national safeguard information systems (SIS) at the national level to avoid, mitigate and eliminate any adverse social, and negative impacts of REDD+. Grievance redress mechanism (GRM) will also be an integral part of the SIS to enable affected stakeholders to seek effective remedies in case negative impacts arise due to REDD+.
8	Subnational activities pose environmental and social impacts that significantly affect land tenure arrangements and/or traditional cultural ownership patterns	The project supports land use planning and development of management plans of natural resources including forests in a manner that pays due attention to existing tenure arrangements and ownership. The project also includes specific components to promote community based REDD+ to strengthen community land tenure and ownership of forests and to promote sustainable management of natural resources.
9	Potential impact on gender equality and women's empowerment  Inappropriate REDD+ implementation could impact gender equality and women's empowerment	The project fully considers and promotes the gender equality and women's empowerment. A REDD+ gender group was established in 2013, with four members from four institutions including the Ministry of Women's Affairs (MoWA), Forestry Administration (FA), Fisheries Administration (FiA) and the Ministry of Environment (MoE). This inter-institutional Gender Group has played and will continue to a key role in raising awareness on gender and women's empowerment issues relevant to REDD+ among members of the REDD+ Taskforce, Consultation Group and technical teams. The project will continue to support the group to play an important role in providing regular feedback to the policy deliberation processes to incorporate gender concerns and promote active participation of women in implementing the National REDD+ Strategy.

Below are a set of assumptions which are key for the project success:

- There is a government ownership of REDD+ in that the government priorities REDD+ as a key policy measure to address the threats of deforestation and forest degradation;
- Sufficient capacities in terms of basic knowledge of REDD+ and technical expertise (e.g. forestry, PA and fishery management and GIS) are readily available among key government agencies, (i.e. GDANCP, NCSD, FA and FiA) which the project can build upon to ensure that the project activities can be facilitated smoothly with satisfactory quality;
- An inter-ministerial decision making body such as the REDD+ Taskforce and NCSD are able to facilitate inter-ministerial discussions and decisions to mainstream REDD+ policies and measures into line-ministries policies and planning;
- A draft Environment and Natural Resources Code will be enacted during the project implementation to provide legal foundations for REDD+ safeguards;
- Non-governmental stakeholders such as representatives from IPs, Civil Society, Gender Group, academics and the private sector have sufficient interests and capacities to engage in REDD+ discussions to address their concerns;
- Top quality technical expertise is readily and timely available internationally and domestically to assure the highest qualities of project deliverables.

### 3.5. Stakeholder Engagement

Main target group of the project include 1) REDD+ Taskforce and 2) Technical Teams (TTs), Consultation Group (CG) and Gender Group. The project will also engage subnational level stakeholders including subnational governments, local communities and civil societies through its support to build the subnational capacities.

Throughout project implementation, the project will ensure the **full and effective participation of all**



**relevant stakeholders** in REDD+ readiness processes as one of key guiding principles. These stakeholders include civil society organizations, the private sector, academic institutions, local communities, indigenous peoples and women, with attention to ensure rights of socially marginalized groups. This will be facilitated through the following activities.

- Developing and institutionalising national and sub-national consultation and participation mechanisms;
- Organizing regular consultation meetings with CG and Gender Group and other stakeholders to inform of and seek inputs for any proposed REDD+ measures prior to any official decisions being made;
- Ensuring close coordination with community-based REDD+ initiatives to fully integrate lessons learned from CBR+ to promote participation and ownership of local communities, and indigenous peoples in REDD+ readiness activities; and
- Strengthening measures to ensure that gender is adequately addressed in national and sub-national REDD+ planning processes, for example, through development of gender sensitive stakeholder engagement tools to facilitate gender responsive stakeholder engagement approaches across sectors.

Another core guiding principle is **full and timely access to information related to REDD+**. The FCPF II project plans to further refine a national REDD+ communications strategy to allow for more extensive national and subnational reach, with special attention to those who have limited access to information.

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

The project will promote South-South and Triangular Cooperation through close coordination with UNDP REDD+ regional and global teams. The teams have overseen and guided numerous countries which currently carry out REDD+ readiness activities, including countries in the South-East Asia region such as Bangladesh, Bhutan, Indonesia, Malaysia, Myanmar, Mongolia, Nepal, Papua New Guinea, and Vietnam.

The UNDP regional and global offices will play a lead role in disseminating best practices and lessons learned from other countries and providing a catalyst role in connecting Cambodia with other countries for sharing lessons and experiences related to REDD+ readiness activities, through exchange visits and regional workshops/meetings.

### **3.6. Knowledge**

This project has a strong focus on knowledge generation and dissemination.

To be ready for REDD+, the project will conduct a number of technical and policy analyses and produce policy reports, documents, and training manuals, for example, related to the works on NRS actions, Enabling Policies in natural resources management, SIS, and REDD+ fund options. In addition, these policy reports, documents and training materials will be prepared, whenever relevant, to incorporate lessons and knowledge generated from activities supported at the subnational level. Attention will be paid to generation of new knowledge to enable full and effective participation of local communities, Indigenous Peoples and women in REDD+ related activities. For this reason, all training and awareness raising materials will be developed in Khmer. The project ensures these materials to be context specific, simple, and easily applied.

The project also ensures full access to information to the project related activities and decisions, by posting all relevant information on the national REDD+ programme website, and Facebook. Furthermore, the project conducts awareness raising activities to ensure that relevant stakeholders fully understand key concepts of REDD+, through creation of media products, and facilitating radio, and meetings.



### **3.7. Sustainability and Scaling Up**

**Financial sustainability:** will be achieved by working through existing government agencies and mechanisms as far as possible such that the outcomes are mainstreamed into the regular operations and budgets of these agencies (MoE, NCSD, MAFF, subnational government, ...). Following the completion of the project these institutions and authorities will be empowered and better equipped to exercise their mandates, without requiring further external resources.

**Institutional sustainability:** will be improved through systematic capacity development measures for MoE, NCSD, MAFF and Taskforce members at the national level and subnational government officials by expanding a range of tools related to REDD+. National ownership of the project will be ensured through assuring the leadership of the government agencies in designing, managing and leading the project activities.

**Social sustainability:** will be improved through the development of effective stakeholder engagement mechanisms for REDD+. The project also closely coordinates with the Community based REDD+ (CBR) initiative to effectively incorporate concerns and interests of local communities who are dependent on forest resources for their livelihoods. The lessons from CBR will be used to design an enabling policy approach and instrument to strengthen the rights and ownership for local communities to undertake REDD+ activities.

**Environmental sustainability:** will be achieved through a coordinated approach involving a wide range of government and civil society organizations and communities to address deforestation and forest degradation at both national and subnational levels.

**Innovation and scaling up:** innovative aspects of this project includes promoting testing REDD+ approaches at the subnational level. The project will facilitate analysis and review of policies related to forest management, PA management and REDD+. The project strategy is to establish localized pilot initiatives which will test new approaches for forest management and then be amenable for replication and scaling-up. Knowledge and good practices from the pilot initiatives of the project has potential to be demonstrated and scaled up to the national level strategies for REDD+ implementation.



## IV. Project Management

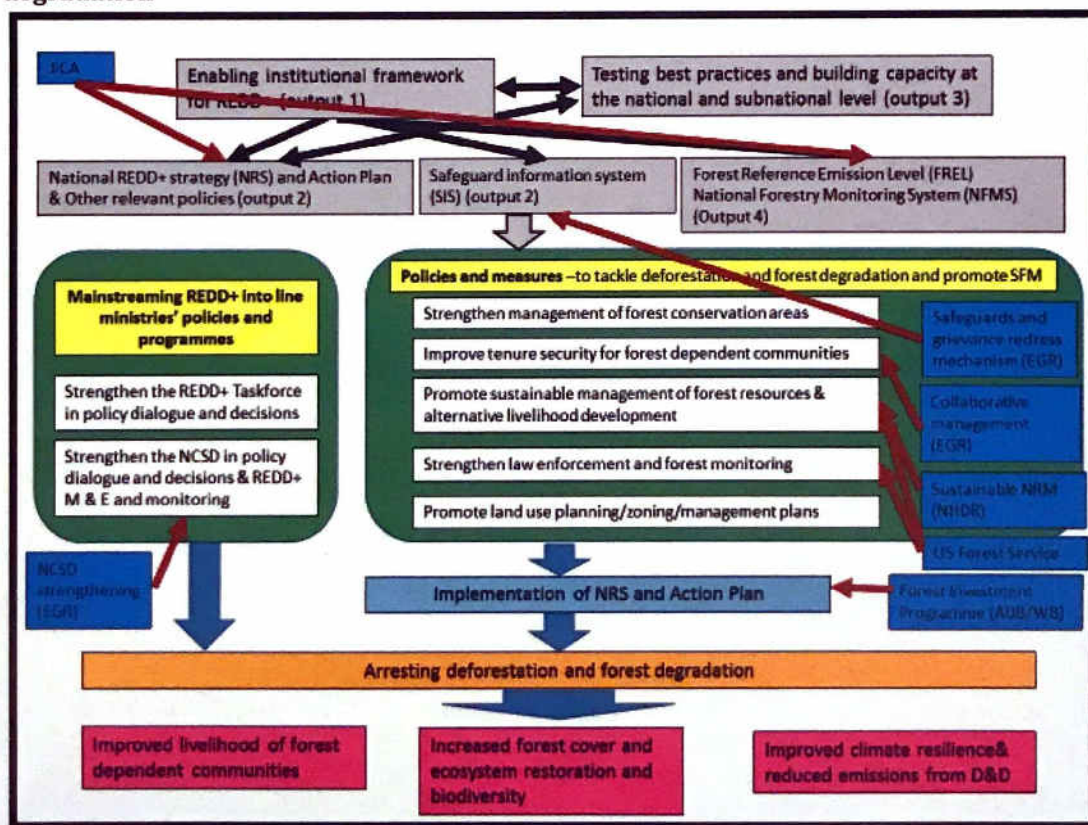
### 4.1. Cost Efficiency and Effectiveness

The FCPF II project seeks to deliver maximum results with available resources as well as in partnership with other related initiatives.

As Figure 6 shows, the project will coordinate closely with **JICA** for the development of NRS and Action Plan (output 1) as well as MRV and NFM related works (output 4) and with **US Forest Service** for the efforts for strengthening law enforcement as well as for improving productivity of forest products. The project will also collaborate closely with the **UNDP Environmental Governance Reform (EGR)** project. This project supports the development of an Environment and Natural Resources Code as well as ecosystem mapping. Among others, the draft Code includes legal provisions to strengthen citizen's rights for effective participation, and for access to full information and effective remedies, which are highly relevant for safeguards information systems. The draft Code also includes provisions to strengthen tenure and management rights of communities in relation to natural resources. Its ecosystem mapping initiative can be possibly used to provide geo information to assist land use planning and zonation at the subnational level (output 3). The project plans to incorporate lessons learned from various research conducted under the **UNDP National Human Development Report (NHDR)** on forest resources which seek to identify ways to improve livelihoods of forest dependent communities.

The project will ensure close collaboration with **the Forest Investment Programme (FIP)** to align REDD+ readiness activities with their forest investment plans to the extent possible.

**Figure 6. Coordination with other related initiatives in addressing deforestation and forest degradation**





## **4.2. Project Management**

The project will be implemented under the National Implementation (NIM) Modality. The project management unit will be located at the GDANCP of the MoE. Project activities will be mainly at the national level, for the output 1, 2 and 4. For the output 3, project activities will be conducted at the subnational level, including locations previously supported by the FCPF project (see VIII governance and management arrangements).

The quality of the project will be regularly monitored and assured by UNDP staff, such as regional advisors, programme analysts and associates. UNDP country office will also provide additional services such as recruitment of key project personnel, procurement of goods and services, and identification and facilitation of training activities in accordance with the Letter of Agreement between UNDP and the Government for the Provision of Support Services (Annex 6). UNDP policies on cost recoveries will apply for these activities.

The project will be audited as per requirements in the UNDP's Programme and Operations Policies and Procedures.

Additional technical support will be provided through access to external expertise pool locally and internationally, regional experts or institutions from the region as and when the Project Management Team identifies the need. UNDP will also provide support, particularly for compiling lessons learned and sharing experiences with other stakeholders locally and internationally.



## V. Results Framework

<b>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:</b>	
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)	
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>	
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)	
<b>Applicable Output(s) from 2014-17 Strategic Plan:</b> 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 e.g. (1) Ecosystem mapping, (2) Environmental Code, (3) REDD+	
<b>Project title and Atlas Project Number: Forest Carbon Partnership Facility II project &amp; Project number: 96720</b>	

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS
			Value	Year	2017	2018	2019	2020	
Output 1 Strengthening of REDD+ management arrangements	<b>1.1 Level of multi-agency Taskforce/Secretariat/ Consultation Group effectiveness</b> Measured on a three-point scale: 1=Not effective: Mechanisms function on an ad-hoc basis 2=Somewhat effective: Mechanisms function partially 3=Effective: Mechanisms function as expected	- Minutes of meetings of Taskforces/Secretariat/ CG - Annual report - Midterm review - Final review	2	2017	2	2	3	3	Reviews of documents, meeting minutes
	<b>1.2 Extent of technical capacities of key REDD+ institutions and staff</b> Measured on a three-point scale: 1= Some extent: Key institutions (Taskforce, TT, CGs) and their staff know technical requirements of REDD+ 2= Moderate extent: Key institutions and their staff know technical requirements of REDD+ and able to propose technical solutions (policies and measures) for REDD+ implementation 3= Great extent: Key institutions and their staff know technical requirements of REDD+ and able to take the lead in	- Minutes of meetings of Taskforces/Secretariat/ CG	1	2017	1	2	2	3	Reviews of documents, meeting minutes, meeting observations



EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS
			Value	Year	2017	2018	2019	2020	
	formulating Action Plans based on proposed technical solutions (policies and measures) for REDD+ implementation								
	<b>1.3.1. Extent of participation of stakeholders in REDD+ readiness activities at national levels</b> Measured on a three-point scale: 1= Some extent: Limited participation (measured by the number of participants for the CG and GG meetings aggregated by sex) 2= Moderate extent: Stakeholders engaged in planning (measured by the number of participants for the CG and GG meetings aggregated by sex) 3=Great extent: Stakeholders actively engaged and able to influence REDD+ related decisions (measured by the number of participants for the CG and GG meetings aggregated by sex+ concrete comments incorporated into REDD+ related policies)	- Minutes of meetings of CG and GG - Work plan of CG and GG - Annual report - Midterm review - Final review	2	2017	2	2	3	3	Reviews of documents, meeting minutes
	<b>1.3.2. Extent to which gender concerns are integrated into the proposed measures by the NRS Acton, other policies and SIS</b> Measured on a three-point scale: 1= Some extent: relevant policy documents refer to their possible impacts on men and women 2= Moderate extent: relevant policy documents refer to their possible impacts on men and women and include some measures to ensure positive impacts 3=Great extent: relevant policy documents include full measures and budget to ensure positive impacts	- NRS action plan - NPA action plan - Forestry policy - Fishery policy	1	2017	1	2	2	3	Reviews of documents, meeting minutes
	<b>1.3.3. Extent to which national stakeholders are aware about REDD+</b> Measured by 1= Some extent: Communication strategy drafted/Cambodia REDD+ website, facebook and twitter available 2= Moderate extent: Communication strategy revised/Cambodia REDD+ website, facebook and twitter regularly updated and visited (e.g. number of downloads of communication materials)	- Communication products - Project progress reports - Report on assessment of media products - Website of REDD+ - Facebook - Twitter - Final review	1	2017	1	2	2	3	Reviews of documents, meeting minutes



EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS
			Value	Year	2017	2018	2019	2020	
Output 2 Development of NRS Action Plan and other relevant enabling instruments for REDD+	3=Great extent: Communication strategy fully implemented, Cambodia REDD+ website, Facebook and twitter regularly updated and visited (e.g. number of downloads of communication materials)								
	<b>1.3.4. Extent to which subnational stakeholders, local communities and IPs, are aware about REDD+</b> Measured by 1= Limited extent: communities and IPs in sample sites demonstrate a limited understanding of REDD+ 2= Moderate extent: more than half communities and IPs in sample sites demonstrate a basic understanding of REDD+ in terms of its main objectives 3=Great extent: a majority of communities and IPs in sample sites can explain about main objectives of REDD+ and how REDD+ can contribute to sustainable forest management	- Baseline surveys - Mid term surveys - Final surveys	1	2017	1	2	3	3	Reviews of documents, meeting minutes and surveys
	<b>2.1.1. Extent of progress in National REDD+ Strategy Action(s) Plan</b> Measured on a three-point scale: 0= None: no initial assessment and analysis 1= Moderate extent: Improved assessment and analysis 2= Great extent: final Drafts of Action plan ready for endorsement	- NRS Action plan	0	2017	0	1	2	2	Document reviews
	<b>2.1.2. Extent of progress in policy review and M &amp; E under NCSD</b> Measured on a three-point scale: 0= None: No initial draft manuals 1= Moderate extent: Initial draft manuals 2= Great extent: final Drafts of manual and M& E ready for endorsement	- Policy and M&E framework	0	2017	0	1	2	2	Document reviews
	<b>2.1.3. Extent of progress in NPASMP Action(s)</b> Measured on a three-point scale: 0= None: No initial drafts 1= Moderate extent: Initial assessment and analysis 2= Great extent: final Draft Action ready for endorsement	- NPASMP	0	2017	0	1	2	2	Document reviews
	<b>2.1.4. Extent of progress in policy support for FA</b> Measured on a three-point scale: 0= None: No initial drafts 1= Moderate extent: Initial assessment and analysis	- FA	0	2017	0	1	2	2	Document reviews



EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS
			Value	Year	2017	2018	2019	2020	
	2= Great extent: final drafts of policy for FA ready for endorsement								
	<b>2.1.5. Extent of progress in policy support for FIA</b> Measured on a three-point scale: 0= None: No initial drafts 1= Moderate extent: Initial assessment and analysis 2= Great extent: final Drafts of options ready for endorsement	- FIA	0	2017	0	1	2	2	Document reviews
	<b>2.2. Extent of progress in Development of Safeguards Information System including GRM</b> Measured on a three-point scale: 1= Some extent: Initial assessment and analysis 2= Moderate extent: Draft proposal of SIS and GRM for Cambodia 3= Great extent: final proposals for SIS and GRM ready for endorsement	- Technical reports - Annual Report - Midterm review - Final review	1	2017	1	2	3	3	Document reviews
	<b>2.3.1 Extent of progress in being eligible for results-based payments</b> Measured on a three-point scale: 1= minimum extent: Three out of four Cancun elements in place 2= Moderate extent: All four elements in place and results fully MRVed 3= Great extent: Concept Note to the GCF prepared	- Technical reports - Annual Report - Midterm review - Final review	1	2017	1	2	3	3	Document reviews
	<b>2.3.2 Extent of progress in development and submission of BUR to the UNFCCC with REDD+ results</b> Measured on a three-point scale: 0= None extent: Work has not been initiated 1= Moderate extent: Draft BUR developed 2= Great extent: BUR endorsed and submitted	- Technical reports - Annual Report - Midterm review - UNFCCC website -	0	2017	0	1	2	2	Document reviews
	<b>2.3.3 Extent of progress in development investment plan for result-based payments (subject to the successful completion of 2.3.1)</b> Measured on a three-point scale: 0= None extent: Work has not been initiated 1= Moderate extent: Draft investment plan developed 2= Great extent: Investment plan developed and endorsed.	- Technical reports - Annual Report - Midterm review - Final review	0	2017	0	0	2	2	Document reviews
<b>Output 3</b>	<b>3.1.1 Extent to which subnational governments can assess key causes of D&amp;D and propose coordinated management approaches to address these causes</b>	- Technical reports - Annual Report - Midterm review	1	2017	1	1	2	3	Document reviews



EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS
			Value	Year	2017	2018	2019	2020	
Enhancement of subnational capacities for REDD+ planning	Measured on a three-point scale: 1= Limited extent: initial assessments of causes 2= Moderate extent: draft management plans based on the assessments prepared 3= Great extent: full diagnosis of causes of D&D complete and a management plan is drafted ready for implementation	- Final review - Field monitoring							Field monitoring
	<b>3.1.2 Extent to which a landscape and integrated approach is promoted for REDD+</b> Measured on a three-point scale: 0= None extent: No management plans at the landscape level 1= Moderate extent: proposal of draft landscape management approaches developed 2= Great extent: a landscape approach is implemented by government agencies including GDANCP, FA and FIA ready for endorsement	- Technical reports - Annual Report - Midterm review - Final review - Field monitoring	0	2017	0	1	2	2	Document reviews Field monitoring
	3.2. Number of communities which received training and capacity building support through CBR	- CBR+ NSC meeting minutes - Mid-project reports - Final project evaluation reports	x	2017	TBC	TBC	TBC	TBC	Document reviews Field monitoring
<b>Output 4</b> Monitoring system designed for REDD+ with capacity for implementation	<b>4.1 Level of Activity and Emission Factors data availability improvements for reporting to UNFCCC</b> Measured on a three-point scale: 1= Low: Database contains limited data of Emission Factors and GHG estimate 2= Moderate: Only some data available related to Emission Factors and GHG estimate 3 = Improved: Database contains improved Emission Factor, Activity Data, and GHG estimates, including new land use map and two biomass model	- Database contains improved Emission Factor, Activity Data, and GHG estimates	1	2017	1	2	3	3	Document reviews



EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS
			Value	Year	2017	2018	2019	2020	
	<b>4.2 Web-GIS portal for Cambodia's National Forest Monitoring System (NFMS) developed and operational</b> Web-platform functioned and expanded with capacities and mechanisms to monitor REDD+ interventions 1 = Low; web-GIS platform not online 2 = Medium; web-GIS platform online with open access 3 = High; web-GIS platform online with data regularly updated by a team of trained operators and all data downloadable	- Web-platform and Cambodia-REDD+ website	1	2017	1	2	2	3	Document reviews
	<b>4.3 UNFCCC technical assessment incorporated into the Forest Reference Level (FRL)</b> Comments from UNFCCC duly reviewed and incorporated 1 = Low; FREL not developed 2 = Medium; FREL submitted to the UNFCCC 3 = High; FREL TA completed and revised FREL posted online	- FRL document	2	2017	2	3	3	3	Document reviews

## VI. Monitoring and Evaluation

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

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners	Cost
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	MOE/NCSD/FA/FIA	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to	MOE/NCSD/FA/FIA	Audit cost

6



	required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.		keep track of identified risks and actions taken.		
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	MOE/NCSD/FA/FiA	
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	MOE/NCSD/FA/FiA	
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		MOE/NCSD/FA/FiA	
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	MOE/NCSD/FA/FiA	US\$12,000 (Cost of PEB meetings)



	and to socialize project results and lessons learned with relevant audiences.				
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#### Evaluation Plan

Evaluation Title	Planned Completion Date	Cost and Source of Funding	Key Evaluation Stakeholders	Related Strategic Plan Output	UNDAF/CPD Outcome
Final Evaluation	June 2020	\$35,000 (Project budget)	MOE/NCSD/ FA/FiA	<p><b>Output 1.1:</b> National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods- intensive</p> <p><b>Output 1.3:</b> Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste</p> <p><b>Output 1.4:</b> Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented</p>	<p><b>UNDAF Outcome 1:</b> 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 of natural or cultural resources of future generations</p>



## VII. Multi-Year Work Plan

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Budget Description	RESPONSIBLE PARTY	Planned Budget by Year				TOTAL Amount	Funding Source
				2017	2018	2019	2020		
<b>Output 1</b>	1.1. Support for national REDD+ readiness coordination mechanisms 1.2. Capacity building and training for REDD+ 1.3. Stakeholder engagement and communication	Contractual Services-Individual	UNDP	40,750	163,000	163,000	163,000	529,750	FCPF
		Information technology equip	UNDP	15,000				15,000	FCPF
		Travel	UNDP	113,420	13,950	4,000	4,000	135,370	FCPF
		DPC	UNDP	37,250	58,750	58,750	58,750	213,500	FCPF
		Translations	MoE	2,000	3,000	3,000	3,000	11,000	FCPF
		Travel	MoE	15,000	50,000	49,950	30,622	145,572	FCPF
		Equipment and Furniture	MoE	1,000	2,000	2,000	2,000	7,000	FCPF
		Rental & Maintenance of Other Equipment	MoE	3,000	3,000	3,000	3,000	12,000	FCPF
		Training, Workshops and Conference	MoE		20,000	20,000	20,000	60,000	FCPF
		Audio Visual & Print Prod Costs (e.g. printer)	MoE	10,000				10,000	FCPF
		Supplies	MoE	2,000	2,000	2,000	2,000	8,000	FCPF
		Miscellaneous Expenses	MoE	4,000	4,000	3,000	5,000	16,000	FCPF
<b>Output 2</b>	2.1. Development of Action plans of NRS and policy support	Audit/Field monitoring/Evaluation	MoE/UNDP		5,000	5,000	35,000	45,000	FCPF
				243,420	324,700	313,700	326,372	1,208,192	
		Salary & Post Adj Cst-IP Staff (P4)	UNDP	100,000	224,500	224,500	224,500	773,500	FCPF
		International consultants (1. NRS action plan, 2. REDD+ M&E framework, 3. NPASMP action plan, 4. Strategy for Production Forestry, 5. National action plan for restoration for flooded and mangrove forests)	UNDP	58,601	48,374	14,160	12,417	133,552	FCPF



		National consultants (1. NRS action plan, 2. REDD+ M&E framework, 3. NPASMP action plan, 4. Strategy for Production Forestry, 5. National action plan for restoration for flooded and mangrove forests)	MoE	40,200	29,500	22,000	78,000	169,700	FCPF
		Training, Workshops and Conference	MoE	24,100	30,000	38,000	69,126	161,226	FCPF
		2.2. Establishment of Safeguards Information System including grievance redress mechanism	UNDP	5,000				5,000	FCPF
		National consultants (Development of SIS and GRM)	MoE	6,000	18,000			24,000	FCPF
		Training, Workshops and Conference	MoE	3,825	14,000	11,000	6,000	34,825	
		2.3. Arrangements for participation in GCF REDD+ results-based payment	UNDP		47,000	55,000	10,000	112,000	FCPF
		International consultants (BUR, GCF RBP concept note)	MoE	8,000	28,000	42,000	15,000	70,000	FCPF
		National consultants Training, Workshops and Conference	MoE		21,000	30,000		51,000	FCPF
		<b>Sub-Total for Output 2</b>		<b>237,726</b>	<b>460,375</b>	<b>436,660</b>	<b>400,043</b>	<b>1,534,803</b>	<b>FCPF</b>
		3.1. Development of subnational management plans for REDD+ planning with the link to national policies	UNDP	69,270			10,800	80,070	FCPF
<b>Output 3</b>		National consultants (1. Designing a landscape approach, site selection, 2. Document lessons learned from the implementation)	MoE				7,000	7,000	FCPF
		Travel	MoE		5,000	5,000	5,000	15,000	FCPF
		Contractual- governments/companies/NGOs Training, Workshops and Conference (to exchange information between FCPF and CBR)	MoE		190,000	190,000	190,000	570,000	FCPF
		3.2 CBR			5,000	5,000	5,000	15,000	FCPF



		Contractual- governments/companies/NGOs		TBC	TBC	TBC	TBC	See the below footnote <sup>6</sup>	CBR
	<b>Sub-Total for Output 3</b>			<b>69,270</b>	<b>200,000</b>	<b>200,000</b>	<b>217,800</b>	<b>687,070</b>	
	4.1. National MRV TT and national capacity strengthened	Salary & Post Adj Cst-IP Staff (P3)	UNDP	80,000	194,500	194,500	194,500	663,500	FCPF
		Equipment and Furniture	UNDP	7,000				7,000	FCPF
		Data acquisition/online portal/software	MoE	28,000	10,000	10,000	10,000	58,000	FCPF
		Travels (Field monitoring, data collection)	MoE	5,000	20,000	15,000	10,250	50,250	FCPF
	4.2. Nationally derived Activity Data, Emission Factors, GHG estimates for LULUCF/AFOLU sector improved and reporting supported	International consultants (MRV, REL, NFMS)	UNDP		30,000	30,000	20,000	80,000	FCPF
		National consultants (MRV, REL, NFMS)	MoE	10,000	10,000	10,000	10,000	40,000	FCPF
		Contractual-UN/companies/NGOs (activity data and remote sensing)	UNDP	45,000	55,000	60,000	40,000	200,000	FCPF
		Contractual-UN/companies/NGOs (emission factor and NFI)	UNDP	40,000	60,000	60,000	40,000	200,000	FCPF
	4.3. Capacity for monitoring impacts of REDD+ interventions improved	Training, Workshops and Conference	MoE		30,000	30,000	26,000	86,000	FCPF
	<b>Sub-Total for Output 4</b>			<b>215,000</b>	<b>409,500</b>	<b>409,500</b>	<b>350,750</b>	<b>1,384,750</b>	
<b>TOTAL</b>				<b>765,416</b>	<b>1,394,574</b>	<b>1,359,860</b>	<b>1,294,965</b>	<b>4,814,815</b>	
<b>GMS 8 %</b>				<b>61,233</b>	<b>111,566</b>	<b>108,789</b>	<b>103,597</b>	<b>385,185</b>	
<b>GRAND TOTAL</b>				<b>826,649</b>	<b>1,506,140</b>	<b>1,468,649</b>	<b>1,398,562</b>	<b>5,200,000</b>	

<sup>6</sup> CBR is supported by the GEF SGP/CBR+ which provides co-financing of US\$300,000.



## VIII. Governance and Management Arrangements

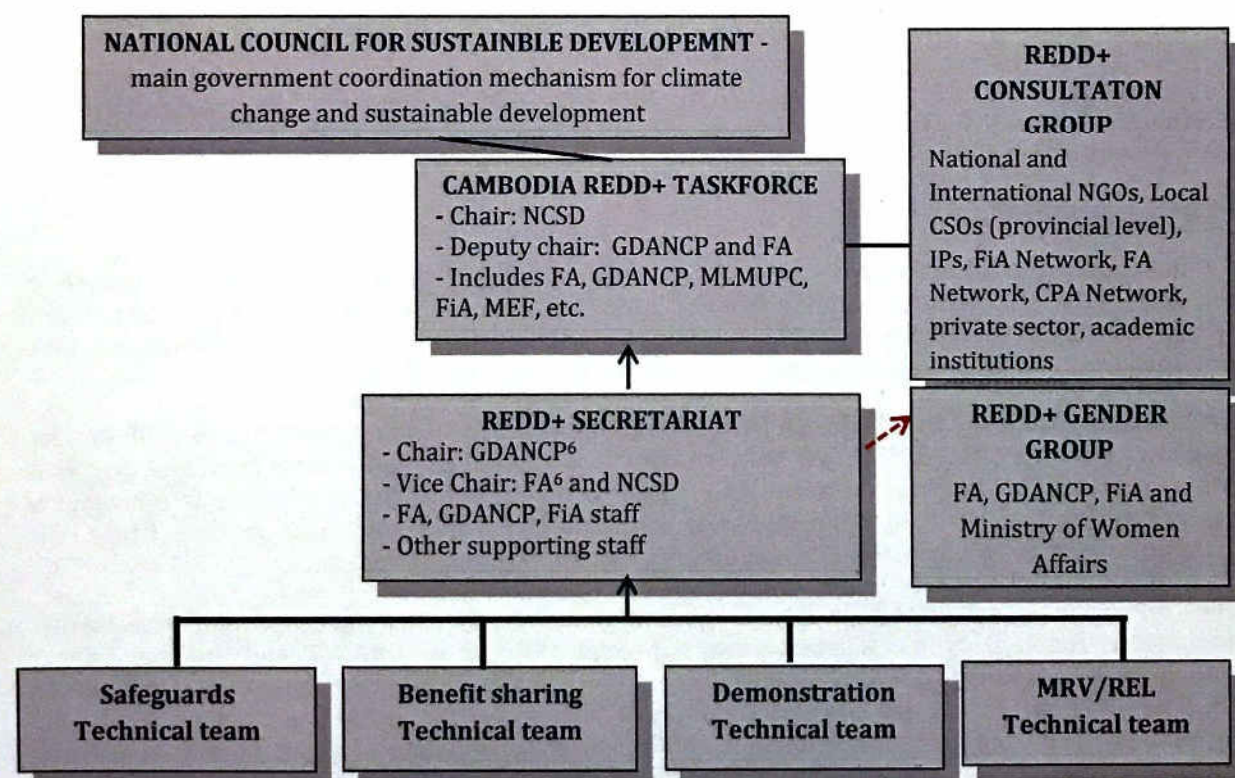
The project will be implemented over the period of 3 and a half years: from October 2017 to December 2020. UNDP will serve as a delivery partner to the FCPF II project.

The project will be implemented by the General Department of Administration for Nature Conservation and Protection (GDANCP) from the Ministry of Environment under the overall guidance of the National REDD+ Taskforce. The project will build on an existing institutional structure and human resources under the national REDD+ taskforce.

**Cambodia REDD+ Taskforce:** The Cambodia REDD+ Taskforce is an inter-ministerial coordination body formed at the technical level with a mandate to manage the development of REDD+ readiness (see Figure 7). The Taskforce is responsible for overall management of the national REDD+ programme, coordination of national REDD+ activities, ensuring whole of government responses, and integrating REDD+ into national development planning processes. Among other mandates, the Taskforce facilitate decision making by consensus among NCSD, GDANCP, NCS, FA, FiA, MIME, MEF and MLMUPC and reporting key decisions to other national bodies such as NCSD.

**REDD+ Secretariat:** The already existing team at the National REDD+ Secretariat continue to provide their day-to-day technical advisory support and administrative assistance for Cambodia REDD+ Taskforce (see Figure 7)<sup>7</sup>.

**Figure 7. Proposed National level Coordination Arrangements**



**REDD+ Technical Teams (TTs):** Four technical teams were formed under the Taskforce, including 1) safeguards technical team, 2) benefit sharing technical team, 3) demonstration technical team and 4)

<sup>7</sup> The chair of the REDD+ secretariat will be transitioned from FA to GDANCP. The vice chair of the taskforce will be transitioned from GDANCP to FA.



MRV/REL technical team. Their main roles are to provide technical inputs and make recommendations on particular issues. These teams will be composed of technical officers from different line agencies responsible for the issues under discussion as well as other stakeholders as identified, including civil society and indigenous peoples' representatives.

**REDD+ Consultation Group:** A REDD+ consultation group was established in August, 2013 represented by nine categories of stakeholders: civil society, indigenous peoples, international and national NGOs, community networks (CF, CFi and CPA), private sector and academic institutions. The Taskforce will send reports and decisions to the consultation group for their comments and will provide written response to comments raised by the consultation group.

**REDD+ Gender Group:** A REDD+ gender group was established in 2013, with four members from four institutions including the Ministry of Women's Affairs (MoWA), Forestry Administration (FA), Fisheries Administration (FiA) and the Ministry of Environment (MoE). This inter-institutional Gender Group has played a key role in raising awareness on gender and women's empowerment issues relevant to REDD+ among members of the REDD+ Taskforce, Consultation Group and technical teams. The group has also played an important role in providing regular feedback to the policy deliberation processes to incorporate gender concerns and promote active participation of women in designing and implementing the National REDD+ Strategy.

The Gender Group has continued its active participation in the NRS consultation process to ensure that gender issues and needs are adequately addressed. A gender checklist was developed and utilized to ensure the activities of the REDD+ Programme and the strategy are gender consideration. Several events that included a training of trainers were conducted to strengthen capacity of the Gender Group, Technical Teams, and Consultation Group to enable them to identify gender issues that should be incorporated into the NRS. As the outcome, the final version of the NRS has incorporated gender consideration in its strategic objectives. The NRS is now submitted to the Royal Government for Endorsement, so the next step will focus on the NRS action plan development. The Gender Group will continue to be involved in the action plan development to ensure that future REDD+ activities are gender responsive and continue to ensure promote and enable participation by men and women.

### **Project organisation structure**

As shown in Figure 8, FCPF activities, the main components of the project structure will be the same as the ones of the FCPF project, with the Cambodia REDD+ Taskforce, the Programme Executive Board (PEB), the REDD+ Secretariat supported by the Project Management Unit and Programme Assurance provided by the UNDP programme staff at the country and regional offices.

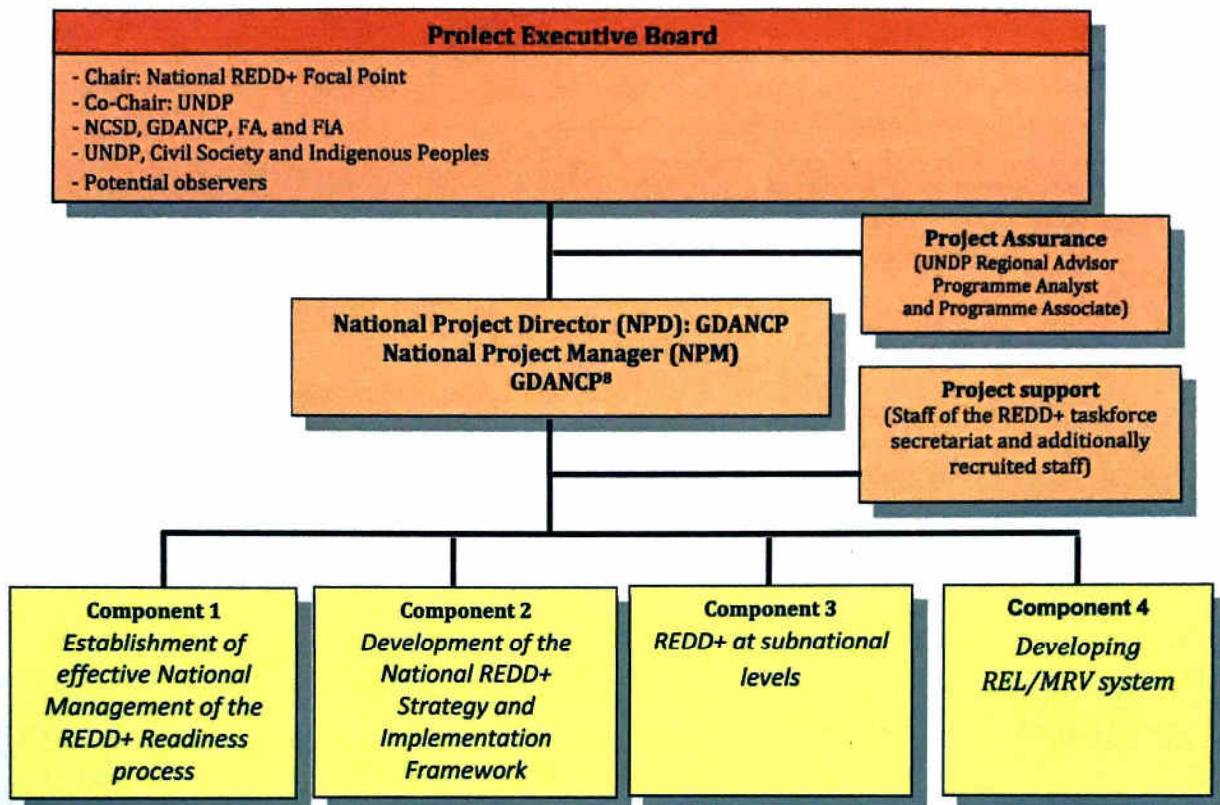
**Programme Executive Board (PEB):** Performance and results will be overseen by the FCPF Project Executive Board (PEB). The PEB will be co-chaired by the National REDD+ Focal Point and by UNDP country director or his/her designate. Other PEB members under the FCPF II project include a representative from NCSD, MoE, FA, and a FiA representative from government agencies. Other PEB members are representatives from UNDP, Civil Society and Indigenous Peoples.

The PEB will be responsible for making management decisions on a consensus basis for a project when guidance is required by the National Project Director (NPD) from GDANCP and National Project Manager from FA/GDANCP including approval of project revisions. PEB will be held at least annually to evaluate activities and progress. Project assurance reviews by this group are made at designated decision points during the project implementation, or as necessary when raised by the NPD. In order to ensure UNDP's ultimate accountability, PEB decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager (the Country Director). Project reviews by the PEB are made at designated decision points during the project implementation, or as necessary when raised by the NPD. The PEB is consulted by



the NPD for decisions when project tolerances have been exceeded<sup>8</sup>. Based on the approved annual work plan (AWP), the PEB may review and approve project quarterly plans when required and authorises any major deviations from these agreed quarterly plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.

**Figure 8. Project Organisation Structure**



**REDD+ Secretariat:** The already existing team at the National REDD+ taskforce secretariat (RTS) will continue to provide their day-to-day technical advisory support and administrative assistance for Cambodia REDD+ Taskforce (see Figure 7) and the implementation of the FCPF project (see Figure 8). At present, staff of the Secretariat consists of professional and administrative staff seconded from GDANCP, NCSD, FA and FiA. In order to ensure the smooth and effective implementation of the project, a Project Manager will be appointed by the GDANCP<sup>9</sup> and will work under the direction of the NPD. The Project Manager will be responsible for all four outputs under four components (see Figure 8) to be delivered by the respective agencies on time, on scope and on budget, as well as for the application of all UNDP administrative and financial procedures and efficient use of funding. Additionally, recruited staff include 1) a national project advisor, 2) a national coordinator, 3) a project assistant, and 4) a communication specialist (see annex 5 for more information about the TORs).

**Project assurance:** The quality of the project will be regularly monitored and assured by UNDP staff, such as regional advisors, programme analysts and associates. Additional technical support would be

<sup>8</sup>The Project Executive Board has the responsibility to define for the National Project Director the specific project tolerances within which the National Project Director can operate without intervention from the Project Executive Board. For example, if the Project Executive Board sets a budget tolerance of 10%, the National Project Director can expend up to 10% beyond the approved project budget amount without requiring a revision from the Project Executive Board.

<sup>9</sup> NPM of the FCPF was from FA. So there will be transition where FA appointed NPM will be replaced by the GDANCP's NPM.



provided through access to external expertise pool locally and internationally, regional experts or institutions from the region as and when the Project Management Team identifies the need. UNDP will also provide support, particularly for compiling lessons learned and sharing experiences with other stakeholders locally and internationally.

### **Capacity assessment of implementing partner**

For the FCPF Phase 2 project, GDANCP/MoE will serve as an implementing partner under the National Implementing Modality (NIM) of UNDP. Other key responsible parties include National Council for Sustainable Development, Forestry Administration, and Fisheries Administration, under the overall guidance of the National REDD+ Task Force. Below is the summary of the Harmonised Approach to Cash Transfer (HACT) Micro Assessment (see Annex 4):

Tested subject area	Risk assessment*	Comments
1. Implementing partner	Low	<p>The IP is the General Directorate of Administration for Nature Conservation and Protection (GDANCP) of the Ministry of Environment (MoE), operating under its current structure since 2015.</p> <p>The IP has been implementing projects funded by external donors for a number of years. The DNCP has been involved in the implementation of UN projects but has never been a direct recipient of UN funding so far.</p> <p>Donors' funding is not channelled through the Ministry of Economy and Finance (MoEF). Funds are received on a bank account opened specifically for each project and directly managed by the IP.</p>
2. Programme management	Low	<p>Project Management Units demonstrate efficient projects management with preparation of detailed work plans and budgets.</p> <p>The IP has a Design and Monitoring framework under which monitoring and evaluation procedures are established and consistently followed.</p>
3. Organisational structure and staffing	Moderate	<p>The IP's level of staffing and competencies appear broadly satisfactory.</p> <p>Projects accounting records are solely maintained by the designated Project Accountants, not by the IP's Finance Office.</p> <p>The Project Accountants appear to have the ability to perform their book keeping and reporting duties.</p> <p>Some of the projects staff may be permanent IP staff who are required to performed duties linked to their position in the project in addition to the ones under both their permanent employment with the IP.</p>
4. Accounting policies and procedures	Low	<p>The IP's accounting records are maintained in the Financial Management Information System managed by the MoEF, based on government regulations.</p> <p>Project accounting records are kept separately from the IP's general accounting system and are not consolidated into the IP's annual financial statements.</p> <p>Controls and segregation of duties in respect of projects are sufficient and appropriately documented.</p>



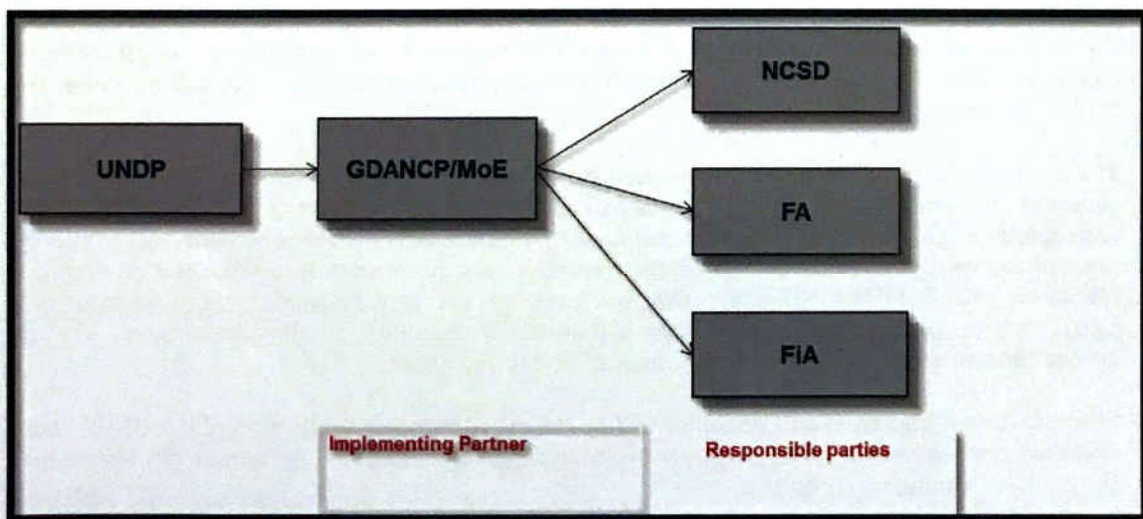
5. Fixed assets and inventory	Low	<p>The IP's procedures and controls in respect of fixed assets are sufficient with Fixed Assets Registers maintained separately for each project and annual physical verifications undertaken and documented.</p> <p>There is no inventory system management in use given that inventories are made of low value office supplies only.</p>
6. Financial reporting and monitoring	Significant	<p>The IP's annual financial statements are subject to annual audits from the National Audit Authority. However, the donors' projects records are not captured in the IP's audited accounts</p> <p>Financial reports in respect of projects are prepared based on donors' requirements.</p>
7. Procurement	Low	<p>Government's procurement regulations, with appropriate thresholds, approvals requirements and standard competitive procurements procedures are enforced and applicable to projects.</p> <p>Procurement procedures followed by the IP are sufficient and consistent.</p> <p>Fraud, conflict of interest and anti-corruption procedures need to be reinforced.</p>
<b>Overall risk assessment</b>	<b>Low</b>	

\* High, Significant, Moderate, Low

The overall risk assessment is low. It is concluded that the overall capacity of GDANCP is adequate for to serve as implementing partner. Therefore, the project will use two payment modalities (see Figure 9 for the financial flow):

- Direct Cash Transfer: UNDP will transfer fund to GDANCP's bank account (to be opened for receiving fund from UNDP) on a quarterly basis based on the approved workplan and request to UNDP. GDANCP may further release the fund to responsible parties such as NCSD, FA and FIA based on the letter of agreement (LOA), that is, output based payment.

**Figure 9. Financial flow under FCPF between UNDP and government agencies**





## **UNDP Support Services**

As agreed in the Letter of Agreement between UNDP and the Government for Provision of Support Services and agreed with GDANCP (Annex 6), UNDP will provide support services on the following areas when requested by the implementing partner (GDANCP):

- (a) Identification and/or recruitment of project personnel
- (b) Identification and facilitation of training activities
- (c) Procurement of goods and services
- (d) Providing and managing small grants to NGOs/CBOs

## **IX. Legal Context**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Cambodia and UNDP, signed on 19<sup>th</sup> 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 General Department of Administration for Nature Conservation and Protection, Ministry of Environment ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

## **X. Risk Management**

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. 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>).
5. 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.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.
11. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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

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

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection



process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Project Document.

## **XI. ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening**
- 3. Risk Analysis**
- 4. Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
- 5. Project Board Terms of Reference and TORs of key management positions**
- 6. Letter of Agreement between UNDP and the Government for Provision of Support Services**



## Annex 1: 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					
<ul style="list-style-type: none"> <li><b>APPROVE</b> – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.</li> <li><b>APPROVE WITH QUALIFICATIONS</b> – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.</li> <li><b>DISAPPROVE</b> – the project has significant issues that should prevent the project from being approved as drafted.</li> </ul>					
RATING CRITERIA					
STRATEGIC					
<b>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):</b> <ul style="list-style-type: none"> <li><b>3:</b> The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, 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.</li> <li><b>2:</b> The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.</li> <li><b>1:</b> 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/CPD's theory of change.</li> </ul> <p><small>*Note: Management Action or strong management justification must be given for a score of 1</small></p>	3	2			
	1				
	<b>Evidence</b> The project mainly addresses "weak forest government" among the indirect causes for deforestation and forest degradation (See Figure 4: Theory of Change of the FCPF II project, page 13)				
<b>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):</b> <ul style="list-style-type: none"> <li><b>3:</b> The project responds to one of the three areas of development work<sup>10</sup> as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas<sup>11</sup>; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i></li> <li><b>2:</b> The project responds to one of the three areas of development work<sup>1</sup> as specified in the Strategic Plan. The project's RRF includes at</li> </ul>	3	2			
	1				
	<b>Evidence</b> REDD+ readiness activities facilitated by the project will directly contribute to the Country Programme Document (CPD) Output 1.1. The project is also envisaged to contribute to achieving the UNDAF Outcome				

<sup>10</sup> 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

<sup>11</sup> 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

f



least one SP output indicator, if relevant. (both must be true to select this option)	1 (See Figure 5: Overall theory of project, page 14)	
<ul style="list-style-type: none"><li>1: While the project may respond to one of the three areas of development work<sup>1</sup> 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.</li></ul>		
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): <ul style="list-style-type: none"><li>3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (all must be true to select this option)</li><li>2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (both must be true to select this option)</li><li>1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. 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.</li></ul> <p>*Note: Management Action must be taken for a score of 1, or select not applicable.</p>	3	2
	1	
	Select (all) targeted groups: (drop-down)	
	Evidence Main target group of the project include REDD+ Taskforce and Technical Teams (TTs), Consultation Group (CG), and Gender Group. The project will also engage subnational level stakeholders including subnational governments, local communities and civil societies through its support to build the subnational capacities. (See Section 3.5 Stakeholder Engagement, page 24)	
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): <ul style="list-style-type: none"><li>3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, 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.</li><li>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.</li><li>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.</li></ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	Evidence The Cambodia UN-REDD National Programme and FCPF-1 generated lessons learnt and policy brief that informed management decisions and changes/corrections for the continue implementing activities under FCPF-2.	
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): <ul style="list-style-type: none"><li>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)</li></ul>	3	2
	1	
	Evidence Rural communities, especially women and vulnerable groups among them, are highly dependent on forest resources for their livelihoods. The project will develop policies and measures to effectively conserve and protect forest resources that they depend	



<ul style="list-style-type: none"><li>• <b>2:</b> A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i></li><li>• <b>1:</b> The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered.</li></ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	upon. The project fully considers and promotes the gender equality and women's empowerment. (See Annex 2 Social and Environmental Screening)	
<b>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):</b> <ul style="list-style-type: none"><li>• <b>3:</b> An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i></li><li>• <b>2:</b> 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.</li><li>• <b>1:</b> No clear analysis has been conducted on the role of other partners in the area that the project intends to work, 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.</li></ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
	1	
	<b>Evidence</b> Comprehensive analyses are conducted on the roles of development partners in the sector.  (See Figure 6: Coordination with other related initiatives, page 27)	
<b>SOCIAL &amp; ENVIRONMENTAL STANDARDS</b>		
<b>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):</b> <ul style="list-style-type: none"><li>• <b>3:</b> Credible evidence that the project aims to further the realization of human rights, 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 identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true to select this option)</i></li><li>• <b>2:</b> Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget.</li><li>• <b>1:</b> 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.</li></ul>	3	2
	1	
	<b>Evidence</b> The project will be operated based on the full recognition that rural communities including Indigenous Peoples, women and other marginalized groups are highly dependent on forest resources for their livelihoods. For instance, the project places a strong focus on engagement of stakeholders, particularly socially marginalized groups through its support for the Consultation Group (CG), and Gender Group (GG). The project will also ensure full access to information related to REDD+, so that potentially affected stakeholders become fully aware of REDD+ activities and are given ample opportunities	



<p>*Note: Management action or strong management justification must be given for a score of 1</p>	<p>to express their concerns prior to any decisions to be made.</p>	
<p><b>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):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true to select this option)</i>.</li> <li>• <b>2:</b> No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.</li> <li>• <b>1:</b> 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.</li> </ul> <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<p>3</p>	<p>2</p>
	<p>1</p>	
	<p><b>Evidence</b></p> <p>The project will establish a Safeguards information system (SIS) to mitigate, avoid and eliminate any negative social and environmental consequences of REDD+. SIS will also serve to provide measures to strengthen rights of Indigenous Peoples, local communities and women in relation to forest management and ensure them to fully participate in decisions which may affect them. Grievance redress mechanism (GRM) will also be an integral part of the SIS to enable affected stakeholders to seek effective remedies in case negative impacts arise due to REDD+. (See Annex 2 Social and Environmental Screening)</p>	
<p><b>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?</b> The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	<p>Yes</p>	<p>No</p>
	<p>(See Annex 2 Social and Environmental Screening)</p>	
<p><b>MANAGEMENT &amp; MONITORING</b></p>		
<p><b>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project's selection of outputs and activities are at an appropriate level 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. <i>(all must be true to select this option)</i></li> <li>• <b>2:</b> 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. <i>(all must be true to select this option)</i></li> <li>• <b>1:</b> 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.</li> </ul>	<p>3</p>	<p>2</p>
	<p>1</p>	
	<p><b>Evidence</b></p> <p>The project specifies relevant expected outputs, indicators, baseline and targets (See page 29-33: results framework)</p>	

of



<p><b>*Note:</b> Management Action or strong management justification must be given for a score of 1</p>		
<p><b>11. Is there a comprehensive and costed M&amp;E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</b></p>	Yes (3)	No (1)
<p><b>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):</b></p> <ul style="list-style-type: none"> <li><b>3:</b> The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true to select this option)</i>.</li> <li><b>2:</b> The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true to select this option)</i></li> <li><b>1:</b> The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.</li> </ul> <p><b>*Note:</b> Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p><b>Evidence</b></p> <p>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 39-41: governance and management arrangement)</p>	
<p><b>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):</b></p> <ul style="list-style-type: none"> <li><b>3:</b> Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. <i>(both must be true to select this option)</i></li> <li><b>2:</b> Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.</li> <li><b>1:</b> Some risks may be identified in the initial project risk log, but no evidence of analysis and 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.</li> </ul> <p><b>*Note:</b> Management Action must be taken for a score of 1</p>	3	2
	1	
	<p><b>Evidence</b></p> <p>The project identified the risks and mitigation measures. (See Table 2: Types of risks and counter measures to be taken by the project, as well as See Annex 3. Risk Analysis.)</p>	
<p><b>EFFICIENT</b></p>		
<p><b>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through</b></p>	Yes (3)	No (1)

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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?	3	2
<ul style="list-style-type: none"> <li>3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget.</li> <li>2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.</li> <li>1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.</li> </ul>	1	
	<b>Evidence</b> The project's budget plan is at the activity level with funding sources, and specified for the duration of project period. (See multi-year work plan and budget, page 36-38)	
17. Is the Country Office fully recovering the costs involved with project implementation?	3	2
<ul style="list-style-type: none"> <li>3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)</li> <li>2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.</li> <li>1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.</li> </ul>	1	
	<b>Evidence</b> The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies. (See multi-year work plan and budget, page 36-38)	
*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.		
<b>EFFECTIVE</b>		
18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):	3	2
<ul style="list-style-type: none"> <li>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)</li> <li>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.</li> <li>1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.</li> </ul>	1	
	<b>Evidence</b> The HACT micro assessment is being conducted and the final report is expected to be finalized in June 2017. The capacity assessment of the implementing partner will be conducted during the project inception stage.	



*Note: Management Action or strong management justification must be given for a score of 1			
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?	3	2	
	1	N/A	
	Evidence The project will operationalise the RGC's Safeguards Information System (SIS) to share information on the safeguards put in place to ensure no social or environmental harm is done through the implementation of REDD+ actions, with special attention on the rights, and promoting the participation, of local communities, Indigenous peoples and women in the processes of making decisions that would concern them. (See page 14 under Strategy)		
20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), 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.	Yes (3)	No (1)	
*Note: Management Action or strong management justification must be given for a score of "no"		Evidence The project fully considers and promotes the gender equality and women's empowerment. (See Annex 2 Social and Environmental Screening)	
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):	3	2	
	1		
	Evidence See multi-year work plan and budget, page 36-38.		
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):	3	2	
	1	N/A	
	Evidence		



<ul style="list-style-type: none"> <li>• <b>1:</b> The project has been developed by UNDP with limited or no engagement with national partners.</li> <li>• N/A</li> </ul>	Draft project document was consulted with key government counterparts for comments.	
<b>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):</b> <ul style="list-style-type: none"> <li>• <b>3:</b> 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. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.</li> <li>• <b>2.5:</b> 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 to monitor and strengthen national capacities.</li> <li>• <b>2:</b> 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.</li> <li>• <b>1.5:</b> 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.</li> <li>• <b>1:</b> Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.</li> <li>• N/A</li> </ul>	3	2.5
	2	1.5
	1	N/A
	<b>Evidence</b>  The project's key objectives include strengthening capacities of the implementing partner (MoE/GDANCP) based on an inception report that systematically assessed capacities of GDANCP to devise effective strategies to address any capacity gaps.	
<b>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?</b>	Yes (3)	No (1)
	N/A	
<b>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)?</b>	Yes (3)	No (1)



## Annex 2. Social and Environmental Screening

### Project Information

<b>Project Information</b>	
1. Project Title	Forest Carbon Partnership Facility Project II
2. Project Number	96720
3. Location	Cambodia

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

#### QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

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

The project will be operated based on the full recognition that rural communities including Indigenous Peoples, women and other marginalized groups are highly dependent on forest resources for their livelihoods. For instance, the project places a strong focus on engagement of stakeholders, particularly socially marginalized groups through its support for the Consultation Group (CG), and Gender Group (GG). The project will also ensure full access to information related to REDD+, so that potentially affected stakeholders become fully aware of REDD+ activities and are given ample opportunities to express their concerns prior to any decisions to be made. In addition, the project will establish a Safeguards information system (SIS) to mitigate, avoid and eliminate any negative social and environmental consequences of REDD+. SIS will also serve to provide measures to strengthen rights of Indigenous Peoples, local communities and women in relation to forest management and ensure them to fully participate in decisions which may affect them. Grievance redress mechanism (GRM) will also be an integral part of the SIS to enable affected stakeholders to seek effective remedies in case negative impacts arise due to REDD+.

##### *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. A REDD+ gender group was established in 2013, with four members from four institutions including the Ministry of Women's Affairs (MoWA), Forestry Administration (FA), Fisheries Administration (FIA) and the Ministry of Environment (MoE). This inter-institutional Gender Group has played a key role in raising awareness on gender and women's empowerment issues relevant to REDD+ among members of the REDD+ Taskforce, Consultation Group and technical teams. The project will continue to support the group to play an important role in providing regular feedback to the policy deliberation processes to incorporate gender concerns and promote active participation of women in designing and implementing the National REDD+ Strategy.

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

This project's very objective is to ensure environmental sustainability through setting up an enabling environment for attaining the fundamental goal of REDD+, which is effective protection and conservation of Cambodian forests which are currently at risk.



## 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.							
<b>Risk 1:</b> There is a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	I = 4 P = 2	Low		The project has a strong focus on stakeholder engagement. The project seeks to further strengthen existing mechanisms of stakeholder engagement such as TTs, CGs, GGs to enable potentially affected stakeholders to fully participate in decisions that may affect them.							
<b>Risk 2</b> The Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods?	I = 3 P = 1	Low	<p>The project supports the development of NRS action plan, which may entail policies and measures to strengthen forest conservation and protection measures, which may have some future impacts on habitats, ecosystems and/or livelihoods.</p> <p>Since this is a readiness project which does not entail actual implementation of policies and measures, there will little negative impact on the ground.</p>	Safeguards information system (SIS) will be established as a part of REDD+ readiness, precisely to mitigate this risk. SIS will also serve to ensure to that any potentially affected stakeholders to fully participate in decisions which may affect them. SIS will also serve to assess possible social and environmental impacts of proposed policies and measures by REDD+ and to propose measures to mitigate such impacts. Grievance redress mechanism (GRM) will also be an integral part of the SIS to enable affected stakeholders to seek effective remedies in case negative impacts arise due to REDD+.							
<b>Risk 3:</b> There is a likelihood that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	I = 3 P = 1	Low	<p>The project component 3.2. targets areas managed by Indigenous Peoples and local communities. However, this activity will not cause any adverse impacts on the IPs, as the project will not entail any activities that impact their lands and rights.</p> <p>On the contrary to causing negative consequences on the lands and territories claimed by IPs, these activities are envisaged to contribute to recognition</p>	The project supports land use planning and development of management plans of natural resources including forests in a manner that pays due attention to existing tenure arrangements and ownership. The project also includes specific components to promote community based REDD+ to strengthen community land tenure and ownership of forests and to promote sustainable management of natural resources.							

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

**Final Sign Off**

Signature	Date	Description
QA Assessor		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? <sup>12</sup>	N
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	N
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	Y
5. Are there measures or mechanisms in place to respond to local community grievances?	Y
6. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	N
7. Is there a risk that rights-holders do not have the capacity to claim their rights?	Y
8. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	Y
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? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	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? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	N
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	N
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	Y

<sup>12</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

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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? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	N
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	N
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	N
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	N
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>13</sup> greenhouse gas emissions or may exacerbate climate change?	N
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	N
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	N
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	N
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	N
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	N
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	N
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	N
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	N
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	N
<b>Standard 4: Cultural Heritage</b>		

<sup>13</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources).



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
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	N
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	N
5.3	Is there a risk that the Project would lead to forced evictions? <sup>14</sup>	N
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	N
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	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
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	N
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	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

<sup>14</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

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### Annex 3: LINE RISK LOG

Project Title: Forest Carbon Partnership Facility II					Award ID: 96720	Date: 24 March 2,017
#	Description	Type	Impact & Probability	Countermeasures		
1	Government staff capacity is not fully available for programme implementation	Strategic Organizational	Probability =2 Impact = 5	The project activities centre on capacity building of key government staff for effective design and implementation of REDD+. Key government staff include members of REDD+ taskforce and technical teams at the national level and provincial, district and commune government officers at the subnational level.		
2	Non-forestry sectors such as mining, energy, agriculture, land use do not place a priority on REDD+ and undermine REDD+ activities	Political	Probability =4 Impact = 4	The project supports the REDD+ Taskforce as well as the NCSD (both of which are inter-ministerial bodies) to facilitate inter-ministerial discussions to mainstream REDD+. The project also supports to enhance the NCSD's role in Strategic Environment Assessment and Environmental Impact Assessment to properly assess potentially negative social and environmental impacts of policies, programme and projects and to propose measures to avoid, mitigate and eliminate these impacts.		
3	Other sectors' laws (e.g. draft Agriculture Law) may undermine national REDD+ efforts	Political	Probability =4 Impact = 4	The project closely monitors the development of other sectors' laws and their implications. When significantly negative impacts are anticipated, the project will address concerns through inter-ministerial bodies such as the Taskforce and NCSD to ensure coordination among line ministries and to mitigate any negative impacts.		
4	Government agencies do not cooperate and coordinate activities effectively	Organisational	Probability = 3; Impact = 3;	The Cambodia REDD+ Taskforce has been explicitly established to mitigate this risk. The Taskforce's decision-making process ensures adequate coordination and consensus between Government agencies.		



	Failure of Government agencies, especially GDANCP, NCSD, FA and FIA, to work together effectively would slow progress towards REDD+ Readiness.			In addition, Technical Advisors and National Project advisor under the FCPF coordinate with both FA/MAFF, GDANCP/MoE and NCSD throughout implementation.
5	Sub-national authorities do not share central government's commitment to REDD	Political	Probability = 2; Impact = 2;	The project component 3 targets the subnational level authorities to raise their awareness about the importance of REDD+ and to build their capacities in planning and implementing REDD+ related activities.
6	Programme inputs (funds, human resources, etc.) are not mobilized in a timely fashion	Operational	Probability = 2; Impact = 2;	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.
7	National planning processes (national policies and actions plans) give a rise to environmental and social impacts that could affect indigenous people, local communities or other vulnerable groups	Political/social and environmental	Probability = 2 Impact = 3	The project establishes a national safeguard information systems (SIS) at the national level to avoid, mitigate and eliminate any adverse social, and negative impacts of REDD+. Grievance redress mechanism (GRM) will also be an integral part of the SIS to enable affected stakeholders to seek effective remedies in case negative impacts arise due to REDD+.
8	Subnational activities pose environmental and social impacts that significantly affect land tenure arrangements and/or traditional cultural ownership patterns	Political/social and environmental	Probability = 3 Impact = 3	The project supports land use planning and development of management plans of natural resources including forests in a manner that pays due attention to existing tenure arrangements and ownership. The project also includes specific components to promote community based REDD+ to strengthen community land tenure and ownership of forests and to promote sustainable management of natural resources.



9	<p>Potential impact on gender equality and women's empowerment</p> <p>Inappropriate REDD+ implementation could impact gender equality and women's empowerment</p>	Political/social and environmental	<p>Probability = 2</p> <p>Impact = 2</p>	<p>The project fully considers and promotes the gender equality and women's empowerment. A REDD+ gender group was established in 2013, with four members from four institutions including the Ministry of Women's Affairs (MoWA), Forestry Administration (FA), Fisheries Administration (FiA) and the Ministry of Environment (MoE). This inter-institutional Gender Group has played and will continue to a key role in raising awareness on gender and women's empowerment issues relevant to REDD+ among members of the REDD+ Taskforce, Consultation Group and technical teams. The project will continue to support the group to play an important role in providing regular feedback to the policy deliberation processes to incorporate gender concerns and promote active participation of women in designing and implementing the National REDD+ Strategy.</p>
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Notes: Probability (P) on a scale from 1 (low) to 5 (high) & Impact (I) on a scale from 1 (low) to 5 (high)

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#### Annex 4. Capacity Assessment of GDANCP/MoE

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	FINDINGS/ COMMENTS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
<b>PART I. BACKGROUND INFORMATION</b>			
1. History	Date of establishment of the organization	The General Department of Administration for Nature Conservation and Protection (GDANCP) was set up in 1998 as part of the Ministry of Environment (MoE), which was itself established in 1996.	Annual reports, media kit, website
2. Mandate and constituency	What is the current mandate or purpose of the organization? Who is the organization's primary constituency?	The GDANCP is a department of the Ministry of Environment with the role to manage and facilitate biodiversity protection and conservation, and rational and sustainable use of natural resources within national protected areas system.	Annual reports, Media Kit, Website
3. Legal status	What is the organization's legal status? Has it met the legal requirements for operation in the programme country?	Legally registered in 1998	Charter, legal registration
4. Funding	What is the organization's main source (s) of funds?	Government budget and donor funds	Annual reports
5. Certification	Is the organization certified in accordance with any international standards or certification procedure?	N.A	ISO, project management standard, other standards
6. Prescribed organizations	Is the organization listed in any UN reference list of proscribed organizations?	No	<a href="http://www.un.org/sc/committees/1267/consolist.shtml">http://www.un.org/sc/committees/1267/consolist.shtml</a>
<b>PART II. PROJECT MANAGEMENT CAPACITY</b>			
<b>2.1 Managerial Capacity</b>			
1. Leadership Commitment	Are leaders of the organization ready and willing to implement the proposed project?	Yes. The Minister of Environment/Chair of the National Council for Sustainable Development	Interviews LPAC

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AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	FINDINGS/ COMMENTS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
		expressed a strong commitment for REDD+. Decisions makers from key government agencies (GDANCP, NCSD, GDANCP and FiA) also endorsed the project and showed strong willingness to implement the project activities.	
2. Management experience and qualifications	Which managers in the organization would be assigned to work on the proposed project? What are their credentials and experience that relate to the proposed project? Do these managers have experience implementing UNDP or other donor-funded projects?	Director General of GDANCP- he was a previous national project director of FCPF Phase I, and demonstrated his strong leadership in guiding and managing the project. He also has more than 10 years of experiences in managing UNDP and other donor funded projects in the forestry sector.	CVs of managers Interviews with managers Reports of past projects
3. Planning and budgeting	Does the organization apply a results-based management methodology?  Are there measurable outputs or deliverables in the strategies, programmes and work plans? Are budgets commensurate with intended results? How do planners identify and accommodate risks?	GDANCP prepares an annual work plan under the framework of the MoE annual plan.  GDANCP has been working with different donor agencies including UN-REDD and JICA. For projects, Annual Work Plans (AWP) with timelines by activities, are prepared. There is no standard template used, the Work Plans are tailored to the specificities of the projects / donors' requirements.	Strategy documents Project and programme documents Sample proposals, work plans and budgets
4. Supervision, review, and reporting	How do managers supervise the implementation of work plans? How do they measure progress against targets?  How does the organization document its performance, e.g., in annual or periodic reports?	In the case of the FCPF Phase I project, Managers of GDANCP supervised the implementation of work plans through regular monitoring of progress against its annual and quarterly work plans. When any project activities are found to delay from the set timeline, managers intervened to make sure that the activities got back on the track.  GDANCP (as a responsible party for the FCPF I project), also documented its performance in annual and quarterly project reports. The PEB and consultation groups have been used as	Annual reports, presentation to stakeholders Internal reports Evaluation reports Lessons-learned reports



AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	FINDINGS/ COMMENTS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	<p>How are the organization's plans and achievements presented to stakeholders?</p> <p>Does the organization hold regular programme or project review meetings? Are such meetings open to all stakeholders?</p> <p>Are the organization's activities subject to external evaluation? How does the organization learn and adapt from its experience?</p>	<p>communication channels to inform relevant stakeholders of the plans and achievements.</p> <p>GDANCP contributed to the organization of the regular PEB meeting in coordination with relevant stakeholders.</p> <p>The previous FCPF I phase project was subject to spot checks, external audits, midterm evaluation which assesses the performance of the project through which the organization identified areas for further improvement</p>	
5. Networking	<p>What other organizations are critical for the successful functioning of this organization? How does the organization conduct relations with these organizations? Is the organization a party to knowledge networks, coordinating bodies, and other fora?</p>	<p>Other organizations critical for the functioning of this organization include NCSD, FA and FIA and other line ministries.</p> <p>MoE and NCSD share the same building office, which helped to facilitate regular communications between two institutions. FA and FIA officers have worked very closely with GDANCP and NCSD under the FCPF Phase II project so there is an already established network among these four institutions. The previous REDD+ projects have also established an inter-ministerial REDD+ taskforce, which facilitates inter-ministerial information exchange and policy discussions</p>	Descriptions of network and stakeholder fora
2.2 Technical Capacity			
1. Technical knowledge and skills	Do the skills and experience of the organization's technical professionals match those required for the project? Would these professionals be available to the project?	<p>Technical skills and knowledge of GDANCP exist among some high-ranking officials but most staff may need further capacity building to upgrade their skills and to improve their knowledge on forest management through on-the job training. Through REDD+ support from donor agencies, GDANCP has</p>	<p>CVs of technical staff</p> <p>Knowledge network membership</p> <p>Technical library facilities</p> <p>Reports from participation in international, regional, national or local meetings and conferences</p>



AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	FINDINGS/ COMMENTS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	<p>Does the organization have the necessary technical infrastructure (e.g., laboratories, equipment, software, technical data bases, etc.) to support the implementation of the project?</p> <p>How do staff members of the organization keep informed about the latest techniques and trends in their areas of expertise?</p> <p>What external technical contacts and networks does the organization utilize?</p> <p>What professional associations does the organization and/or its professional staff belong to?</p>	<p>been well informed about the latest techniques /competencies/policies /trends in the area of forestry particularly in relation to REDD+.</p> <p>GDANCP hosts a GIS unit which holds necessary technical data and experts with skills to facilitate the output 4 MRV related activities. However, offices generally lack adequate number or quality of equipment (e.g. laboratory, vehicles) to conduct patrolling.</p> <p>Most donor funded projects bring new knowledge and technology to keep staff members informed about the latest knowledge and technologies in their areas of expertise.</p> <p>GDANCP mostly utilizes donor funded projects to obtain external contacts.</p> <p>N.A</p>	Facilities description
	<b>PART III. ADMINISTRATIVE AND FINANCIAL MANAGEMENT CAPACITIES</b>		
	<b>3.1 Administrative capacity. Note: Answer only questions that are relevant to the proposed project.</b>		
1. Facilities, infrastructure and equipment	<p>Does the organization possess sufficient administrative facilities, infrastructure, equipment and budget to carry out its activities, particularly in relation to the requirements of the project?</p> <p>Can the organization manage and maintain the administrative and technical equipment and infrastructure?</p>	<p>GDANCP has logistical infrastructure including office space, and buildings but still need more space and equipment such as laboratory, and vehicles ) to conduct MRV activities.</p> <p>Yes. GDANCP has sufficient capacity to manage and maintain the administrative and technical equipment and infrastructure.</p>	Facilities and equipment available for project requirements Maintenance personnel and budget



AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	FINDINGS/ COMMENTS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
2. Recruitment and personnel management	<p>Does the organization have the legal authority to enter into employment contracts with individuals?</p> <p>Is there evidence that the organization conducts recruitment objectively on the basis of competition, fairness, and transparency?</p>	<p>Yes. They have the legal authority.</p> <p>Staff are subject to the governmental personnel policies, set out by the Ministry of Public Function (MPF), which apply to all the Ministries.</p> <p>Across all Ministries, an annual cycle is followed to recruit new government officials. Each Ministry will make a proposal to the Ministry of Civil Services (MCS) for the upcoming year for new positions. The MPF and MoEF will review the proposal. The MoEF will approve. The MPF will issue a memo confirming the number of staff that can be recruited.</p> <p>The selection process is then done at the Ministry level based on quotas issued by the MPF. The Human Resources department of the Ministry coordinates the recruitment by setting up a Committee, which will prepare the examination test + interviews. Approval of the staff appointed is given by the Minister + submitted to the MPF for final approval. The MPF issues a final declaration. Documentation in respect of the procedures followed for selection of civil servants for the MoE for 2016 was provided.</p> <p>The organization is a government institution that have rule for government official on salary, based on his/her skills and position, and all officers need to pass the selection examination under monitoring by concerned skill ministries. So, the officers need</p>	<p>Personnel manual</p> <p>Standard contracts and agreements</p> <p>Agreements with third parties</p> <p>Job descriptions or terms of reference</p> <p>Documentation of recruitment processes</p> <p>Roster files of potential job candidates</p> <p>CVs of recruitment personnel</p> <p>Salary scale conditions or provisions</p>

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AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	FINDINGS/ COMMENTS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	<p>Does the organization have a salary scale that would apply to project personnel? Would that scale inhibit the hiring of the best candidates?</p> <p>If the organization has a salary scale, how often is this salary scale revised and what would be the likely impact of these raises to the project costs?</p> <p>Does the organization have established rules to deal with dispute cases effectively?</p> <p>What is the staff well-being policy of the organization, in particular dealing with discrimination, grievances, harassment and abuse cases?</p> <p>In case of dispute cases with its staff working in projects does the organization undertake full responsibility to investigate and settle such cases without infringement to UNDP?</p> <p>Is the leave policy of the organization compatible with UNDP's leave policies and is this policy likely to impede project implementation activities?</p>	<p>to have capacity of their works under role and responsibility for their own institution.</p> <p>Generally, there are no any impacts to the project costs, because the government official salary is implementation based on rule of government that issue by the financial law.</p> <p>All government officers need to respect the law on government official statute, and each government institution has disciplinary committee for their own officer.</p> <p>Based on the law for government officer, each government institution has own policy to encourage and help its staff as equally and equity treatment.</p> <p>Each government officer has to respect the law on government official statute that control and guide by leader of institution. So, if there is dispute case by staff working in the project, the leader of organization need undertaken full responsibility about this case.</p> <p>There is no leave policy that impedes project implementation activities, and generally governmental institution policy is always flexible with UNDP's leave policies, and with other project partners.</p> <p>The policy regarding death and disability is under developing by the Ministry of Social Affairs Veteran and Youth Rehabilitation, but each government institution has own policy to support their staff when have death and disability.</p>	



AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	FINDINGS/ COMMENTS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	<p>Does the organization have personnel policies regarding death and disability?</p> <p>Does the organization have personnel policies on health insurance and pension arrangements?</p>	<p>The Royal Government of Cambodia is urging Ministry of Social Affairs Veteran and Youth Rehabilitation to develop these policies for all workers and government officers in Cambodia. At the present, there is a pension arrangement some government officers who have difficult livelihood situation, and other support case by case to officer who have urgent need for their livelihoods.</p>	
3. Procurement and contracting	<p>Does the organization have the legal authority to enter into contracts and agreements with other organizations?</p> <p>Does the organization have access to legal counsel to ensure that contracts are enforceable, meet performance standards, and protect the interests of the organization and UNDP?</p> <p>Does the organization have dedicated procurement capacity? Do procurement personnel have skills and experience that are appropriate to the requirements of the project? Does the organization have written procurement procedures? Number of staff involved in procurement?</p> <p>Is there evidence that the organization conducts procurement on the basis of best value for money, transparency, and effective international competition? Number of procurement actions and their value in the</p>	<p>Yes.</p> <p>The IP follows governmental procurement policies established in the Procurement Manual for all Externally Financed Projects / Programs in Cambodia issued by the MoEF (updated version dated May 2012). For purchases of value higher than US\$500, 3 quotations should be obtained. Transactions of US\$25,000 or more require open-tender. The IP only makes a limited number of large purchases. For projects, the large procurements usually relate to service contracts with consultants.</p> <p>For donors' projects specifically funded via Grants and Loans, another manual (Standards of Procedures) also issued by the MoEF provides guidelines.</p> <p>The Procurement team of the General Department is made of 5 persons.</p> <p>For purchases in respect of projects, the majority of purchases are of low value. The designated Procurement staff should have the requisite</p>	<p>Procurement manual</p> <p>Standard contracts</p> <p>Documentation on procurement processes, sample contracts</p> <p>Supplier data base</p> <p>Audit reports</p> <p>Interview with legal counsel</p> <p>CVs of procurement personnel</p>





## UNITED NATIONS DEVELOPMENT PROGRAMME

### JOB DESCRIPTION

#### I. Position Information

**Job Title:** REDD+ Technical Specialist  
**Department:** Programme  
**Reports to:** County Director  
**Contract Type:** Fixed Term Appointment  
**Duration:** One year renewable

#### II. Organizational Context

Cambodia's forest resources have undergone significant change, in earlier years as the result of civil war and social dislocations and more recently as a result of the evolving role of forest resources with respect to the country's development priorities, prevailing levels of poverty and a dependence on forest resources. Estimates for 2014 indicate that Cambodia's forest cover is at 49.48 percent with a high deforestation rate that requires urgent intervention measures to curb. The Royal Government of Cambodia (RGC) recognizes that on the basis of its national circumstances, ongoing development priorities and commitments to agro-business, mining and other concessions and requirements, forest resources will continue to decline in the short term. This trend can be reversed with the implementation of the approaches developed under the National REDD+ Strategy (NRS) that lead to a reduction in the impacts of the drivers of deforestation and forest degradation.

REDD+ (reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries) is a global policy initiative under the United Nations Framework Convention on Climate Change (UNFCCC) to tackle climate change threats by addressing emissions from the forest and land use sector. The goal of REDD+ is to prevent forest degradation and deforestation, and promote forest conservation, sustainable management and forest enhancement through policy approaches and positive incentives to developing countries.

Cambodian national development policies, strategies and programmes have incorporated REDD+ as part of their strategic agendas. Following decisions adopted by the UNFCCC Conference of Parties (COP), REDD+ implementation in Cambodia has three consecutive phases: Readiness, Implementation, and Results-Based Payments (RBP) of the Greenhouse Gas (GHG) reduction emissions from forestry and land use. Cambodia is currently at the end of its Readiness Phase, and plans to transition to the Implementation Phase in 2018. Guided by the Warsaw Framework for REDD+, Cambodia is establishing four interconnected elements as part of its national REDD+ architecture: 1) a National Strategy or Action Plan (NRS), 2) a National Forest Monitoring System (NFMS), 3) a Safeguards Information System (SIS), and 4) a Forest Reference Emissions Level/ Forest Reference Level (FREL).

Between 2008-2016 the Cambodia REDD+ Program achieved important milestones and learned important lessons, including the need to mainstream REDD+ into existing and planned national government policies, frameworks and plans related to sustainable development, resilient agriculture, conservation, and low carbon development pathways. The RGC has taken significant measures to address climate change in the context of sustainable development, and to improve national coordination mechanisms that will have positive impacts on the sustainable management of forest resources. A National Council for Sustainable Development (NCSD) has been established to address sustainable development issues. The government recognizes that the sustainable management of forest resources will make an important contribution to local livelihoods, generate co-benefits, and build resilience against extreme climate change-induced events.



Over the past five years important progress has been made in establishing a NFMS and FREL with international technical support from various multilateral and bilateral sources. A national forest definition and land use classification was established along with activity data. A National Forest Inventory was designed and a field manual also developed. Historical forest inventory data was collected and analysed to develop country emission factors for preparation of the initial FREL, which was submitted to the UNFCCC Secretariat in January 2017. A database and monitoring platform were developed and datasets have been collected and reviewed to facilitate land use interpretation, a national GHG inventory, a review of national circumstances to review the drivers of deforestation and forest degradation. Land use and land use change assessments have been completed for the years 2006, 2010 and 2014. It is foreseen that time series data will be updated for the year 2016 to provide up-to-date information on land use and land use change for the Biennial Update Report (BUR) and technical annex on REDD+. Land use data is currently not accurate enough to assess forest degradation (for reporting on the activity of reduced emissions from forest degradation).

#### The Cambodia FCPF Readiness Project

In 2008, World Bank's Forest Carbon Partnership Facility's (FCPF) Readiness Fund was established to support developing countries to implement REDD+. The Government of Cambodia selected UNDP as the delivery partner for its initial readiness grant of \$3.8 million, which began implementation in 2013 and will continue until mid-2017. In 2016 Cambodia successfully applied for additional funding from the FCPF Readiness Fund, which will support the country's continuing efforts to prepare for REDD+ implementation. This project will deliver the second tranche of FCPF readiness funds with the amount of \$5 million to further develop and enhance the Cambodian government's capacities for tackling the deforestation and forest degradation as well as for measuring, reporting and verifying (MRV) emission reductions.

The project is divided into four components:

1. Effective national management of REDD+ readiness, stakeholder engagement and capacity building;
2. Development of REDD+ implementation framework;
3. Improved capacity to manage REDD+ at subnational levels;
4. National forest monitoring system with capacity for implementation.

### **III. Functions / Key Results Expected**

#### **Summary of key functions:**

- Support the day-to-day management of the Forest Carbon Partnership Facility (FCPF) project through provision of technical advice, including coordination across agencies and with other programmes;
- Provide technical advisory inputs and project oversight
- Develop and strengthen Partnership and coordination with United Nations Agencies and Government and Development partners to support the implementation of REDD+ programme;
- Facilitate knowledge building activities among stakeholders;

#### **1. Support the day-to-day management of the FCPF project through provision of technical advice, including coordination across agencies and with other programmes related to REDD+ (reducing emissions from deforestation and forest degradation and sustainable management of forests, conservation of forest carbon stocks and enhancement of forest carbon stocks)**

- Develop annual and quarterly work plans, budgets and reports, following United Nations Development Programme (UNDP) rules and regulations;
- Prepare Terms of References (TORs), identify and evaluate experts, and review reports produced, following UNDP rules and regulations;
- Provide close and regular backstopping to the project manager, Chair of REDD+ Taskforce Secretariat, REDD+ MRV (measuring, reviewing and verification) specialist, and senior members of the REDD+ Team and other implementing entities for the implementation of various components of the REDD+ programme;
- Provide advice to the project manager, the Chair of REDD+ Taskforce Secretariat and other members of the REDD+ Team in coordinating and supervising activities of national and international experts and consultants to secure timely production of planned outputs and the review of these outputs;

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<ul style="list-style-type: none"> <li>• Advise the project manager, the Chair of REDD+ Taskforce Secretariat, Deputy and National Programme Director to coordinate and liaise with stakeholders – including line ministries, development partners, civil society, indigenous peoples and the private sector;</li> <li>• Ensure coordination with other international, regional and national REDD+ initiatives;</li> <li>• Provide advisory support to the REDD+ Taskforce to strengthen the communications with its members;</li> <li>• Provide mentoring and coaching to taskforce secretariat members on project management, oversight, coordination, planning and reporting.</li> </ul>
<p><b>2. Provide technical advisory inputs and project oversight</b></p> <ul style="list-style-type: none"> <li>• Provide strategic guidance to ensure that REDD+ outcomes are fully achieved in the context of a national policy approach under the United Nations Framework Convention on Climate Change (UNFCCC).</li> <li>• Organize high level policy dialogues on REDD+; Provide support and technical advice to the development of policy options and strategy for the design and implementation of the FCPF project to the Government of Cambodia and other development actors including support on the development of: <ul style="list-style-type: none"> <li>◦ National REDD+ Strategy development</li> <li>◦ REDD+ policy and measures options</li> <li>◦ Design and testing of REDD+ approaches</li> <li>◦ Grievance redress mechanisms</li> <li>◦ National REDD+ fund design and potential REDD+ incentive allocation options</li> <li>◦ Other elements of National REDD+ development, as required</li> </ul> </li> <li>• Supervise and oversee an international MRV technical specialist for the outcome 4 activities</li> <li>• Provide timely quality information and technical advice to the Royal Government of Cambodia (RGC), UN Country Team, implementing partners, line ministries and other partners to ensure effective development and delivery of the FCPF project;</li> <li>• Communicate on a regular basis with the regional technical advisor to coordinate regional and global technical advisory inputs, including through coordination and accompaniment of backstopping missions;</li> <li>• Lead the preparations of progress reports to the FCPF, following relevant UNDP and FCPF rules and guidance;</li> <li>• Provide technical support for project monitoring and evaluations;</li> <li>• Develop concept notes and TORs for all technical outputs, following UNDP rules and regulations.</li> </ul>
<p><b>3. Develop and strengthen Partnership and coordination with UN Agencies and Government and development partners to support the implementation of REDD+</b></p> <ul style="list-style-type: none"> <li>• Lead coordination with other REDD+ initiatives;</li> <li>• Lead communication between different government agencies, national and international initiatives and stakeholders.</li> <li>• Provide advice to REDD+ taskforce on UNFCCC negotiations relating to REDD+;</li> <li>• Provide strategic guidance to strengthen coordination and communication of relevant stakeholders;</li> <li>• Coordinate institutional capacity assessments of relevant national, provincial and local entities along the REDD+ supply chain; and</li> </ul>
<p><b>4. Facilitate knowledge building focusing on achievement of the following results:</b></p> <ul style="list-style-type: none"> <li>• Share knowledge on REDD+ by documenting lessons learnt and best practices from the REDD+ piloting and contributing to the development of knowledge based tools (including policies, strategies, guidelines, etc.);</li> <li>• Utilize UNDP Cambodia's social media presence to build and maintain the profile of the FCPF project, including the provision of blogs and news articles for use in print and social media channels.</li> <li>• Support the development of communications strategies for REDD+ and provide technical guidance to implement the communications strategies.</li> </ul>
<p><b>IV. Impact of Results</b></p>
<p>It is anticipated that the work of the Technical Specialist will have the following impacts:</p> <ul style="list-style-type: none"> <li>• FCPF project implemented following all relevant UNDP rules and regulations, and in close coordination with other UNDP Country Office environment projects and programmes;</li> <li>• FCPF project is delivered on time and to budget;</li> <li>• REDD+ become a key development priority;</li> <li>• High visibility of the REDD+ programme;</li> <li>• Partnership and relationship of key stakeholders on REDD+ built and enhanced;</li> </ul>



- REDD+ Programme outcome are fully achieved resulting in transformative change;
- Built strong bases for the sustainability of the REDD+ programme;
- Effective coordination of stakeholders on REDD+ and related issues;
- The REDD+ Secretariat is functioning effectively;
- Information gained from the development and implementation of the National REDD+ Programme in Cambodia is shared at both the country and international levels;
- Understanding among stakeholders of a national policy approach to REDD+ implementation is understood vis-à-vis REDD+ voluntary carbon market projects;
- Information gained from the development and implementation of the FCPF project in PNG is shared at both country and international levels; Enhanced capacity within Cambodia to further develop and implement a national approach to REDD+.

## **V. Competencies**

### **Corporate Competencies:**

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

### **Functional Competencies:**

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

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

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

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

#### **Resource Mobilization: Implementing resource mobilization strategies**

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

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

- Seeks a broad range of perspectives in developing project proposals
- Generates for regional and innovative ideas and effective solutions to problems
- Looks at experience critically, drawing lessons, and building them into the design of new approaches
- Identifies new approaches and promotes their use in other situations

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- Documents successes and uses them to project a positive image
- Creates an environment that fosters innovation and innovative thinking
- Makes the case for innovative ideas from the team with own supervisor

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

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms
- Develops and/or participates in the development of tools and mechanisms, including identifying new approaches to promote individual and organizational learning and knowledge sharing using formal and informal methodologies

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

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines
- Serves as internal consultant in the area of expertise and shares knowledge with staff
- Continues to seek new and improved methods and systems for accomplishing the work of the unit
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments
- 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 FCPF's Goals: Analysis and creation of messages and strategies**

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

**Client Orientation: 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
- Keeps the client informed of problems or delays in the provision of services
- Uses discretion and flexibility in interpreting rules in order to meet client needs and achieve organizational goals more effectively
- Solicits feedback on service provision and quality

**VI. Recruitment Qualifications**

Education:	Master degree in Forestry, Natural Resource Management, or other relevant discipline.
Experiences:	<ul style="list-style-type: none"> <li>• Minimum 7 years of working experience in forestry, natural resource management and/or community development, with experience in Cambodia preferable;</li> <li>• Knowledge of UNDP policies and procedures and of developing and experience implementing UNDP environment projects at the country level, including quality assurance processes and Social and Environmental Standards screening;</li> <li>• Track record of timely delivery of environment-related projects in a developing country context, including the design and implementation of monitoring and evaluation processes;</li> <li>• Experience of working in multinational teams to implement programmes involving multiple stakeholders and different funding and implementing agencies;</li> <li>• Knowledge on the UNFCCC negotiations, decisions and guidelines for national systems in the context of REDD+, as well as national and international best practices within REDD+ and other natural resource management initiatives.</li> </ul>
Language Requirements:	Fluency in written and spoken English





## UNITED NATIONS DEVELOPMENT PROGRAMME

### JOB DESCRIPTION

#### I. Position Information

Job Title:	REDD+ MRV Specialist
Grade:	P-3
Type of Contract:	Fixed-Term Appointment
Reports to:	Technical Specialist (FCPF)
Duty Station:	Phnom Penh, Cambodia

#### II. Organizational Context

Cambodia's forest resources have undergone significant change, in earlier years as the result of civil war and social dislocations and more recently as a result of the evolving role of forest resources with respect to the country's development priorities, prevailing levels of poverty and a dependence on forest resources. Estimates for 2014 indicate that Cambodia's forest cover is at 49.48 percent with a high deforestation rate that requires urgent intervention measures to curb. The Royal Government of Cambodia (RGC) recognizes that on the basis of its national circumstances, ongoing development priorities and commitments to agro-business, mining and other concessions and requirements, forest resources will continue to decline in the short term. This trend can be reversed with the implementation of the approaches developed under the National REDD+ Strategy (NRS) that lead to a reduction in the impacts of the drivers of deforestation and forest degradation.

REDD+ (reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries) is a global policy initiative under the United Nations Framework Convention on Climate Change (UNFCCC) to tackle climate change threats by addressing emissions from the forest and land use sector. The goal of REDD+ is to prevent forest degradation and deforestation, and promote forest conservation, sustainable management and forest enhancement through policy approaches and positive incentives to developing countries.

Cambodian national development policies, strategies and programmes have incorporated REDD+ as part of their strategic agendas. Following decisions adopted by the UNFCCC Conference of Parties (COP), REDD+ implementation in Cambodia has three consecutive phases: Readiness, Implementation, and Results-Based Payments (RBP) of the Greenhouse Gas (GHG) reduction emissions from forestry and land use. Cambodia is currently at the end of its Readiness Phase, and plans to transition to the Implementation Phase in 2018. Guided by the Warsaw Framework for REDD+, Cambodia is establishing four interconnected elements as part of its national REDD+ architecture: 1) a National Strategy or Action Plan (NRS), 2) a National Forest Monitoring System (NFMS), 3) a Safeguards Information System (SIS), and 4) a Forest Reference Emissions Level/ Forest Reference Level (FREL).

Between 2008-2016 the Cambodia REDD+ Program achieved important milestones and learned important lessons, including the need to mainstream REDD+ into existing and planned national government policies, frameworks and plans related to sustainable development, resilient agriculture, conservation, and low carbon development pathways. The RGC has taken significant measures to address climate change in the context of sustainable development, and to improve national coordination mechanisms that will have positive impacts on the sustainable management of forest resources. A National Council for Sustainable Development (NCSDD) has been established to address sustainable development issues. The government recognizes that the sustainable management of forest resources will make an important contribution to local livelihoods, generate co-benefits, and build resilience against extreme climate change-induced events.



Over the past five years important progress has been made in establishing a NFMS and FREL with international technical support from various multilateral and bilateral sources. A national forest definition and land use classification was established along with activity data. A National Forest Inventory was designed and a field manual also developed. Historical forest inventory data was collected and analysed to develop country emission factors for preparation of the initial FREL, which was submitted to the UNFCCC Secretariat in January 2017. A database and monitoring platform were developed and datasets have been collected and reviewed to facilitate land use interpretation, a national GHG inventory, a review of national circumstances to review the drivers of deforestation and forest degradation. Land use and land use change assessments have been completed for the years 2006, 2010 and 2014. It is foreseen that time series data will be updated for the year 2016 to provide up-to-date information on land use and land use change for the Biennial Update Report (BUR) and technical annex on REDD+. Land use data is currently not accurate enough to assess forest degradation (for reporting on the activity of reduced emissions from forest degradation).

#### The Cambodia FCPF Readiness Project

In 2008, World Bank's Forest Carbon Partnership Facility's (FCPF) Readiness Fund was established to support developing countries to implement REDD+. The Government of Cambodia selected UNDP as the delivery partner for its initial readiness grant of \$3.8 million, which began implementation in 2013 and will continue until mid-2017. In 2016 Cambodia successfully applied for additional funding from the FCPF Readiness Fund, which will support the country's continuing efforts to prepare for REDD+ implementation. This project will deliver the second tranche of FCPF readiness funds with the amount of \$5 million to further develop and enhance the Cambodian government's capacities for tackling the deforestation and forest degradation as well as for measuring, reporting and verifying (MRV) emission reductions.

The project is divided into four components:

5. Effective national management of REDD+ readiness, stakeholder engagement and capacity building;
6. Development of REDD+ implementation framework;
7. Improved capacity to manage REDD+ at subnational levels;
8. National forest monitoring system with capacity for implementation.

#### The Contribution of the Technical Advisor (REDD+ MRV)

The REDD+ MRV Specialist will be responsible for overseeing and providing technical quality assurance to component 4 of this project. Under the direct guidance of the Technical Specialist, Regional Technical Advisor (REDD+), the Assistant Country Director (programme) and the National Programme Director, s/he will work to ensure effective implementation and delivery of the project outputs. S/he will also be expected to liaise with relevant partners across government, development partners, NGOs and other project stakeholders. The Specialist will also support project management, monitoring and evaluation, financial, administrative, procurement and logistic matters of the project. S/he will support the preparation of progress and annual reports.

### **III. Functions / Key Results Expected**

#### **Summary of Key Functions:**

In the area of project management, the REDD+ MRV Specialist is expected to undertake the following functions:

- ☐ Ensure timely delivery of outputs and activities under Outcome 4 of the second FCPF readiness grant;
- ☐ Provide top-quality advice and technical guidance on issues related to forest monitoring and inventory, remote sensing of land use, and GHG inventory compilation;
- ☐ Support project management and monitoring of human resources, financial, administrative, procurement and logistical matters;
- ☐ Knowledge management and sharing and capacity development.

#### **1. Ensure timely delivery of outputs and activities under Outcome 4 of the second FCPF readiness grant:**

- Develop a detailed work plan for the outcome, in close collaboration with relevant stakeholders;
- Support data collection on all REDD+ related land cover, land use maps, activity data and emission factors and prepare data sharing agreements and archiving system for REDD+;



- Support national and subnational consultations with relevant stakeholders on NFMS and FREL development and implementation;
  - Prepare the progress and annual reports on Outcome 4 to the Technical Specialist and UNDP Country Office (CO), and donors according to their respective reporting guidelines;
  - Organize technical meetings, consultations and exchanges on NFMS and FREL with relevant stakeholders;
  - Work closely with UNDP Country Office in providing overall quality assurance for the MRV and FREL components based on UNDP rules and procedures.
- 2. Provide top-quality advice and technical guidance on issues related to forest monitoring and inventory, remote sensing of land use, and GHG inventory compilation:**
- Work closely with government counterparts to deliver substantive technical direction and support the development of tools, methods and approaches for REDD+ NFMS and the development of cost effective, reliable, and institutionalized MRV capacity for REDD+ reporting to the UNFCCC (FRELs and GHG Inventory);
  - Provide technical support on the development of a functional satellite land monitoring system based on available satellite imagery and national technical, financial and human resources;
  - Design research, data collection, validation, analysis and/or reporting activities to support the development of technical standards, international instruments, innovative approaches and strategies, new tools, technologies, technical reports/publications, and/or policy proposals as well as the provision of technical/policy/ specialist/advice and expertise;
  - Support the organization and running of meetings of the MRV/FREL Technical Working Group (TWG), including preparation of materials and meeting logistics;
  - Provide inputs in developing terms of references for the final evaluation of the project.
- 3. Support project management and monitoring of human resources, financial, administrative, procurement and logistical matters:**
- Guide and oversee the work of consultants and contractors to ensure quality assurance of deliverables and 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 relevant recruitment processes;
  - Develop Terms of References of all required consultants and contractors 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 competitiveness in procurement and contracting aspects of the project.
- 4. Knowledge management and sharing and capacity development:**
- Facilitate and support government officials in the organization and delivery of training of national staff involved in NFMS and FREL (MRV, Intergovernmental Panel on Climate Change-IPCC methodologies, National Forest Inventory, GHG Inventory, Satellite Land Monitoring System);
  - Coordinate with project consultants and contracted partners to maintain the documentation of best practices and lessons learned on an ongoing basis;
  - Contribute to the development of knowledge products on NFMS and FREL;
  - Ensure that experiences and lessons learnt from implementation, including through contracted external parties, 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

It is anticipated that the work of the REDD+ MRV Specialist will have the following impacts:

- FCPF contributions to the National REDD+ NFMS and FREL processes are effectively coordinated with work of other programmes and projects working on REDD+ and related issues;
- FCPF contributions to the Government of Cambodia's reporting requirements under REDD+;
- Increased understanding of NFMS and FREL among key stakeholder within government and outside.

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- The MRV/FREL TWG is functioning effectively;
- Information gained from the development and implementation of the FCPF project is shared at both the country and international levels.

## V. Competencies

### Core Competencies:

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

### Functional Competencies:

#### Advocacy / Advancing Policy Oriented Agenda: analysis and creation of messages and strategies

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

### Results-based Programme Development and Management

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

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

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

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

#### Resource Mobilization: Implementing resource mobilization strategies

- Analyzes information on potential bilateral donors and national counterparts to recommend a strategic approach
- Identifies and compiles lessons learned



- Promotes and encourages country office action with local missions of donor countries as well as appropriate government authorities for increased contribution to UNDP resources, including cost sharing modalities
- Identifies country needs and develops proposals to be presented to donors and governments
- Develops a resource mobilization strategy at the country level

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

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms
- Develops and/or participates in the development of tools and mechanisms, including identifying new approaches to promote individual and organizational learning and knowledge sharing using formal and informal methodologies

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

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

**Organizational Leadership and Direction**

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

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

**Client Orientation: 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
- Keeps the client informed of problems or delays in the provision of services
- Uses discretion and flexibility in interpreting rules in order to meet client needs and achieve organizational goals more effectively
- Solicits feedback on service provision and quality

**VI. Recruitment Qualifications**

Education:	<ul style="list-style-type: none"> <li>• A Master's Degree in Environmental Science, Forestry or other related fields.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• At least 5 years of work experience on forest inventory, forest monitoring and/or forest management in developing countries;</li> <li>• Good knowledge of climate change negotiations, REDD+, MRV procedures and methodologies under the UNFCCC is highly preferred;</li> <li>• Proven experience relating to forest inventory, GHG inventories, remote sensing and GIS in developing countries would be an asset;</li> </ul>

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AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	FINDINGS/ COMMENTS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	past year? Is there a procurement plan for either the current, or next year?	<p>knowledge of the donor's requirements based on experience. While the IP has never been a direct recipient of UNDP funding, staff are familiar with UN procurement procedures given the IP has been involved in the implementation of activities on UN projects.</p> <p>The Procurement team of the General Department is responsible for the Ministry's procurements. For purchases of goods, procurement are completed rapidly however procurement of services (usually of higher value e.g. consultants) usually take longer.</p> <p>Procurement for projects is handled at the project level with at least designated Procurement Officer as part of the project team. One of the General Department's Procurement team staff is required to be member of the evaluation Committee for larger projects purchases.</p>	
<b>3.2 Financial Management Capacity</b>			
1. Financial management organization and personnel	<p>Does the organization have written rules and regulations for financial management that are consistent with international standards? Does the organization have a dedicated finance unit?</p> <p>Do finance managers and personnel have skills and experience that are appropriate to the requirements of the project? Is the existing financial management capacity adequate to meet the additional requirements of the project?</p>	<p>Financial laws are issued by MEF and updated every year. Separate guidelines are issued for travel expenditures, etc.</p> <p>For donor's projects, the Financial Management Manual for Externally Financed Projects/ Programmes in Cambodia (updated 2012) issued by MEF is adopted by the IP. The FMM meets international standards.</p> <p>The IP has dedicated Finance and Admin office which consists of around 20 staff. However IP's Finance office is not involved in the financial</p>	<p>FMM manual by MEF</p> <p>HACT micro assessment report</p>

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AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	FINDINGS/ COMMENTS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	Do finance personnel have experience managing donor resources?	management of projects. For each project, a project accountant will be designated among the project team.  GDANCP is managing an ADB project.	
2. Financial position	Does the organization have a sustainable financial position? What is the maximum amount of money the organization has ever managed? If the proposed project is implemented by this organization, what percentage of the organization's total funding would the project comprise?	GDANCP is part of Ministry of Environment. As a government entity, risk financial stability is assessed as extremely low, as this would require either a political decision to re-organize the ministry or a sovereign default.	HACT micro assessment report
3. Internal control	Does the organization maintain a bank account? Does the organization have written rules and procedures on segregation of duties for receipt, handling and custody of funds? How does the organization ensure physical security of advances, cash and records?  Does the organization have clear written procedures and internal controls governing payments? How does the organization ensure that expenditures conform to their intended uses? Does the organization have a policy requiring two signatures for payments over a defined limit?  Is there any evidence of non-compliance with financial rules and procedures?	IP maintains a separate bank account for each project. Each bank account has 2 signatories but only one signature is required to approve transactions (according to ministry's policies).  The HACT micro assessment assessed the IP's internal control is sufficient. Purchase requests can be written up by any project staff (implementing staff) and are approved by the Project Director. Recording of the transactions is done by the Project Accountant upon receipt of an approved Disbursement Voucher. The Project Accountant process the payment and issue the cheque.  Disbursement Vouchers are prepared by the Project Accountant or Cashier and approved by the Project Director. Same procedures for preparation and approval of Requests for Payments.	HACT micro assessment report



AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	FINDINGS/ COMMENTS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
		<p>A cashbook is maintained by the Project Accountant recording cash receipts from donors based on Receiving Vouchers and purchases transactions based on Bank Payment Vouchers.</p> <p>The cashbook shows balance of funds available. In addition, a petty cash book is maintained. Petty Cash Payment Vouchers (PCPV) are issued for all payments under US\$500 and recorded in the petty cash book.</p> <p>The HACT assessment did not find any evidence of non-compliance.</p> <p>Two project Audit reports made available to the HACT micro assessments identified four issues regarding approval from donor before using funds, per diems, budget control and closure of the project. Audit report by NAA was not available for review by the HACT micro assessment.</p>	
4. Accounting and financial reporting	<p>Are accounts established and maintained in accordance with national standards or requirements?</p> <p>When and to whom does the organization provide its financial statements?</p> <p>Can the organization track and report separately on the receipt and use of funds from individual donor organizations?</p> <p>Is there any evidence of deficiencies in accounting or financial reporting?</p> <p>Does the organization have a system and procedures for asset management and inventory control?</p>	<p>The IP's accounting records are maintained in the Financial Management Information System managed by the MoEF, based on government regulations.</p> <p>Project accounting records are kept separately from the IP's general accounting system and are not consolidated into the IP's annual financial statements.</p> <p>Since 2016, the IP is required to submit financial reports every semester. All the Departments of the MoE prepare their own accounts which are submitted to the General Department for Admin and Finance for consolidation and submission to the Ministry of Economy and Finance (MoEF). The MoEF submits annual accounts to the Parliament for</p>	HACT micro assessment report



AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	FINDINGS/ COMMENTS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
		<p>all Ministries. However, project funds are not included in this report. Project financial report is submitted to project specific donor.</p> <p>For small donors' projects with limited number of transactions, expenditure records are usually maintained on Excel (this was the case for the latest UNDP project in which the IP was involved). For larger projects, accounting software such as QuickBooks or Peachtree are used. There is no consistency in the accounting systems used across projects.</p> <p>Each project has separate project records. On each disbursement voucher, for projects for which records are kept on a double entry system (i.e. not on Excel), a GL account number on which costs will be posted is indicated. Costs are project specific and split between donors / projects not applicable.</p> <p>The IP's procedures and controls in respect of fixed assets are sufficient with Fixed Assets Registers maintained separately for each project and annual physical verifications undertaken and documented. There is no inventory system management in use given that inventories are made of low value office supplies only.</p>	
5. Audit	Is the organization subject regularly to external audit? Is audit conducted in accordance with international audit standards? Are audit findings public? If so, have the organization's financial audits produced any significant recommendations for strengthening of financial systems and	<p>The IP's annual financial statements are subject to annual audits from the National Audit Authority. However, the donors' projects records are not captured in the IP's audited accounts. Audit report for fiscal year 2016 has not been finalized. Audit report of earlier years were not available for HACT micro assessment.</p>	HACT micro assessment report



AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	FINDINGS/ COMMENTS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	procedures? Have audits identified instances of non-compliance with rules and procedures or misuse of financial resources? What has been done to carry out audit recommendations?	Project financial report is audited separately per donor's requirement.	

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## Annex 5. Terms of Reference

### Programme Executive Board (PEB)

#### 1. Objectives

To provide guidance to, and oversight of, the UN-REDD programme and FCPF project in Cambodia, in its effort to support effective and efficient development of measures to engage with a future mechanism on REDD+.

#### 2. Membership<sup>15</sup>

Organisation	Representative	Alternate
UN Development Programme (UNDP)	Country Director – Co-Chair	His and her designate
National Council for Sustainable Development	<i>National REDD+ focal point -- Chair</i>	<i>To be identified</i>
General Department of Administration for Nature Conservation and Protection (GDANCP)	Director General	Deputy Director General
Forestry Administration (FA)	Director General	Deputy Director General
Fisheries Administration (FiA)	<i>Director of Department of Fisheries Conservation</i>	<i>Deputy Director Department of Fisheries Conservation</i>
Civil Society (CS)	<i>To be identified</i>	<i>To be identified</i>
Indigenous peoples (IP)	<i>To be identified</i>	<i>To be identified</i>

#### 3. Operations

The PEB will provide overall guidance for effective implementation of the FCPF project through approval or revision of annual workplans (AWP) and budgets, as well through overall monitoring and evaluation of progress made.

Meetings will be held at least twice a year at which AWP and budgets will be discussed. Meeting dates for subsequent meetings will be decided at each PEB meeting with confirmation of dates being provided at least two weeks in advance of meetings. All meeting documents will be circulated at least one week in advance of the meeting and should be available to the REDD+ Taskforce Secretariat sufficiently in advance to facilitate translation and review.

PEB meetings will be made based on the quorum (50%+1).

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<sup>15</sup>Members should identify both representatives and alternates and provide this information to the REDD+ Taskforce Secretariat.



Simultaneous translation will be provided for each meeting – all participants will be permitted to present in the language (Khmer, English) of their choosing.

PEB meetings will be minuted by the REDD+ Secretariat. They will be circulated for comments to all PEB members and will be available in both English and Khmer within two weeks of the meeting.

Meeting minutes will be signed by both Co-chairs.

#### **4. Decision-making**

The Programme Executive Board will make decision by consensus.

#### **5. Responsibilities**

The Programme Executive Board members are responsible for:

- Providing comments to the REDD+ Taskforce on progress of the FCPF project.
- Reviewing and providing recommendation on and approving FCPF Workplans and budgets presented to them by the Taskforce and Taskforce Secretariat.
- Reviewing FCPF project progress and assess the need for a no-cost extension and its duration.
- Sharing information on developments relating to REDD+ within their constituencies with the Taskforce, Taskforce Secretariat and other members of the Programme Executive Board.
- Providing any written comment or request for clarification on issues of concern to the Taskforce Secretariat on behalf of their representing members.
- Providing guidance on conflict resolution related to any conflict occurring within FCPF project implementation.
- Reporting Programme progress to their respective constituencies.

#### **6. Reporting**

The Programme Executive Board will report to the Taskforce and UNDP. The PEB should also coordinate with the REDD Taskforce to ensure that appropriate reporting occurs to relevant Technical Working groups.

#### **7. Duration and Timing**

Programme Executive Board Members will prepare themselves to perform their functions in the Programme Executive Board by spending up to 3 working days preparing for and following up on from each meeting.

#### **8. Funding**

Financial support will be provided to local representatives if meetings occur at locations distant from their home base.



## **National Programme Director (GDANCP)**

<b><u>Project title:</u></b>	Cambodia FCPF REDD+ Readiness project II
<b><u>Duration:</u></b>	3 and a half years
<b><u>Duty Station:</u></b>	Taskforce Secretariat Phnom Penh with travel both within Cambodia and internationally

**Objectives:** The overall objective of the assignment is to ensure efficient and effective implementation of the Cambodia REDD+ Programme (FCPF).

**Scope of Work:** To provide a leadership and coordination role on the National REDD+ Programme within the government, with particular regard to the FCPF project. The NDP will provide overall oversight of the National REDD+ programme including operational and thematic issues. They will play a critical role in coordinating actions between government bodies as well as the development partners and other stakeholders with whom they work to support the development of a coordinated and holistic approach to REDD+ at the national level.

### **Specific responsibilities of the National Programme Director (NPD) are as follows:**

- To provide oversight of the REDD+ Taskforce Secretariat and to ensure that all partners complete their assigned tasks and deliver their required outputs on time
- To ensure close coordination between and within Government agencies and ministries
- To ensure that the activities implemented are part of the national strategy and in line with the decisions under the UNFCCC
- To ensure that the activities are implemented in time to allow reaching the outcomes as identified in the project document
- Support the development of a national system for REDD+ as part of the National Appropriate Mitigation Actions under the UNFCCC
- Ensure that the appropriate legal, procedural and institutional arrangements are made for the establishment of a functional national system for REDD+
- To liaise with the international development partners to ensure coordination of programmes
- To discuss progress on a regular basis with the Director General of the GDANCP in order to ensure that he is aware of the programme's activities and that they are coordinated with other actions within the MoE
- To provide oversight to the identification of consultants and companies to provide specific inputs to the programme
- To represent the FCPF project and Cambodia's National REDD+ Programme at national and international events and deliver presentations or other products describing progress and results of the programme for national and international workshops and other events
- To develop recommendations for improved programme interventions designed to address identified gaps and weaknesses
- Review and approve quarterly and annual workplans, other programme documents and programme outputs prior to submission to the PEB

### **Supervision, Teamwork and Administrative Support**

The NPD will be supervised by the Director General of the GDANCP. Administrative support will be supplied by the MoE, and where needed by UNDP (e.g. regarding contractual issues). The individual will also work closely with stakeholders from other relevant ministries/agencies, provincial and district representatives, and bilateral and multilateral development partners.

### **Qualifications Experience and Competencies**

- Post graduate degree in Environmental Science, Natural Resource Management, Environmental Economics, or similar.
- At least 10 years of working experience on natural resource management in Cambodia.
- Strong inter-personal skills, especially oral communication skills.
- Ability to communicate in English.
- Good computer literacy and hands-on experience with data management and data analysis desired.



## **National Project Manager (GDANCP)**

<b><u>Project title:</u></b>	Cambodia FCPF REDD+ Readiness project II
<b><u>Duration:</u></b>	3 and a half years
<b><u>Duty Station:</u></b>	Taskforce Secretariat Phnom Penh with travel both within Cambodia and internationally

The National Project Manager (NPM) will be accountable to both the National Project Director and to UNDP Cambodia for the overall management of the FCPF REDD+ readiness project for the quality, timeliness and effectiveness of the services provided and the activities carried out, and for the use of funds. He will directly work with the REDD+ taskforce secretariat, and supervise the team in the implementation of the national REDD+ programme. The NPM will be the focal point for communications to the participating partners, national and regional organizations, and others concerning the implementation of the project. The NPM will provide a coordination and management structure for the implementation of the project, functioning in accordance with the rules and procedures of UNDP.

Based on agreed regular reporting and review schedule, (minimally annually, but recommended quarterly) the project manager should submit a report to the REDD+ taskforce and the project executive board. As a basis for this reporting, the Project Manager will use the reports received from contractors. The project manager should agree in advance with the project board on the exact progress reporting format and periodicity.

The NPM will maintain constructive relations with key project stakeholders, including Government institutions, donors and NGO partners, informing them and consulting with them as appropriate regarding strategic project decisions, and, in discussion with the international and national technical advisors, promoting the balanced participation of different Government entities in project activities and benefits.

The NPM will provide support to UNDP in the preparation of annual Project Implementation Reviews (PIRs), incorporating inputs provided by project contractors in relation to each of the project's components. He will support contractors in the preparation of Annual Work Plans and Budgets (AWPBs) and review of the AWPBs prior to their presentation to the Project Board for approval in order to ensure their feasibility, relevance, correspondence with project resource availability and the harmonization of the activities proposed under each component. Project Manager will review of quarterly work plans, expenditure reports and disbursement requests prepared by contractors, and recommendation to UNDP regarding their approval or, where necessary, modification prior to approval.

Project manager will together with international and national technical advisors review and updating of project risk log and corresponding mitigations strategies.

### **Qualifications Experience and Competencies**

- Post graduate degree in Forestry, Environmental Science, Natural Resource Management, Environmental Economics, or similar.
- At least 7 years of working experience on forestry, and natural resource management in Cambodia.
- Strong inter-personal skills, especially oral communication skills.
- Ability to communicate in English.
- Good computer literacy and hands-on experience with data management and data analysis desired.



## **Finance and Programme Support Staff (GDANCP)**

**Project title:** Cambodia FCPF REDD+ Readiness project II  
**Duration:** 3 and a half years  
**Duty Station:** Taskforce Secretariat Phnom Penh with travel within Cambodia

**Objectives:** The overall objective of the assignment is to ensure efficient and effective implementation of the Cambodia REDD+ Programme.

**Scope of work:** To provide operational and financial support to the Taskforce Secretariat. the role will require a balance of operational and financial requirements while also providing the opportunity to engage with some specific technical work. The role will require significant coordination between different government and no government bodies.

### **Specific responsibilities of the Finance and Programme Support Staff are as follows:**

- Support the UNDP-Project assistant with all elements of financial and procurement management including:
  - Supporting programme planning and coordination through contributions to the development of annual and quarterly programme workplans
  - Supporting the development and improvement and implementation of accounting and reporting procedures including provision of information to the Advisor, contributions to a revised operational manual and implementation of new systems
  - Support the implementation of bank reconciliations
  - Support the development and implementation of procurement processes
- Manage petty cash within the Secretariat and GDANCP and ensure correct filing and registration of financial transactions and providing monthly reports on transactions occurring within their area of responsibility;
- Provide necessary assistance in the operational management of the programme according to the programme document and UN procedures.
- Draft correspondence on administrative and programme matters pertaining to the Secretariat responsibilities;
- Undertake preparation for project events, including workshops, meetings (monthly, quarterly and annual), study tours, trainings, etc. This also includes preparation of background materials for use in discussions and briefing sessions on project matter;
- Assist with preparation of TORs and contracts for consultants/experts for project activities;
- Support all preparation work for procurement of office equipment, stationery and support facilities as required;
- Assist with project communication activities, including publications;
- Any other duties as required by the Taskforce Secretariat.

### **Supervision, Teamwork and Administrative Support**

The Finance and Programme Support staff will be supervised by the Chair of REDD+ Taskforce Secretariat and Head of Finance. They will also work closely with other members of the taskforce secretariat and line agencies as well as representatives from other departments and agencies across government and other stakeholders.

### **Qualifications, Experience and Competencies**

- University degree in English language, administration or related fields;
- Good command of both written and spoken English and at least 3 years of working experience in the positions relating to finance, and administration preferably for foreign funded environmental projects;
- Good secretarial skills and good organizational capacity;
- Good computer skills in common word processing (MS Word), spreadsheet (MS Excel), Khmer software;
- Knowledge of other financial management software an advantage;
- Knowledge of negotiation and experience in working with UN agencies and international organizations is an advantage



	<ul style="list-style-type: none"> <li>• Proven track record of experience in supporting, advising and collaborating with government institutions in developing countries would be advantage;</li> <li>• Strong inter-personal skills and excellent oral and written communication skills;</li> <li>• Familiar with the UNDP's rules and procedures;</li> <li>• Understanding of Cambodia political and administrative system would be an asset.</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Excellent command of written and spoken English.</li> </ul>





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## UNITED NATIONS DEVELOPMENT PROGRAMME

### TERM OF REFERENCE

#### I. Position Information

Job Title:	National Project Advisor
Grade:	SB-5
Type of Contract:	Service Contract
Reports to:	Programme Analyst
Duty Station:	Phnom Penh, Cambodia

#### II. Organizational Context

REDD+ (reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries) is a recent global policy initiative to tackle climate change threats. The main goal of REDD+ is to prevent forest degradation and deforestation, and promote forest conservation through offering results-based payments as financial incentives to developing countries.

In 2008, World Bank's Forest Carbon Partnership Facility (FCPF) was established to support developing countries to be ready for the REDD+ implementation. For the implementation of the FCPF project in Cambodia, UNDP has been selected as a delivery partner. In June, 2013, FCPF approved the revised Readiness Preparation Proposal (R-PP) submitted by the Cambodian government. In December, 2013, the FCPF project document was signed by Forestry Administration of the government of Cambodia and UNDP.

This proposed project aims to develop and enhance the Cambodian government's capacities for tackling the deforestation and forest degradation as well as for measuring, reporting and verification (MRV) emission reductions.

The project will be implemented over a period of three years; from December 2013 until December 2016. The project management will be nationally executed under UNDP National Implementation Modality (NIM). The lead Executing Agency will be the Forestry Administration (FA).

#### III. Functions / Key Results Expected

##### Summary of key functions:

- Closely coordinate and collaborate with an international technical specialist in
  - 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;
  - Providing advisory support in monitoring and evaluation of the project to ensure effectiveness and efficiency in the delivery of project activities and results;
  - Acting as liaison person for concerned line ministries, provincial departments and other stakeholders;
- 1. **Provide top quality of advice and strategic guidance for effective implementation and result based management of the project according to project objectives and stated results as well as UNDP policies and procedures:**
  - Ensure that project activities are fully aligned with the national REDD+ programme in the target areas;
  - Advise the project team in developing strategies and implementation plan for the FCPF project;
  - Advise the international technical specialist, National Project Manager, the chair of the secretariat and project team in 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 and technical team in planning, monitoring and implementation process;
- Conduct staff capacity needs assessment against the project outcomes and draft terms of references for technical consultants and sub-contracts and support the project manager in recruitment of contracted project partners;
- Support the international technical specialist and the National Project Manager in preparation of quarterly and annual technical work plans for project activities;
- Support the international technical specialist and the National Project Manager in preparation of quarterly and annual technical progress reports to FA, UNDP, and PEB according to their respective reporting guidelines;
- Prepare project board meetings and take lead in ensuring that recommendations made by the board be implemented;
- Contribute to project audit and spot checking exercises and prepare management responses to the comments;
- Provide strategic guidance to the National Project Manager in organising and conducting effective stakeholder meetings in line with the work plan; and
- Work closely with UNDP Country Office in providing overall quality assurance for the project based on UNDP rules and procedures.

**2. Provide advisory support in monitoring and evaluation of the project to ensure effectiveness and efficiency in the delivery of project activities and objectives:**

- Advise the National Project Manager and contracted partners in the review of the progress outputs against the project targets;
- Contribute to the consolidation of knowledge and lessons learned and disseminate good practices;
- Provide advices and inputs in the general preparation and delivery of work plans, budgets and work packages in accordance with the policies and procedures of UNDP guidelines for National Implementation, Guide on measures to mainstream gender considerations in the project activities and in the monitoring and evaluation;
- Conduct regular field visits with counterparts to monitor field activities and assist with the organisation of visits and supervision missions from the co-operating institutions;
- Liaise with UNDP CO in the tracking, management and update of project risk and provide corrective recommendation where possible;
- Provide inputs in developing terms of references for the mid-term and final evaluation of the project;
- Provide advice and inputs to the FA in drafting management responses to issues and recommendation raised by mid-term and final term evaluations.

**3. Act as liaison person for national and sub-national, NGOs, project teams, relevant line ministries, provincial departments and other stakeholders:**

- Coordinate and promote effective collaboration with ministry line departments, NGOs/IOs, private sector and other development partners to support sub-national capacity development on issues related to community based sustainable forest management;
- Coordinate the activities among the international technical specialist, REDD+ taskforce secretariat coordinator and consultants;
- Liaison with the forestry partner projects, experts and other stakeholders and provide technical inputs for the development of guidelines, training materials and others as necessary;
- Facilitate communication interaction among FA and General Department of Administration for Nature Conservation and Protection (GDANCP), Ministry of Environment (MOE) and FiA with regards to achieving project outputs
- Provide advices on aligning FCPF project with the REDD Readiness Roadmap implementation and how the FCPF project can support national REDD+ implementation.
- Build synergies and partnerships with key partners to ensure greater impact of the project;
- Promote dialogues and inputs from development partners into key project outputs at the national and sub-national level;
- Liaise with the technical specialist in compiling lessons learned and policy implications.





#### IV. Impact of Results

The position ensure successful implementation of the FCPF project in accordance with project objectives, UNDP policies and procedures and National Implementation procedures as described in UNDP Programme, Operations, Policies and Procedures (POPPs); promote the mobilization of resources to support the extension of the project and improve coordination among stakeholders.

#### V. Competencies

##### Core Competencies:

- Promoting Ethics and Integrity / Creating Organizational Precedents
- Building support and political acumen
- Building staff competence, Creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Leveraging conflict in the interests of UN Women & setting standards
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning
- Fair and transparent decision making; calculated risk-taking

##### Functional Competencies:

##### Advocacy / Advancing Policy Oriented Agenda: analysis and creation of messages and strategies

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

##### Results-based Programme Development and Management

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

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

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

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

##### Resource Mobilization: Implementing resource mobilization strategies

- Analyzes information on potential bilateral donors and national counterparts to recommend a strategic approach
- Identifies and compiles lessons learned



- Promotes and encourages country office action with local missions of donor countries as well as appropriate government authorities for increased contribution to UNDP resources, including cost sharing modalities
- Identifies country needs and develops proposals to be presented to donors and governments
- Develops a resource mobilization strategy at the country level

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

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms
- Develops and/or participates in the development of tools and mechanisms, including identifying new approaches to promote individual and organizational learning and knowledge sharing using formal and informal methodologies

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

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

**Organizational Leadership and Direction**

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

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

**Client Orientation: 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
- Keeps the client informed of problems or delays in the provision of services
- Uses discretion and flexibility in interpreting rules in order to meet client needs and achieve organizational goals more effectively
- Solicits feedback on service provision and quality

**VI. Recruitment Qualifications**

Education:	<ul style="list-style-type: none"> <li>• A Master's Degree in development programme and project management or other development-related field.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• At least 5 years of professional experience at the national or international level in providing management advisory services</li> <li>• Hands-on experience in the leadership management of development programmes or projects.</li> <li>• Experience in natural resource management and forestry using participatory approach and community based demonstrations would be desirable;</li> <li>• Ability to develop constructive working relationships with clients and team members, and to understand the contexts and motivations of a range of stakeholders;</li> </ul>



	<ul style="list-style-type: none"> <li>• Working experiences with government agencies, NGOs and Donor agencies in Cambodia related to REDD+, biodiversity conservation and sustainable forest management;</li> <li>• Understanding of Cambodia political and administrative system, in particular at National and provincial level;</li> <li>• Strong training skills and a strong commitment to participatory processes;</li> <li>• Excellent skills in communication, negotiation, and documentation and ability to work with multi-disciplinary and cultural team;</li> <li>• Experience in the usage of computers and office software packages for data analysis and technical reports;</li> <li>• Ability and willingness to work in remote areas.</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Fluency in spoken and written Khmer and English.</li> </ul>





## UNITED NATIONS DEVELOPMENT PROGRAMME

### JOB DESCRIPTION

#### I. Position Information

Job Title:	<b>REDD Coordinator</b>
Department:	Programme Cluster
Reports to:	FCPF National Project Advisor
Contract Type:	Services Contract
Classified Level:	SB-4

#### II. Organizational Context

REDD+ (reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries) is a global policy initiative to address challenges from climate change. The goal of REDD+ is to prevent forest degradation and deforestation, and promote forest conservation through results-based payments to developing countries.

The World Bank established the Forest Carbon Partnership Facility (FCPF) in 2008 to provide support to developing countries to prepare for REDD+ implementation. UNDP is the delivery partner for the implementation of the FCPF REDD+ Readiness Preparation project in Cambodia. The Forestry Administration (FA), Ministry of Agriculture, Forestry and Fisheries (MAFF) is the Implementing Partner of the project under the National Implementation Modality (NIM) of the UNDP.

The FCPF project in Cambodia aims to develop and enhance the Royal Government of Cambodia (RGC) capacity to identify and address key drivers of deforestation and forest degradation; to deliver concrete national actions on emission reductions; and to establish the required institutional arrangements to ensure Cambodia becomes eligible for results based payments from emission reduction.

The REDD+ Coordinator works under the supervision of FCPF national project advisor and will be based in the REDD+ Taskforce Secretariat, where he/she work closely on a day-to-day basis with the Secretariat Chief and Deputy Chief.

The incumbent will work as part of the broader Secretariat and National REDD+ Programme team and responding to the needs of that programme where required and appropriate. The incumbent will also work closely the REDD+ Technical Specialist, MRV Technical Expert as well as with stakeholders from outside government and other relevant ministries/agencies, and bilateral and multilateral development partners.

Given the complexity of the programme in terms of broad-based stakeholders involvement, and the need to build trust and relationship between key stakeholders, the incumbent is expected to work toward a higher result through effective communication, coordination and building synergies and promoting sustainability of the REDD+ programme.



### III. Functions / Key Results Expected

#### Summary of key functions:

1. Coordinate activities between UN and Government Agencies
2. Coordinate the operations of the REDD+ Taskforce Secretariat
3. Coordinate the work of Technical Teams as well as consultants

#### 1. Coordinate activities between UN and Government Agencies

- Coordinate with other REDD+ initiatives, in particular the CAM-REDD;
- Communicate between government agencies, national and international initiatives and stakeholders;
- Facilitate communication interaction between Forestry Administration (FA), General Department of Administration for Nature Conservation and Protection (GDANCP), and Fishery Administration (FiA) with regards to achieving project outputs
- Coordinate institutional capacity assessments of relevant national, provincial and local entities along the REDD+ supply chain;
- Support to the development of communications and outreach material and the implementation of the communications, consultation and participation plan
- Coordinate on aligning Sustainable Forest Management (SFM) project with the REDD Readiness Road Map implementation and how the SFM can support REDD implementation.
- Build synergies and partnerships with key partners to ensure greater impact of the project;
- Promote dialogues and inputs from development partners into key project outputs at the national and provincial level;
- Liaise with REDD+ Technical Specialist, MRV Technical Expert in compiling lessons learned policy implications.

#### 2. Coordinate the operations of the REDD+ Taskforce Secretariat

- Coordinate the REDD+ Taskforce Secretariat in management and monitoring the project work progress and ensure timely delivery of project outputs;
- Provide effective communication, coordination and cooperation between the REDD+ Taskforce Secretariat and technical team in planning, monitoring and implementation process;
- Coordinate the REDD+ Taskforce Secretariat in preparation of quarterly and annually technical work plans for project activities, and budgets;
- Coordinate the REDD+ Taskforce Secretariat in preparation of quarterly and annual technical progress reports to respective government agencies, UNDP and FCPF according to their respective reporting guidelines;
- Prepare Programme Executive Board (PEB) meetings and take lead in ensuring that recommendations made by the PEB are implemented;
- Contribute to project audit and spot checking exercises and prepare management responses to the comments;
- Coordinate the REDD+ Taskforce Secretariat in organising and conducting effective stakeholder meetings in line with the work plan;
- Take minutes for key meetings including those of the REDD+ Taskforce and translate these into both English and Khmer for access by stakeholders;
- Work closely with UNDP Country Office in providing overall quality assurance for the project based on UNDP rules and procedures.

#### 3. Coordinate the work of Technical Teams as well as consultants

- Coordinate in the development of Terms of Reference of different technical teams and external consultants for technical inputs;
- Coordinate the work of different technical teams and external consultants including operational arrangements, meetings, review and approval of reports and workplans, and translation when required;
- Support the day to day operation of the teams through circulation of documents, taking of minutes, coordinating meetings and feedback of information;



- Facilitate the engagement of a broad stakeholder group within different technical teams and external consultants

#### IV. Impact of Results

It is anticipated that the work of the UNREDD Coordinator will have the following impacts:

- Strong engagement from different Government agencies in the REDD+ development process;
- Effective operational engagement between UN agencies and Government implementing agencies – through regular submission of reports, updates and balance transfers;
- Effective engagement of a range of stakeholders through the regular meeting of technical teams;
- Strong coordination between consultants, secretariat and technical teams to ensure shared learning and programme development;
- Increased understanding of National REDD+ Process amongst key stakeholders within government and outside
- There is enhanced capacity within Cambodia to further develop and implement a national approach to REDD+

#### V. Competencies

##### Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability; and
- Ability to maintain effective rapport with different kinds of people.

##### Functional Competencies:

##### *Knowledge Management and Learning*

- Shares knowledge and experience; and
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills.

##### *Development and Operational Effectiveness*

- Strong analytical skills and the ability to master new material quickly;
- Ability to manage priorities in order to meet tight deadlines; and
- Good communications, interpersonal and report writing skills.
- Creativity and innovation abilities

##### *Leadership and Self-Management*

- Focuses on result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Ability to manage the work of teams, subordinates and consultants;
- Proven ability to work flexibly and independently as part of an interdisciplinary and/or multi-cultural team; and delivery quality results against tight deadlines; and
- Demonstrated capacity for leadership and management.

#### VI. Recruitment Qualifications

Education:	Master degree in Environmental Science, Natural Resource Management, Environmental Economics, or similar.
Experience:	At least 3 years of professional management experience. Experience on REDD+, conservation, resource management, forest economic policy and community development livelihoods with experience in Cambodia preferable.  Strong facilitation and coordination skill





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## UNITED NATIONS DEVELOPMENT PROGRAMME TERM OF REFERENCE

### I. Position Information

Job Title:	National Communications Officer
Department:	Programme Cluster
Reports to:	FCPF National Project Advisor
Contract Type:	Services Contract
Classified Level:	SB4
Duration:	One year renewable

### II. Organizational Context

REDD+ (reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries) is a global policy initiative to address challenges from climate change. The goal of REDD+ is to prevent forest degradation and deforestation, and promote forest conservation through results-based payments to developing countries.

The World Bank established the Forest Carbon Partnership Facility (FCPF) in 2008 to provide support to developing countries to prepare for REDD+ implementation. UNDP is the delivery partner for the implementation of the FCPF REDD+ Readiness Preparation project in Cambodia. The Forestry Administration (FA), Ministry of Agriculture, Forestry and Fisheries (MAFF) is the Implementing Partner of the project under the National Implementation Modality (NIM) of the UNDP.

The FCPF project in Cambodia aims to develop and enhance the Royal Government of Cambodia (RGC) capacity to identify and address key drivers of deforestation and forest degradation; to deliver concrete national actions on emission reductions; and to establish the required institutional arrangements to ensure Cambodia becomes eligible for results based payments from emission reductions.

### III. Functions / Key Results Expected

The National Communications Officer (NCO) will work under the direct supervision of the National Project Advisor. The NCO will be based at the FA and work closely with the REDD+ Taskforce Secretariat (RTS) and will perform the following key tasks:

- (i) Identify, develop and apply the highest quality knowledge management and communication approaches and tools to support the FCPF project goals and objectives
- (ii) Ensure availability of and access to timely and appropriate information on the project
- (iii) Design and implement measures to ensure full and effective participation of all stakeholders
- (iv) Support the FCPF Team as required.

#### 1. Identify, develop and apply the highest quality knowledge management and communication approaches and tools to support the FCPF project goals and objectives

- Work closely with different stakeholder groups to identify communication needs and gaps in fostering full and effective participation of stakeholders and to develop a comprehensive communication, consultation and stakeholder engagement strategy
- Identify and utilise the most effective approaches and methods for meeting the communications requirements

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- Develop mechanisms to map outreach activities of key stakeholder groups and provide inputs to enhance communications effectiveness of such groups
  - Establish, maintain, and keep updated a REDD+ Information, Resource, and Documentation facility
  - Develop and ensure effectiveness of Knowledge Management (KM) activities through analysing KM activities, monitoring their use, and measuring their impact
  - Prepare KM products and services for effectiveness, quality, and responsiveness
  - Serve as key contact for data/report/contact requests
  - Conduct outreach activities and oversee training for Consultation Group, Gender Group, and other relevant Technical Teams
  - Contribute to KM resources by preparing best practices and capturing KM practices through cases and video documentaries
  - Contribute to the FCPF team in the future development of the performance measurement framework of FCPF's demonstration projects in target provinces
  - Promote knowledge sharing through Taskforce and Secretariat's network by strengthening links between knowledge sharing and information system
  - Provide training and support to program teams and Secretariat network, consultation groups, gender group for KM tools, knowledge transfer and exchange technologies or other learning materials
  - Coordinate, identify, develop, and disseminate knowledge products on lessons learned and impact stories
  - Participate in networking on environment, natural resource management, biodiversity, safeguards, and other related disciplines
- 2. Ensure availability of and access to timely and appropriate information on the project**
- Ensure that all relevant information is available and accessible in the national REDD+ website by regularly maintaining and updating the website
  - Maintain and regularly update the Cambodia REDD+ Facebook, LinkedIn, and Twitter account
  - Facilitate production of REDD+ newsletters to feature key status and progress of the national REDD+ readiness process
  - Develop communication materials appropriate for the context and requirements of stakeholder groups with and without access to the internet
  - Provide regular updates on programme progress to stakeholders at the sub-national, national and international level
  - Coordinate with other organisations and initiatives in dissemination of information on the Cambodia REDD+ national programme
  - Coordinate with media and act as a focal point for media engagement
  - Mainstream gender issues in the works of communication, advocacy and stakeholder engagement
  - Develop and ensure quality of outreach materials on key technical issues in forms of print, sound, video and web and promote these through various platforms including social media
- 3. Design and implement measures to ensure full and effective participation of all stakeholders**
- Identify different ways in which stakeholder groups, with particular attention to women and the most vulnerable, can be engaged and the most appropriate approaches to sharing information, consultation and enhancing participation in the programme
  - Design and implement measures to mainstream gender concerns into REDD+ activities
  - Support full and effective engagement of stakeholders in the planning, implementation and reporting of key outputs and activities
  - Coordinate with partner Indigenous Peoples (IPs) and civil society organizations that work in the area of forests, climate change and IPs and/or minority rights to appropriately address concerns of IPs and civil society
  - Build the awareness and capacity of the Consultation Group, their constituencies (e.g. IPs, and local communities) and other relevant networks to ensure strengthened stakeholder participation in the planning and implementation of national REDD+ programme activities;
  - Coordinate and cooperate with Development Partners to support harmonized processes in ensuring full and effective engagement of stakeholders
  - Monitor progress towards achieving outcomes in the area of stakeholder engagement and REDD+ and report qualitative and quantitative results



- Coordinate expert inputs on technical issues associated with the engagement of stakeholders in national REDD+ readiness activities

#### **4. Support the FCPF Team as required**

- Assist in preparation of work plans
- Contribute and provide feedback on development of the project's periodic reports such as quarterly, bi-annual, and annual reports, and mid-term and final evaluations
- Support preparation of meeting minutes (e.g. project executive board meetings, REDD+ taskforce secretariat meetings and workshops) for wider circulation, and provide translation and/or interpretation support to international project staff and consultants as required.

### **IV. Impact of Results**

The NCO will have the following impacts:

- A broad range of stakeholders relevant to REDD+ are aware of the Cambodia REDD+ programme and the role of the FCPF project within the programme
- Information on the FCPF project and Cambodia REDD+ programme is accessible to majority of stakeholders
- Processes for stakeholder engagement are effective, appropriate and participatory
- Stakeholders are able to engage fully and effectively in the REDD+ readiness process; and
- Communications and consultation processes are effectively coordinated with Development Partners

### **V. Competencies**

#### **Core Competencies:**

- Promoting Ethics and Integrity
- Creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning

#### **Functional Competencies:**

*Advocacy / Advancing Policy Oriented Agenda: preparing information for advocacy*

- Identifies and communicates relevant information for a variety of audiences for advocating UNDP's mandate
- Maintains a functioning network of contacts with a variety of stakeholders to promote a better understanding of UNDP's mandate and to support advocacy efforts

*Building Strategic Partnerships: Maintaining a network of contacts*

- Maintains an established network of contacts for general information sharing and to remain up-to-date on partnership related issues
- Analyses and selects materials for strengthening strategic alliances with partners and stakeholders
- Establishes and nurtures positive communication with partners

*Promoting Organizational learning and Knowledge Sharing: Basic research and analysis*

- Generates new ideas and approaches, researches best practices and proposes new, and more effective ways of doing things
- Documents and analyses innovative strategies and new approaches
- Identifies and communicates opportunities to promote learning and knowledge sharing
- Develops awareness of the various internal/external learning and knowledge-sharing resources

*Job Knowledge and Technical Expertise: Fundamental knowledge of own discipline*



- Understands and applies fundamental concepts and principles of a professional discipline or technical specialty relating to the position
- Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks
- Identifies new and better approaches to work processes and incorporates the same in his/her work
- Analyses the requirements and synthesizes proposals
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning
- Demonstrates good knowledge of information technology and applies it in work assignments
- Demonstrates in-depth understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments

*Creating Visibility for UNDP/ Supporting UNDP's Capacity to Advocate: Research and data analysis*

- Promotes awareness of UNDP through dissemination of information and materials
- Maintains networks and knowledge assets for use in visibility and image activities
- Makes recommendations on the design and delivery of image activities
- Collects, analyses and disseminates information on UNDP focus areas

*Global Leadership and Advocacy for UNDP's Goals: Preparing information for global advocacy*

- Identifies and communicates relevant information for advocacy for UNDP's goals for a variety of audiences
- Maintains a functioning network of contacts in the media and civil society, to promote a better understanding of UNDP's mandate and to support advocacy efforts
- Identifies and takes advantage of opportunities for advocating for UNDP's mandate

*Conceptual innovation in the Provision of Technical Expertise: Research and analysis*

- Keeps updated in his/her area of substantive expertise
- Identifies opportunities for conceptual innovation
- Recognizes problem areas and identifies solutions
- Analyses ongoing trends, evolving needs and emerging issues to identify appropriate responses for capacity building
- Selects critical information from masses of data

*Client Orientation: Establishing effective client relationships*

- Researches potential solutions to internal and external client needs and reports back in a timely, succinct and appropriate fashion
  - Organizes and prioritizes work schedule to meet client needs and deadlines
  - Establishes, builds and sustains effective relationships within the work unit and with internal and external clients
  - Actively supports the interests of the client by making choices and setting priorities to meet their needs
- Anticipates client needs and addresses them promptly

## **VI. Recruitment Qualifications**

Education:	<ul style="list-style-type: none"> <li>• Bachelor or Master's degree in Natural Resource Management and Development, Environment, Climate Change, Knowledge Management, media relations, communications, journalism, publishing or related field</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• Master's degree in Natural Resource Management and Development, Environment, Climate Change, Knowledge Management, media relations, communications, journalism, publishing or related field with three years of relevant work experience</li> <li>OR</li> <li>• Bachelor degree in Natural Resource Management and Development, Environment, Climate Change, Knowledge Management, media relations, communications, journalism, publishing or related field with five years of relevant work experience</li> </ul>

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	<ul style="list-style-type: none"> <li>• Relevant experience at the national or international level in public relations, communications or advocacy in environmental related areas; experience in climate change and REDD+ is an advantage</li> <li>• Demonstrated experience in working across the communications spectrum including: media management, strategic communications management, communications research, monitoring and evaluation, print production, audio-visual production, and website content management</li> <li>• Experience in utilising communication tools to reach diverse audiences from rural communities, civil society organisations, the private sector, and international development partners</li> <li>• Experience in working with a range of stakeholders to support and enhance their engagement and raise awareness of development programmes</li> <li>• Experience in working with Government counterparts and with representatives from development agencies.</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Excellent spoken and written English and Khmer.</li> </ul>





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## UNITED NATIONS DEVELOPMENT PROGRAMME TERM OF REFERENCE

### I. Position Information

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

### II. Organizational Context

REDD+ (reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries) is a recent global policy initiative to tackle climate change threats. The main goal of REDD+ is to prevent forest degradation and deforestation, and promote forest conservation through offering results-based payments as financial incentives to developing countries.

In 2008, World Bank's Forest Carbon Partnership Facility (FCPF) was established to support developing countries to be ready for the REDD+ implementation. For the implementation of the FCPF project in Cambodia, UNDP has been selected as a delivery partner. In June, 2013, FCPF approved the revised Readiness Preparation Proposal (R-PP) submitted by the Cambodian government. In December, 2013, the FCPF project document was signed by Forestry Administration of the government of Cambodia and UNDP.

This proposed project aims to develop and enhance the Cambodian government's capacities for tackling the deforestation and forest degradation as well as for measuring, reporting and verification (MRV) emission reductions.

### III. Functions / Key Results Expected

The Project Assistant will be under direct supervision of and reports the progress of work to the Project Advisor. S/he will be based at MoE and work closely with REDD+ Taskforce Secretariat. The Project Assistant will perform the following 3 key functions:

1. Ensure effective and high quality support to the programme administrative and financial management,
2. Effective support to the programme implementation, and
3. Provision of inputs to the programme report.

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

- Contribute to day-to-day support to the programme implementation and ensuring conformity to expected results, outputs, objectives and work-plans;
- Ensure effective local purchases in line with UNDP procurement procedures;
- Maintain programme accounts;
- Establish and maintain the electronic and physical filing system for programme documentation and communication;
- Prepare and update proper programme documentation/records and ensure that the documents are prepared and ready for audit;



- Manage cash reserves of the project;
- Ensure effective management of financial and administrative aspects of programme assets and financial resources to meet satisfactory outcomes of the annual audit of the project;
- Provide support in preparing quarterly and annual financial reports.

## **2. Effective support to programme implementation**

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

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

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

## **IV. Impact of Results**

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

## **V. Competencies**

### **Core Competencies:**

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

### **Functional Competencies:**

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

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

*Handwritten signature*



- Supports in identifying opportunities for advocating UNDP's mandate

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

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

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

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

**Innovation and Marketing new Approaches: Implementing processes and uses products**

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

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

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

**Promoting Organizational learning and Knowledge Sharing: Basic research and analysis**

- Researches best practices and poses new, more effective ways of doing things
- Documents innovative strategies and new approaches
- Identifies and communicates opportunities to promote learning and knowledge sharing
- Develops awareness of the various internal/external learning and knowledge-sharing resources

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

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

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

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

**Client Orientation: Maintains effective client relationships**

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

**VI. Recruitment Qualifications**



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



## Annex 6. Letter of Agreement between UNDP and the Government for Provision of Support Services

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

Excellency,

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



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

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

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


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

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

Yours sincerely,



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

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



**Attachment:**

**DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES**

1. Reference is made to consultations between General Department for Administration for Nature Conservation and Protection of the Ministry of Environment, and the institutions designated by the Royal Government of Cambodia and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally implemented Project ID: 00096720" Forest Carbon Partnership Facility (FCPF) II Project".
2. In accordance with the provisions of the letter of agreement signed 10 June 2016 and the *project document*, the UNDP country office shall provide support services for the project as described below:
3. Support services to be provided at the request of the Government of Cambodia include:

Support Services (Insert Description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services will be on actual basis	Amount and method of reimbursement of UNDP
1. Identification and/or recruitment of project personnel	According to Annual Work Plan	Actual Cost	AP/JV or GL
2. Identification and facilitation of training activities	According to Annual Work Plan	Actual Cost	AP/JV or GL
3. Procurement of goods and services	According to Annual Work Plan	Actual Cost	AP/JV or GL
4. Providing and managing small grants to NGOs/CBOs	According to Annual Work Plan	Actual Cost	AP/JV or GL

4. Description of functions and responsibilities of the parties involved:
  - 4.1 Unless otherwise determined, the implementing partner is responsible for the development of terms of reference for the recruitment of personnel, for the procurement of services as well as identification of goods needs, and for designing the scope of small grant to NGOs/CBOs for implementing the project.
  - 4.2 When requested by the implementing partner, UNDP Human Resources Unit is responsible for the process of recruitment of project personnel.
  - 4.3 When requested by the implementing partner, UNDP Procurement Unit is responsible for identification of suppliers of goods and services. Further, it is responsible for the procurement of goods and recruitment and contracting services.
  - 4.4 When requested by an implementing partner, UNDP Country Office is responsible for providing and managing small grants to NGO/CBOs.