

Three Rio Conventions Project

Project Title: "Generating Accessing and Using
Information and Knowledge
Related to the three Rio Conventions"
Oct 2015–Dec 2018 (Planned)

Mid-Term Evaluation

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Basic Project Information

<i>Project Title:</i> Generating, Accessing and Using Information and Knowledge Related to the three Rio Conventions.
UNDAF / Country Programme Outcome 1: Sustainable, Inclusive Growth and Development. Country Programme Output 1.2: Scaled-up action on national program for climate change adaptation and mitigation across sectors that is funded and implemented, targeting the most vulnerable poor populations.
UNDP Strategic Plan Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded. UNDP Strategic Plan Output 1.3: Solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services, chemicals and waste
Executing Entity/Implementing Partner: <ul style="list-style-type: none">- At project inception, the Ministry of Environment (MOE) was the Implementing Partner of the project;- With the establishment of GSSD/MoE, the project IP is shifted to GSSD. This change is to be legally reflected by this MTE.
Implementing Entity/Responsible Parties: United Nations Development Programme (UNDP)

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ACRONYMS AND ABBREVIATIONS

AFPIC	ASEAN Forest Product Industry Club
APR	Annual Project Report
AR	Assessment Report
ASEAN	Association of Southeast Asian Nations
AWP	Annual Work Plan
CBO	Community Based Organization
CCA	Climate Change Alliance
CCBAP	Cambodia Community Based Adaptation Programme
CCCD	Cross Cutting Capacity Development
CCCSP	Cambodia Climate Change Strategic Plan
CCTT	Climate Change Technical Team
CD	Capacity Development
CDC	Council for the Development of Cambodia
CEO	Chief Executive Officer
CHM	Clearing-House Mechanism
CI	Conservation International
CITES	Convention on International Trade in Endangered Species
CLC	Civil Liability Convention
CO	Country Office
COP	Conference of Parties
CPAP	Country Programme Action Plan
CR	Capacity Result
CSO	Civil Society Organization
DB	Department of Biodiversity
EEU	Environment and Energy Unit
EIA	Environmental Impact Assessment
ELC	Economic Land Concessions
EMIS	Environment Management Information System
EU	European Union
FA	Forestry Administration
FAO	Food and Agriculture Organization
FFI	Fauna & Flora International
GBV	Gender Based Violence
GEF	Global Environment Facility
GMS	Greater Mekong Sub region
GOC	Government of Cambodia
GPA	Global Programme of Action
GSSD	General Secretariat of the National Council for Sustainable Development
HACT	Harmonized Approach to Cash Transfers
DB	Department of Biodiversity
INC	Initial National Communication
IPCC	Intergovernmental Panel on Climate Change
IUCN	International Union for Conservation of Nature
LDC	Least Developed Countries
M&E	Monitoring and Evaluation

MAB	Man and the Biosphere (programme)
MAFF	Ministry of Agriculture, Forestry and Fisheries
MARPOL	Marine Pollution (International Convention for the Prevention of Pollution from Ships)
MDG	Millennium Development Goal
MEA	Multilateral Environmental Agreement
MIS	Management Information Systems
MLMUPC	Ministry of Land Management, Urban Planning and Construction
MME	Ministry of Mines and Energy
MOE	Ministry of Environment
MOU	Memorandum of Understanding
MOWA	Ministry of Women Affairs
MOWRAM	Ministry of Water Resources and Meteorology
MOEYS	Ministry of Education, Youth and Sport
MoH	Ministry of Health
MoT	Ministry of Tourism
MPWT	Ministry of Public Works and Transportation
MRD	Ministry of Rural Development
NAP	National Adaptation Plan
NAPA	National Adaptation Programme of Action
NBC	National Biodiversity Committee
NCDM	National Committee for Disaster Management
NBSAP	National Biodiversity Strategy and Action Plan
NCCC	National Climate Change Committee
NCSA	National Capacity Self-Assessment
NGGC	National Green Growth Council
NGO	Non-Governmental Organization
NPD	National Project Director
NSDP	National Strategic Development Plan
OFP	Operational Focal Point
PA	Protected Area
PAC	Project Appraisal Committee
PB	Project Board
PIR	Project Implementation Review
PMU	Project Management Unit
POP	Persistent Organic Pollutant
PPG	Project Preparation Grant
RCU	Regional Coordination Unit
REDD	Reducing Emissions from Deforestation and Forest Degradation
RGC	Royal Government of Cambodia
RTA	Regional Technical Advisor
SBAA	Standard Basic Assistance Agreement
SBSTTA	Subsidiary Body on Scientific, Technical and Technological Advice
SC	Steering Committee
SEAMEO	Southeast Asian Ministers of Education Organization
SGP	Small Grant Programme
SLM	Sustainable Land Management
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SNC	Second National Communication
SPAE	Strategic Plan of Action on the Environment
SPREP	Secretariat of the Pacific Regional Environment Programme
SWOT	Strength/Weakness/Opportunity/Threat

TORs	Terms of Reference
TVET	Technical and Vocational Education and Training
UN	United Nations
UN-CBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNCLOS	United Nations Conventions on the Law of the Sea
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDP CO	UNDP Country Office
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar
WCS	Wildlife Conservation Society
WHC	World Heritage Convention
WWF	World Wildlife Fund

Executive Summary

Brief Description of Project

This project is in line with the GEF-5 CCCD Programme Frameworks two and four, which called for countries (two) to generate, access and use information and knowledge and (four) to strengthen capacities to implement and manage global conventions and guidelines. It is aligned with the first objective of GEF-6, which is to integrate global environmental needs into management information systems (MIS). It is a direct response to national priorities identified through the NCSA conducted in 2005–2006 and it is also part of the invitational strengthening underway at MOE and MAFF. Through a learning by doing process, this project is expected to harmonize existing environmental information systems, integrating internationally accepted measurement standard and methodologies, as well as developing a more consistent reporting on the global environs. Under the first outcome, the project will support the development of national capacities to effectively and efficiently standardize environment-related information. In parallel to this, the project will support Cambodia to strengthen capacities of stakeholders and coordinate the implementation of the Rio Conventions in the country.

The goal is to improve the implementation of the three Rio Conventions in Cambodia through the development of national capacities to better coordinate and generate information related to the implementation. The proposed project primarily targets capacity building of decision-makers responsible for negotiating and reporting on the three Rio Conventions but also promoting public capacity strengthening through the implementation of an open access clearing house mechanism. The project is developing crosscutting stakeholder capacity to respond to the information sharing and learning needs of the three conventions, particularly the reporting requirements. During the project implementation, the cross-sectoral coordination and information generation capacities of the focal points for the three Rio Conventions and other Rio Convention information sharing stakeholders will be enhanced. The project will undertake activities that enable improved access and generation of information to help fill the data and information and sharing gap required to guide planning and implementation of activities that yield global environmental benefits, as exemplified in low-emission and climate resiliency, e.g. REDD+, and also sets out to meet the objectives under all three Rio Conventions through improved decision-making.

MTR Ratings & Achievement Summary Table for Generating, Accessing and Using Information and Knowledge Related to the three Rio Conventions

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	<p><i>Finding - Highly relevant</i> Cambodia ratified the United Nations Convention on Biological Diversity (UN-CBD) on 9 February 1995, the United Nations Framework Convention on Climate Change (UNFCCC) on 18 December 1995, and the United Nations Convention to Combat Desertification (UNCCD) on 18 August 1997. The project goals are linked to the national development plan and to UNDP's global work environmental sustainability and localization of SDGs.ⁱ</p> <p>Although the UNDP/GOC CPD program target year of 2015 has passed, the project is contributing to UNDAF priority 1 – Sustainable, Inclusive Growth and Development. It was directly in line with CPAP Country Programme Output 1.2 Scaled-up action on national program for climate change adaptation and mitigation across sectors that is funded and implemented, targeting the most vulnerable poor populations. The project is contributing to CPD/CPAP 2016–18</p> <p>This project feeds neatly into compliance with global processes. Many of its 17 Sustainable Development Goals and 169 targets are relevant to the three Rio Conventions.ⁱⁱ The government has created a working group for localizing SDG in the government development plan.ⁱⁱⁱ This project directly contributes to these objectives. With synergies enacted (a problem noted to date with implementation) and it can make a valuable contribution of the environmental indicators with these projects' expected process and outputs.</p> <p><i>Finding - Design, Project outputs and outcome linkages are not clear.</i> The project strategy has been described in the inception report. The document describes the outputs and indicators and justifies them, but it does not make a strategy with interlinkages between outcomes and outputs. The strategy is missing the story of the interlinkages and road map toward overarching vision. Project strategy is planned to address priority actions identified through the NCSA (2005–2006), including targets on instilling the broader public use of environmental information in decision-making and policy-making, better coordination, mainstreaming environmental management into national policies, and plans and programs to advance Cambodia's national interests on environmental matters in international forums. Stakeholders generally meet through project board meetings, and the evaluator found that a common understanding toward the outcome vision and mechanisms for broader goals and a description of work processes are not commonly understood across stakeholders interviewed. A short strategy can be prioritized with support of a competent Technical Advisor/Specialist TA as a guide and a presentation of the project concept, vision and change process road map is needed. The inception workshop and report did not succeed to do this, i.e. bring everybody together with a clear understanding of the way forward and end result. While the target beneficiaries are the Three Rio focal points as immediate beneficiaries of the capacity building and systematized CHM and information gathering, project goals are much broader. They should address the need for capacity building of all decision makers with stake in environmental information management issues, including the public. The project implementation is currently limited to a discussion with the direct beneficiaries and does not have a strategy or mechanism in place for the broader learning goals (intersectoral and public).</p> <p><i>Finding - Technical advice gaps and conceptual issues and use of language are confusing, i.e. to the stakeholder platform, CHM and/or information management (IM) systems, etc.</i> The strategy and implementation to date is lacking technical guidance. The day-to-day work also requires clear technical language and support, for instance, translating how the project deliverable will add value to Cambodia's environmental information management and environmental decision-making beyond the targeted focus on capacity strengthening support to the convention focal points. There are conceptual understanding gaps. The project framework needs to be clear for <i>anybody</i> to understand. The understanding of expected project outcome was not clear, based on the stakeholders interviewed. This limited vision of information management for Three Rio's vs Cambodia's environmental management system and the link to decision-makers in the context of environmental information management systems is expected to be corrected when a Technical Advisor/Specialist is on board and a technically vetted implementation plan is developed.</p>

The will to work toward and support project results was high across all the core project stakeholders interviewed, i.e. members of the steering committee and others. This project has two focused outputs - IMS/CHM and sets out a course toward environmental information management systems, and learning to support environmental management and environmental literacy are cases in point. While the project just started implementation and the Technical Advisor/Specialist has yet to be recruited, there were achievements, including MOE/GSSD capacities gained to implement GEF projects through the NIM modality. Four baseline deliverables were produced (two from the MEA expert and two from the CDA), but these need to be technically vetted before they can be advanced. The capacity development work in particular is still missing a strategy and training plan. Evaluation noted that certain areas in the assessment are weak, i.e. legal scoping of existing policies and laws on information management and legalities of the cross-sectoral obligations for information management. It also needs anchoring to the new GSSD/MoE processes.

Finding - First full NIM project delay in operational Start

The project experienced a long delay, and according to the time line (annex) is at least one year and half late. This project needs to be rescheduled. Early after the project signing, UNDP conducted a HACT assessment. The delay issue, however, is understandable, given that was the first full UNDP/GEF NIM project with the DBD-GSSD/MoE and had a steep learning curve and time consuming negotiations over work planning and the quality assurance role of UNDP. Evaluator learned that this role was not discussed and understood before proceeding. The startup delays were resolved. UNDP recruited a more conducive focal point for the monitoring role and for relationship building. The joint monitoring and oversight arrangement is currently working. Eleven meetings have taken place and fundamental activities have transpired.

Finding - Project Management Unit need for technical guidance and support

While the project coordinator is doing well to advance the project, he requires technical guidance and support to work with high level stakeholders and the broader stakeholders' convening and strategies. While implementation is advancing, there are concerns raised by the board members and knowledgeable stakeholders as to the rigor of the overall implementation plan, the products emerging from contracts and the sequencing of activities. For instance, while three baseline deliverables are completed: review on capacity building tools, scoping of needs of capacity, and MEA inventory, their quality needs vetting by CDA. Also, there is a need for a discussion on producing indicators for management and environmental literacy. For outcome level results, inter-linkages need to be made between the two outcomes for sustainability: outcome 1 - system development and outcome 2 - capacity development.

The board members interviewed project consensus on vision of the overarching expected outcome and guidance on how to best interact (use of theirs and others' time). This project needs technical guidance including an implementation strategy/road map that outlines the linkages between outputs and outcomes, including a mechanism for the technical deliverables, broader stakeholder engagement and partnership/capacity building strategy, i.e. scheduling of activities towards outcome level results and system changes. While the focus is to build a system that supports implementation of three conventions, the title and targeted focus as to the uses and capacity of the three focal points are restrictive as to what the project can contribute to Cambodia's environmental management and sustainable development. The scoping of indicators, for example, should be a multi-stakeholder and technically led process linked to the state of the environmental reporting processes and the SDG planning.

Finding - The project institutional context has changed positively and supports project goals.^{iv}

This project needs to link to the work of the GSSD/MOE.^v The project context has changed and is benefiting from a new institutional context. In 2015, the GSSD/MOE was instituted by government decree, and this project can feed neatly into the needs for the GSSD/MOE. The project needs more visibility aligned with the GSSD/MOE institutional mandate and the overarching technical intersector committee can be led at the level of the NSCD executive.

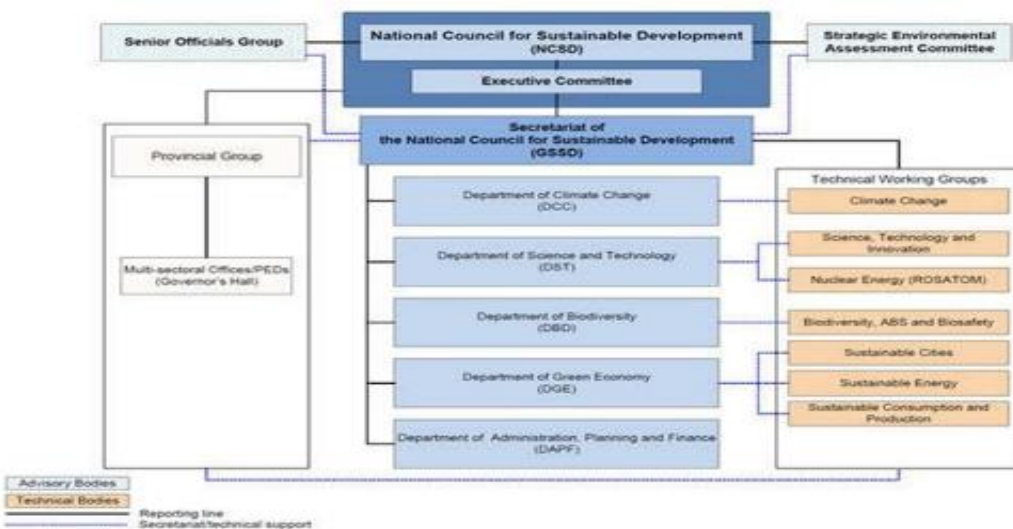


Figure 1

In May 2015, responding to the GSSD/MOE's structural reform, Department of Climate Change (DCC) substituted for CCD has been moved under the National Council for Sustainable Development-General Secretariat (GSSD). It is mandatory to promote sustainable development aimed at ensuring economic, environmental,

	<p>Outcome 1: Rating 2</p>	<p><i>Finding - Product vs process towards institutionalized systems is not apparent.</i> Outcome 1 includes two key deliverables, including information management system design with recommendations for a scientifically and legally vetted suggested cross-sectoral indicators for information management collection and use and the development of Three Rio CHM, a one stop shop harmonizing work that is already advanced. The legal ramifications, cost of the new information management, data systems use and a road map for expansion and maintenance over the next decade, for example, can also be helpful in the exit strategy. The project needs an exit strategy. This needs thinking at MTE.</p> <p><i>Finding - Completed CHM inventory work needs to be vetted technically</i> The quality of the products produced, including the inventory, need to be technically vetted, i.e. cross-sectoral legalities and a costs/action plan of IM still need to be scoped through an intersectoral consultation process. The project has produced an inventory, but as a product vs a process towards a future institutionalized system. The work is not linked to an institutional enhancement change process, i.e. GSSD/MoE. The current understanding of the project end goals is limited to a CHM, which is the interface and information dissemination container for existing content as opposed to a government-led and -mandated data collection system. (This is a future goal).</p>
	<p>Outcome 2: Achievement Rating: 2</p>	<p><i>Finding - Expected results are not significantly advanced. There is no CB strategy linked to output or overall expected outcome.</i> While a rudimentary capacity needs assessment has been produced, it is lacking analytical analysis and practical project recommendations about the situation of environmental informational management capacities and what to do next for learning and uptake of the information by the primary beneficiaries and the broader public sector for their role in decision-making. The technical specialist will develop an action-oriented capacity development strategy with an exit strategy linked to the stakeholder engagement/partnership strategy. A capacity needs assessment was implemented as <i>Draft, Version 2c, May 2017</i></p>
<p>Project Implementation & Adaptive Management</p>	<p>Rating :5</p>	<p><i>Finding - NIM implementation is the optimal modality for learning by doing but needs technical support and learning to implement projects.</i> The project is implemented as first GEF/UNDP/Royal Government of Cambodia NIM with limited UNDP support. There were two previous NIM with embedded UNDP support, TA and procurement. As such, the agencies are learning how to work together in a new way. The CCCA operational manual, while agreed to be a guide for implementation during the inception meeting, was questioned by UNDP.. To date the project team has not been able to leverage the UNDP comparative advantages to actively support the technical monitoring of results, including providing consultants and engaging in oversight services and having the ability to bring the best international experiences, promoting south south experiences and hiring technical support .. On a good note, based on the review of the activities and program logic, there have been some capacity building and MAFF and GSSD/MoE collaboration, including improving access and generation of information related to the three Rio Conventions. A project team is in place and the project board is functioning. The inventory is produced and has provoked the discussions among the board and the management team around the technical leadership need to guide the board. With the arrival of a Technical Advisor/Specialist TS, this outcome is expected to advance. For the inventory and indicators, the CBD localization work has advanced, as has the CCCA; however, evaluator finds that the project may need to do more work with the UNCCD supported by TS.</p>
<p>Sustainability</p>	<p>Rating: 2</p>	<p><i>Finding - The expected outputs/deliverables (including the Partnership CB/KM Learning aspects) need to be linked to the new GSSD/MoE structures and anchored for institutional sustainability.</i> Currently the lack of integration of project output goals to the GSSD/MoE institutional processes is a risk. With the TS on board, it is expected that this risk will be reduced substantively. The project beneficiaries are currently being restricted to the focal points of the three Rio Conventions, and while the targeted beneficiaries of the training and support system include the CHM, an improved environmental information management system requires building capacity of all stakeholders to engage in development of and learning about the conventions. Ultimately project actions are expected to support the broader environmental management goals of the GSSD/MoE/MAFF. This project needs a strong multi-stakeholder partnership strategy and a capacity development plan for engaging partners and a broader group of stakeholders in implementation. This can be linked to the project learning, knowledge management and information sharing goals (see evaluator's recommendation on knowledge management and strategic partner networking). The project needs an exit strategy linked to the longer-term vision of the system, including the intersectoral data collection and knowledge sharing implications, and linked to the environmental code and the state of the environmental reporting.</p>

Key Recommendations

To address the need for common vision and to guide technical implementation towards results, evaluator recommends that the following be accomplished:

- ❖ GSSD/MoE formally link project implementation to the GSSD/MoE/MAFF processes related to information and knowledge management.
- ❖ UNDP/GEF/GSSD-MoE reschedule project in line with the late implementation start, i.e. Oct. 2016.
- ❖ PMU develop an infographic vision statement to articulate the expected outcomes in a short guide to communicate the overall expected outcome and road map with two components to all stakeholders. The project implementation strategy is lacking technical oversight and guidance on interpretation of the results and is missing important inclusions of stakeholders and institutional linkages for sustainability and uptake of IMS and CHM toward results between output one and output two in addition to the events already organized such as IDB and concerned meetings.
- ❖ UNDP immediately hire a qualified chief technical specialist (CTS) to support technical implementation, develop an implementation road map in line with this MTE report, set up the suggested implementation platforms and oversee processes linking work between the two outputs and outcome; the technical specialist TS take full responsibility for outcome 1 - concrete deliverables including the development of the IMS and the CHM and outcome 2 - ensuring the comprehensive capacity development and international and national training plans and strategy for a CHM and learning pilot. The TS should engage in all project results monitoring and oversight.
- ❖ PMU Continue to encourage the learning officer to support the Project Director and GSSD, Coordinator for developing and advancing the Three Rios Partnership/networking strategy and operationalizing project GSSD/MoE social/networking, cross-sectoral and public learning agenda. This work includes managing activities for broader government and public learning about the Rio Conventions.
- ❖ The project KM learning officer can be made focal point for the strategic project communication, i.e. newsletter and broader uptake of the CHM through making linkages to the future CHM pilot project, dissemination of learning guides and working with partners for the CHM training of trainers, environmental education in general and project activities.

1. Introduction and background

1.1. Purpose of the evaluation

In line with UNDP/GEF Evaluation Policy, all GEF-funded projects are monitored and evaluated regularly. Through MTE exercise, GEF aims to promote accountability for achievement of GEF objectives through an assessment of project results, effectiveness, processes and performance of the partners involved in the GEF-supported activities to date, making evidence-based recommendations on improving likelihood for expected outcomes and adjustments/correction if needed. The results are to be monitored and evaluated for their contribution to global environmental benefits. The MTE is intended to assess the relevance, performance and success of the Three Rio's project and support corrections (if needed) at mid-term.

In general, the evaluation has explored the following criteria:

- Relevance: the extent to which the planned activities were suited to local and national development priorities and organizational policies, including changes over time;
- Effectiveness: the extent to which an objective has been achieved or how likely it is to be achieved;
- Efficiency: the extent to which results have been delivered with the least costly resources possible, also called cost effectiveness or efficacy;
- Results: the positive/negative and foreseen/unforeseen changes to and effects produced by a development intervention to date. (In GEF terms, results include direct project outputs, short-to-medium-term outcomes and longer-term impact, including global environmental benefits, replication effects and other local effects);
- Sustainability: the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. Projects need to be environmentally, as well as financially and socially, sustainable.

1.2. Key issues addressed

This evaluation was focused on critical questions concerning the implementation and it was tasked to reflect critically on the project delivery, technical needs and performance and the remaining time line. In this regard, the evaluation has considered the application of a strategy and an implementation road map and identified whether it was working. The evaluator was also asked to consider the human resources allocated within the project toward delivering what is expected under the project and, finally, to consider delays and the need to reschedule or extend. It will consider substantive expertise needs and justify technical inputs as needed.

1.3. The outputs of the evaluation and how they will be used

The MTE evaluation is a requirement of all UNDP/GEF medium-sized projects. It is an exercise to enable implementing partners to do a timely reflection on project implementation and an opportunity to undergo a course correction toward end target results.

1.4. Methodology

The methods were developed in accordance with GEF guidelines for conducting evaluations (GEF/IEO website) and international evaluation standards. The methods were guided by criteria, and draft questions were outlined as per the Terms of Reference (TOR) (Annex).^{vi}

The evaluation was implemented through a mixture of quantitative and qualitative methodologies, including development of a theory of change for capacitating the decision-makers and beneficiaries. The study was a home-based desk study of key documents, in-country consultations and focus groups with key stakeholders (government, beneficiaries, UNDP, PMU, and GSSD/MoE), field visits with evaluation extended team and observation. Evaluation team assigned focal areas for aspects of evaluation, i.e. field research, PMU briefing and focus groups and participatory techniques for information gathering (elaborated below).

Observation: observing demonstrated results and physical progress of projects as evidence and finally included consultants to help objectively interpret and gather locally relevant data and support analysis.

The MTE aimed to generate evidence-based information for partners that is credible, reliable and useful based on a mixture of participatory methodologies. As per the ToR, the overall objective of the evaluation is to review project practice (management, implementation, monitoring). The evaluation was conducted in four stages:

- *Documentation review* (desk study): The list of documentation (annex) was reviewed. These documents were available by the Project Office and/or UNDP, including the Country Office and the Regional Coordination Unit.
- *Interviews*: The evaluator had consulted with key stakeholders to gather information locally through meetings with the various stakeholders (GSSD/MoE, PMU, and UNDP Development project, i.e. small grants project).
- *Participation in focus group with PMU and relevant government departments*: As project is about institutional strengthening for environmental information and knowledge transfer learning, it was important to evaluate the effect on the project with the UN Rio Convention core beneficiaries directly included in capacity building events.
- *Field visits* were made to the GSSD/MoE and MAFF to interview the key stakeholders.
- Four key issues were highlighted for focus during the evaluation and have helped to frame the study:
 - Consideration of the application of any road map and identifying whether it is working or not.
 - Consideration of the current PMU staff situation as per needs.
 - Consideration of the delay in the start of the implementation to justify the rescheduling of the project, receiving an extension if necessary.
 - Consideration of the substantive expertise needs and to justify these gaps if necessary.

1.5. Structure of report

This report has six main sections, three of which include findings. The log frame annex is completed and included in annex 2. The first section is the project overview; the second is the project and its development context; the third section is the project findings; the fourth is lesson learned; the fifth is conclusions; and the sixth is the key recommendations. The reader can also refer to the table of contents at any time to guide reading. A chronology of main project events is completed and attached as annex.

1.6. Limitations

This type of GEF project evaluation requires gaining input across a wide variety of stakeholders in a very short time. Normally there is one national and one international advisor. As there was only one international advisor, the limitation was overcome by addressing gaps in information

through the draft report with support by the national evaluation team. Other limitations included a national public holiday and the elections period during the short mission to Cambodia. The limitation has been overcome by staying close to the UNDP office, planning a field visit to the climate change alliance project team and making Skype calls with the implementation teams to validate information. The limitation on the scope has been the fact that the national implementation project are just starting. It is too early to evaluate for results per activities. The limitation has been dealt with by focusing the evaluation on expressed need for the MTE to guide future implementation as first national implementation at GSSD/MoE. Utility of MTE is a way for UNDP to provide its technical oversight to the implementation and road map.

2. The project and its development context

2.1 Project start and its duration

The Project “*Generating, Accessing and Using Information and Knowledge Related to the Three Rio Conventions*” was approved by GEF CEO on 23 September 2014, and its official starting date was October 2015. It is a three-year project, with the expected termination date in December 2017, which is quickly approaching. However, the real work plan was fulfilled from October 2016. It is an impossible date for completing work that is just beginning. The project is directly implemented by the GSSD/MoE in close partnership with the UNDP Country Office and Three Rio focal point project counterparts at GSSD/MoE and MAFF. The project has a GEF budget of USD 990,000 and co-financing commitments amounting to USD 1,290,117, including USD 1,140,117 from UNDP and USD 150,000 from the Royal Government of Cambodia. (See the section on finances for cash and in kind contributions.)

2.2 Problems that the project seeks to address

In 1992, at the United Nations Conference on Environment and Development held in Rio de Janeiro, Brazil, the world community adopted three global agreements, namely the United Nations Convention on Biological Diversity (UN-CBD), the United Nations Framework Convention on Climate Change (UNFCCC) and the United Nations Convention to Combat Desertification (UNCCD) to address the unsustainable use of the world's natural resources and the resulting environmental degradation by calling for strategic commitments that would halt and reverse the negative impact of human activities on the environment and promote environmentally long-term sustainable economic development at all levels on the planet, from local to global levels. Cambodia is a party to all three Rio Conventions.

Difficulties, as well as limited integration and synergy in implementing the three Rio Conventions efficiently, led countries to identify the best way to frame resources by first determining their own capacity needs. Cambodia carried out its National Capacity Self-Assessment project in 2005 and 2006. Recognizing that in Cambodia's capacities to meet the obligations of the Rio Conventions were severely lacking, the project identified country-level capacities needed to address domestic environmental issues and concerns that are also concerns of the three Rio Conventions. The assessment identified a list of priority actions, including the need for better coordination for the implementation of the Rio Conventions, more public awareness and the need to mainstream the environment into national policies, plans, programmes and relevant initiatives.

As a follow-up to this assessment, Cambodia developed, with the support of the Global Environment Facility (GEF) and the United Nations Development Programme (UNDP), the present project entitled “*Generating, Accessing and Using Information and Knowledge Related to the Three Rio Conventions*,” with the General Secretariat of the National Council for Sustainable

Development (GSSD)/Ministry of Environment as executive agency. A project document was developed to seek USD 2,280,117 to achieve the following two outcomes: improved access and generation of information related to the three Rio Conventions and improved use of information and knowledge related to the Rio Conventions.

2.3 Immediate and development objectives of the project

The goal is to improve the implementation of the Rio Conventions in Cambodia through the development of national capacities to better coordinate and generate better information related to the implementation of these conventions. The project would develop cross-cutting capacity to respond to the needs of the three conventions, particularly the reporting requirements. During the project implementation, the coordination and information generation capacities of the focal points established by the government would be enhanced. The project would undertake activities that enabled improved access and generation of information to help fill the data and information gap required to guide planning and implementation of activities that yield global environmental benefits as exemplified in low-emission and climate resiliency, e.g. REDD+, and sets out to meet the objectives under all three Rio Conventions through improved decision making.

The project's objective is to improve access to environmental information related to the Rio Conventions through the harmonization of existing environmental management information systems and improvement of coordination of the implementation of these conventions in Cambodia. The harmonization of these existing systems is expected to translate into better access to information related to the implementation of the Rio Conventions in Cambodia,^{vii} a key assumption discussed below in the design section. It would include improving the decision-making process (noting that this aspect needed to be clearer and presenting the notion that decision-makers are all stakeholders to a degree. The project focus, however, was clear that the activities would focus on three Rio focal points' abilities and GSSD/MAFF as decision-makers to meet Rio Convention objectives for better access to more complete and relevant information. (But the concept of decision-maker is greater and includes civil society.) It would innovate and set up a knowledge network of enhanced information exchange, dialogue and cooperation between the state agencies and other civil society stakeholders. This was expected to provide the basis for better monitoring the implementation of the Rio Conventions and be an input into planning and design of other development activities across the country. Improved management of forest under the REDD+, for example, will provide global environmental benefits in lowering greenhouse gas emission levels.

2.4 Main stakeholders

According to the ProDoc and inception report, the project was developed on the basis of consultations with key stakeholder representatives, most of whom are expected to be directly involved in the subject matter or benefit from this project (see list below). These key government ministries and development partner agencies play a critical role in addressing environmental information management:

The Ministry of Environment (NCSD)

NCSD - GSSD

The Ministry of Agriculture, Forestry and Fisheries (MAFF)

The Ministry of Women Affairs (MOWA)

The Ministry of Education, Youth and Sport (NCSDYS)

The Ministry of Water Resources and Meteorology (MOWRAM)

The Ministry of Land Management, Urban Planning and Construction

The *Ministry of Mines and Energy*
The *Ministry of Industry and Handicraft*
The *Ministry of Public Works and Transportation*
The *Ministry of Rural Development*
The *Ministry of Health*
The *Ministry of Tourism*
The *National Committee for Disaster Management*
The *Council for the Development of Cambodia (CDC)*
The *APSARA Authority*
The *Tonle Sap Authority*
The *Mekong River Commission*
Cambodia Climate Change Department (CCCCD).

The following are key NGOs:
Fauna & Flora International (FFI)
IUCN
WWF
Conservation International (CI)
Live and Learn
Birdlife
WCS
Wildlife Alliance
ERECON
RECOFTC
The NGO Forum on Cambodia.

A notable exclusion has been the Ministry of Education, Youth and Sports (MoEYS) recognized by the Board members in SC meeting. The GSSD/MoE is suggested for inclusion on this project's board in relation to component two on capacity building. The work on capacity building is a broader agenda with a specific role for formal education and also public service knowledge and capacity strengthening as a technical agency for curriculum development. Evaluator agrees this project needs to include the NCSD to support broader learning goals, including development of a Three Rios Conventions learning guide book, which can fall under component two work on capacity strengthening. The partnership network is not established, and no knowledge management strategy or related online communication network has been organized yet.

2.5 Executing modality, management and monitoring

The project is executed by Department of Biodiversity (DBD), GSSD/MoE. It is benefitting from its mandate in environmental management. DBD/GSSD/MoE is providing all necessary communication and coordination mechanisms for implementing project activities. This project is implemented by the DBD/GSSD/MoE designate, the Director of DBD/GSSD/MoE.^{viii} The intent was that this arrangement would facilitate the institutionalization of project achievements as DBD was established by a sub-decree in 2015 under GSSD/MoE and is responsible for, among others, 1 - leading and assisting draft legal instrument, policies, strategic plans, action plans, programmes and projects, 2 - leading and facilitating studies, research, training and exchange of technology in terms of sustainable development, 3 - managing and disseminating information of sustainable development and 4 - facilitating the development of concerned national reports required by the international agreements on sustainable development with Cambodia being a signatory.

A key focus of the project is to develop the capacity of the GSSD/MoE to provide more accurate and timely comprehensive information on the state of the environment in Cambodia. This is a good strategy as GSSD/MoE is the organizational framework for it. It is expected that results will be automatically institutionalized along the implementation of the project (evaluator noted this as a key assumption), therefore contributing to the long-term sustainability of project's achievements. The approach to implement the project is to be holistic; with a focus on developing the overall capacity of GSSD/MoE and MAFF and enabling provision of better environmental information/knowledge and capacities to the public and decision-makers.

2.6 Implementation status

This project has started late (see financial analysis), and most of the current expenditure has been on project management and administrative costs. The activities are just beginning to be implemented starting from Q3 2016. The project has a full management team (see list of staff members in PMU.) Despite slow start up and operational issues (see discussion below) it is now running smoothly (UNDP and GSSD/MOE). In total, the PMU conducted 11 meetings with most project board members involved. It conducted three formal project board meetings. The implementation has been focused on work program and operational issues.

3. Findings

3.1 Expected results, strategy and design

Expected Results Outcomes and Outputs: The project's results are summarized in two outcomes involving 11 indicators. Activities are determined in rolling work plans, i.e. annual and multiyear work plans (project document). The overall goal (inception report) is to improve the implementation of the Rio Conventions in Cambodia through the development of national capacities to better coordinate and generate better information related to the implementation of these conventions. The expected achievements include *improved capacities*^{ix} to meet and sustain Rio Convention objectives. For instance, the project document states that the project will have strengthened and helped institutionalize commitments under the Rio Conventions by supporting mechanisms that generate information of relevance to the three Rio Conventions through improvement of access to and promoting the use of this information for better decision-making.

The Strategic Results Framework, including one outcome goal and its 11 indicators, thus falls under the two outcomes that were arrived at as (reported by stakeholders involved in design), "having *kept in mind*, a GEF "Theory of Change"^x approach. The evaluation finds, however, that the TOC was articulated or backed by a strategy road map or a how to strategy and/or any indication of the importance of the technical nature of the work especially on interoperability, EIMS systems and the relationship of valuation and compliance to broader environmental education.

The project document and the inception report are limited strategy on the how to implement this project including the linkages are between the outputs toward the overall expected outcome. This is elaborated on below. The Results Framework, nonetheless, has helped outline the main activities, indicators, sources of verification and risks and assumptions pertaining to the project objective and outcomes.

The implementation of the project will achieve two expected outcomes:

- 1 - improved access and generation of information related to the three Rio Conventions and
- 2 - improved use of information and knowledge related to the Rio Conventions.

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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Project Strategy	Outputs	Indicator[i]	Baseline Level[iij]	Level in 1 st PIR (self-reported)	End-of-project Target	Achievement Rating[v]	Justification for Rating
Objective: To enhance implementation of the three Rio Conventions in Cambodia through the harmonization of existing environmental management information systems and by strengthening capacity of stakeholders and key governmental decision makers through improved systems, coordination, networking and knowledge exchanges. .		Key environmental management information systems are harmonized with facilitated access and covering areas related to the Rio Conventions	Capacity of the main stakeholders for accessing environmental information from various existing systems is limited and dispersed over many organizations.	2 Youth Training Sessions on UNCBD; 2 Awareness raising sessions: one on UN-CBD and UNCCD UNCCD Implementation and Practice workshop for Concerned Officials and Youths;	Environmental knowledge related to the implementation of the Rio Conventions in Cambodia is comprehensive, easily accessible and used more in decision-making. Reports present adequate disaggregated data at sub-national level are informative and present environmental trends over time. Capacity for: Engagement: 7 of 9 Generate, access and use information and knowledge: 10 of 15 Policy and legislation development: 5 of 9 Management and implementation: 5 of 6 Monitor and evaluate: 4 of 6 (Total targeted score: 31/45)	YELLOW	The project is first implemented through NIM. This is a tremendous achievement for Cambodia. The government and UNDP now have established their new way of working and agreed on the implementation modality - guidance of the CCCA manual. NIM is the optimal choice for learning, especially for a project about capacity building. The project is now moving. The critical missing aspect is a Technical Advisor/Specialist on EIMS system, Rio Conventions Standards and a CB specialist to develop and take responsibility for the core project deliverables (Output 1) and to guide the capacity development strategy. While some capacity building events have taken place, it needs to be situated in a structure strategy and road map that can be monitored for results. Capacity building will need both process and concrete targets and indicators that can be measure at the end of this project in line with the score card.
		Quality of monitoring reports and communications to measure implementation progress of the Rio Conventions.	Current reports are produced by sector, with limited data, weak analysis, weak trend analysis, and they are not fully responding to international requirements.				
		Capacity development scorecard rating	Capacity for: Engagement: 4 of 9 Generate, access and use information and knowledge: 5 of 15 Policy and legislation development: 4 of 9 Management and implementation: 3 of 6 Monitor and evaluate: 2 of 6 (Total score: 18/45)				
OUTCOME 1: IMPROVED ACCESS AND GENERATION OF INFORMATION RELATED TO THE THREE RIO CONVENTIONS	Output 1.1: An efficient and effective information management system covering the three Rio Conventions.	A system and a data architecture to harmonize key environmental information systems	Existing systems and data architectures are not communicating efficiently and do not provide good availability to environmental knowledge.	Inventory of existing information is produced and finalized; SWOT analysis on Information Management system is conducted and being finalized. CBD-CHM & CC CHM already established need to improved only.	Environmental information systems are harmonized using internationally recognized standards.	YELLOW	Products are developed but they need to be technically vetted for quality and certain gaps addressed, i.e. legal /institutional scoping/costing for EMIS. No discussion on the importance of indicators, data collection and its relationship to the GSSD monitoring system has transpired yet.
	Output 1.2:	A developed	Limited mecha-	1. Consultation	Facilitated access to rele-	YELLOW	The work on CHM is advanc-

	A common clearing-house mechanism for the three Rio Conventions.	clearinghouse mechanism in place at GSSD and covering all environmental areas related to the Rio Conventions.	nisms in place to access, share and exchange environmental information.	on CHMs of all 3 Rio Conventions is being conducted. 2. Report on strengths and weakness of relevant CHM is drafted	vant data, reports, research, plans and documents available on the implementation of the Rio Conventions in Cambodia.		ing. Through participation in the project board meetings, and the three focal points for the conventions are collaborating and being attuned to the work. A draft inventory has been produced. The draft, however, is weak on institutional requirements and costing for systems maintenance. It needs to be accompanied by a vision of what the CHM links to in terms of EMS, and the document produced is intended to informed the design of the CHM needs to be technically vetted and approved by a knowledgeable Rio conventions advisor before the work can advance. There may be gaps that need to be addressed before the products produced can be useful. The recommendation and risk is that these products are used in the absence of a Technical Advisor/ Specialist with a background in EMIS system and international Rio standards are not involved in the design of the CHM.
	Output 1.3: Generation of information related to the Rio Conventions is enhanced qualitatively and quantitatively, coherent and better coordinated for complementarity, synergy and efficiency	Multi-stakeholder, multi-disciplinary, multiple-authored articles published in scientific journals, conference proceedings and reports	Few publications, mostly focusing on individual conventions		Increased number of high-quality publications of relevance to 2 of the 3 Rio Conventions and produced efficiently through multiple-authored efforts	YELLOW	This target can be linked to the capacity development plan and also to the need for evidence based COP negotiations and documentation of the state of environment in Cambodia, building on the information arising from the CHM work. These targets can be linked to the preparation of the three Rio focal points for their next COPs. It should also be linked to the data that is now being collated through the clearing house mechanism and linked to the expected outcome of this project.
	Output 1.4: Existing stakeholder platforms strengthened and better coordinated in order to facilitate access and	Stakeholder engagement in Rio Conventions related dialogues. An operational intersectoral coordination mechanism that builds on existing coordination instruments.	Current engagement is sector-based and mostly focusing on climate change Few sector-based coordination mechanisms exist, and there are none to coordinate across		A platform to exchange environmental information related to the implementation of the Rio Conventions. An increase of 50% of stakeholder engagement in related dialogues An operational intersectoral coordination mechanism in place to coordinate the implementation of	YELLOW	

	exchange of information and increase stakeholder networking and engagement in Convention-related dialogues and processes.		the three Rio Conventions.		MEAs in Cambodia.		
OUTCOME 2: IMPROVED USE OF INFORMATION AND KNOWLEDGE RELATED TO THE RIO CONVENTIONS	Output 2.1: Enhanced capacity in using tools for decision-making and policy-making	Number of individuals and institutions using the new CHM and participating in the implementation of the other Rio Conventions when they belong institutionally to one of the three conventions	Environmental economic valuation, impact assessments and scenarios and projections as policy instruments are not used widely in Cambodia. Environmental economic valuation, impact assessments and scenarios and projections are not used widely in decision-making in Cambodia.	1. Report on Review on Capacity Building Tools was developed and finalized.	A strategy is developed on how to implement environmental economic valuation, impact assessments and scenarios and projections as policy instruments in Cambodia 3-4 policies, programmes or plans are developed using environmental economic valuation, impact assessments and scenarios and projections, respectively.	YELLOW	Evaluator reviewed this tool and does not see a training plan linked to a broader capacity development strategy. The output needs an overarching strategy and implementation plan. It should cover the needs for the target beneficiaries and also for the broader stakeholders and public. The capacity development can also focus on learning by doing as much as possible and some thought needs to go to getting the focal points ready for negotiations undoing data from the CHM and system before end of project so this can be measured. The output should include the development of learning guides for public sector workers and also for schools. It might be interesting to partner with universities to develop a Mayer programmer on information [environmental] management systems and also a three Rios children's education guide for primary schools.
	Output 2.2: Institutional and individual capacities to implement the three Rio Conventions in a more coordinated and synergistic manner, strengthened by using the new reporting guide and environmental knowledge as well as the improved information mechanisms being set in place under outcome 1	Negotiation capacity of Cambodia at COP meetings and in other regional or global forums	Individuals and institutions focusing or limiting their activities to one of the three conventions	2. Report on capacity building needs is drafted and awaiting finalization	Individuals and institutions are taking part in 2 or 3 Rio Conventions		
	Output 2.3: Capacity of existing institutions and individuals to advance Cam-	Quality, quantity and timeliness of reports submitted to conventions	Limited COP negotiations skills and knowledge		Negotiations at 2-3 COP meetings and in other regional or global forums with position papers for Cambodia		

	bodian national interests on biodiversity, climate change and desertification/land degradation and drought matters and their interlinkages in regional and global networks and forums strengthened.						
	Output 2.4: Coherent and coordinated reporting process for the three Rio Conventions.	Number of individuals and institutions using the new CHM and participating in the implementation of the other Rio Conventions when they belong institutionally to one of the three conventions	Reports are sector-based, are not submitted on time and do not contain much primary collected data		National communications/reports are submitted on time and contain primary data provided by the refined and integrated system(s)	YELLOW	There is every indication that the government will and UNDP cooperation is in place for this project to succeed with technical assistance from a competent Technical Advisor/Specialist onboard and a rescheduling of the project. The CTS will develop a good capacity development strategy and training plan, shadow learning that takes into account the need of all three Rios' stakeholders, including the public, and also for targeting the capacity building to the three Rios Conventions' focal points and delegation for negotiation and reporting on conventions. A risk is that a competent advisor to develop and guide the stringy is not found.

Finding - Highly relevant

Cambodia ratified the United Nations Convention on Biological Diversity (UN-CBD) on 9 February 1995, the United Nations Framework Convention on Climate Change (UNFCCC) on 18 December 1995 and the United Nations Convention to Combat Desertification (UNCCD) on 18 August 1997. The project goals are linked to the national development plan and to the UNDP global work environmental sustainability and localization of SDGs.^{xi}

Although the UNDP/GOC CPD program target year of 2015 has passed, the project is contributing to UNDAF priority 1 - Sustainable, Inclusive Growth and Development. It was directly in line with CPAP Country Programme Output 1.2 - Scaled-up action on national program for climate change adaptation and mitigation across sectors that is funded and implemented, targeting the most vulnerable poor populations.

According to the Climate Change Vulnerability Mapping for Southeast Asia, Cambodia is among the most vulnerable countries to climate change regionally because of low adaptive capacity. Through the analysis conducted, several points in matters related to this project were highlighted. Interest in knowledge and information related to climate change was identified as a strength. However, weak knowledge and science-based decision-making lack of clear procedure for integration of climate change in the national development plans, limited capacity of the national institutions responsible for climate change and limited participation of stakeholders, outdated information to address climate impacts and limited knowledge, research and technology were identified as weaknesses. Finally, the establishment of a *national knowledge and information structure* was identified as an opportunity. As mentioned above, the project is reflected in the new UNDAF and CPD/CPAP 2016–18. Other evidence is provided in the end note concerning the projects high relevance to Cambodia.^{xii}

This project feeds into global processes. Many of its 17 sustainable development goals and 169 targets are relevant to the three Rio Conventions.^{xiii} The government has created a working group for localizing SDG in the government development plan.^{xiv} This project directly contributes to the SDG localization objectives. With synergies enacted (a problem to date noted with implementation), it can make a valuable contribution of the environmental indicators with this project's expected process and outputs.

Should include CBD program of work on synergy conventions (Rio conventions) so this project is significant contribution to the achieve Archie Biodiversity Target and Global Biodiversti Strategy and Action Plan.

Should also include the SDG Goals 13, 14 and 15. This project will contribute to implement and achieve those goals.

Finding - Project outputs and outcome linkages can be clarified.

The project strategy is described in the inception report. The document describes the outputs and indicators and justifies them, but it does not have a good strategy between interlinkages between outputs and outcomes, for instance, in the link between the work on capacity building and the major deliverable in output 1. The strategy explained in the ProDoc and the inception report is missing critical interlinkages to an overarching vision. The project strategy is built on the priority actions identified through the NCSA (2005-2006) including targets on instilling the broader public use of environmental information in decision-making and policy-making, better coordination, mainstreaming environmental management into national policies, plans and programs to advance Cambodia's national interests on environmental matters in international forums. To date a common understanding (generally stakeholders meeting through project board meetings) toward the outcome vision and mechanisms for broader goals and a description of work processes, however, is absent. While an inception phase was conducted to kick-start the project, including the organization of an inception workshop held on 26 May 2016, during which participants validated the project document reviewed, the exercise was led by an international and local consultants who claimed to have reviewed the expected outcomes and outputs with core stakeholders and presented the way forward to best achieve the outcomes. A short guide or presentation of the project concept, vision and change process road map may be needed. While the target beneficiaries are the three Rio focal points as immediate benefiter of the capacity building and systematized CHM and information gathering, it should address the need for capacity building of all decision-makers with stake in environmental information management issues, including the public. The project implementation is currently limited to its direct benefi-

ciaries and there is no strategy or mechanism for the broader stakeholder collaboration or learning goals.

Finding - Technical and conceptual issues, use of language confusing, i.e. stakeholders' platform, CHM vs IM system

This finding is in line with a supportive finding that project agreed to a Technical Advisor/Specialist, preferably as full time oversight. This is further justified. The project's technical language is mixing everybody up. It needs to be translated into a simple, easy to understand format for all stakeholders to understand. This is a highly technical project with an interlinked strategy between outcomes one and two (also explained by this entire report). For instance, how the project adds value to Cambodia's environmental information management and environmental decision-making is beyond the target focus on capacity strengthening support to the convention focal points. There is currently an important conceptual understanding gap on the linkages between the outputs and outcome and even the end targets. The project framework needs to be clear for anybody to understand. The broader vision, the benefit of the IMS and CHM and their support to Cambodia and the broader stakeholder group (other sectors and civil society), are not clear to stakeholders interviewed. This limited vision of information management for the three Rio's vs Cambodia's information [environmental] management system and the link to decision makers in the context of environmental information management systems is expected to be corrected when the Technical Advisor/Specialist comes on board, as was agreed by the original agreement, and a technically vetted implementation plan is developed.

3.2 Progress towards Results

Refer to annex filled-in table with progress towards results matrix (achievement of outcomes against end-of-project targets)

General Analysis:

The will for support and success is high across all the stakeholders interviewed. This project has three focused main deliverables. For the IMS/CHM Three Rios Training Plan, the work sets out a course toward information [environmental] information management systems and learning (environmental management and environmental literacy). The project log framework has 11 indicators, three at the objective/outcome level, including the capacity development scorecard for which the values have not changed due to the slow implementation status and no training conducted to date. The indicators are identified to measure progress against the objective and outcomes presented in the project log frame. These were to be vetted by stakeholders during the inception period. After the issue of modality has been solved in October 2016, the project has recently begun full implementation, and a Technical Advisor/Specialist and other consultant/experts have yet to be recruited. Technical deliverables are produced, including the contract work of the MEA expert and CDA advisor, but the work needs to be further technically vetted before advancing/planning. Evaluation noted certain areas in the products are weak, i.e. in both documents the legal/policy scoping/assessment is weak in existing policies and laws on information management and legalities of the cross-sectoral obligations for information management in relation to environmental goals. It also needs anchoring to the new GSSD processes.

Finding - First full NIM project/Delay in operational start

The project experienced a long delay. According to the stakeholders and documents, the project is at least six months late to the official starting date and 12 month (modality discussion issues

after official starting date). UNDP conducted a HACT assessment. It was a time consuming exercise, but it has enabled the NIM implementation to go forward with credibility at DBD-GSSD/MoE (new partner). There were also early discussions over implementation modality and work plans that had to be sorted between GSSD and UNDP. These delay issues are understandable given that this was a first UNDP/GEF NIM project with the DBD-GSSD/MoE. The implementation had a steep learning curve with time consuming negotiations over work planning and the quality assurance role of UNDP vs GSSD/MoE. UNDP and project management agreed on the way forward in October 2016 and now are actively implementing, therefore project has fully implemented its work plan from the date of agreement. The joint monitoring and oversight arrangement is currently enacted. Eleven meetings have taken place and three fundamental activities were contracted.

Finding - Project Management Unit (PMU) technical gaps.

While implementation is advancing and PMU is set up, there were concerns raised as to the technical rigor of the overall implementation plan, the products emerging and the understanding and sequencing of activities due to no technical support and CDA is not recruited on time. While baseline deliverables are completed, stocktaking of the existing information and a review of capacity tools and the capacity of each of the Rio Conventions, the quality of these products needs vetting and guidance from a road map and or understandable theory of change process. The capacity assessment is intended to inform the development of an action-oriented training plan. Also, there is a need for indicators to monitor outcome level results. For outcome level results, the link between outcome 2 capacity development and the outcome one deliverables needs to be made, i.e. links between the two outcomes for sustainability and impact on the environment: outcome 1 - system development and outcome 2 - capacity development. The board members' consensus was to give more guidance on how to best interact (use of their and others' time).

Finding - The institutional context has changed positively, which is supportive to project goals.^{xv}

The project context has changed and is benefiting from a new institutional context. In 2015, the GSSD/MoE was instituted by government decree, and project implementation can feed neatly into the needs for the GSSD. The project can gain more visibility and results by aligning with the GSSD/MoE institutional mandate and creating its overarching technical intersector committee at the level of the NSCD executive.^{xvi} This project might be framed around the need for all sectors to comply with SDGS. This work can be complementary to the need for leadership of GSSD/MoE to work on SDG planning.

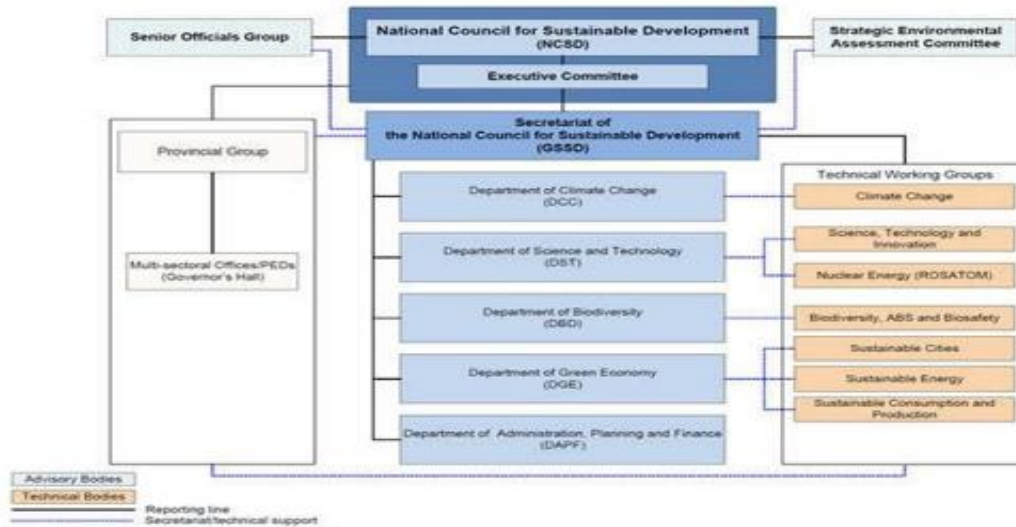


Figure 2

Finding - Need for scoping of policy and legalities of environmental information management.

Evaluator noted that the project log frame per inception workshop, reports and the MEA and CDA [contracts] have not done substantive inquiry into enhancing stakeholder engagement, and more synergy is needed between sectors on environmental management monitoring and reporting work (situational analysis) around national environmental and information management. The policy and legal framework for core national level cross-sector environmental information management is needed for longer term institutionalizing improvements in the information management system and to provide good recommendations to the GSSD/MoE concerning the system level future requirements policy/legalities and costs of maintenance. This intersectoral scoping of who is responsible to collect what data ideally would be conducted in line with the information inventory and the drafting of data collection indicators to inform the design of the CHM for its institutionalization over time.

Outcome 1

Outcome 1 includes work on key deliverables as part of one information management and systems level process to develop an environmental information management system to promote synergies between the three Rio Conventions and to support reporting information, knowledge management and learning needs and uses, i.e. evidence-based cases for negotiations to help manage environmental issues nationally, promote public learning and transparency regarding management of and inclusion in decisions relating to management environmental assets and conservation protection goals through improvement of the national environmental reporting indicators.

It should have the following key components:

1. The IM inventory and scoping needs. This has been done. Evaluator reviewed the product and sees an inventory with gaps in the technical overview from CDA. The product did not consider the institutional barriers and bottlenecks for environmental knowledge, information and data collection legal review and, as an intersectoral governmental legal process, the inventory need to be evidence based.

2. A multi-sectoral process that brings all relevant sectors together to develop a set of core indicators linked to the national environmental laws and goals and complying with the three Rio international commitments and standards for data collection.

3. CHM. The final product is the one stop shop/interface/software and design parameters for a clearing house mechanism, the storage and sharing container with a design. This includes sensitive intersectoral work on data collection indicators and information collection parameters—the front end of the environmental information management system. It requires rigor in design process, including standards on systems interoperability. The CBD headquarters in Montreal, for instance has led a similar process on three Rios interoperability and can be learned from¹.

The idea of a system is thus all of this, a design process. It includes development of the CHM and relevant software and hardware, piloting for learning/use/uptake in a municipality government office.

While the project is targeted/focused on strengthening capacity and providing tools for the three Rio Conventions' focal decision-makers as the immediate and direct beneficiaries, i.e. of the capacity building and the development of the CHM for conventions reporting and negotiating, the CHM is a product that can support the public capacity building and build transparency on the state of the environment at any given time.

The process of harmonizing and tailoring a system for environmental information management is a process that includes other sectors, policy, science and law. Its hard work is the final negotiation of the indicators that set parameters for each sector on the data collection, sharing and use. Evaluator puts forth, based on evidence (agreed by head of GSSD/MoE and focal points met with), the idea to build a negotiation process for the EIMS parameters with the existing GSSD/MoE committees to vet a core set of indicators. Evaluator learned that the ongoing CCA project is advanced, doing similar system level work and can be consulted.

The project grants have to be delegated for each Rio process to augment capacity of the focal points teams involved in a design process, i.e. advance Indicators. This money should be delegated in order to study gaps institutionally for Rio reporting and monitoring, including indicators and data collection, gathering and using that information for the RIO reporting in connection with the CHM and during the project period in the three conventions (monitored as a success indicator). The output, including managing the implementation of the grants, is a core responsibility of PMU with support from the technical specialist, who is to oversee an institutional level process (development of indicators and information management system linked to the CHM). The work can inform the design of the IMS to be manifested by the CHM, which is also collecting and linking to all available content)

The inventory and system level indicator development work can be led by its convention sub-committee (three complementary processes linked to an overarching multi-sectoral technical workgroup), i.e. NSCD/CBD, CCA and UNCCD. This process must be carefully orchestrated and guided by a competent technical specialist, the three Rio grants must have clear ToR and a schedule linked to the broader consultative and scientific vetting process and the output 2 capacity development strategy. This process can be done through the auspices of the GSSD/MoE. It would be an EIMS/GSSD intersectoral process and a draft of a set of environmental information indicators and collection parameters linked to the sustainable development goals and the GSSD/MoE state of the environmental reporting should be developed along with links to the SDG's localization monitoring work.

¹ <https://www.cbd.int/rio>

The process of developing the indicators should gather feedback of intersectoral technical and scientific vetting and compliance and be shared for comment with broader stakeholders than the committees, i.e. GSSD/MoE, agricultural transport, education, tourism, etc. Evaluator recommends that a technical committee be instituted and led by *NPD with assistance and support from the TA*. For example, if government states there must be data collected, then there need to be guidelines and possibly changes in the bylaws to support it. The decision on what information should be collected by government departments across sector is a legal process and at times laws require broader engagement. The technical consultant needs to set up a process using the existing committees for each convention and indicators might be fed into a broadly transparent consultative report that is technically vetted by a scientific and multi-stakeholder group.

The technical specialist can be tasked to design a comprehensive process, including relevant stakeholders and a series of workshops, and convene them all around the product, a partnership for EIMS design and indicators.^{xvii} These indicators should become the basis of the future national EIMS system, and the CHM and stakeholders will be taught how to use them through learning by doing in component one and targeted capacity building in outcome two.

3.3. Remaining Barrier to Reach the Project Objective's

Summary of Analysis on Outcome 1

Finding - Product vs process towards institutionalized systems is not apparent

Outcome 1 thus includes key deliverables including information management system design with recommendations for scientifically and legally vetted suggested cross-sectoral indicators for information management collection and use. the development of the CHM one stop shop harmonizing work that has already advanced. A gap is needed for scoping the institutional content, including the legal requirements, cost of an internal IMS system use and a road map for expansion and maintenance.

Finding -CHM Inventory work is completed and needs to be vetted technically

The quality of the product needs to be technically vetted. As it stands, it is limited to a straightforward inventory but not strategically linked to the legalities and inter sectoral implications, which implied a strategic process beyond three convention focal points. The project has produced an inventory, but the logic of a product vs a process towards institutionalized system is not apparent. The work is not linked to a change process, i.e. GSSD/MoE. The current understanding of the project end goals is limited to a CHM, which is the interface and information dissemination container for existing content gathered from everywhere, including NGOs (not the work on design of a government-led system).

Summary of Analysis on Outcome 2

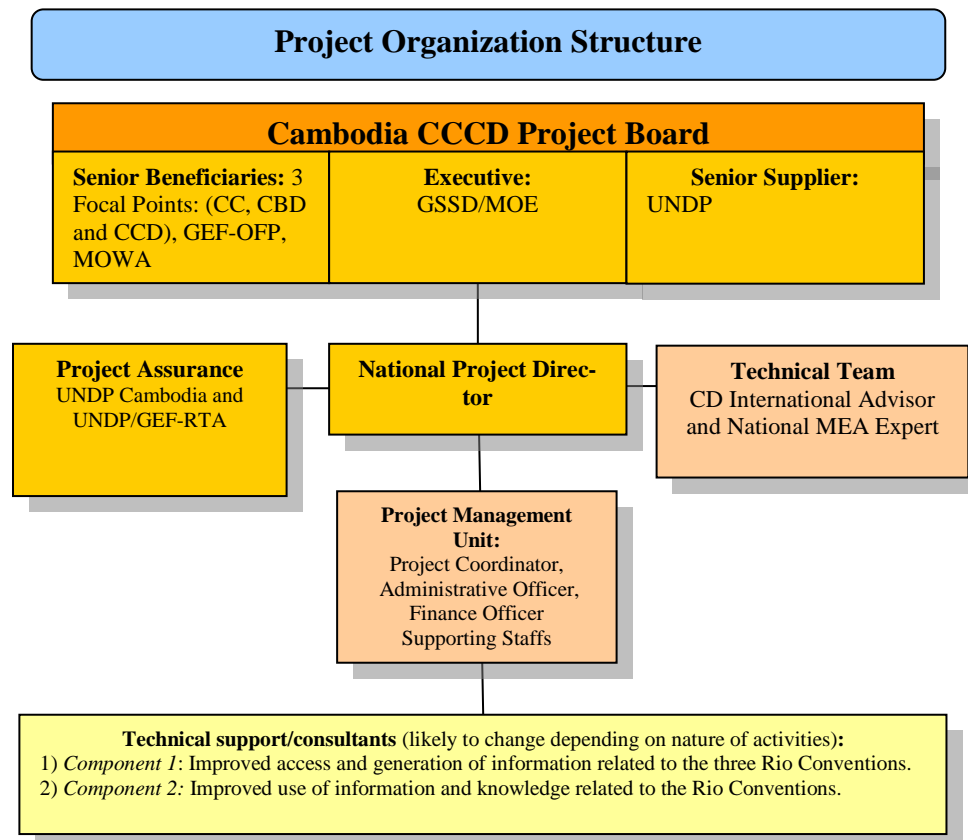
Finding - Expected results are not significantly advanced. There is no CB training strategy linked to output or overall expected outcome. A capacity needs assessment is produced but lacking technical robustness as a broad strategy of capacity building and analytical analysis, practical project recommendations about the situation of environmental informational management capacities and what to do for learning and uptake of the information by the primary beneficiaries and the broader public sector, i.e. role in decision-making. The technical specialist will develop an action-oriented capacity development strategy with an exit strategy linked to the stakeholder engagement/partnership strategy. Component two should develop a set of trainings that feed

the system, including the target beneficiaries, local beneficiaries and end users in the communities. There might be training on EMIS systems and Rios reporting mentioned in the Pro Doc, i.e. training of trainers approach around the broader use of the CMH in the municipalities. Evaluator recommends partnering to develop this in phase one. In review of the work done on the CHM inventory and indicators to date, the three Rios project information sharing capacities, the CCA work on UNFCCC, is quite advanced. Biodiversity has a clearing house linked to Nagoya indicators and standards, but it is UNCCD work that is with one person and will require much more support from the project. The project needs to take into consideration the capabilities of each convention secretariat for work on Three Rios CB, indicators and information.

A capacity development plan for project is urgently needed. A Capacity Needs Assessment was implemented as a *draft, Version 2c, May 2017*

3.4 Project Implementation

Management and implementation arrangements



The project is being implemented according to an approved Operations Manual for the Secretariat of the National Climate Change Committee (August 2013). The management arrangements were agreed and presented by the illustration above in the approved ProDoc and validated in the inception report. Many gaps are apparent based on the analysis of the technical needs (see section in ProDoc concerning the technical support needed for project implementation). The

CTS position and the technical teams are not in place to guide technical implementation while the technical work has begun. This is also discussed above. There are plans to start technical teams for the MIS and the CHM. The DBD/GSSD/MoE is the designated Implementing Partner.^{xviii} DBD/GSSD/MoE executes the project. The Executive is represented by a senior official of GSSD/MoE, as an individual representing the project ownership to chair the group will be. The Senior Beneficiary is the Departments of Biodiversity and Climate Change, GSSD/MoE and the Department of International Cooperation, MAFF act as the Senior Beneficiary of the Project. The Senior Supplier^{xix} is UNDP as GEF Implementing Agency. UNDP has the Project Assurance role, which supports the Project Board Executive by carrying out objective and independent project oversight and monitoring functions.

The Project Board (PB)^{xx} reports to the National Council for Sustainable Development. Based on the approved annual work plan (AWP), the PB reviews and approves project quarterly plans when required and authorizes any major deviation from agreed quarterly plans.^{xxi} The National Project Director (NPD) was observed and is actively responsible for financial management and disbursements with accountability to GSSD/MoE and UNDP. The NPD is supervising operational management and guidance for execution and implementation within the constraints laid down by the Project Board and subcontracts specific components of the project to specialized government agencies, research institutions and qualified NGOs. The Project Management Unit (PMU) is located at GSSD/MoE. It is administered by a full-time Project Coordinator and supported by a full-time Administrative Officer, Finance Officer, Secretary and support staff. The Project Coordinator is in charge of running the project on a day-to-day basis on behalf of the NPD, which is day-to-day management and decision-making for the project with approval from NPD. The Project Administrative Officer provides project administration, management and technical support to the Project Coordinator as required by the needs of the individual project. The Project Finance Officer provides the financial arrangements and management and technical support to the Project Coordinator and duties as required by the PMU.

Finding – There is need for an overall Technical Advisor/Specialist to guide and give international technical support to the project’s overall implementation.

National MEA Expert: This in fact became a local consultancy. The National MEA Expert was actually intended to provide technical support on MEAs and interoperability for systems design and input into the capacity development plan with PMU and the National Project Director. For this, a technical IMS [EIMS] and Three Rio interoperability standards international consultancy was needed. Although with may effort, there is the areas of improvement for the project to enhance its technical work related to systems design and intersectoral partnerships and intersectoral engagement processes.

International TA Advisor: The International Advisor position was intended to be recruited as international consultancy to provide globally relevant expertise and capacity building support to the PMU and the National Project Director. This will help mitigate the risk that the project faced earlier when the advisor and stakeholders needed prompt technical advice and solid engagement with each of the high level Rio focal persons. The evaluator recommends hiring one international technical specialist instead of technical advisor who brings together delivery of the key deliverables and oversees the capacity development strategy.

Finding – There is need for clarity and distinctions in the strategies and mechanisms for project implementation. There are three key mechanisms mentioned in the ProDoc to support implementation, including the Project Board, the Project Technical Committee, and the stakeholder’s platform. The mechanisms follow:

Project Board: The project board (PB) is functioning, yet evaluator finds need to refocus its scope. Its role is high level strategic direction rather than smaller day-to-day project management issues. To date, the PB has met three times, but meeting notes show discussion has been preoccupied with startup and management issues (minutes and consults). The project board members are reporting being bogged down in discussions around project management and issues between government and UNDP, i.e. debates on recruitment and work planning. The Project Board should be functioning rather as a high level decision-making body and targeted also as a policy learning forum. Its membership is also restricted, and it functions as a PMU/UNDP oversight unit. It is recommended that board meetings be used for high level decision-making and policy learning (for policy learning, it needs agenda and planning, i.e. presentations on technical areas related to implementation, i.e. indicators in each of the three areas, CHM, Pilot Road Map, Knowledge Management for Three Rios Learning), and should not be focused entirely on project management and operational issues. Based on consults and minutes, the board meetings are not engaging the decision-makers in any meaningful way but rather confusing and overwhelming them around the inadequacies of the day-to-day project management. The interviewee (board member partly) would like to see a more strategic board meeting with technical presentation of project deliverables for their policy learning purposes. A confusing issue is that the three Rio focal points are members of the board and are primary beneficiaries of the capacity development, and the products arising from the project will support their reporting in the future. These beneficiaries are high level officials with busy jobs. The project must carefully craft opportunities to provide focal points with learning and training around reporting conventions and negotiations and be cognizant of their time involved in development of deliverables, etc. The technical teams will be set up to develop the products and might have designated support to work on the focal points' behalf. The capacity development plan should, however, provide three Rios convention reporting and negotiations training opportunities for the focal points in line with the project goals. The PB is a suitable place for garnering inputs, but these high level participants need to be well prepared. The project director with support of UNDP and PC can oversee the planning of excellent board meetings with technical presentations to share information on project work to influence policy and learning from the ongoing technical advancements in the project.

Technical Committee

Not established: Technical Team: This team was expected to be formed (see the original project document agreement) and would include technical experts from other sectors and departments and would support the *NDP and/or PMU* by providing technical support to the technical implementation of deliverables especially indicators, CHM and training plans. The team normally would include experts representing of each of the Rio Conventions as well as representatives of project stakeholder groups. While PMU is responsible for project implementation (monument), the technical team was intended to be a body providing comment on the key outputs produced by the project to make sure it has the quality expected. For the technical work, the project needs a technically led, multi-stakeholder learning/work platform especially for the delivery of outcome one deliverables. The evaluator recommends that a technical oversight committee is set up at the executive level of the GSSD/MoE, is overseen by the head of GSSD/MoE and involves the input of the three corresponding existing committees for leading conversations and inter-sectoral processes for the development of IM system indicators and the CHM. An overarching technical committee meeting is needed to promote the intersectoral collaboration around the rigor of the science, i.e. for the MIS vetted set of indicators (It is not apparent in the strategy how to engage science input into the products.) and to assess gaps and promote a

learning by doing platform for intersectoral learning, i.e. work on CHM content and indicators. This will relieve the Board from operational and detailed discussions on implementation and on project products. The technical team might, for example, include a designate focal point lead for CHM IM work for establishment of data sharing agreements and IM indicators and design input linked to environmental code and state of environmental reporting and collection of content for the CHM. This focal point would be involved in capacity building around the system uses. The technical team must promote intersectoral agreement and make recommendations to GSSD/MoE on the indicators for the IM system and CHM future data collection cost and maintenance.

3.4.2. Adaptive management and capacity building approach

Finding – There is a need for further NIM implementation and learning to implement projects.

According to the project document and inception report, the implementation strategy intends to implement through a collaborative management and learning by doing approach.

The project is implemented as a first NIM project ~~with limited UNDP CO support services~~. As such the agencies involved, including UNDP, are learning how to work together in a new way. After the HACT assessment, the project was approved for national implementation and the CCCA operations manual was the agreed guide for implementation during the inception meeting and is being obliged. The project has not yet been able to fully take advantage of the comparative assets of UNDP, including its ability to bring on board the best international or national technical support. On a positive note, based on the review of the activities and program logic, there has been evidence of promising learning by doing with improved GSSD/MoE and MAFF collaboration on project implementation, including early work on scoping and generation of information related to the three Rio Conventions. A project team is in place and the Project Board is functioning.

3.4.3. Partnerships and Stakeholders Engagement

Finding - There is a need to identify more clearly and recognize this in the results framework a Partnership Strategy. The project does not have a partnership forum being monitored as a result. While the project document alludes to a broader partnership strategy including guidance on how to engage with the other sectors, private sector and civil society, this can be made explicit and then reported on to the project board. A partnership platform and strategy is critical for multi-stakeholder engagement in the process, including achieving broader learning objectives, cross-sectoral buy in and promoting learning about three conventions and about environmental management and literacy (three Rio's literacy) in general. A national three Rios network and learning platform, i.e. with social media, a newsletter, and an annual meeting, should promote the broader stakeholders' role in environmental decision-making processes as part of a systems perspective through knowledge gained by participation in the process.

Evaluator suggests reorienting the recently recruited junior officer as a knowledge management officer to help facilitate the partnership network at GSSD/MoE. It is important in the theory/process of change. The knowledge management officer can support networking and knowledge sharing and help content management for the new CHM including, i.e. vetting the incoming content for the CHM (one stop shop) to help facilitate the online communications, develop a structured project newsletter, webinars, social media, etc. The work on the IMS/CHM is interlinked to an environmental management system perspective, and the process of change has to be an inclusive process with other sectors and stakeholders. The project document did

not explain the role of a partnership strategy for results. It was not clearly articulated in the inception report, nor are there indicators for learning that linked to the national partnership piece. The vision of an IMS/CHM needs an advocacy document to explain to all stakeholders how the system is going to add value for Cambodia, including civil society in decision making processes/evidence collection for improving three Rios environmental management and negotiations.

3.4.4. Cost-effectiveness and financial planning (tracking and verification of project co-financing)

The indicator considered for analyzing the project cost-effectiveness was the percentage of the total project that is being used for project management services. As per the tables, this percentage is 6%, reasonable for a project of this size. The project co-financing is excellent, and in that way the cost-effectiveness is good. The project is responding to a national need, and it will benefit from a significant investment of government staff (decision-makers and planners) to actively participate in project activities.

3.4.5. UNDP country office contribution

UNDP is a great partner for the three Rio Conventions project. UNDP is recognized by the government partners for programme and policy support perceived as supportive for the current state of development, i.e. SDG planning, etc. (interview with GSSD). UNDP is recognized for its ability to tap into a global repository of international Technical Advisor/Specialists on environmental and governance issues. The new leadership at UNDP is perceived to be strengthening the partnership on environment “because it gets things done.” UNDP is in a position for convening the broader development partnership network and providing synergies to other ongoing initiatives related to environmental management.

3.4.6. Finance and Co-finance

Evaluator considered the financial management of the project, with specific reference to the cost-effectiveness of interventions. The financing is provided by the GEF (USD 990,000), with co-financing from the Government of Cambodia (USD 150,000 in kind) and UNDP (USD 1,000,00 in kind and USD124,030.09 in cash (original ProDoc: USD 150,000)). The GEF leverage thus represents approximately a 1:1.3 ratio. The allocation of these sources of finances is structured by the two main project components, as described below. The table below gives a summary of the allocation of the budget per component/outcome by each partner. Evaluator thinks that government co-financing costs are much higher, especially when considering the national project director position, the full time driver with rented car, and office space, furniture and meeting facilities. Audits are done and all processes are adhered to. UNDP oversight has been good to support government with their reporting and compliance to GEF standards for financial reporting.

The tables below show the actual delivery and the amount of budget left. The delivery is rather low and not much time is left to deliver. In order to assure delivery (indicator of project success), even with a minimum extension of six months, the management needs a smart approach to delivery. The cost savings and assurance of delivery might be gotten through quality recruitments and institutional contracts for the major deliverables MIS and CHM, CB/Partnerships plan. This will ensure that this project delivers in a timely way by the end of the project date. If the current trend continues and there are many small contracts and absence of technical oversight, this will surely take up time and not enable the results. The remainder of the project might be implemented through well designed larger contracts, institutional and otherwise.

Table 6: Project Costs (US\$)

Total Project Budget by Component	GEF (\$)	Co-Financing (\$)		Project Total (\$)
		Grant (\$) UNDP	In-Kind MOE-UNDP	
Component 1	470,945.73	23,433.17	569,700.00	1,064,078.90
Component 2	432,835.14	96,670.34	541,800.00	1,071,305.48
Project Management *	86,219.13	3,926.58	38,500.00	128,645.71
Total Project Costs	990,000.00	124,030.09	1,150,000.00	2,264,030.09

Total Project Budget by Component	GEF (\$)	Cumulative expenditure to-date as of end of April 2017	Cumulative unspent balance to-date as of end of April 2017	Percentage
	A	B	C=A-B	D=B/A
Component 1	470,945.73	137,860.36	333,085.37	29%
Component 2	432,835.14	101,736.91	331,098.23	24%
Project Management *	86,219.13	44,099.64	42,119.49	51%
Total	990,000.00	283,696.91	706,303.09	

Total Project Budget by Component	Co-Financing (\$)			
	Grant (\$) UNDP	Cumulative expenditure to-date as of end of April 2017	Cumulative unspent balance to-date as of end of April 2017	Percentage
	A	B	C=A-B	D=B/A
Component 1	23,433.17	5,094.05	18,339.12	22%
Component 2	96,670.34	15,042.00	81,628.34	16%
Project Management *	3,926.58	575.16	3,351.42	15%

Total	124,030.09	20,711.21	103,318.88
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Total Project Budget by Component	Co-Financing (\$)			
	In-Kind GSSD/MoE	Cumulative expenditure to date April-2017	Cumulative unspent balance to date April-2017	Percentage
	A	B	C=A-B	D=B/A
Component 1	55,500.00	16,500.00	39,000.00	30%
Component 2	56,000.00	16,350.00	39,650.00	29%
Project Management *	38,500.00	17,600.00	20,900.00	46%
Total	150,000.00	50,450.00	99,550.00	

Table 7: Estimated Project management budget/cost (for the entire project)

Component (*) Project Management	GEF (\$)	Co-Financing (\$)		Project Total (\$)
		Grant (\$) UNDP	In-Kind MOE-UNDP	
Locally recruited personnel	59,533.64		1,500.00	61,033.64
Rental& Mainternance of Other Equip	1,546.77		37,000.00	38,546.77
Direct Project Costs	8,500.00	2,417.08		10,917.08
Office Supplies, Audits, Miscellaneous	16,151.62	1,509.50		17,661.12
Equipment and Furniture	487.10			487.10
Total Project management cost	86,219.13	3,926.58	38,500.00	128,645.71

3.4.7. Monitoring and Evaluation

Finding - The project is monitored through the systems set out by the project document^{xxii} in line with a national implementation approach and the CCCA operations manual. UNDP's role is quality assurance as senior GEF supplier. The monitoring system thus cuts across UNDP and government quality assurances systems. Project monitoring and evaluation is conducted in ac-

cordance with established UNDP and GEF procedures. The project team, based at GSSD-GSSD/MoE and the Cambodia UNDP Country Office (UNDP-CO), is undertaking joint monitoring and evaluation activities, including day-to-day work with PMU and audits and MTE, UNDP-GEF mission April 2017, including hiring the independent evaluators for the project evaluations. The project results framework matrix is closely used as a monitoring tool, and the logical structure for monitoring project performance and delivery using the 11 indicators were observed during project implementation. The output budget and the work plan in the project document and inception report that provide information for the allocation of funds, both the GEF and co-financing, for expected project deliverables and the timing of project activities to produce these deliverables are adhered to. The GEF tracking tool CCCD has been used as part of monitoring and evaluation activities to assess project delivery (*See Annex tracking tool. This has been re-done at MTE. Nothing has changed in this since inception, so figures are still valid*). As mentioned above, the work plan was first reviewed during the project inception phase and received endorsement by the Project Board.

3.4.8. Work planning and Reporting

Working planning is done on a multiyear basis and annual basis. The evaluator reviewed all work plans and related processes, i.e. approval by the steering committee. This is in compliance with the GEF requirements. The project was delayed to start. It was not the PMU factor; it was an UNDP factor, i.e. the HACT assessment requirement and implementation modality discussion. This is addressed above. The day-to-day delivery of the work planning is the responsibility of PMU located in GSSD/MoE and comprising a full-time NPD and a PC in position October 2015. The PC has been primarily in charge of the project's central and local level activities, including preparation of quarterly reports and minutes of Project Steering Committee meetings, financial reports (with assistance of PMU's Finance Officer) and work plans; drafting of ToR of consultants (with support of the NPD); coordination of consultants and subcontractors; and arranging travel and organizing workshops. The NPD has overall responsibility for the successful implementation of project activities at the national and local level for achievement of the planned project outputs and reports to the GSSD/MOE. The PC has been supporting the implementation of primarily Component 1 activities in collaboration with the GSSD/MoE and MAFF. The PT has also been supporting the technical requirements and oversight of international consultants in relation to Output 1.1–Output 1.5. Then evaluator reviewed the GEF work planning and reporting process. The work planning and approval and reporting process is in line with the agreed project arrangements as per the GEF/UNDP project document and also the operational manual. The work planning is results-based but, as highlighted above, needs better scheduling and technical guidance around a clear project implementation strategy as mentioned.

3.4.9. Communications

The project does not yet have a communication strategy articulated and implemented. There is a draft in the project document that can be furthered enacted. The communications needs are linked the idea of a stakeholder forum and partnership learning strategy to leverage the visibility and the learning that arises from the activities to the broader stakeholder group but also the public. This is a key concept for communicating and engaging with the other sectors, private sector and civil society, i.e. the learning and engagement platform. This is critical for multi-stakeholder engagement including NGO and private sector. Useful for achieving buy in and for promoting learning about three conventions and about environmental management and literacy (three Rios' literacy can be network goal), it should promote their role in environmental decision-

making processes as part of a systems perspective. The communications needs can be articulated by a knowledge management strategy linked to the IMS and CHM deliverables.

What is the Knowledge management officer's role and why is it important in the process?

[A project knowledge management officer] can be recruited to support networking, knowledge sharing and undertaking the content management for the CHM, including vetting the incoming content for the CHM (one stop shop) to help facilitate online communications and develop structured project newsletters, webinars, social media, etc.

The main deliverables of IMS/CHM interlinked to an environmental management system perspective and the process of change has to include an inclusive learning process with other sectors and stakeholders. The partnership and learning strategies are not being clearly communicated or articulated/enacted. The vision of an IMS/CHM needs an advocacy document to explain to all stakeholders how the system is going to add value for Cambodia, including civil society in decision-making processes/evidence collection for improving three Rio's environmental management and negotiations.

4. Sustainability

Financial risks

Finding - The financials show the actual delivery is rather low, and there is not much time left to deliver. There is substantive budget left. In order to assure delivery (indicator of project success) even with an extension, the management needs a smart approach to delivery. The cost savings and assurance of delivery can come from having larger contracts, especially for oversight of the major deliverables MIS and CHM, CB plan. This is to ensure that this project delivers in a timely manner by the end of the project dates. If the trend continues and there are many small contracts, in the absence of technical oversight this will surely take up time and not enable the results. The remainder of the project might be implemented through larger institutional contracts and through hiring an advisor who is made responsible for the ethical delivery of the project's main deliverables.

Institutional framework and governance risks

Finding - The expected outputs/deliverables (including the Partnership CB/KM learning aspects) need to link to the new GSSD/MoE structures and be anchored for institutional sustainability. Project output goals and related work processes need to be linked firmly to (anchored into) GSSD/MoE institutional processes. As discussed this project has started late and in fact has only begun implementation 7-8 months. It now needs a strong push for active implementation including strong multi-stakeholder partnership and a capacity development plan for engaging partners and broader stakeholders in implementation. The project work can also project more learning, knowledge management and information sharing through strategic communications (see evaluator's recommendation on knowledge management and strategic partner communication and networking). Bringing a TA on board will support mitigating these risks

Socio-economic risk

Finding - There is a need for a qualified capacity building specialist The project hopes to provide important capacity and learning to the broader public, and this is important for leveraging solid

information management system benefits to the public. The learning goals of the project, which have not yet been fully defined, are extremely important. Bringing a technically qualified capacity development specialist on board will mitigate this risk to sustainability. Links to formal education are critical.

5. Lessons learned

Some notable good practices and lessons learned in addressing issues relating to effectiveness, efficiency and relevance include the following:

- The necessity and importance of having technically competent advisor support (with the right mixed skill set including legal and policy) at the original inception report and workshop. For the project, the need was for a TS with competencies in information management systems, interoperability and information system development linking data management to the standards and reporting requirements of the three Rio Conventions and especially legal skill and knowledge. Thus there was a need for competency on IMS, gender mainstreaming, and IT and capacity building/knowledge management for three Rio's (MEA) data management. Such competencies were needed to clarify the expected results to all stakeholders at the project onset;
- Importance of informal ways to highlight strategic partnerships for implementation, e.g. MOU with sectors for implementation;
- Lesson on the importance of strategic learning approaches, knowledge management and communications for capacity building goals and longer term sustained results;
- Leveraging synergetic (other) UNDP international project expertise for system level results.

6. Conclusions

This project is on track and is moving. The political will is very high for this projects results. It has been slow to start mainly due to its being a first ever NIM implementation with GSSD/MoE. The low delivery, mostly on administrative costs, is not thus a reflection of poor performance of the PMU or UNDP, but rather the fact that the project is just beginning to be implemented and the technical needs and coordinated management of project outputs for results is now very apparent. That said, the team has moved ahead on four baseline consultancies, i.e. inventory and capacity assessment, that need to be vetted technically. This project must hire a competent Technical Advisor/Specialist, experts on gender mainstreaming & partnership development, and IT to develop and guide the delivery of the outputs to results.

Relevance

The project is highly relevant. Cambodia ratified the United Nations Convention on Biological Diversity (UN-CBD) on February 9, 1995, the United Nations Framework Convention on Climate Change (UNFCCC) on December 18, 1995, and the United Nations Convention to Combat Desertification (UNCCD) on August 18, 1997. The project goals are linked to the national development plan and to the UNDPs global work environmental sustainability and localization of SDGs.^{xxiii} Although the UNDP/GOC CPD program target year of 2015 has passed, the project is contributing to UNDAF priority 1 – Economic Growth and Sustainable Development and to a lesser degree to priority 4 – Governance. It was directly in line with CPAP Cambodia Outcome

2: By 2015, National institutions, local authorities, communities and private sector are better able to sustainably manage ecosystems goods, services and respond to climate change". This project can align better with national work on localizing the SDGs. 17 'Sustainable Development Goals' and 169 targets are relevant to the three Rio Conventions^{xxiv}. The government has created a working group for localizing SDG in the government development plan^{xxv}. This project directly contributes to these objectives. With synergies enacted (a problem to date noted with implementation) and it can make a valuable contribution of the environmental indicator's with this projects expected process and outputs.

Effectiveness

This project has two main concrete deliverable / outputs -1. IMS/CHM and 2. Capacity building/ learning to support (improvement in understanding content - environmental management and environmental literacy). The will for results is very high among stakeholders interviewed. While the project has really just started implementation and technical advisor has yet to be recruited, there were observed capacities gained to implement UNDP/GEF projects through the NIM modality. Four deliverables are produced but these need technical vetting and linkages articulated before they can be advanced. Evaluation noted deliverables were in certain areas weak - i.e. legal scoping - existing policies and laws on information management and legalities of the cross sectoral obligations for information management. Finally the entire process needs anchoring to the GSSD/MoE and monitoring for SDGs processes.

Implementation through NIM modality is excellent choice and preferred and the PMU is set up. Despite early start up issues with NIM at MOE (first time), the project is now running smoothly and just need a strong international qualified technical advisor.

UNDP is an excellent partner for supporting monitoring towards results. This MTE for instance, is a technical requirement and has been a critical input to have assessed the need for a commonly understood roadmap and technical support toward deliverable and results. UNDP was recognized for comparative advantages including its ability to broker synergies and bring in global comparative experiences. The low delivery and mostly on administrative costs is not thus a reflection of poor performance of the PMU or UNDP but rather the fact that the teams are just beginning to implement and the technical needs of the project are finally made apparent. This project must hire a competent technical advisor to guide the delivery of the outputs to results.

Efficiency

The indicator considered for analyzing the project cost-effectiveness was the percentage of the total project that is being used for project management services. As per tables, this percentage is 6%, which is reasonable for a project of this size. The project co-financing is excellent and in that way the cost-effectiveness is good. The project is responding to a national need and it will benefit from a significant investment of government staff (decision-makers and planners) to actively participate in project activities. While the above is positive, the cost-effectiveness per the results to date can be improved. The idea was to recruit mostly local consultants, but it is now obvious that the savings in transaction costs per competent advisor (see analysis of technical support to project) does not make sense. This project need specialty expertise. UNDP is recruiting now as per recommendation of the MTE evaluation. This will remove project risk and results and move this project through to results.

7. Recommendations

Corrective actions for the design, implementation, monitoring and evaluation of the project

- UNDP/EF/GSSD/MoE reschedule project in line with need to retract management steps to develop an implementation plan and hire a Technical Advisor/Specialist and other experts for the project in line with a theory of change that will lead this project towards the outcome level expected results.

Human resources

- UNDP support hire a technical specialist to support technical implementation, develop the road map, set up the implementation platforms and processes linking work between the two outputs and outcome. The technical specialist can be given responsibility for the technical advice to development of the IMS and the CHM to ensure a comprehensive capacity development strategy is developed. The TS should engage in all project results monitoring and oversight.
- PMU recruit or retain/reorient the new project officer as a communications, knowledge management and CHM content manager to support the Project Director, Coordinator and Technical Specialist with advancing the Three Rios Partnership strategy and to operationalize the project learning agenda.
- For improvements in monitoring, project need to agree on an overall theory of change with project milestones indicated as a guide. The log frame can be accompanied by a technically supported theory of change. This work can be drafted by the newly recruited technical specialist in closely cooperate and consult with PMU. The activities then would need to be re-scheduled in line with the recommendation of this report as appropriate and applicable. A technical oversight committee might be introduced and include a multi-sectoral group to provide advice on the technical deliverables.

Actions to strengthen or reinforce benefits from the project:

- To expand project benefit beyond those beneficiary groups at national (policy/high level), begin design thinking about the CHM pilot and need for three Rios education goals. To implement the pilot, can set up an implementing partnership agreement with the selected academy [one municipality] and engage a NGO i.e. small grants program to develop and pilot test a CHM Three Rios training package for other NGOs to disseminate and carry forward the learning about the CHM and Three Rios through its community network. The communication and public awareness material for Rios convention project must be developed and widely distribute among partners and network. For communities, the NGO engaged can also work with GSSD/MoE and the project to develop a guide of the three Rio Conventions for schools and public.

Proposals for future directions underlining main objectives:

- GSSD/MoE links this project implementation formally to the GSSD/MoE processes and information and knowledge management. The three Rio network platforms can be formally housed with the NSDC as a main platform for learning and engagement about the conventions.

Suggestions for strengthening ownership, management of potential risks^{xxvi}

- Develop a technically vetted short communication document with a simple description of expected results, including expected overall outcome for communication and work purposes.
- TS can develop an info-map and statement to articulate the project's expected outcomes in a short guide. This will help communicate the overall expected outcome and road map with two components to all stakeholders.

To address the need for future technical implementation towards results, evaluator recommends the following:

Institutional Processes and Linkages

- Concretely link this project implementation to the GSSD/MoE processes and information and knowledge management by recruiting a project office responsible for three Rio learning and coordinating the concrete work and deliverable of the project with the goals of the GSSD/MoE.
- UNDP/GEF/GSSD/MOE: Reschedule project (no cost extension) in line with need to retract management steps to develop an implementation plan and hire a Technical Advisor/Specialist and other experts for the project in line with a theory of change that will lead this project towards the outcome level expected results.
- PMU: Develop a vision statement to articulate the project expected outcomes in a short guide to communicate the overall expected outcome and road map with two components to all stakeholders. The project implementation strategy is lacking a technical oversight and guidance on interpretation of the results and is missing important inclusions of stakeholders and institutional linkages for sustainability and uptake of the IMS and CHM toward results between output one and output two.

Human Resources for Results

UNDP: immediately bring on board a highly qualified technical specialist to support technical implementation, develop the theory of change road map, set up the implementation platforms (~~technical committee and the KM Partnership network~~) and any process required to link the work between the two outputs and the outcome. The technical specialist takes full responsibility for supporting experts in development of the IMS and the CHM and ensuring a comprehensive capacity development communication/partnership strategies are in place and enacted to ensure the expected outcomes are sustained. The TA should engage in all project results monitoring and oversight with closely cooperate and consult with PMU.

- PMU Recruit or retain/reorient the new project officer as a communications, knowledge management and CHM content manager to support the Project Director, Coordinator and Technical Specialist with advancing the Three Rios Partnership strategy and operationalize the project learning agenda. This work includes managing activities for broader government and public learning about the Rio Convention. The project KM learning officer can be the focal point for the communication and broader uptake of CHM through making linkages to the CHM pilot project, dissemination of learning guides and working with partners for the CHM training of trainers, environmental education in general and project activities.

- For improvements in monitoring, the suggestion is to agree on an overall theory of change with project milestones indicated as a guide. The log frame can be augmented with a technically supported theory of change. This work can be drafted by the newly recruited technical specialist. The activities may need to be rescheduled to fit the theory of change and also the recommendations of this report. In addition, the SC needs to be separate from a technical committee. The TC needs to be introduced with a multi-sectoral group who will provide advice on technical implementation.

Pilot

- Begin conceptual work on the CHM Pilot Education work at municipality level. To implement the pilot, the project management should enter into an implementing partnership agreement with a municipality to develop and pilot test a CHM Three Rios training package for NGOs to disseminate and carry forward the learning about the CHM and Three Rios through its network of communities. This pilot work with GSSD/MOE and project should result also in a guide of the Three Rio Conventions for schools and public.

ANNEX 1: TERMS OF REFERENCE

Place holder

ANNEX 2: PROJECT RESULTS MATRIX - LOG FRAME

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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Project Strategy	Outputs	Indicator[i]	Baseline Level[ii]	Level in 1 st PIR (self-reported)	End-of-project Target	Achievement Rating[v]	Justification for Rating
Objective: To enhance implementation of the three Rio Conventions in Cambodia through the harmonization of existing environmental management information systems and by strengthening capacity of stakeholders and key governmental decision makers through improved systems, coordination, networking and knowledge exchanges. .		Key environmental management information systems are harmonized with facilitated access and covering areas related to the Rio Conventions	Capacity of the main stakeholders for accessing environmental information from various existing systems is limited and dispersed over many organizations.	2 Youth Training Sessions on UNCBD; 2 Awareness raising sessions: one on UN-CBD and UNCCD UNCCD Implementation and Practice workshop for Concerned Officials and Youths	· Environmental knowledge related to the implementation of the Rio Conventions in Cambodia is comprehensive, easily accessible and used more in decision-making. · Reports present adequate disaggregated data at sub-national level, are informative and present environmental trends over time. Capacity for: · Engagement:	YELLOW	The project is first implemented through NIM. This is a tremendous achievement for Cambodia. The government and UNDP now have established their new way of working and agreed on the implementation modality -guidance of the CCCA manual. NIM is the optimal for learning especially for a capacity building project about capacity building. The project is now moving - the critical missing aspect is a Technical Advisor /Specialist on EIMS system, Rio Conventions Standards and CB specialist to develop and take responsibility for the core project deliverables (Output 1) and to guide the capacity development strategy. While some capacity building
		Quality of monitoring reports and communications to measure implementation progress of the Rio Conventions.	· Current reports are produced by sector, with limited data, weak analysis, weak trend analysis, and there are not fully responding				

			to international requirements.		7 of 9 · Generate, access and use information and knowledge: 10 of 15 · Policy and legislation development: 5 of 9 · Management and implementation: 5 of 6 · Monitor and evaluate: 4 of 6 · (Total targeted score: 31/45)		events have taken place it needs to be situated in a structure strategy and road map that can be monitored for results. Capacity building will need both process and concrete targets and indicators that can be measure at the end of this project in line with the score card.
		Capacity development score-card rating	Capacity for: · Engagement: 4 of 9 · Generate, access and use information and knowledge: 5 of 15 · Policy and legislation development: 4 of 9 · Management and implementation: 3 of 6 · Monitor and evaluate: 2 of 6 (Total score: 18/45)				
OUTCOME 1: IMPROVED ACCESS AND GENERATION OF INFORMATION RELATED TO THE THREE RIO CONVENTIONS	Output 1.1: An efficient and effective information management system covering the three Rio Conventions.	A system and a data architecture to harmonize key environmental information systems	· Existing systems and data architectures are not communicating efficiently and do not provide good availability to environmental knowledge	1. Inventory of existing information is produced and finalized; 2. SWOT analysis on Information Management system is conducted and being finalized;	· Environmental information systems are harmonized using internationally recognized standards.	YELLOW	Products are developed but they need to be technically vetted for quality and certain gaps addressed i.e. legal /institutional scoping /costing for EMIS. No discussion on the importance of indicators, data collection and its relationship to the NCS D monitoring system has transpired yet.
	Output 1.2: A common clearinghouse mechanism for the three Rio Conventions.	A developed clearinghouse mechanism in place at NCS D and covering all	· Limited mechanisms in place to access, share and exchange environmental	1. Consultation on CHMs of all 3 Rio Conventions is being conducted;	· Facilitated access to relevant data, reports, research, plans and documents	YELLOW	The work on CHM is advancing. Through participation in the project board meetings, the three focal point for the conventions are collaborating and

		environmental areas related to the Rio Conventions.	information.	2. Report on strengths and weakness of Relevant CHM is drafted	available on the implementation of the Rio Conventions in Cambodia.		being attuned to the work. A draft inventory has been produced. The raft however is weak on institutional requirements and costing for systems maintenance. it need to be accompanied by a vision of what the CHM links to in terms of EMS and the document produced intended to informed the__14 design of the CHM needs to be technically vetted and approved by a knowledgeable imps - riot conventions advisor before the work can advance. There may be gaps that need to be addressed before the products produced can be useful. The recommendation and risk is that these produce are used in the absence of a Technical Advisor / Specialist with a background in EMIS system and international riot standards is not involved in the design of the CHM.
	Output 1.3: Generation of information related to the Rio Conventions enhanced qualitatively and quantitatively, coherent and better coordinated for complementarity, synergy and efficiency	Multi-stakeholder, multi-disciplinary, multiple-authored articles published in scientific journals, conference proceedings and reports	· Few publications, mostly focusing on individual conventions		· Increased number of high-quality publications of relevance to 2 or the 3 Rio Conventions and produced efficiently through multiple-authored efforts	YELLOW	This target can be linked to the capacity development plan and also the need for evidence based COP negotiations and documentation of the state of environment in Cambodia building on the information arising from the CHM work. These targets can be linked to the preparation of the three riot focal points for their next COPs. It should also be linked to the data that is now being collated by the /through the clearing house mechanism and linked to the expected outcome of this project.

	Output 1.4: Existing stakeholder platforms strengthened and better coordinated in order to facilitate access and exchange of information, and increase stakeholder networking and engagement in Convention related dialogues and processes.	Stakeholders engagement in Rio Conventions related dialogues An operational inter-sectorial coordination mechanism that builds on existing coordination instruments.	<ul style="list-style-type: none"> · Current engagement is sector-based and mostly focusing on climate change · Few sector-based coordination mechanisms exist but none to coordinate across the three Rio Conventions 		<ul style="list-style-type: none"> · A platform to exchange environmental information related to the implementation of the Rio Conventions. · An increase of 50% of stakeholders' engagement in related dialogues · An operational inter-sectorial coordination mechanism in place to coordinate the implementation of MEAs in Cambodia. 	YELLOW	
OUTCOME 2: IMPROVED USE OF INFORMATION AND KNOWLEDGE RELATED TO THE RIO CONVENTIONS	Output 2.1: Enhanced capacity in using tools for decision- and policy-making	Number of individuals and institutions using the new CHM and participating in the implementation of the other Rio Conventions when they belong institutionally one of the three conventions	<ul style="list-style-type: none"> · Environmental economic valuation, impact assessments and scenarios and projections as policy instruments are not used widely in Cambodia · Environmental economic valuation, impact assessments and scenarios and projections are not used widely in decision-making in Cambodia. 	1. Report on Review on Capacity Building Tools was developed and finalized.	<ul style="list-style-type: none"> · A strategy on how to implement environmental economic valuation. impact assessments and scenarios and projections as policy instruments in Cambodia · 3-4 policies, programmes or plans are developed using environmental economic valuation, impact assessments and scenarios and projections, respectively. 	YELLOW	Evaluator reviewed this tool and do not see a training plan linked to a broader capacity development strategy. The output needs an overarching strategy and implementation plan. It should cover the needs for the target beneficiaries and also for the broader stakeholder nwtro and public. The capacity development can also focus on learning by doing as much as possible and so some though need to go to the getting the facial points ready for negotiations undoing data from the CHM and system before end of project spa this can be measured . The output should include the development of learning guides for public sector workers and also for schools. It might be

	Output 2.2: Institutional and individual capacities to implement the three Rio Conventions in a more coordinated and synergistic manner strengthened using the new reporting guide, and the environmental knowledge as well as the improved information mechanisms being set in place under outcome 1	Negotiation capacity of Cambodia at COP meetings and in other regional or global forums	· Individuals and institutions focusing or limiting their activities to one of the three conventions	2. Report on capacity building needs is drafted and awaiting for finalization	· Individuals and institutions taking part in 2 or the 3 Rio Conventions		interesting to partner with universities to develop a Mayer programmer on environmental management systems... and also a three rios children's education guide for primary schools.
	Output 2.3: Capacity of existing institutions and individuals to advance Cambodian national interests on biodiversity, climate change and desertification/land degradation and drought matters and their interlinkages in regional and global networks and forums strengthened.	Quality, quantity and timeliness of reports submitted to conventions	· Limited COP negotiations skills and knowledge		· Negotiations at 2-3 COP meetings and in other regional or global forums with position papers for Cambodia		
	Output 2.4: Coherent and coordinated reporting process for the three Rio Conventions.	Number of individuals and institutions using the new CHM and participating in the implementation of the other Rio Conventions when they belong institutionally one of the three conven-	· Reports are sector-based, are not submitted on time and do not contain much primary collected data		· National communications/ reports are submitted on time and contain primary data provided by the refined and integrated system(s)	YELLOW	There is every indication that the government will and UNDP cooperation is in place for this project to succeed. With a competent Technical Advisor / Specialist onboard and a re-scheduling of the project. The CN advisor will develop a good capacity development strategy and training plan /shadow learning that takes into account the need of all three rios stakeholder including the public

		tions					and also for targeting the capacity building to the three rio convention focal points and delegation for negotiations and for reporting on conventions will lead to the success for this indicates . The big risk is that a competent advisor to develop and guide the stringy is not found.

ANNEX 3: CAPACITY DEVELOPMENT MONITORING SCORECARD VALIDATED AT MTE

Project/Programme Name: Generating, Accessing and Using Information and Knowledge Related to the Three Rio Conventions

Project/Programme Cycle Phase: Project preparation (PPG) Date: May 2014

CR 1: Capacities for engagement							
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	Institutional responsibilities for environmental management are not clearly defined	0	2	The institutional mandates of lead organizations are partially recognized. However, lack of coordination among these lead organizations is a recognized problem in Cambodia.	The project will review these mandates and the capacity of these institutions to coordinate environmental activities including the implementation of the Rio Convention obligations. Then, recommendations will be made to improve the coordination at the national level. By the end of the project, Cambodia will have improved capacities to coordinate environmental management in a way that will create synergies in the national implementation of Rio Conventions	1. Improved access and generation of information related to the three Rio Conventions; and 2. Improved use of information and knowledge related to the Rio Conventions	
	Institutional responsibilities for environmental management are identified	1					
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2					
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3					
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0	1	Not all sectors are equal. Co-management mechanisms exist in the biodiversity area but are limited in other areas.	Through project activities, the coordination to manage natural resources will be improved and will provide a better framework for the development of such co-management mechanisms. The CDC will timely engage representatives of the line ministries to be	1, 2	
	Some co-management mechanisms are in place and operational	1					
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2					
	Comprehensive co-management	3					

	mechanisms are formally established and are operational/functional				on the course of the benefits and priority activities	
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0	1	The participation of stakeholders in decision-making regarding the management of the environment is happening in Cambodia but this participation is limited and not coordinated across focal areas.	Through the collaborative approach used by the project and the engagement of stakeholders in the implementation of the project, it is anticipated that the cooperation among stakeholders should increase, including a greater collaboration among government and non-government organizations. The project will engage through a learning-by-doing process, key decision-making champions and other multi-stakeholders to collaborate and negotiate on an integrated, well-coordinated and coherent approach to deliver environmental information as well as global environmental benefits through improved interpretation, planning, and decision-making on environmental and sectoral policies, plans, reports and programmes derived from the Rio Conventions perspective. Stakeholders will also participate in training workshops and national dialogues.	1, 2
	Stakeholders are identified but their participation in decision-making is limited	1				
	Stakeholders are identified and regular consultations mechanisms are established	2				
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3				
CR 2: Capacities to generate, access and use information and knowledge						
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about national and global environmental issues and their related possible solutions (MEAs)	0	1	Cambodians have a certain level of awareness on national and global environment issues. However, the limited coordination of actors limits the participation of stakeholders in identifying and implementing solutions.	The project will interact with many layers of the society during the various surveys of information management systems, institutions generating information and stakeholder platforms, their assessment (including through consultation workshops and dialogues) and the testing of best options for enhanced access, generation and use of information of relevance to the Rio Conventions	1, 2
	Stakeholders are aware about national and global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware about national and global environmental issues and the possible solutions but	2				

	do not know how to participate					
	Stakeholders are aware about national and global environmental issues and are actively participating in the implementation of related solutions	3				
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0	2	Environmental information in Cambodia is gathered by many institutions in different types and formats. The MEAs clearing-house mechanisms do not contain all the relevant information gathered by those institutions. Access to these mechanisms needs improvement and data and information need to be standardized to facilitate access and exchange. Convention-related information is complex, and requires being adapted to different audiences. Information exchange between institutions does not always take place.	With the project support existing environmental management information systems will be reviewed and solutions identified to enhance their coordination and synergy. Then a common clearinghouse mechanism will be developed to facilitate access to information, relating to the three Rio Conventions. Training and information workshops arena essential component of the project through which the project will raise awareness of a wide range of people on complex issues relating to land degradation/drought/desertification, biodiversity and its ecosystem services, and climate change with the related mitigation and adaptation measures.	1, 2
	The environmental information needs are identified but the information management infrastructure is inadequate	1				
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2				
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3				
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0	1	Some environmental education activities were implemented, often supported by externally funded projects. However, no national environmental education programme is in place in Cambodia.		1, 2
	Environmental education programmes are partially developed and partially delivered	1				
	Environmental education programmes are fully developed but partially delivered	2				
	Comprehensive environmental education programmes exist and are being delivered	3				
Indicator 6bis – Amount of information and data generated on biodiversity, climate change and land deg-	No structure in place to generate or collect information of relevance to the three Rio Conventions	0	1	Some departments in universities and NGOs carry out research on plants, animal and microorganisms, and on ecology, climatic factors and climate impact, and on ecosystem degradation and restoration, including	The project will encourage and facilitate the coordination and synergy among research institutions dealing with biodiversity, climate change and land degradation/ drought/	1
	Some structures are in place to generate or collect information of rele-	1				

radiation/ drought/ desertification including biological/ecological, socio-economic information and traditional knowledge, practices and know-how	vance to the three Rio Conventions		2	on relevant traditional knowledge. But in general, limited environmental research is being done in Cambodia, due mostly to lack of resources but also lack of strategies to development research programme.	desertification	
	A wide range of structures are in place to generate or collect information of relevance to the three Rio Conventions					
Indicator 7 – Extent of the linkage between environmental research/science and policy development	A comprehensive set of structures in place to generate and collect all kinds of information of relevance to the three Rio Conventions		3	The limited environmental research being carried out in Cambodia has little relevance to the policy questions that need to be addressed.	The project will encourage research and other academic institutions to play a key role given their comparative advantage in identifying empirically valid best practice data, including metrics and methodologies.	1, 2
	No linkage exists between environmental policy development and science/research strategies and programmes		0			
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes		1	Traditional knowledge is recognized but is not collected and used in decisions related to the management of natural resources.	As part of improving the knowledge on the environment in Cambodia, appropriate traditional knowledge will be collected, stored and made available.	1. Improved access and generation of information related to the three Rio Conventions.
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs		2			
	Relevant research results are available for environmental policy development		3			
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes		0	Traditional knowledge is recognized but is not collected and used in decisions related to the management of natural resources.	As part of improving the knowledge on the environment in Cambodia, appropriate traditional knowledge will be collected, stored and made available.	1. Improved access and generation of information related to the three Rio Conventions.
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes		1			
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes		2			
	Traditional knowledge is collected, used and shared for effective participative decision-making processes		3			

CR 3: Capacities for strategy, policy and legislation development

Indicator 9 – Extent of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0	2	There are environmental plans and strategies in place in Cambodia but they lack sufficient funding and a good inter-sectorial coordination mechanism to facilitate their implementation.		No direct contribution from the project to improve this capacity.
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1				
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2				
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3				
Indicator 9bis. Extent of gender mainstreaming planning and implementation	Gender issues are not mainstreamed in policies and in processes for accessing, generating and using information of relevance to the Rio Conventions	0	1	There is no gender mainstreaming plans for accessing, generating and using information of relevance to the Rio Conventions but some plans are being implemented in the context of other processes e.g., sustainable forest management	A gender mainstreaming plan will be developed in the context of this project	1, 2
	Some plans exist to mainstream gender issues in policies and in processes for accessing, generating and using information of relevance to the Rio Conventions but they are not implemented	1				
	Gender mainstreaming plans exist but they are applied only in a few sectors	2				
	Gender mainstreaming plans exist and they are applied widely	3				

Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0	2	There are environmental legislation and policies in place in Cambodia (e.g. environmental impact assessment) but they need to be fully implemented including as part of the implementation of MEA obligations, particularly the Rio Convention obligations.	The Nagoya Protocol needs to be taken into consideration when posting some information relating to genetic resources and associated traditional knowledge	1, 2
	Some relevant environmental policies and laws exist but few are implemented and enforced	1				
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2				
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3				
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0	1	Environmental information exists with limited access, its quality is uneven and does not respond to the reporting requirements of the three Rio Conventions.	With the project support existing environmental management information systems will be reviewed, including the indicators being monitored. These systems will be then harmonized and a clearinghouse mechanism common to the three Rio Conventions developed to give friendly and facilitated access to this information. This information will also be used in negotiations in international and regional forums and in applying tools like impact assessment and scenarios development and modelling.	1, 2
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1				
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2				
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3				
CR 4: Capacities for management and implementation						
Indicator 12 – Existence and mobilization of resources	The environmental organizations do not have adequate resources for their programmes and projects and the requirements have not been assessed	0	2	There are not enough financial resources to support the environmental governance framework in place in Cambodia, and human capacities need strengthening as noted in the NCSA report. Additionally, environment is not a top priority of the government, which	The project will pilot the development of innovative tools for decision-making using economic valuation of natural resources, environmental impact assessment, and scenarios and modelling. The project	1, 2
	The resource requirements are	1				

	known but are not being addressed			renders allocation of national budget to this area more difficult.	will also strengthen human capacity in environmental information generation and management	
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2				
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0	2	Consideration of environmental issues in sectoral planning and programming is not systematic and rarely carried out. Some training is provided to government of Cambodia staff, but none on integration of Rio Convention provisions into sectoral planning and programming	The project will support an extensive programme of training, and information generation, dissemination and use to ensure an effective involvement of concerned stakeholders in the implementation of the three Rio Conventions.	1, 2???
	The required skills and technologies needs are identified as well as their sources	1				
	The required skills and technologies are obtained but their access depend on foreign sources	2				
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3				
CR 5: Capacities to monitor and evaluate						
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0	1	Limited monitoring of projects and programmes is happening besides monitoring mandated on donor funded projects and programmes. This information is not really communicated/collected into the national body of knowledge on environment.	The project will set up a mechanism for monitoring and evaluation, building on existing bodies such as the CDC. Progress of all the activities under the two project outcomes will be continuously monitored and progress assessed to decide on how to proceed, using the adaptive approach	1, 2
	An adequate resource monitoring framework is in place but project monitoring is irregularly conducted	1				
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team	2				
	Monitoring information is produced timely and accurately and is used by the implementation team to learn	3				

	and possibly to change the course of action					
Indicator 15 – Adequacy of the project/programme monitoring and evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0	1	Adequate evaluation plan and evaluation results are partially used because of insufficient resources. The collection of this information into the national body of knowledge on environment is limited.		1, 2.
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1				
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2				
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3				
	Total Score:		18/45			

ANNEX 4: ORIGINAL PRODOC PROJECT RESULTS FRAMEWORK

<p>This project will contribute to achieving the following Country Programme Outcome as defined in UNDAF: UNDAF Outcome: I. Economic Growth and Sustainable Development; and V. Governance UNDAF Country Programme Outcome I.2 and V.3: (I.2) National institutions and sub-national authorities and private sector are better able to ensure the sustainable use of natural resources (fisheries, forestry, mangrove, land, and protected areas), cleaner technologies and responsiveness to climate change; and (V.3) enhanced capacities for collection, access and utilization of disaggregated information (gender, age, target populations, region) at national and sub-national levels to develop and monitor policies and plans that are responsive to the needs of the people and incorporate priority population, poverty and development linkages.</p>
<p>UNDAF Outcome Indicators: Outcome I: Number of national and sectoral plans and strategies which explicitly refer to climate change; Outcome V: Implementation by the Government of recommendations formulated by treaty bodies in individual complaints submitted to them by Cambodian nationals; National dialogue mechanism established between Government and civil society for enhanced dialogue and cooperation including data disaggregated by province and sex; Disaggregated data and information used to monitor NSDP, CMDGs, sectoral and subnational plans; Increased coverage by the media of MDGs, extractive industries, climate change and land rights issues.</p>
<p>Primary applicable Key Environment and Sustainable Development Key Result Area:</p>
<p>Applicable GEF Strategic Focal Area Objectives: CD-2: Generate, access and use of information and knowledge. CD-4: Strengthen capacities to implement and manage global convention guidelines.</p>
<p>Applicable GEF Outcome Indicators: CD-2: Institutions and stakeholders trained how to use different tools available to manage information; Stakeholders are better informed via workshops and trainings about global challenges and local actions required; Ability of stakeholders to diagnose, understand and transform information and knowledge into local actions increased and retained; Knowledge platform established to share lessons learned among CBOs and CSOs. CD-4: Institutional capacities for management of environment strengthened; Standards developed and adopted; Management capacities for implementation of convention guidelines and Reporting enhanced; Capacities of CSOs and CBOs as SGP partners, strengthened; Sustainable financing mechanisms developed.</p>

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Objective: To enhance implementation of the three Rio Conventions in a more effective, coherent and efficient way through the harmonization of existing environmental management information systems and improving coordination, networking and exchanges among stakeholder plat-	Key environmental management information systems are harmonized with facilitated access and covering areas related to the Rio Conventions.	Capacity of the main stakeholders for accessing environmental information from various existing systems is limited and dispersed over many organizations.	Environmental knowledge related to the implementation of the Rio Conventions in Cambodia is comprehensive, easily accessible and used more in decision-making.	Reference to the new harmonized systems in project documents; national strategies, programmes and plans; national assessments State of the environment reports and communications/national reports sent to Conventions Information products	<i>Risk:</i> Political will to provide GSSD/NCSD with the necessary resources to sustain project achievements. New information is not used and stays stored in computers at NCSD <i>Assumption:</i> NCSD will support GSSD/NCSD and provide it with necessary resources Better environmental information is readily available and actively uti-

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
forms, and thus by supporting the generation and improving access and use by all stakeholders, in particular decision-makers, of information related to the three Conventions in Cambodia.				such as newsletters, flyers, articles, etc. Policies referring to this new environmental information	lized and used
	Quality of monitoring reports and communications to measure implementation progress of the Rio Conventions.	Current reports are produced by sector, with limited data, weak analysis, weak trend analysis, and there are not fully responding to international requirements.	Reports present adequate disaggregated data at sub-national level, are informative and present environmental trends over time.	NCSd reports Environmental reports such as the State of Environment and Communications to Conventions	<i>Risk:</i> Communications and national reports are not submitted on time <i>Assumption:</i> Communications and national reports are submitted on time and include information from the harmonized systems.
	Capacity development scorecard rating	Capacity for: Engagement: 4 of 9 Generate, access and use information and knowledge: 5 of 15 Policy and legislation development: 4 of 9 Management and implementation: 3 of 6 Monitor and evaluate: 2 of 6 (Total score: 18/45)	Capacity for: Engagement: 7 of 9 Generate, access and use information and knowledge: 10 of 15 Policy and legislation development: 5 of 9 Management and implementation: 5 of 6 Monitor and evaluate: 4 of 6 (Total targeted score: 31/45)	Mid-term review and final evaluation reports, including an updated CD scorecard Annual PIRs Capacity assessment reports	<i>Risk:</i> Project activities and resources do not translate in increasing the capacity of GSSD/NCSd to provide better environmental information. <i>Assumption:</i> The project is effective in developing the capacity in the area of environmental information management.
OUTCOME 1: IMPROVED ACCESS AND GENERATION OF INFORMATION RELATED TO THE THREE RIO CONVENTIONS					
Output 1.1: An efficient and effective information management system covering the three Rio Conventions.	A system and a data architecture to harmonize key environmental information systems	Existing systems and data architectures are not communicating efficiently and do not provide good availability to environmental knowledge	Environmental information systems are harmonized using internationally recognized standards.	Technical reports Database(s) PIRs Web pages	<i>Risk:</i> Lack of relevant expertise in local market may result in delay of required outputs and distortion of targeted deadlines <i>Assumption:</i> Implementation of project activities and recruitment of relevant national expertise is monitored and ac-

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
					tions will be identified if the lack of expertise is affecting the timely implementation of the project
Output 1.2: A common clearinghouse mechanism for the three Rio Conventions.	A developed clearinghouse mechanism in place at NCSO and covering all environmental areas related to the Rio Conventions.	Limited mechanisms in place to access, share and exchange environmental information.	Facilitated access to relevant data, reports, research, plans and documents available on the implementation of the Rio Conventions in Cambodia.	Database(s) Reports Websites	<i>Risk:</i> New information is not used and stays stored in computers at NCSO and MAFF Members of NCSO and MAFF have difficulty agreeing on which Ministry should host the common clearing-house mechanism <i>Assumption:</i> NCSO will support GSSD and provide it with necessary resources to develop this mechanism and facilitate public access
Output 1.3: Generation of information related to the Rio Conventions enhanced qualitatively and quantitatively, coherent and better coordinated for complementarity, synergy and efficiency	Multi-stakeholder, multi-disciplinary, multiple-authored articles published in scientific journals, conference proceedings and reports	Few publications, mostly focusing on individual conventions	Increased number of high-quality publications of relevance to 2 or the 3 Rio Conventions and produced efficiently through multiple-authored efforts	Publications Conference papers Annual reports	<i>Risk:</i> The research community and other knowledge holders do not find incentives to share their findings Lack of a science- policy interface, resulting in fact that language of scientific findings is not understandable by potential users <i>Assumption:</i> .
Output 1.4: Existing stakeholder platforms strengthened and better coordinated in order to facilitate access and exchange of information, and increase stakeholder networking and engagement in Convention related dialogues and processes.	Stakeholders engagement in Rio Conventions related dialogues An operational inter-sectorial coordination mechanism that builds on existing coordination instruments.	Current engagement is sector-based and mostly focusing on climate change Few sector-based coordination mechanisms exist but none to coordinate across the three Rio Conventions	A platform to exchange environmental information related to the implementation of the Rio Conventions. An increase of 50% of stakeholders' engagement in related dialogues An operational inter-sectorial coordination	Information exchange system Meetings minutes Paper presented Policy paper on coordination Formal approval (ministerial order?) of this new coordination mechanism.	<i>Risks:</i> Stakeholder platforms are not willing to lose their individuality in favor of the crosscutting platform, and no interest from Stakeholders to increase crosscutting dialogues on the implementation of the Rio Conventions. <i>Political</i> - delays due to ministerial reforms. <i>Operational</i> - Irregular frequency of

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
			mechanism in place to coordinate the implementation of MEAs in Cambodia.		meetings for relevant bodies, unclear approval mechanism for an inter-sectorial coordination body, unwillingness to participate in the inter-sectorial coordination body. <i>Assumption:</i> All Stakeholders involved in implementing the Rio Conventions in Cambodia are demanding for greater exchange of environmental information and to better engage in crosscutting dialogues Supporting mechanisms are in-place
OUTCOME 2: IMPROVED USE OF INFORMATION AND KNOWLEDGE RELATED TO THE RIO CONVENTIONS					
Output 2.1: Enhanced capacity in using tools for decision- and policy-making	Models to implement environmental economic valuation, impact assessments and scenarios and projections in Cambodia Use of environmental economic valuation, impact assessments and scenarios and projections in environmental decision-making	Environmental economic valuation, impact assessments and scenarios and projections as policy instruments are not used widely in Cambodia Environmental economic valuation, impact assessments and scenarios and projections are not used widely in decision-making in Cambodia.	A strategy on how to implement environmental economic valuation, impact assessments and scenarios and projections as policy instruments in Cambodia 3-4 policies, programmes or plans are developed using environmental economic valuation, impact assessments and scenarios and projections, respectively.	Government strategy Policy paper(s) Policy, programme and plan documents	<i>Risk:</i> No interest from decision-makers to use economic valuation, EIA and scenarios as well as modeling as tools to support decision-making <i>Assumption:</i> The benefit of using better economic valuation, impact assessments and scenarios and projections will encourage decision-makers to use these tools.
Output 2.2: Institutional and individual capacities to implement the three Rio Conventions in a more coordinated and synergistic manner	Number of individuals and institutions using the new CHM and participating in the implementation of the other Rio Conventions	Individuals and institutions focusing or limiting their activities to one of the three conventions	Individuals and institutions taking part in 2 or the 3 Rio Conventions	Publications, Research and projects	<i>Risk</i> Government staff and institutional capacity is not fully available for implementation of the conventions obligations due to other tasks and

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
ner strengthened using the new reporting guide, and the environmental knowledge as well as the improved information mechanisms being set in place under outcome 1	when they belong institutionally one of the three conventions				lack of sufficient national monetary incentives <i>Assumption:</i> : Government staff will be engaged in line with their official functions and TORs, to minimize extra project-related tasks. Non-monetary incentives will be promoted
Output 2.3: Capacity of existing institutions and individuals to advance Cambodian national interests on biodiversity, climate change and desertification/land degradation and drought matters and their interlinkages in regional and global networks and forums strengthened.	Negotiation capacity of Cambodia at COP meetings and in other regional or global forums	Limited COP negotiations skills and knowledge	Negotiations at 2-3 COP meetings and in other regional or global forums with position papers for Cambodia	Country position papers Policy papers COPs reports	<i>Risk</i> Limited progress on all the other outputs resulting in delays in strengthening institutional and individual capacities to advance Cambodian national interests in regional and global networks and forums <i>Assumption:</i> The project will be on schedule. Key stakeholders will be involved early and throughout project execution as partners
Output 2.4: A coherent and coordinated reporting process for the three Rio Conventions.	Quality, quantity and timeliness of reports submitted to conventions	Reports are sector-based, are not submitted on time and do not contain much primary collected data	National communications/ reports are submitted on time and contain primary data provided by the refined and integrated system(s)	National communications and reports	<i>Risk:</i> Delays in formalizing the common reporting guide Limited capacity from outcome 1 and output 2.1 to 2.3 Communications and national reports are not submitted on time The government does not fulfill its international obligations; including those from the 3 Rio Conventions <i>Assumption:</i> The government continues to fulfill its international commitments Communications and national reports are submitted on time and include information from the harmonized systems

ANNEX 5: CHRONOLOGY OF PROJECT IMPLEMENTATION, MAY 2017

Project Dates	Key Events	Participants	Venues
24 January 2014	Conducting of Inception Workshop on Initiation Plan for 3 Rio Conventions Project	Concerned stakeholders	Phnom Penh
12 January 2015	Signing of Letter of Agreement between Royal Government of Cambodia and UNDP for Project Implementation	UNDP Country Director and Minister of Environment	Phnom Penh
June 2015	HACT Assessment by an independent assessor	Lohan and Co.	Department of Biodiversity and International Convention/NCSD
14 October 2015	PMU Staff members were on board	Project coordinator, administrative officer and finance officer	GSSD/NCSD
October 2015	Commencement of Project Implementation	PMU staff and national project director	
November 2015	PMU support staff were on board	Project secretary, cleaner and driver	
04 January 2016	Employment of Start-Up Consultants (International and National)	One International consultant and one local consultant	Project office and Home
February 2016	Establishment of Project Board	Project Chair and Members from GSSD/NCSD, UNDP, MAFF and Mow	
07 March 2016	Conduction of the First Project Board Meeting	Project Board members and PMU	GSSD/NCSD Meeting Room
28 March 2016	Training Workshop on Biodiversity for Youth	NCSD Young Official and UN-CBD Concerned Officials	Phnom Penh
31 March 2016	Conduction of Project Auditing by an Independent External Auditor	PMU staff, UNDP and DBO	Project Office/GSSD/NCSD
22 May 2016	International Day for Biological Diversity	NCSD officials, general people, teachers and students	Kampong Thom province, Cambodia
16 June 2016	World Day of Land Degradation/Desertification	MAFF officials, general people and students	Kampong Speu province, Cambodia
27 May 2016	Conduction of Inception Workshop	PMU, focal points, and project-related officials and representatives from UNDP and NGOS	Phnom Penh
29 June 2016	Delivery of Inception Report	Start-up consultants, PMU and NPD	GSSD/NCSD

05 September 2016	Conduction of the Second Board Meeting	Project Board members and PMU	GSSD/NCSD Meeting Room
20 November 2016	MEA Expert was on board	Local Consultant	Project Office
15 December 2016	Conduction of UNCCD Implementation and Practice Workshop in Cambodia	MAFF Officials, and Youths	Tunle Bassac Restaurant, Phnom Penh
01 January 2017	CDA was on board	International Consultant	Project Office
25 January 2017	Conduction of the Third Board Meeting	GSSD/NCSD Meeting Room	Sunway Hotel, Phnom Penh
25 January 2017	Approval of Multiple Work Plan and Budget Allocation for Project Implementation	Board Members	
20-21 February 2017	Meetings between Tom Twining, UNDP-GEF focal point	PMU, NPD, an UNDP Representatives	GSSD/NCSD
3 March 2017	First Consultation Meeting on First Deliverable of MEA expert, and Deliverables 1 and 2 of CDA	Focal Points, PMU, NPD, and concerned people	Sunway hotel, Phnom Penh
04 April 2017	Conduction of Project Auditing for the Period of Jan -December 2016	PMU, NPD, and UNDP Representative	GSSD/NCSD
06 April 2017	Second Consultation Meeting to review the draft deliverable 1 of MEA Expert and deliverables 1 and 2 of CDA	Focal Points, PMU, NPD, and concerned people	GSSD/NCSD
04 May 2017	Third Consultation Meeting to finalize Deliverable 1 of MEA Expert and consolidate deliverables 1 and 2 of CDA	Focal Points, PMU, NPD, and concerned people	GSSD/NCSD
24 May 2017	Fourth Consultation Meeting to finalize deliverables 1 and 2 of CDA and to review deliverable 1 of MEA expert	Focal Points, PMU, NPD, and concerned people	GSSD/NCSD
29 May – 2 June 2017	Conduction of MTR	PMU, Focal Points, and UNDP Representatives	GSSD/NCSD

ANNEX 6: PROJECT MANAGEMENT ARRANGEMENTS (PER INCEPTION REPORT)

Responsibilities

1. Project Board (PB)

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Coordinator (PC), including approval of project plans and revisions. In order to ensure UNDP ultimate accountability, Project Board decisions should be made in accordance to standards^{xxvii} 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 majority of the board members.

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

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

Specific responsibilities of the Project Board:

Running a project:

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

Closing the project

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

2. National Project Director

The National Project Director (NPD) supports the project and acts as a focal point on the part of the Government. This responsibility normally entails ensuring effective communication between partners and monitoring of progress towards expected results.

The National Project Director is the party that represents the Government's *ownership* and *authority* over the project, *responsibility* for achieving project objectives and the *accountability* to the Government and UNDP for the use of project resources.

In consultation with UNDP, the Ministry of Environment, as the concerned ministry, will designate the NPD for this project. The NPD will be supported by a full-time Project Coordinator (PC).

Duties and Responsibilities of the NPD

The NPD will have the following duties and responsibilities:

- Assume overall responsibility for the successful execution and implementation of the project, accountability to the Government and UNDP for the proper and effective use of project resources)
- Serve as a focal point for the coordination of projects with other Government agencies, UNDP and outside implementing agencies;
- Ensure that all Government inputs committed to the project are made available;
- Supervise the work of the Project Coordinator and ensure that the Project Coordinator is empowered to effectively manage the project and other project staff to perform their duties effectively;
- Select and arrange, in close collaboration with UNDP, for the appointment of the Project Coordinator (in cases where the PC has not yet been appointed);

Supervise the preparation of project work plans, updating, clearance and approval, in consultation with UNDP and other stakeholders and ensure the timely request of inputs according to the project work plans; and

Represent the Government institution (national counterpart) at the tripartite review project meetings, and other stakeholder meetings.

Remuneration and entitlements:

The National Project Director may not receive monetary compensation from project funds for the discharge of his/her functions.

3. Project Coordinator

The individual contracted as the Project Coordinator will be recruited to coordinate the implementation of the project. 50% of his/her time will be spent on overseeing the implementation of the project and 50% on managing capacity development activities undertaken under the two expected outcomes. The Project Coordinator will also be responsible to monitor and evaluate the progress made by the project. The main tasks for this position include:

Oversee the day-to-day monitoring of project implementation

In consultation with stakeholders, recommend modifications to project management to maintain project's cost-effectiveness, timeliness, and quality project deliverables (adaptive collaborative management) to be approved by the Project Board

Prepare all required progress and management reports, e.g., APR/PIR and project initiation report

Support all meetings of the Project Board

Maintain effective communication with project partners and stakeholders to dissemination project results, as well as to facilitate input from stakeholder representatives as project partners

Support the independent terminal evaluation

Ensure full compliance with the UNDP and GEF branding policy

4. Administrative Officer

The Administrative Officer will support the Project Coordinator in carrying out his/her duties, which will include:

Organizational and logistical issues related to project execution and as per UNDP guidelines and procedures

Record keeping of project documents, including financial in accordance with audit requirements

Ensure all logistical arrangements are carried out smoothly

Assist Project Coordinator in preparing and updating project work plans in collaboration with the UNDP Country Office

Facilitate timely preparation and submission of financial reports and settlement of advances, including progress reports and other substantial reports

Report to the Project Coordinator and UNDP Programme Officer on a regular basis

Identification and resolution of logistical and organizational problems, under the guidance of the Project Coordinator

The administrative officer will have at least five (5) years' experience in supporting the implementation of UNDP implemented projects, with preference in environment and natural resource management project.

5. Project Finance Officer

The Finance Officer will ensure timely project delivery, transparent reporting and record keeping, as well as compliance with Operations Manual for the Secretariat of the National Climate Change Committee. The Finance & Operations Officer will work closely with the UNDP CO, which will provide direct support to project implementation. Responsibilities include to:

Work-planning & Budgeting

Research and prepare for the National Project Director and the Project Coordinator on cost/time estimates to support project activities, ensuring efficiency and cost-effectiveness
Regular review of the overall project balance ensuring that ultimately cumulative expenditure is within the overall project budget
Prepare of annual budgets to support the planned activities, ensuring that budgeted amounts and expected disbursement schedules are reasonable, and remaining funds are sufficient
Draft procurement/recruitment plan to support agreed work plan
Inform the National Project Director and Project Coordinator of financial issues affecting project delivery, propose budget revisions/adjustments as necessary

Project Delivery & Reporting

Execute procurement and recruitment plan, ensuring transparency, cost-effectiveness/efficiency, and compliance with Operations Manual for the Secretariat of the National Climate Change Committee
Manage payroll and cash reserves of the project
Prepare quarterly expenditure report, and request cash advance from UNDP (i.e. Fund Authorization and Certificate of Expenditure (FACE))
Manage financial and administrative aspects of project assets, maintain registers for inventory of non-expendable equipment and ensure that the equipment is safe and in proper working condition, providing regular updates to inform further implementation (e.g. next phase of station installation)
Prepare financial/operational progress reports for project team, PB, or other meetings
Identify reporting challenges and make adjustments to internal reporting procedure as necessary to address problems (if any), ensure that the minimum reporting requirements are met
Ensure documentation and records are up-to-date and complete, meeting audit standards
Support the regular monitoring, as well as evaluation and audit processes by providing reports, supporting documentation and other information as needed
Provide information as needed for other purposes or ad hoc requests (e.g. UNDP or donor request, publications, communication materials, etc....)

ANNEX 7: PROJECT RISK LOG

Outcome and output	Risks	Level	Assumptions	Evaluator Review
Outcome 1: Improved access and generation of information related to the three Rio Conventions	Lack of relevant expertise in local market may result in delay of required outputs and distortion of targeted deadlines	Medium	Implementation of project activities and recruitment of relevant national expertise is monitored and actions will be identified if the lack of expertise is affecting the timely implementation of the project.	Ok
Output 1.1: An efficient and effective information management system covering the three Rio Conventions	Managers/owners of information management systems are not willing to give full information about their systems (e.g., by hiding the weaknesses of their systems) that will allow a good assessment of their system effectiveness and efficiency	Medium	Facilitations and coordination will be made with encouragement and support from the PB.	The three Rio focal points need technical support with the implementation of the project grants to enable their teams to participate.
	Members of GSSD/NCSO and MAFF have difficulty agreeing on which Ministry should host the common information management system	Low	Assistance from the PB and meetings with the focal points of each Rio convention	This is determined in advance to be NCSO in line with GSSD mandate.
Output 1.2: A common clearing-house mechanism for the three Rio Conventions	Members of GSSD/NCSO and MAFF have difficulty agreeing on which Ministry should host the common clearing-house mechanism	Low	Better environmental information is readily available and actively utilized and used	
	New information is not used and stays stored in computers at GSSD/NCSO and MAFF	Low	New data and information will be collected through 3 Rio conventions Project mechanism, especially through communication strategy	
Output 1.3: Generation of information related to the Rio Conventions enhanced qualitatively and quantitatively, coherent and better coordinated for complementarity, synergy and efficiency	The research community and other knowledge holders do not find incentives to share their findings	Low		
	Lack of a science- policy interface, resulting in fact that language of scientific findings is not understandable by potential users	Medium	Involving them in the project implementation and support from University scientists	

Outcome and output	Risks	Level	Assumptions	Evaluator Review
Output 1.4: Existing stakeholder platforms strengthened and better coordinated in order to facilitate access and exchange of information, and increase stakeholder networking and engagement in Convention related dialogues and processes	Stakeholder platforms are not willing to lose their individuality in favor of the crosscutting platform, and no interest from stakeholders to increase crosscutting dialogues on the implementation of the Rio Conventions	Low	All stakeholders involved in implementing the Rio Conventions in Cambodia are demanding for greater exchange of environmental information and to better engage in crosscutting dialogues	
	Political - delays due to ministerial reforms. Operational - Irregular frequency of meetings for relevant bodies, unclear approval mechanism for an inter-sectorial coordination body, unwillingness to participate in the inter-sectorial coordination body.	Low	Supporting mechanisms are in-place.	
	Cross-sector coordination and joint programming involving different ministries or agencies remains difficult and challenging	Low	Meetings and workshops are conducted.	
Outcome 2: Improved use of information and knowledge related to the Rio Conventions.	Project activities and resources do not translate in increasing the capacity of GSSD/NCSO and MAFF to provide better environmental information relevant to the Rio Conventions.	Low	The project is effective in developing the capacity in the area of environmental information management.	
	Individual and institutional capacities for using this information and knowledge are limited Government is unwilling to give facilitated access to environmental information.	Low Low	The project is effective in promoting synergy among the Rio Conventions NCSO will support GSSD/NCSO and provide it with necessary resources to develop this mechanism and give public open-access.	
Output 2.1: Enhanced capacity in using tools for decision- and policy-making	No interest from decision-makers to use economic valuation, EIA and scenarios as well as modeling as	Medium	The benefit of using better economic valuation, impact assessments and scenarios and projections will encourage decision-makers to	

Outcome and output	Risks	Level	Assumptions	Evaluator Review
	tools to support decision-making.		use these tools.	
Output 2.2: Institutional and individual capacities to implement the three Rio Conventions in a more coordinated and synergistic manner strengthened using the new reporting guide, and the environmental knowledge as well as the improved information mechanisms being set in place under outcome 1	Government staff and institutional capacity is not fully available for implementation of the conventions obligations due to other tasks and lack of sufficient national monetary incentives	Low	Government staff will be engaged in line with their official functions and TORs, to minimize extra project-related tasks. Non-monetary incentives will be promoted.	
Output 2.3: Capacity of existing institutions and individuals to advance Cambodian national interests on biodiversity, climate change and desertification/land degradation and drought matters and their interlinkages in regional and global networks and forums strengthened.	Limited progress on all the other outputs resulting in delays in strengthening institutional and individual capacities to advance Cambodian national interests in regional and global networks and forums	Low	The project will be on schedule. Key stakeholders will be involved early and throughout project execution as partners	
Output 2.4: A coherent and coordinated reporting process for the three Rio Conventions	Delays in formalizing the common reporting guide	High	Commitments are made via the agreed mechanism.	
	Limited capacity from outcome 1 and output 2.1 to 2.3		Capacity built during the project implementation	
	Communications and national reports are not submitted on time		Communications and national reports are submitted on time and include information from the harmonized systems.	

Outcome and output	Risks	Level	Assumptions
Outcome 1: Improved access and generation of information related to the three Rio Conventions	Lack of relevant expertise in local market may result in delay of required outputs and distortion of targeted deadlines	Medium	Implementation of project activities and recruitment of relevant national expertise is monitored and actions will be identified if the lack of expertise is affecting the timely implementation of the project.
Output 1.1: An efficient and effective information management system covering the three Rio Conventions	Managers/owners of information management systems are not willing to give full information about their systems (e.g., by hiding the weaknesses of their systems) that will allow a good assessment of their system effectiveness and efficiency	Medium	Facilitations and coordination will be made with encouragement and support from the PB.
	Members of GSSD/NCSD and MAFF have difficulty agreeing on which Ministry should host the common information management system	Low	Assistance from the PB and meetings with the focal points of each Rio convention
Output 1.2: A common clearing-house mechanism for the three Rio Conventions	Members of GSSD/NCSD and MAFF have difficulty agreeing on which Ministry should host the common clearing-house mechanism	Low	Better environmental information is readily available and actively utilized and used
	New information is not used and stays stored in computers at GSSD/NCSD and MAFF	Low	New data and information will be collected through 3 Rio conventions Project mechanism, especially through communication strategy
Output 1.3: Generation of information related to the Rio Conventions enhanced qualitatively and quantitatively, coherent and better coordinated for complementarity, synergy and efficiency	The research community and other knowledge holders do not find incentives to share their findings	Low	
	Lack of a science- policy interface, resulting in fact that language of scientific findings is not understandable by potential users	Medium	Involving them in the project implementation and support from University scientists
Output 1.4: Existing stakeholder platforms strengthened and better coordinated in order to facilitate access and exchange of information, and increase stakeholder networking and engagement in Convention related dialogues and processes	Stakeholder platforms are not willing to lose their individuality in favor of the crosscutting platform, and no interest from stakeholders to increase crosscutting dialogues on the implementation of the Rio Conventions	Low	All stakeholders involved in implementing the Rio Conventions in Cambodia are demanding for greater exchange of environmental information and to better engage in crosscutting dialogues
	<i>Political</i> - delays due to ministerial reforms. <i>Operational</i> - Irregular frequency of meetings for relevant bodies, unclear approval mechanism for an inter-sectorial coordination body, unwillingness to participate in the inter-sectorial coordination body.	Low	Supporting mechanisms are in-place.
	Cross-sector coordination and joint programming involving different ministries or	Low	Meetings and workshops are conducted.

	agencies remains difficult and challenging		
Outcome 2: Improved use of information and knowledge related to the Rio Conventions.	Project activities and resources do not translate in increasing the capacity of GSSD/NCSO and MAFF to provide better environmental information relevant to the Rio Conventions.	Low	The project is effective in developing the capacity in the area of environmental information management.
	Individual and institutional capacities for using this information and knowledge are limited	Low	The project is effective in promoting synergy among the Rio Conventions
	Government is unwilling to give facilitated access to environmental information.	Low	NCSO will support GSSD/NCSO and provide it with necessary resources to develop this mechanism and give public open-access.
Output 2.1: Enhanced capacity in using tools for decision-making and policy-making	No interest from decision-makers to use economic valuation, EIA and scenarios as well as modeling as tools to support decision-making.	Medium	The benefit of using better economic valuation, impact assessments and scenarios and projections will encourage decision-makers to use these tools.
Output 2.2: Institutional and individual capacities to implement the three Rio Conventions in a more coordinated and synergistic manner strengthened using the new reporting guide, and the environmental knowledge as well as the improved information mechanisms being set in place under outcome 1	Government staff and institutional capacity is not fully available for implementation of the conventions obligations due to other tasks and lack of sufficient national monetary incentives	Low	Government staff will be engaged in line with their official functions and TORs, to minimize extra project-related tasks. Non-monetary incentives will be promoted.
Output 2.3: Capacity of existing institutions and individuals to advance Cambodian national interests on biodiversity, climate change and desertification/land degradation and drought matters and their interlinkages in regional and global networks and forums strengthened.	Limited progress on all the other outputs resulting in delays in strengthening institutional and individual capacities to advance Cambodian national interests in regional and global networks and forums	Low	The project will be on schedule. Key stakeholders will be involved early and throughout project execution as partners
Output 2.4: A coherent and coordinated reporting process for the three Rio Conventions	Delays in formalizing the common reporting guide	High	Commitments are made via the agreed mechanism.
	Limited capacity from outcome 1 and output 2.1 to 2.3		Capacity built during the project implementation
	Communications and national reports are not submitted on time		Communications and national reports are submitted on time and include information from the harmonized systems.

ANNEX 8: BOARD MEMBERS AND PMU STAFF

ល.រ No	ឈ្មោះ Name	ឋានៈ Position	ក្រសួង-ស្ថាប័ន Organization	លេខទូរស័ព្ទ Telephone	អ៊ីម៉ែល E-mail
I. Board Member					
	H.E Tin Ponlok	Chair of the Project Board	GSSD	012 915 351	etap@online.com.kh
	H.E Chan Somaly	National Project Director	GSSD	012 457 799	somalychan.ca@gmail.com
	Mr. Meng Monyrak	Board Member	Dept. of Biodiversity, GSSD	078 800 816	mmonyrak@gmail.com
	Mr. Sum Thy	Board Member	Dept. of Climate Change, GSSD	097 790 7764	cceap@online.com.kh
	Mr. Meas Pyseth	Board Member	Dept. of Int'l Cooperation, MAFF	012 759 440	pmeas@online.com.kh
	Ms. Keo Vathana	Board Member	Dept. of Int'l Cooperation, MoWA	012 92 94 68	keovathna@gmail.com
	Mr. Nick Beresford	Board Member	UNDP, Country Director	023 216 167	
II. PMU					
	Mr. Chhin Nith	Project Coordinator	3Rios Conventions Project, NCSO	077 272 200	chhinnith@gmail.com

ល.រ No	ឈ្មោះ Name	ឋានៈ Position	ក្រុមស្នង-ស្ថាប័ន Organization	លេខទូរស័ព្ទ Telephone	អ៊ីម៉ែល E-mail
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	Ms. Moy Linda	Secretary	3Rios Conventions Project, NCS	089 887 723	moylinda@ymai.com

ANNEX 9: OUTPUT IMPLEMENTATION STRATEGIES FROM INCEPTION REPORT

OUTCOME 1: IMPROVED ACCESS AND GENERATION OF INFORMATION RELATED TO THE THREE RIO CONVENTIONS.

Under this outcome, the project will support development of a user-friendly, easily accessible environmental information management system suitable to the three Rio Conventions and relevant to other related global and regional agreements. The GEF will support activities to achieve the following expected outputs:

Output 1.1: An efficient and effective information management system covering the three Rio Conventions

Main Activities:

The project will support the following main activities:

Conduct an inventory of existing information/information management systems of relevance to the three Rio Conventions in Cambodia.

Assess these information/systems to identify overlaps and gaps in fulfilling the coherent and integrated implementation and reporting needs of the three Rio Conventions, and evaluate the complementarity and synergies of these systems as well as their effectiveness and efficiency in generating and facilitating access and use of information of relevance to the three Rio Conventions in Cambodia.

Select the most appropriate systems and identify ways and means to upgrade them, as needed, to optimize their effectiveness and efficiency.

Test the information management systems selected or designed under activity 1.1.3 for their suitability to all three Rio Conventions, and their effectiveness and efficiency in generating, disseminating and facilitating access and use of relevant information and tools, in communicating key messages, and catalyzing integrated, coordinated and coherent reporting on the three Rio Conventions in Cambodia.

Output 1.2: A common clearing-house mechanism for the three Rio Conventions

The output is to support the implementation of information sharing/exchange mechanisms including an interactive webpage, Facebook and Twitter accounts, Google Alerts for Media Monitoring. All these features are expected to strengthen the role of the clearing-house mechanism at the policy-science??? Interface, bearing in mind that the clearing-house mechanism will also support and will benefit from other information mechanisms such as radios, television stations, newspapers, and mobile and web technologies. The project will support the following main activities:

Main activities:

Assess the strengths and weaknesses of the UN-CBD, UNCCD and UNFCCC clearing-house mechanisms (CHMs) in fulfilling the needs of the three Rio Conventions as well as the opportunities and constraints that they experience.

Establish an ad-hoc or informal advisory committee to guide the process until the end of the project. The committee will consist of representatives of the focal ministries (NCS and MAFF), representatives of major categories of information users and providers including among others, government representatives, research institutions, local communities and the private sector.

Apply the most appropriate ways and means to enable the “Rio Conventions’ clearing-house mechanism” to address in a synergistic and coordinated manner the needs of the three Rio Conventions.

Monitor the performance of the ‘common’ clearing-house mechanism, adjust its effectiveness and efficiency as experience is gained, and enhance awareness about this clearing-house mechanism and its usefulness.

Output 1.3: Generation of information related to the Rio Conventions enhanced qualitatively and quantitatively, coherent and better coordinated for complementarity, synergy and efficiency

Cambodia needs to generate information on the status and trends of biodiversity and its ecological/biological and socioeconomic value and services, and on the causes of loss of biodiversity and associated ecosystem services. The project is expected to support the following main activities:

Main activities:

Survey organs/bodies/institutions that generate data/information of relevance to Cambodia on biodiversity, climate change and desertification/land degradation and drought.

Assess the qualitative and quantitative effectiveness of these institutions/organs/entities, their strengths and weaknesses, their opportunities and constraints.

Identify ways and means to address the weaknesses and constraints of these organs/institutions while reinforcing the strengths and taking advantage of the opportunities and test them in a pilot phase. One area that will need to be strengthened is the inclusion of issues, which are common and cross-cutting in the three Rio Conventions, in education curricula and public awareness Project s.

Implement the identified/selected ways and means to enhance generation of data/information and adjust the measures taken on the basis of experience gained.

The selected ways and means for enhancing information/data generation will first be tested on a small scale in a pilot phase. Using the experience that will be gained during the pilot phase, these activities will be replicated and up-scaled across the institutions in the country, and their performance/successes will be monitored and evaluated.

Output 1.4: Existing stakeholder platforms strengthened and better coordinated in order to facilitate access and exchange of information, and increase stakeholder networking and engagement in Convention related dialogues and processes

The existing coordination platforms in place in Cambodia focus mostly on one sector or on one Convention such as the Climate Change Technical Team or the Technical Working Group on NBSAP Updating (TWG-NBSAP), REDD+ Working Group. The project will support the following main activities:

Main activities:

Survey the platforms involved in the implementation of the 3 Rio Conventions, including in particular the National Council for Sustainable Development (NCSD), and describe their structures, roles and achievements with regard to access, generation and use of information on biodiversity, climate change and desertification/land degradation and drought.

Identify ways and means and test them in a pilot project to strengthen these existing stakeholder platforms with regard in particular to their role as platform for dialogues on climate change, biodiversity and desertification/land degradation and drought.

Identify ways and means and implement them so as to enhance coordination and promote synergies among these platforms, including by identifying or, as appropriate, establishing a crosscutting (i.e. interagency, inter-departmental, inter-sectorial, inter-disciplinary) platform with clear and manageable terms of reference and formalizing it.

OUTCOME 2: IMPROVED USE OF INFORMATION AND KNOWLEDGE RELATED TO THE RIO CONVENTIONS.

Under this second outcome, project resources will be used to put in place mechanisms that will improve the use of information and knowledge for the implementation of the Rio Conventions in a more efficient and effective way. The GEF will support activities to achieve the following expected outputs:

Output 2.1: Enhanced capacity in using tools for decision- and policy-making

A variety of tools exist to support policy- and decision-making in the field of environment, in particular for the best management and use of biodiversity in poverty eradication and sustainable development Project s. *Economic valuation of ecosystem services- Scenarios analysis and modelling- Impact assessment* -Impact assessment is the process of identifying and evaluating the consequences of a current or proposed action. The project will support the following main capacity building activities:

Main activities:

Review ongoing work on selected tools^{xviii}, including their best practices at the local, regional, and international levels. This review will be done by experts with expertise on each of the tools and who have a good knowledge of what is being done in the country.

Develop training and awareness-raising materials including manuals for training workshops targeting different categories of audiences. Building on existing training and awareness-raising materials (including electronic modules such as <https://www.conservationtraining.org/mod/page/view.php?id=3901>), training manuals and awareness-raising materials will be developed for each tool guided by the communication strategy in the revised ProDoc.

Organize pilot training and awareness-raising activities including international days on environment and biodiversity. Training and awareness-raising activities will be organized in a pilot phase e.g., in one Province or in one subsector, paying particular attention to women, the youth, and people in decision-making positions.

Replicate and up-scale the training, awareness-raising and related activities across the country, and assess the success of these activities.

Output 2.2: Institutional and individual capacities to implement the three Rio Conventions in a more coordinated and synergistic manner strengthened using the new reporting guide, and the environmental knowledge as well as the improved information mechanisms being set in place under outcome 1.

The NCSA reports identified various types of capacities^{xxx} required for a sufficient, effective, efficient and well-coordinated implementation of the three Rio Conventions... While focusing on capacities related to the generation, access and use of information and tools of relevance to the three Rio conventions, the project will support the following main activities:

Main activities:

Review and assess the institutional and individual capacity needs identified in the NCSA report, for an effective, efficient and well-coordinated implementation of the three Rio Conventions, with a particular focus on information generation, access and use

Based on the assessed list in 2.2.1, identify ways and means for strengthening institutional and individual capacities for the generation, access and use of information and tools needed for the effective, efficient and well-coordinated implementation of the three Rio Conventions.

Develop a Project for CB. Capacity building will be done mainly through training workshops after the development of training materials including manuals.

Output 2.3: Capacity of existing institutions and individuals to advance Cambodian national interests on biodiversity, climate change and desertification/land degradation and drought matters and their interlinkages in regional and global networks and forums strengthened.

The Ministry of Environment (NCSA) is implementing UNFCCC and UN-CBD, while the Ministry of Agriculture, Forestry, and Fisheries (MAFF) is in charge of implementing UNCCD. The project will support activities to develop the capacity of these ministries and their respective departments to prepare meetings of the Conference of Parties to each of the three Rio Conventions, meetings of their subsidiary bodies (e.g. scientific bodies such CRIC, SBSTA, SBSTTA, Article 8j)

Main activities:

Review obligations from the three Rio Conventions and related decisions of their respective Conference of the Parties, and how these obligations have been and are being implemented in Cambodia and through the regional Projects and agreements.

Produce a “Guide to the Negotiations under the Rio Conventions” and policy briefs on key issues and updated before each global or regional meeting of relevance to the three Rio Conventions to be attended by representatives of Cambodia. The guide will be posted on the Rio Conventions Clearing-House Mechanism.

Assess how institutions/organizations engaged in the implementation of the three Rio Conventions and related agreements including GSSD/NCSA and MAFF are advancing Cambodia’s positions and priorities in global, regional and sub-regional forums, Projects and initiatives.

Design a training Project on the three Rio Conventions and their processes (meetings of the respective Conference of the Parties and their subsidiary or ad hoc bodies) as well as ways through which Cambodia can address the obligations in related multilateral initiatives and Projects, taking into account the country’s priorities and positions.

Carry out preparatory sessions for forthcoming meetings under the three Rio Conventions. These sessions will be organized as workshops where participants from the three Rio Conventions will be invited, including in particular the potential representatives of the country in the forthcoming meetings^{xxx}.

Output 2.4: A coherent and coordinated reporting process for the three Rio Conventions

Using the environmental knowledge and the improved mechanisms being set in place under outcome 1 (i.e. the information management system designed to cover the three Rio Conventions; The project is expected to support the following main activities:

Main activities:

Review reporting requirements of the three Rio Conventions and identify commonalities and differences in the processes and the themes to be addressed.

Design a reporting guide that addresses in a more efficient and effective way the reporting needs of the three Rio Conventions taking advantage of the improved mechanisms being set in place under outcome 1 for improved data generation and facilitated access to information and knowledge of relevance to the three conventions.

Implement/formalize this reporting guide within the mandated institutions. The guide will be developed using a participatory approach, including in particular institutions that will be involved in the reporting writing as well as other institutions that are holding or generating and using information relating to biodiversity, desertification/land degradation and drought and climate change.

A training manual on the reporting guide will be developed and training sessions organized to train the trainers from the reporting institutions, who will in turn organize, as regularly as needed, training within their respective institutions.

Produce the first national reports under this new reporting guide. Trained people will start producing thematic integrated reports as part of their training. As soon as a group of trained people is constituted, they will be tasked to develop the first national report using the new reporting guide, the environmental knowledge and the improved mechanisms being set in place under outcome 1 and the capacities being strengthened under outputs 2.1 to 2.3 above.

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ANNEX 10: STAKEHOLDERS ROLE IN IMPLEMENTATION

Stakeholder	Anticipated role in the Project
Department of Biodiversity (DB), National Council for Sustainable Development/ the Ministry of Environment (NCSO) in charge of the United Nations Convention on Biological Diversity (UN-CBD)	<p>Implement project in close cooperation and support from MAFF and from relevant institutions, local authorities and communities and development partners;</p> <p>Make relevant policies' advices to ROYAL GOVERNMENT OF CAMBODIA based on the technical outcomes of this project (produce policy relevant information based on the outcomes of this project implementation at national level)</p> <p>Facilitate and coordinate technical inputs and support from other public, private and civil society sectors</p> <p>Provide the technical support required to implement the project at all levels of society</p> <p>Ensure alignment of the project outcomes to all MEAs to which this project supports, at the MEA level, in accordance to national priority needs</p> <p>Undertake and spearhead the communication, education and public awareness on the role of this project and its relevant linkages and alignment to what ROYAL GOVERNMENT OF CAMBODIA is also doing in other sectors, on related areas</p>
Department of Climate Change of the Ministry of Environment (NCSO) in charge of the United Nations Framework Convention on Climate Change (UNFCCC)	<p>Support DB/GSSD in providing the necessary and relevant coordination that may be required</p> <p>Make relevant policies' advices to NCSO based on the technical outcomes of this project (produce policy relevant information based on the outcomes of this project implementation at national level)</p> <p>Provide the technical support required to implement the project</p> <p>Ensure alignment of the project outcomes to UNSCC, which this project supports in accordance to national priority needs</p>
Department of International Cooperation of the Ministry of Agriculture, Forestry and Fisheries in charge of the United Nations Convention to Combat Desertification (UNCCD))	<p>Support DB/GSSD in providing the necessary and relevant coordination that may be required</p> <p>Make relevant policies' advices to NCSO based on the technical outcomes of this project (produce policy relevant information based on the outcomes of this project implementation at national level)</p> <p>Provide the technical support required to implement the project</p> <p>Ensure alignment of the project outcomes to UNCCD, which this project supports in accordance to national priority needs</p>
Ministry of Women's Affairs (MOWA)	<p>Provide technical inputs and supports necessary and relevant from the perspective of gender equality and outreach activities</p> <p>Provide advice and guide linkages to any existing gender policy through the project's implementation</p>
Ministry of Education, Youth and Sport	<p>Provide technical inputs and supports necessary and relevant from the perspective of education, awareness-raising and research activities</p> <p>Provide advice and guide linkages to any existing education and research policy through the project's implementation</p>

Stakeholder	Anticipated role in the Project
Ministry of Water Resources and Meteorology (Mow RAM)	Provide technical inputs and supports necessary and relevant from the water resources and meteorology development and natural disasters. Provide advice and guide linkages to any existing water resources through the project's implementation
Ministry of Land Management, Urban Planning and Construction (MLMUPC)	Provide technical inputs and supports necessary and relevant from the land use planning. Provide advice and guide linkages to any existing land use management to be set up through the project's implementation
National Committee for Disaster Management (NCDM)	Provide technical inputs and supports necessary from the relevant disaster management. Provide advice and guide linkages to any existing disaster management to be set up through the project's implementation.
Ministry of Mines and Energy (MME)	Provide technical inputs and supports necessary and relevant from the water use and hydropower. Provide advice and guide linkages to any existing water and energy resources to be set up through the project's implementation
Ministry of Public Works and Transportation (MPWT)	Provide technical inputs and supports necessary and relevant from the MCIC Provide advice and guide linkages to any existing marine resources database to the EMIS to be set up through the project's implementation
Ministry of Rural Development (MRD)	Provide technical inputs and supports necessary and relevant from the water supply, health care and infrastructure development. Provide advice and guide linkages to any existing rural development to be set up through the project's implementation
Ministry of Health (MoH)	Provide technical inputs and supports necessary and relevant from the health sector. Provide advice and guide linkages to any existing health development in Cambodia to be set up through the project's implementation
Ministry of Tourism (MoT)	Provide technical inputs and supports necessary and relevant from the tourism and ecotourism management and development. Provide technical inputs and supports necessary from the scenic beauty and natural resources of Cambodia to be set up through the project's implementation
Council for the Development of Cambodia (CDC)	Provide technical inputs and supports necessary and relevant from the principle contact between the royal government of Cambodia and all donor, and NGOs.
Donors (UNDP, ADB, USAID, etc.)	Provide technical inputs and assistance necessary and relevant from the relevant implementing regulations.
Local & International NGOs	Provide technical inputs and supports necessary and relevant from the relevant NGOs relevant portfolio and core functions/purposes. Provide advice and guide linkages to any existing natural resources database to be set up through the project's implementation.

END NOTES

ⁱ Cambodia is eligible to receive technical assistance from UNDP, and is thus eligible for support under the Global Environment Facility (GEF). Cambodia ratified the United Nations Convention on Biological Diversity (UN-CBD) on February 9, 1995, the United Nations Framework Convention on Climate Change (UNFCCC) on December 18, 1995, and the United Nations Convention to Combat Desertification (UNCCD) on August 18, 1997. Cambodia ratified important protocols under the Rio Conventions in later years, namely:

It acceded to the Cartagena Protocol on Biosafety to the Convention on Biological Diversity on December 16, 2003 to ensure the safe handling, transport and use of living modified organisms (LMOs) resulting from modern biotechnology that may have adverse effects on biodiversity, taking also into account risks to human health.

It acceded on August 22, 2002 to the Kyoto Protocol, which **commits** its Parties by setting internationally binding greenhouse gas emission reduction targets.

Cambodia deposited on August 30, 2013 its instrument of accession to the Nagoya-Kuala Lumpur Supplementary Protocol on Liability and Redress adopted to provide international rules and procedures for damage resulting from the transboundary movements of LMOs. As of April 2016, the instrument is yet to enter into force on remedial measures arising from damages caused by the transboundary movement of living modified organisms.

Cambodia signed the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization on February 1, 2012 and ratified it on April 19, 2015.

Other global conventions signed or ratified by Cambodia and related to the environment include:

International Plant Protection Convention (1952)

World Heritage Convention (WHC) (Acceptance May 12, 2000)

CITES in 1997

Ramsar Convention on Wetlands (Entered into Force on October 23, 1999)

International Whaling Commission (IWC) (Adherence December 28, 2004)

Convention on the Conservation and Management of the High Seas Fishery Resources in the South Pacific Ocean (1982)

Pacific Tuna Fisheries (2008)

Vienna Convention for the Protection of the Ozone Layer (April 7, 1993)

Montreal Protocol to the Vienna Convention (Montreal Protocol on Substances that Deplete the Ozone Layer) and its Amendments (April 8, 1993)

Stockholm Convention on Persistent Organic Pollutants (POPs) (September 7, 2004)

Basel Convention on the Control of Trans-boundary Movements of Hazardous Waste and their Disposal (September 7, 2000)

Waigani Convention (June 28, 2001)

London Convention (July 12, 1979)

International Convention on Liability and Compensation for Damage in Connection with the Carriage of Hazardous and Noxious Substances by Sea, 1996: Marine Pollution: UNCLOS (Chapters 1 & 12)

MARPOL (International Convention for the Prevention of Pollution from Ships, 1973, as modified by the Protocol of 1978 relating thereto) Annexes I, II, III, IV, V and VI.

CLC Protocol 92 (entered into force on February 5, 2008)

Fund Protocol 92 (February 5, 2007)

Bunkers Convention 2001

Anti-Fouling Convention 2001

Ballast Water Management Convention 2004

SPREP Pollution Emergency (Protocol concerning Cooperation in Combating Pollution Emergencies in the South Pacific Region) (1986)

SPREP Dumping Protocol (1986)

Cambodia is also part of several regional planning frameworks to support its work in managing the environment. It includes:

Conservation and Management of Marine Turtles and their Habitats of the Indian Ocean and Southeast Asia, Cambodia signed in 2003 a MoU with this instrument under the Convention on Migratory Species.

The Asia-Pacific Plant Convention; inter-governmental agreements such as the FAO Regional Code of Conduct for Responsible Fisheries; and the ASEAN-SEAFDEC Agreement on Resolution and Plan of Action on Sustainable Fisheries for Food Security for the ASEAN Region

A framework agreement on co-operation between the European Union (EU) and Cambodia signed on 29 April, 1997 and that came into force on 1 November 1999

The Southeast Asian Ministers of Education Organization (SEAMEO) - an international treaty organization established in 1965 with the aim of promoting regional cooperation in education, science, and culture

The Putrajaya Declaration on Regional Cooperation for the Sustainable Development of the Seas of East Asia and adopted the Sustainable Development Strategy for the Seas of East Asia signed by Cambodia on December 12, 2003 for the regional implementation of the World Summit on Sustainable Development Requirements for the Coasts and Oceans

A number of ASEAN agreements and cooperative arrangements addressing key environmental issues of regional concerns such as the ASEAN Strategic Plan of Action on the Environment, 1999-2004 (SPAEE), ASEAN Plan of Action for Energy Cooperation (1999-2004), and the ASEAN Agreement on Transboundary Haze Pollution (2002)

The Association of South East Asian Nations (ASEAN), particularly for the Conservation of Nature and Natural Resources. ASEAN's forestry program includes, *inter alia*, the development of guidelines for criteria and indicators, trade harmonization and promotion through the ASEAN Forest Product Industry Club (AFPIC), and work on forest fires and haze

Cambodia also signed up to undertake the goals determined by the Millennium Resolution and Millennium Plan of Action on Sustainable Fisheries for Food Security for the ASEAN Region as part of its commitments to the participation of local communities in fisheries management

ⁱⁱ Goal 13 “Take urgent action to combat climate change and its impacts” and its targets are on climate change as well as targets 1.5 on poverty reduction, target 2.4 on sustainable food production. Goal 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” and its targets address biodiversity and land degradation/desertification issues as well as target 8.4 on economic growth. Biodiversity components and ecosystem services cut across many goals, including in particular Goal 15, and Goals 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), 6 (Ensure availability and sustainable management of water and sanitation for all), and 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development).

ⁱⁱⁱ [http://www.cdc-crdb.gov.kh/cdc/twg_network/twg_network_december_2015/Session_1_\(MOP\)_SDGs_Pre_localize_Localize_process_TPT_1.pdf](http://www.cdc-crdb.gov.kh/cdc/twg_network/twg_network_december_2015/Session_1_(MOP)_SDGs_Pre_localize_Localize_process_TPT_1.pdf)

^{iv} NCSO's composition: –Ministry of Environment: Chair Person – Secretary of State from Council of Ministers: First Vice Chair Person – Secretary of State from Ministry of Environment: Second Vice Chair Person – 27 Secretaries of State from relevant ministries: Members – 7 Secretary Generals from Councils and Committees: Members – All provincial governors: Members – Secretary General of NCSO: Permanent Member. The NCSO convenes meeting at least one a year. The NCSO might create committee, task force, expert team or mechanism for specific sectors or inter-sectoral as necessary.

^v Executive Committee (ExCom) is set up to review related tasks and report quarterly to NCSO. Its composition are: – Minister of Environment: Chair – Secretary of State from MAFF: First Chair – Secretary of State from MOENCSO: Second Chair – 8 Secretary of States from most relevant ministries (MME, MOWRAM, MOI, MFAIC, MEF, MIH, MLMUPC, and MPWT: Member – Secretary General of NCSO: Permanent Member

^{vi} The Terms of Reference (TOR) outlines an array of suggested methodologies and approaches to be implemented to ensure a comprehensive and useful study

^{vii} Inception report - ***The project's objective is to improve access to environmental information related to the Rio Conventions through the harmonization of existing environmental management information systems and improving coordination of the implementation of these conventions in Cambodia.*** The harmonization of these existing systems

will be translated into better access to information related to the implementation of the Rio Conventions in Cambodia. As a result, the project will lead to both direct and indirect global benefits. It will include the decision-making process to meet Rio Convention objectives, which will be greatly improved by having better access to more complete and relevant information.

^{viii} The DB also has the responsibility to attend international environmental conventions and to develop - in collaboration with relevant agencies - national strategies, action plans, policies and legal instruments related to biodiversity. Its role is also to promote research, education, dissemination of information, training and awareness raising. Finally, the department has a mandate to collaborate with national, regional and global agencies, development partners, civil society, and private sector related to biodiversity.

^{ix}Capacity is defined in the NCSA report as ‘capability + commitment’ whereby ‘capability’ is having (a) the human resources to do the tasks relevant to the obligations, and (b) the financial resources to sufficiently defray the costs related to doing the tasks; and ‘commitment’ is having the (a) organizations that have the legal mandate and leaderships to address the thematic concerns of the conventions, and (b) a public support in Cambodia for addressing the concerns.

^x This approach focuses on explaining the process of change by outlining causal linkages in an initiative: its shorter-term, intermediate, and longer-term outcomes. When used at the emergence of a project concept, the “Theory of Change” defines long-term goals and then maps backward to identify the necessary preconditions to reach these goals. The identified changes are mapped –as the “outcomes pathway” – showing each outcome in logical relationship to all the others, as well as chronological flow. The innovation of this approach lies (1) in making the distinction between desired and actual outcomes, and (2) in requiring stakeholders to model their desired outcomes before they decide on forms of intervention to achieve those outcomes. It is expected that implementation of the outcomes and the associated outputs and activities will enable Cambodia to reach the project’s objective.

^{xi} Cambodia is eligible to receive technical assistance from UNDP, and is thus eligible for support under the Global Environment Facility (GEF). Cambodia ratified the United Nations Convention on Biological Diversity (UN-CBD) on February 9, 1995, the United Nations Framework Convention on Climate Change (UNFCCC) on December 18, 1995, and the United Nations Convention to Combat Desertification (UNCCD) on August 18, 1997. Cambodia ratified important protocols under the Rio Conventions in later years, namely:

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 The Asia-Pacific Plant Convention; inter-governmental agreements such as the FAO Regional Code of Conduct for Responsible Fisheries; and the ASEAN-SEAFDEC Agreement on Resolution and Plan of Action on Sustainable Fisheries for Food Security for the ASEAN Region
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 Cambodia also signed up to undertake the goals determined by the Millennium Resolution and Millennium Plan of Action on Sustainable Fisheries for Food Security for the ASEAN Region as part of its commitments to the participation of local communities in fisheries management

^{xii} The National Strategic Development Plan (NSDP) Update 2009-2013 is a comprehensive development plan reviewing the major achievements under the period of the previous plan (NSDP 2006-2010) and challenges in key development sectors. Its main focus is to set the key policy priorities and actions for the period 2009-2013. The environmental sector is within the third priority “*Enhancement of the Agricultural Sector*”. It states that “*the Ministry of Environment (NCSDD) will:*
 Ensure sustainable use of natural resources and will implement measures that will require the carrying out of Environmental Impact Assessments of proposed development projects before implementation;
 Ensure ecology system and environment of water is not polluted;
 Control and reduce environment pollution;
 Strengthen management of protected areas in order to eliminate anarchy in Protected Areas, eliminate illegal exploitation of natural resources, control land clearing for use, and illegal cutting down of the forests;

Finding resources, support and financing for solving climate change issues.

It was noted that a new NSDP 2014-2018 is being drafted (May 2014) and will focus on:

Sustainable management of natural resources.

Intensifying efforts to reduce the impact of climate change by strengthening the adaptation capacity and resiliency to climate change, particularly by implementing the "Cambodia Climate Change Strategic Plan 2014-2023", "National Policy on Green Growth" and the "National Strategic Plan on Green Growth 2013-2030".

Continuing to strengthen the technical and institutional capacity to promote the mainstreaming of climate change responses into policies, laws and plans at the national and sub-national levels.

Continuing to introduce measures to control the environment and ecosystems

National Biodiversity Strategic and Action Plan (NBSAP) – 2016

The National Biodiversity Strategy and Action Plan (NBSAP), which was approved in July 2002, represents the national policy on biodiversity conservation and sustainable use including certain cross-cutting issues. It was developed through a participatory process involving input and extensive consultation with various line ministries, research institutions, local governments and NGOs in addressing international obligations as required by the UN-CBD and its COP decisions. This NBSAP was revised in 2016 (see from paras 46 above) to take into account the Strategic Plan for Biodiversity 2011-2020 adopted by the UN-CBD Conference of the Parties in 2010 and later on endorsed by the United Nations General Assembly.

Cambodia's updated NBSAP consists of more than 475 key actions identified to achieve 73 strategic objectives under 24 themes. It is necessary to implement all these actions to realize the vision of this NBSAP. With a view to streamlining NBSAP implementation, the Inter-ministerial Technical Working Group defined 20 specific and time-bound targets, some of which are also measurable, to be achieved before or by 2020. Specific actions are listed as well as indicators of progress towards the achievement of each target. The actions are essentially drawn from the key actions under the NBSAP themes, and many of them have already been adopted as part of strategies and plans for sustainable development and various sectoral plans and programmes. In addition, linkages between targets are highlighted so that implementation can be as efficient as possible.

Thus, Cambodia Biodiversity 2015-2020 Targets can be seen as a platform that will promote coherence, coordination, cooperation, co-evolution and synergy while maximizing resource use and efficiency in implementing the key actions. The targets will facilitate, in particular, cooperation and creation of concrete collaborative programmes and activities among different Ministries and their Departments, among different actors within and across economic sectors, and among organizations at the national, regional and international levels

National Strategic Plan on Green Growth – 2013-2030

The vision of this strategic plan is to develop a sustainable economy, together with environmental, social and cultural sustainability for poverty alleviation. Its objective is to promote a national economy with growth stability, reduction and prevention of environmental pollution, safe ecosystem, poverty reduction, and promotion of public health service, educational quality, natural resources management, and sustainable land use and water resources management to increase energy efficiency, ensuring food safety and glorify the national culture.

It provides orientation to relevant ministries/institutions, authorities at subnational levels, private sector, civil society and stakeholders for efficiency of green growth with balance among economy, environment, society and culture, aiming at poverty eradication nationwide. This key strategy relies on duty fulfillment of relevant institutions with support, participation and close cooperation from all concerned parties, including the public, the private sectors, civil society and the general public.

This National Strategic Plan on Green Growth 2013-2030 focuses on several strategic directions:

Green Investment and Green Jobs Creation;

Green Economy Management in balance with Environment;

Blue Economy Development with Sustainability;

Green Environment and Natural Resources Management;

Human Resources Development and Green Education;

Effective Green Technology Management;

Promotion of a Green Social Safety System;

Uphold and Protection of Green Cultural Heritage and National Identity;

Good Governance on Green Growth

Cambodia Climate Change Strategic Plan – 2014-2023

The CCCSP was developed following the guidelines of the Council of Ministers. The vision of this strategic plan is for Cambodia to develop towards a green, low-carbon, climate-resilient, equitable, sustainable and knowledge-based society. The plan is to create a national framework for engaging the public, the private sector, civil society organizations and development partners in a participatory process for responding to climate change to support sustainable development. It has three goals that are aligned with national goals and priorities:

Reducing vulnerability to climate change impacts of people, in particular the most vulnerable, and critical systems (natural and societal);

Shifting towards a green development path by promoting low-carbon development and technologies;

Promoting public awareness and participation in climate change response actions

According to the Climate Change Vulnerability Mapping for Southeast Asia, Cambodia is among the most vulnerable country to climate change in this region because of low adaptive capacity. Through the analysis conducted for this mapping, several points in matters related to this project were highlighted. Interest in knowledge and information related to climate change was identified as a strength. However, weak knowledge and science-based decision making; lack of clear procedure for integration of climate change in the national development plans; limited capacity of the national institutions responsible for climate change and limited participation of stakeholders; outdated information to address climate impacts; and limited knowledge, research and technology were identified as weaknesses. Finally, the establishment of national knowledge and information structure was identified as an opportunity.

Among the planned actions, several are related to this project. It includes the review of the institutional arrangements and the development of a national M&E framework, including the provision of information to fulfill the UNFCCC reporting obligations.

National Adaptation Programme of Action to Climate Change (NAPA) and National Adaptation Plan (NAP)

The main goal of Cambodia's 2006 National Adaptation Programme of Action to Climate change (NAPA) "is to provide a framework to guide the coordination and implementation of adaptation initiatives through a participatory approach, and to build synergies with other relevant environment and development programmes. Cambodia's NAPA presents priority projects to address the urgent and immediate needs and concerns of people at the grassroots level for adaptation to the adverse effects of climate change in key sectors such as agriculture, water resources, coastal zone and human health. The Cambodian NAPA is supportive of the Government's development objectives as outlined in the "Rectangular Strategy for Growth, Employment, Equity and Efficiency" adopted in July 2004, as well as in the National Strategic Development Plan 2006-2010 (NSDP)."

The National Adaptation Plan (NAP) process was established under the [Cancun Adaptation Framework](#) in 2010 (COP16/CMP6) to enable Parties to formulate and implement national adaptation plans (NAPs) as a means of identifying medium- and long-term adaptation needs and developing and implementing strategies and programmes to address those needs. The NAP process is meant to complement the existing short-term projects under the NAPAs and play a critical role in reducing vulnerability and, building adaptive capacity by mainstreaming climate change adaptation (CCA) into all sector-specific and national development planning. Cambodia initiated its NAP process through a joint NAP-GSP/GIZ NAP-process stocktaking mission to Cambodia in February 2014. The NAP process is country-driven, gender-sensitive and participatory. Its continuous and iterative nature provides unique opportunities to integrate biodiversity and land degradation/desertification and drought issues.

National Action Program to Combat Land Degradation (2011-2020)

The land degradation situation in Cambodia is caused mainly by deforestation, soil erosion, and climate change. As a signatory of the UNCCD, Cambodia developed a National Action Program (NAP) to combat desertification and promote sustainable land management (SLM). In consultation with NGOs, MAFF identified best practices under the following 5 themes: sustainable agriculture, community forestry, community fisheries, community protected areas and SLM oriented initiatives of local authorities.

Other Policies related to the environment

In addition to these key policies in Cambodia, the government also developed/formulated national sectoral strategies and plans; it includes:

National Protected Area System Strategic Management Framework (2014);

National Forest Programme (2010-2029);

Strategic Planning Framework for Fisheries (2010-2019);

Strategy for Agriculture and Water;

Strategic Agriculture Development Plan (2006-2010);

National Action Plan for Coral Reef and Seagrass Management in Cambodia (2006-2015);
Strategic Plan on Management of Mercury in Artisanal and Small Scale Gold Mining.

^{xiii} Goal 13 “Take urgent action to combat climate change and its impacts” and its targets are on climate change as well as targets 1.5 on poverty reduction, target 2.4 on sustainable food production. Goal 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” and its targets address biodiversity and land degradation/desertification issues as well as target 8.4 on economic growth. Biodiversity components and ecosystem services cut across many goals, including in particular Goal 15, and Goals 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), 6 (Ensure availability and sustainable management of water and sanitation for all), and 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development).

^{xiv} [http://www.cdc-crdp.gov.kh/cdc/twg_network/twg_network_december_2015/Session_1_\(MOP\)_SDGs_Pre_localize_Localize_process_TPT_1.pdf](http://www.cdc-crdp.gov.kh/cdc/twg_network/twg_network_december_2015/Session_1_(MOP)_SDGs_Pre_localize_Localize_process_TPT_1.pdf)

^{xv} NCSDD’s composition: –Ministry of Environment: Chair Person – Secretary of State from Council of Ministers: First Vice Chair Person – Secretary of State from Ministry of Environment: Second Vice Chair Person – 27 Secretaries of State from relevant ministries: Members – 7 Secretary Generals from Councils and Committees: Members – All provincial governors: Members – Secretary General of NCSDD: Permanent Member. The NCSDD convenes meeting at least one a year. The NCSDD might create committee, task force, expert team or mechanism for specific sectors or inter-sectoral as necessary.

^{xvi} In May 2015, responding to the NCSDD’s structural reform, Department of Climate Change (DCC) substituted for CCD has been moved under the National Council for Sustainable Development-General Secretariat (GSSD) mandatory to promote sustainable development aimed at ensuring economic, environmental, social and cultural balance within the Kingdom of Cambodia. The ICBDD was under NCSDD and was transferred under GGSD and renamed as DoB.

National Council for Sustainable Development (NCSDD) was created by Royal Decree No.0515/403 on 09 May 2015.

The main mandates of NCSDD are mainstream sustainable development into policies, strategies, plans, programs and legislations.

Coordinate the implementation and evaluation of policies, strategies, plans, programs and legislations.

Lead tasks related to green economy, climate change, biodiversity and biosafety.

^{xvii} DBD leaders for (1) sense of ownership and substantiality

^{xviii} The Implementing Partner (MOENCSD) is the entity responsible and accountable for managing a project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of GEF/UNDP resources. A single implementing partner is designated to manage each UNDP-supported project. The implementing partner may enter into agreements with other organizations or entities to assist in successfully delivering project outputs. Possible implementing partners include government institutions, other eligible UN agencies and inter-governmental organizations, UNDP, and eligible civil society organizations (CSOs). Eligible CSOs are those that are legally registered in the country where they will be operating. The implementing partner was identified based on an assessment of its legal, technical, financial, managerial and administrative capacities that will be needed for the project. In addition, its ability to manage cash was assessed in accordance with the Harmonized Approach to Cash Transfers (HACT). The implementing partner may enter into agreements with other organizations or entities, namely Responsible Parties, to assist in successfully delivering project outputs. The Implementing Partner will assign a Representative and provide its staff and network of experts as support to the Project Management (as part of government co-financing).

^{xix} Individual or group representing the interests of the parties concerned, which provide funding for specific cost sharing projects and/or technical expertise to the project. The Senior Supplier’s primary function within the Board is to provide guidance regarding the technical feasibility of the project. UNDP-Cambodia, which provides support to the project on behalf of the GEF takes the role of the Senior Supplier.

^{xx} It is specifically established by the project to provide management oversight of project activities and is to be chaired by the Senior Official of MOENCSD. The PB is to review progress and evaluation reports, and approve programmatic modifications to project execution, as appropriate and in accordance to UNDP procedures. Policy recommendations will be discussed and recommended for consideration by the Cabinet of Ministers and Parliament. The PB is also responsible for making by consensus, management decisions for a project when guidance is required by the Project Coordinator, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, PB decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition

^{xxi} It is the authority that signs off the completion of quarterly plans and authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies. Finally, it approves the appointment and responsibilities of the Project Coordinator and any delegation of its Project Assurance responsibilities.

^{xxii} **Monitoring and Evaluation**

Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures. The project team – based at GSSD-NCSD and the Cambodia UNDP Country Office (UNDP-CO) will undertake monitoring and evaluation activities, with support from UNDP-GEF, including independent evaluators for the mid-term and final evaluation. The project results framework matrix in Annex 4 provides a logical structure for monitoring project performance and delivery using SMART indicators during project implementation. The output budget and the work plan in the project document provide additional information for the allocation of funds, both the GEF and co-financing, for expected project deliverables and the timing of project activities to produce these deliverables. A GEF tracking tool for CCCD will be used as part of monitoring and evaluation activities to assess project delivery (*See Annex 3*). The work plan reviewed during the project inception phase is provisional pending endorsement by the Project Board.

The following sections outline the principal components of monitoring and evaluation discussed during the project's inception phase so as to fine-tune indicators and means of verification, as well as an explanation and full definition of project staff M&E responsibilities.

Dav-to-day monitoring of implementation progress will be the responsibility of the Project Coordinator based on the project's Annual Work Plan and its indicators. The Project Coordinator will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

When and if needed, the Project Coordinator may fine-tune outputs, main activities and performance indicators in consultation with the full project team, with support from UNDP-CO and assisted by the UNDP-GEF. Specific targets for the first year implementation performance indicators, together with their means of verification were reviewed at the inception workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the Project Team, and agreed with the PB.

Periodic monitoring of implementation progress will be undertaken by the UNDP-CO through monitoring discussions and site visits based on quarterly narrative and financial reports from the Project Coordinator. These quarterly progress reports will be prepared following guidelines provided by the UNDP-CO and UNDP-GEF RCU; they are short reports outlining the main updates in project performance.

Furthermore, specific meetings may be scheduled between the PMU, the UNDP-CO and other pertinent stakeholders as deemed appropriate and relevant (particularly the PB members). Such meetings will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

Annual Monitoring will occur through the Annual Project Board meeting. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to PB meetings at least twice per year. The first such meeting will be held within the first twelve months following the initiation workshop. For each year-end meeting of the PB, the Project Coordinator will prepare harmonized Annual Project Report / Project Implementation Reviews (APR/PIR) and submit it to UNDP-CO, the UNDP-GEF Regional Coordination Unit, and all PB members at least two weeks prior to the meeting for review and comments.

The APR/PIR will be used as one of the basic documents for discussions in the PB year-end meeting. The Project Coordinator will present the APR/PIR to the PB members, highlighting policy issues and recommendations for the decision of the Committee participants. The Project Coordinator will also inform the participants of any agreement(s) reached by stakeholders during the APR/PIR preparation, on how to resolve operational issues. Separate reviews of each project output may also be conducted, as necessary. Details regarding the requirements and conduct of the APR and PB meetings are contained with the M&E Information Kit available through UNDP-GEF.

The combined *Annual Project Report (APR) and Project Implementation Review (PIR)* is a UNDP requirement and part of UNDP-CO central oversight, monitoring and project management. As a self-assessment report by project management to the CO, the APR/PIR is a key input to the year-end Project Board meetings. The PIR is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project coordinators/managers and offers the main vehicle for extracting lessons from on-going projects. These two reporting requirements are very similar in input, purpose and timing that they have now been amalgamated into a single APR/PIR Report.

An APR/PIR is to be prepared on an annual basis (at least one month in advance) in order to be considered at the PB meeting. The purpose of the APR/PIR is to reflect progress achieved in meeting the project's Annual Work Plan and assess performance of the project in contributing to intended outcomes through outputs and partnership work. The APR/PIR is discussed by the PB, so that the resultant report represents a document that has been agreed upon by all of the key stakeholders.

A standard format/template for the APR/PIR is provided by UNDP-GEF. This includes, but is not limited to the following:

Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)

Project outputs delivered per project outcome (annual)

Lesson learned/good practice.

AWP and other expenditure reports

Risk and adaptive management

ATLAS QPR

Portfolio level indicators (i.e. GEF focal area tracking tools) are used by most focal areas on an annual basis as well.

UNDP will analyze the individual APR/PIRs by focal area, theme and region for common issues/results and lessons. The APR/PIRs are also valuable for the independent evaluators who can utilize them to identify any changes in the project's structure, indicators, work plan, among others, and view a past history of delivery and assessment.

A *mid-term review* may be conducted if needed at the mid-point of the implementation of the project (i.e. in March-April 2017) to review the progress of the project and provide recommendations for the remaining implementation phase, including recommendations for ensuring a smooth exit and maximize the sustainability of project achievements.

An *independent final evaluation* will take place three months prior to the terminal tripartite review meeting, and will focus on: a) the cost-effectiveness, efficiency and timeliness of project implementation and performance; b) highlight issues requiring decisions and actions; and c) present initial lessons learned about project design, implementation and management. Findings of this evaluation will be incorporated as lessons learned, and recommendations for improvement addressed to ensure the institutional sustainability of project outputs, particular for the replication of project activities. The final evaluation will also look at project outcomes and their sustainability. The final evaluation should also provide recommendations for follow-up activities, as appropriate. The terms of reference for the final evaluation will be prepared by the UNDP-CO based on guidance from the UNDP-GEF Regional Coordinating Unit, in consultation with the PB.

During the last three months of the project, the PMU will prepare the *Project Terminal Report*. This comprehensive report will summarize all activities, achievements and outputs of the project, lessons learned, the extent to which objectives have been met, structures and mechanisms implemented, capacities developed, among others. Together with the independent final evaluation, the project terminal report is one of two definitive statements of the project's activities during its lifetime. The project terminal report will also recommend further steps, if necessary, in order to ensure sustainability and replicability of the project outcomes and outputs.

The terminal review meeting is held by the PB, with invitation to other relevant government stakeholders as necessary, in the last month of project operations. The Project Coordinator is responsible for preparing the terminal review report and submitting it to UNDP-CO, the UNDP-GEF Regional Coordinating Unit, and all participants of the terminal review meeting. The terminal review report will be drafted at least one month in advance of the terminal review meeting, in order to allow for timely review and to serve as the basis for discussion. The terminal review report considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. The report also decides whether any actions remain necessary, particularly in relation to the sustainability of project outputs and outcomes, and acts as a vehicle through that lessons learned can be captured to feed into other projects under implementation or formulation. The terminal review meeting should refer to the independent final evaluation report, conclusions and recommendations as appropriate.

The UNDP-CO, in consultation with the UNDP-GEF Regional Coordinator and members of the PB, has the authority to suspend disbursement if project performance benchmarks are not met as per delivery rates, and qualitative assessments of achievements of outputs.

The Project Coordinator, in consultation with and clearance from the National Project Director will provide the UNDP Resident Representative with *certified periodic financial statements* relating to the status of UNDP (including GEF) funds according to the established procedures set out in UNDP's Programming and Finance manuals. An *audit of the financial statements* will be conducted by the legally recognized auditor of Cambodia UNDP-CO.

Learning and knowledge sharing: Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums at the national, regional and global levels, in line with the communication strategy.

The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects.

Communications and visibility requirements: A draft communication strategy was tabled and considered during the Inception Workshop. The final strategy is contained in Annex 12 to this Inception Report.

Full compliance is required with UNDP's Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: http://www.thegef.org/gef/GEF_logo. The UNDP logo can be accessed at <http://intra.undp.org/coa/branding.shtml>.

Full compliance is also required with the GEF's Communication and Visibility Guidelines (the "*GEF Guidelines*"). The GEF Guidelines can be accessed at: http://www.thegef.org/GEF/sites/thegef.org/files/documents/C.40.08Branding_the_GEF%20final_0.pdf. Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

Audit on project will follow UNDP Financial Regulations and Rules and applicable Audit policies.

Table 5: Monitoring Work Plan and Budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop and Report	Project Coordinator UNDP CO, UNDP GEF	Indicative cost: 5,000	As early as possible from project start up
Measurement of Means of Verification of project results.	UNDP GEF RTA/Project Coordinator will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members.	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on <i>output and implementation</i>	Oversight by Project Coordinator Project team	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	Project Coordinator and team UNDP CO UNDP RTA UNDP EEG	None	Annually
Periodic status/ progress reports	Project Coordinator and team	None	Quarterly
Mid-term Review (<i>if needed</i>)	Project Coordinator and team UNDP CO UNDP RCU External Consultants (i.e. evaluation team)	Not Required for MSP project but can be undertaken if it is deemed necessary by the Project Board	At the mid-point of project implementation.

Final Evaluation	Project Coordinator and team, UNDP CO UNDP RCU External Consultants (i.e., evaluation team)	Indicative cost: \$20,000	At least three months before the end of project implementation
Project Terminal Report	Project Coordinator and team UNDP CO Local consultant	0	At least three months before the end of the project
Audit	UNDP CO Project Coordinator and team	Indicative cost per year: \$3,500	Yearly
Visits to field sites	UNDP CO UNDP RCU (as appropriate) Government representatives	For GEF supported projects, paid from IA fees and operational budget	Yearly
TOTAL indicative COST Excluding project team staff time and UNDP staff and travel expenses		US\$ 35,500 (+/- 3.5% of GEF budget)	

^{xxiii} Cambodia is eligible to receive technical assistance from UNDP, and is thus eligible for support under the Global Environment Facility (GEF). Cambodia ratified the United Nations Convention on Biological Diversity (UN-CBD) on February 9, 1995, the United Nations Framework Convention on Climate Change (UNFCCC) on December 18, 1995, and the United Nations Convention to Combat Desertification (UNCCD) on August 18, 1997. Cambodia ratified important protocols under the Rio Conventions in later years, namely:

It acceded to the Cartagena Protocol on Biosafety to the Convention on Biological Diversity on December 16, 2003 to ensure the safe handling, transport and use of living modified organisms (LMOs) resulting from modern biotechnology that may have adverse effects on biodiversity, taking also into account risks to human health.

It acceded on August 22, 2002 to the Kyoto Protocol, which **commits** its Parties by setting internationally binding greenhouse gas emission reduction targets.

Cambodia deposited on August 30, 2013 its instrument of accession to the Nagoya-Kuala Lumpur Supplementary Protocol on Liability and Redress adopted to provide international rules and procedures for damage resulting from the transboundary movements of LMOs. As of April 2016, the instrument is yet to enter into force on remedial measures arising from damages caused by the transboundary movement of living modified organisms.

Cambodia signed the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization on February 1, 2012 and ratified it on April 19, 2015.

Other global conventions signed or ratified by Cambodia and related to the environment include:

International Plant Protection Convention (1952)

World Heritage Convention (WHC) (Acceptance May 12, 2000)

CITES in 1997

Ramsar Convention on Wetlands (Entered into Force on October 23, 1999)

International Whaling Commission (IWC) (Adherence December 28, 2004)

Convention on the Conservation and Management of the High Seas Fishery Resources in the South Pacific Ocean (1982)

Pacific Tuna Fisheries (2008)

Vienna Convention for the Protection of the Ozone Layer (April 7, 1993)

Montreal Protocol to the Vienna Convention (Montreal Protocol on Substances that Deplete the Ozone Layer) and its Amendments (April 8, 1993)

Stockholm Convention on Persistent Organic Pollutants (POPs) (September 7, 2004)

Basel Convention on the Control of Trans-boundary Movements of Hazardous Waste and their Disposal (September 7, 2000)

Waigani Convention (June 28, 2001)

London Convention (July 12, 1979)

International Convention on Liability and Compensation for Damage in Connection with the Carriage of Hazardous and Noxious Substances by Sea, 1996: Marine Pollution: UN-CLOS (Chapters 1 & 12)

MARPOL (International Convention for the Prevention of Pollution from Ships, 1973, as modified by the Protocol of 1978 relating thereto) Annexes I, II, III, IV, V and VI.

CLC Protocol 92 (entered into force on February 5, 2008)

Fund Protocol 92 (February 5, 2007)

Bunkers Convention 2001

Anti-Fouling Convention 2001

Ballast Water Management Convention 2004

SPREP Pollution Emergency (Protocol concerning Cooperation in Combating Pollution Emergencies in the South Pacific Region) (1986)

SPREP Dumping Protocol (1986)

Cambodia is also part of several regional planning frameworks to support its work in managing the environment. It includes:

Conservation and Management of Marine Turtles and their Habitats of the Indian Ocean and Southeast Asia, Cambodia signed in 2003 a MoU with this instrument under the Convention on Migratory Species.

The Asia-Pacific Plant Convention; inter-governmental agreements such as the FAO Regional Code of Conduct for Responsible Fisheries; and the ASEAN-SEAFDEC Agreement on Resolution and Plan of Action on Sustainable Fisheries for Food Security for the ASEAN Region

A framework agreement on co-operation between the European Union (EU) and Cambodia signed on 29 April, 1997 and that came into force on 1 November 1999

The Southeast Asian Ministers of Education Organization (SEAMEO) - an international treaty organization established in 1965 with the aim of promoting regional cooperation in education, science, and culture

The Putrajaya Declaration on Regional Cooperation for the Sustainable Development of the Seas of East Asia and adopted the Sustainable Development Strategy for the Seas of East Asia signed by Cambodia on December 12, 2003 for the regional implementation of the World Summit on Sustainable Development Requirements for the Coasts and Oceans

A number of ASEAN agreements and cooperative arrangements addressing key environmental issues of regional concerns such as the ASEAN Strategic Plan of Action on the Environment, 1999-2004 (SPAEE), ASEAN Plan of Action for Energy Cooperation (1999-2004), and the ASEAN Agreement on Transboundary Haze Pollution (2002)

The Association of South East Asian Nations (ASEAN), particularly for the Conservation of Nature and Natural Resources. ASEAN's forestry program includes, *inter alia*, the development of guidelines for criteria and indicators, trade harmonization and promotion through the ASEAN Forest Product Industry Club (AFPIC), and work on forest fires and haze

Cambodia also signed up to undertake the goals determined by the Millennium Resolution and Millennium Plan of Action on Sustainable Fisheries for Food Security for the ASEAN Region as part of its commitments to the participation of local communities in fisheries management

xxiv Goal 13 "Take urgent action to combat climate change and its impacts" and its targets are on climate change as well as targets 1.5 on poverty reduction, target 2.4 on sustainable food production. Goal 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" and its targets address biodiversity and land degradation/desertification issues as well as target 8.4 on economic growth. Biodiversity components and ecosystem services cut across many goals, including in particular Goal 15, and Goals 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), 6 (Ensure availability and sustainable management of water and sanitation for all), and 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development).

xxv [http://www.cdc-crdb.gov.kh/cdc/twg_network/twg_network_december_2015/Session_1_\(MOP\)_SDGs_Pre_localize_Localize_process_TPT_1.pdf](http://www.cdc-crdb.gov.kh/cdc/twg_network/twg_network_december_2015/Session_1_(MOP)_SDGs_Pre_localize_Localize_process_TPT_1.pdf)

xxvi The project implementation strategy is lacking technical oversight and guidance on interpretation of the results and is missing important inclusions of stakeholders and institutional linkages for sustainability and uptake of the IMS and CHM toward overarching outcome goal.

xxvii *UNDP Financial Rules and Regulations*: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

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

xxviii The selected tools are: (i) economic valuation of ecosystem services, (ii) impact assessment, and (iii) scenario analysis and modeling.

xxix For reference, it was noted in the NCSA report that at least five capacities are needed to address institution-level issues in Cambodia. These capacities recognized by UNDP are also considered in the UNCCD reporting manual:

1. The capacity to strengthen sectoral laws and regulations (on biodiversity conservation, climate change, and land degradation) toward ensuring that they are clear, comprehensive and supportive of the objectives, mandates and goals of the focal ministries and related agencies.
2. The capacity to develop strong, concise and implementable policies, plans and guidelines, for fostering a synergy of missions and mandates among the focal ministries (MOENCSD and MAFF).
3. The capacity to review the mandates of (and pertinent regulations on) the focal ministries and related agencies, toward reducing their overlaps on the concerns of the three conventions.
4. The capacity to improve the implementation (or design, if necessary) of the existing mechanism for monitoring and evaluating the convention-related performance of focal and other concerned ministries (MOENCSD, MAFF, MOWRAM, MRD, MIME, MLMUPC).
5. The capacity to procure the trained personnel, the funding, the organizational commitment and the public support to develop the preceding four capacities in Cambodia, including the capacities to negotiate with other ministries and institutions in the country that may already have related expertise to develop them, and with donors for relevant technical and funding assistance.

xxx For 2016, relevant meetings of the three Rio Conventions:

UN-CBD: 4-8 April 2016 CHM meeting in Serbia for West Asia; 25-30 April SBSTTA 20 in Montreal (climate change, land degradation/restoration, PAs etc. are on the agenda); 13-17 June CHM in Fiji for Pacific area; 4-17 Dec. COP 13 in Cancun, Mexico (issues related to all the 3 Rio Conventions will be considered)

UNCCD: CRIC 15 Oct 2016 but TBC

UNFCCC: 18 - 22 April 2016: GHG Training workshop in Bonn **SBI 44 SBSTA 44** as well as the first session of the Ad-hoc Working Group on the Paris Agreement (**APA 1**) will take place from 16 to 26 May 2016, in Bonn, Germany; from 7 Nov 2016, COP 22 in Marrakesh, Morocco.