



SGP Country Programme Strategy for utilization of OP5 grant funds

Country: CAMBODIA
Resources to be invested: US\$1,200,000¹ (CORE)

1. SGP country programme - summary background (2 pages max)

Cambodia joined the global GEF Small Grants Programme (SGP) UNDP in 2004. The National Coordinator was chosen in 2005. The National Steering Committee (NSC) established in 2005, initially to manage both the GEF Small Grants Programme (SGP) UNDP and also the Programme for Promote Tropical Forestry – Small Grants Programme (SGP-PTF, which ran through 2007).

The GEF Small Grants Programme (SGP) UNDP and SGP-PTF were launched at the same time in Cambodia, with a joint launching ceremony on 31 August 2005. The two programmes used the same National Steering Committee and had many similar procedures. In some cases, project concept notes were submitted for both funding windows, and then the National Steering Committee considered which funding modality was most appropriate for a given project. In Cambodia, 17 projects were funded by SGP-PTF, of which 16 were successfully completed. Eleven of the SGP-PTF grantees have subsequently received additional support from GEF Small Grants Programme (SGP) UNDP.

The first call for proposals was issued in September 2005. As of June 2011, a total of 84 grants had been committed of these, 62 have been satisfactorily completed, 1 was terminated for unsatisfactory performance, and 21 are currently ongoing.

Key results:

Based on the results of the Cambodia GEF SGP Evaluation conducted by independent Evaluator in 2009 found that Cambodia GEF SG Programme is

- i) **Highly relevant** in terms of its policy coherence with national, local, and donor policies.

¹ The level of SGP OP5 resources is an estimated total of the GEF core grant allocation, anticipated STAR resources, as well as other sources of third party co-financing.

- ii) Contributing to important environmental, economic, and social **impacts on the programme level**. In terms of **environmental impacts**, the programme is contributing to global GEF objectives of biodiversity conservation, mitigating and adaptation to climate change, land degradation, and international waters. It is working with other partners to support community-based natural resource management, with respect to coastal and inland fisheries, forests, and protected areas. As of September 2008, the programme had provided support to 69 CBNRM committees, which were involved in sustainable management of 572,671 ha for biodiversity conservation, and 29,115 ha of land were being sustainably used and managed by beneficiaries. An evaluation of the “water for life, water for livelihoods” projects supported by UNDP CO TRAC funds, estimated that 47,621 households had benefitted from the 21 projects. An estimated 17,047 households (82,124 people) were benefitting from 10,393 ceramic water filters, in terms of increased access to safe drinking water.
- iii) Regarding **economic and livelihood impacts**, the programme has supported introduction of alternative livelihoods, savings and self-help groups, and various projects that have increased agricultural and natural resource productivity, thereby increasing rural incomes. Some projects supported by the programme have reduced expenses for beneficiaries, such as costs for water, fuelwood or other energy sources, or loan interest payments, i.e., by supporting revolving funds that provided cheaper loans than traditional money lenders or banks. Further efforts are needed, however, to ensure that the poorer members of these rural communities adequately participate in projects, and that strategies to overcome any barriers to their participation are developed.

The Cambodia UNDP/GEF SGP has contributed to important **social and institutional impacts**, by contributing to the building of civil society in Cambodia, especially through support to community-based organizations and local NGOs working with them. The programme, then, is helping to developing improved governance from the grassroots level up, and promoting the participation of women and indigenous groups in these efforts. Through participation in the programme, many LNGOs and CBOs have been developing their capacities to design, implement, monitor, and evaluate development projects and programmes.

As it has been running for less than 5 years, however, the Cambodia programme is considered to be a “young” programme. Moreover, as Cambodia is classified by the United Nations as one of the Least Developed Countries (LDC), and thus eligible for special assistance, including support from the global GEF SGP. Thus, the Cambodia programme is classified as Category I (all SIDS and LDC country programmes).

The SGP in Cambodia has used a number of strategies to guide its activities. These strategies have all been developed by the National Coordinator and National Steering Committee, and thus aim to link the global UNDP/GEF SGP objectives with national priorities.

The first GEF Small Grants Programme (SGP) UNDP Country Programme Strategy was developed in 2005, for the period 2005-08, and a second strategy covers the period 2008-2011. Two other strategies have been developed, one for the Resource Allocation Framework (RAF) funding for climate change that was available in 2008-09, and the

other for the Mekong and Asia Pacific Community Based Adaptation (MAP CBA) Programme on climate change support for 2010-2012, which is funded by Australian aid (AusAID).

The UNDP Country Office has also provided funding support from its core, or TRAC, funds. In 2007, over US \$ 500 000 was provided to support 21 “top-up grants” to organizations that had already received support from either the UNDP/GEF Small Grants Programme or from the Programme for Promote Tropical Forests-Small Grants Programme. The theme of this support was “Water for Life, Water for Livelihoods.” Another US\$ 100,000 in TRAC funds was made available in 2008-09 for 2 projects related to sustainable land management issues.

Another source of funding has been the South China Sea (SCS) Fund. In Cambodia, the SCS Fund originally provided support to the Community Based projects to carry coastal management activities in line with regional objectives, i.e., the Regional Strategic Action Programme (SAP) in the South China Sea. The SCS Fund was support from the UNEP/GEF South China Sea Project (a full-sized GEF project), and administered on the basis of an agreement between UNEP and GEF Small Grants Programme (SGP) UNDP.

Cambodia SGP developed MAP CBA strategy for use of Australian aid (AusAid) funding to the Mekong Asia Pacific Community-Based Adaptation (MAP CBA) Programme. This programme aims to operate in 17 countries – Cambodia, Vietnam, Laos, Cook Islands, Fiji, Federated States of Micronesia, Kiribati, Marshall, Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu and Timor Leste included Sri Lanka, over a three-year period. Funding available for grants in Cambodia is US\$ 250,000.

All SGP Country Programme Strategies support development strategies, programmes, and plans of the Royal Government of Cambodia (RGC). Key strategies and plans include, *inter alia*, the National Strategic Development Plan (NSDP, 2005, and NSDP update, 2010-2015), the Rectangular Strategy (2004, updated in 2008), the Cambodian Millennium Development Goals (CMDGs), and relevant sectoral strategies, such as the 10-year fisheries strategy (2010-2019) and 20-year National Forestry Programme (2010-2030).

Two Country Programme Strategies (CPS) guide the use of core SGP funding from GEF – the first strategy covered the period 2005-2008, and the second one, 2008-2011. In addition, a separate strategy was prepared for use of the Resource Allocation Framework (RAF) funding for climate change mitigation, which is seen as an addendum to the second country strategy. Another strategy was prepared in early 2010 for the use of the Mekong and Pacific Community-based Adaptation (MAP CBA) to Climate Change.

In late 2010, UNDP GEF SGP has mobilized more than USD 1.6 millions to support Community Based Adaptation Programme in 14 selected provinces of Cambodia. The Cambodia Community Based Adaptation Programme (CCBAP) project document has been developed and cost sharing agreement has been signed by UNDP CD and Sida representative. The CCBA programme will be implemented under the existing established GEF SGP implementation infrastructure. This includes making use of existing organizational structures such as the SGP National Coordinator (NC) and SGP

National Steering Committee (NSC). UNDP recruited a national CCBAP Project Manager and a Programme Assistant, to manage the CCBAP in close communication and coordination with the GEF SGP NC.

These four strategy documents all place major emphasis on supporting community-based initiatives and action, developing local capacity, demonstrating viable approaches to improved environmental management, documentation and dissemination of results, and replication and scaling up of approaches elsewhere in Cambodia. The second country strategy also highlights the empowerment of community members, especially women, to participate in natural resource management.

In terms of focal GEF areas, the first CPS highlighted support in three areas – biodiversity, climate change, and land degradation. In the second strategy, support for projects dealing with international Waters protection was added. The RAF and MAP-CBA strategies focus on climate change mitigation and adaptation.

The RAF Strategy outlines how support will be provided to climate change mitigation through renewable energy and energy efficiency projects. It also specifies that follow-up support will be provided to the climate change adaptation projects provided with “top-up grants” through UNDP CO TRAC funds and Sida fund.

An important issue specified in the two Country Programme Strategies, as well as the CBA Strategy, is that the SGP will aim to promote replication of successful projects.

Table 1. Sources of funding for Cambodia GEF SGP 2005-2013

Sources of fund	Thematic Areas	Amount (USD)	Duration
GEF CORE/RAF	Biodiversity conservation , Land degradation, climate change mitigation, International Water Protection	2,986,446	2005-2013
Sida	Climate Change Adaptation and livelihood improvement	1,638,612	2010-2012
Aus-Aid	Climate Change Adaptation and livelihood improvement	250,000	2010-2012
UNDP	Climate Change Adaptation, Livelihood improvement and water supply	640,000	2007-2009
UNEP	International (marine) water protection	120,000	2008-2009
TOTAL		5,635,058	2005-2013

2. SGP country programme niche (6 pages max)

Table 2. List of relevant conventions and national/regional plans or programmes

Rio Conventions + national planning frameworks	Date of ratification / completion
UN Convention on Biological Diversity (CBD)	signed in 1992, ratified in 1995
CBD National Biodiversity Strategy and Action Plan (NBSAP)	2002
UN Framework Convention on Climate Change (UNFCCC)	(signed in 1992, ratified in 1995)
UNFCCC National Communications (1 st , 2 nd , 3 rd)	1st 2002; 2nd not yet approved
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	N/A
UN Convention to Combat Desertification (UNCCD)	signed in 1994, ratified in 1997
UNCCD National Action Programmes (NAP)	In the process of development. Draft NAP has been submitted to MAFF for their inputs.
Stockholm Convention (SC)	adopted on 22nd May 2001, entered into force on 17th May 2004
SC National Implementation Plan (NIP)	2 nd June 2006
World Bank Poverty Reduction Strategy Paper (PRSP)	2004/08/17
GEF National Capacity Self-Assessment (NCSA)	2004-05
GEF-5 National Portfolio Formulation Exercise (NPFE)	N/A
Strategic Action Programmes (SAPs) for shared international water-bodies	2002
South China Sea Regional Action Programme	2008
National Strategic Development Plan	2006-2010, and update, 2009-2013
National Social Protection Strategy (NSPS)	2010
The 20-year National Forest Programme (2010-2030)	2010
The 10-year National Strategic Planning Framework for Fisheries (2010-2019).	2010

The Cambodia UNDP/GEF SGP is nestled within a hierarchy of relationships – within the United Nations system and the donor community in Cambodia, and seeks to contribute to various development objectives at local, national, regional, and international levels.

The Cambodia GEF SGP Country Programme is required to contribute to the objectives, outcomes and outputs of the global Small Grant Programme of the GEF and to larger GEF objectives. Where possible, it is also desirable that small grants projects are linked to medium-sized or full-sized GEF projects in the country or region. The Cambodia UNDP/GEF programme also has some participation in regional programmes, with support from the South China Seas Fund and PEMSEA, MAP CBA and COMDEK so seeks to contribute to regional strategies for Biodiversity Conservation, coastal area and marine fisheries management.

The SGP aims to contribute to local and national development objectives as well. Thus, in the case of Cambodia, it is envisaged that the community-based groups undertaking the community-level projects with GEF SGP funding will contribute to – or complement -- the local commune development plans (CDPs) and commune investment plans (CIPs). These commune efforts are then aggregated into district and provincial level plans, which are then used for the basis of ministerial and national plans.

On the national level, the Royal Government of Cambodia has numerous key development plans and strategies, to which the projects and the overall GEF small grant programme contribute. The GEF SGP is contributing towards achievement of the Cambodian Millennium Development Goals (CMDGs), i.e., CMDG 1 (poverty reduction), CMDG 3 (gender equity), and CMDG 7 (environmental sustainability), and hence also to the international Millennium Development Goals (MDGs). At the national level, the small grants programmes are contributing to the implementation of the Rectangular Strategy (2004, updated 2008) and the National Strategic Development Plan (2006-2010, and update, 2009-2013), as well as sectoral strategies, i.e., the 20-year (2010-2030) National Forest Programme and the 10-year (2010-2019) national Strategic Planning Framework for Fisheries.

In the GEF OP5, the UNDP/GEF SGP for Cambodia will closely collaborate with, and possibly contribute to, the UNDP Country Programme and other United Nations efforts in Cambodia. The United Nations agencies operating in Cambodia seek to support the national development objectives. The United Nations Development Assistance Framework (UNDAF, 2006-2010, and 2011-2015) provides an overall agreement between the Royal Government of Cambodia and the UN agencies on key priorities and areas of cooperation. Each individual agency, such as UNDP, then has its own plan for how it will contribute towards achieving the UNDAF, and thus supporting the national development goals. The UNDP/GEF SGP can be seen as contributing to the UNDP Country Programme Action Plan (CPAP) and the UNDAF.

The UNDP/GEF Small Grants Programme in Cambodia aims to collaborate with other small grant programmes in the country. During its initial phases, the programme collaborated most closely with its sister programme, the UNDP/EU Programme for Tropical Forests–Small Grant Programme (SGP-PTF). This collaboration allowed for

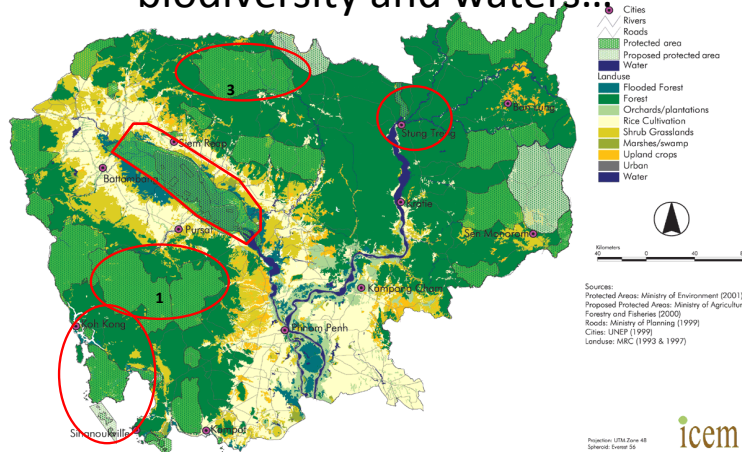
quick start-up of the two programmes, as well as sharing of the same National Steering Committee, some common procedures and office equipment. The NSC was able to review applications together, and in some cases, decide that specific grant applications were more appropriate for one funding source rather than the other.

The UNDP/GEF SGP programme, primarily through its National Coordinator and NSC members, also participates in various thematic networks and government-donor thematic working groups (TWG). For the TWG on Forestry and Environment, TWG on Fisheries and Climate Change sub-working group for example, UNDP's head of its Environment and Energy cluster is a participant, and thus can share information on the UNDP/GEF SGP. The NC has attended meetings of various networks, such as those dealing with community forestry and fisheries.

The government is pursuing a policy of devolution and deconcentration (D&D), aiming to empower local communities to take action to develop themselves. The aim is to support villages and local communities to come up with their own development plans, which are then used to prepare commune development plans, which in turn serve as the basis for plans prepared at the district, provincial, and national levels. The Royal Government of Cambodia and donors provide support at the commune level, in terms of commune investment funds. Thus, it is important that efforts be made to link the UNDP/GEF SGP projects with the commune development agenda, in terms of complementarity and ensuring ongoing support and maintenance (sustainability). It is also crucial that these community-based efforts be linked with locally-available technical services, such as agricultural, forestry, and fisheries staff working at the district and provincial levels.

For the GEF OP5, Cambodia GEF SGP programme concentrated in the five areas of biodiversity conservation, international waters, adaptation to climate change/climate change mitigation, addressing land degradation and POP. The strategic management of the proposed projects portfolio will be 30% for biodiversity conservation, 25% for climate change mitigation, 10% for the focal area of land degradation and 30% for international water protection and 5% for POP. In each of the 3 landscapes, the Community Management of Protected Areas Conservation "COMPACT" approach for strengthening of Small Grants programme will be adopted and applied. The primary objective of COMPACT is to demonstrate, by complementing and adding significant value to existing conservation programmes, how community-level initiatives can significantly increase the effectiveness of biodiversity conservation in globally significant protected areas (see the attached map).

Priority areas in the SG strategy for biodiversity and waters...



Projects will support all over Cambodia for Climate Change mitigation and Land degradation. For the biodiversity projects, certain geographical focal areas, or “biodiversity hot spots” were specified for support – the Cardamom Mountains, Tonle Sap Lake, the northern plains, the northeast indigenous areas, and the RAMSAR international wetlands site on the Mekong River. The international waters projects cover areas either on the coastline, or the Mekong River.

2.4 Please fill in the table below detailing the target OP5 global project objectives described in the GEF CEO Endorsement documents. SGP country programmes are invited to establish the SGP niche for grant-making in relation to the national priorities as applicable, outlined above, and the OP5 project objectives for the focal areas, as relevant.

Table 3. Consistency with national priorities

OP5 project objectives	National priorities	SGP niche
<p><u>SGP OP5 Immediate Objective 1:</u> Improve sustainability of protected areas and indigenous and community conservation areas through community-based actions</p>	<ul style="list-style-type: none"> ▪ Strengthen the ongoing management of designated protected areas by development and enforcement of policies, guidelines and plans. ▪ Integration of the Management of the Tonle Sap Biosphere Core Zone into the management of the whole Tonle Sap Ecosystem approach for sustainable use of biological diversity. ▪ Identification and designation of new protected areas within wetland, marine and coastal habitats. ▪ Economic evaluation and assessment of resources for potential development of revenue-based activities within protected areas. Ecotourism development in protected areas, and buffer zone management with community benefit. ▪ Integrated conservation and development of Cardamom’s protected areas. 	<p>Support LNGOs and CBOs to get official recognition of Community Projected Areas (CPA) and Forest Protection Areas.</p>

	<ul style="list-style-type: none"> Integration of the management of protected areas in the northern dry forest plain conservation landscape. 	
<p><u>SGP OP5 Immediate Objective 2:</u> Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions</p>	<ul style="list-style-type: none"> Integrating biodiversity protection measures in flood prevention awareness programmes and rehabilitation plans, including tree planting on riverbanks and foothills, preventing deforestation, etc. An important aspect of the vision is conservation and promotion of Biodiversity, Environmental protection and Ecology. Creating environmental security for integrating the biodiversity of water resource management and development. Preventing the damage that may occur as a result of flood, drought, watershed degradation, erosion and sedimentation to protect aquatic and fisheries resources and other biodiversity. 	Promote community-based natural resources management approaches such as Community Forestry, Community Fisheries and CPA and Water User Groups as well as Community Based Eco-tourism to conserve and sustainably use and management of natural resources.
<p><u>SGP OP5 Immediate Objective 3:</u> Promote the demonstration, development and transfer of low carbon technologies at the community level.</p>	<ul style="list-style-type: none"> Climate Change Strategy (being developed by MoE) UNFCCC National Communications (1st, 2nd) 	Introduce and demonstrate sample technologies that promote the efficiency use of energy such as improve cook stove,
<p><u>SGP OP5 Immediate Objective 4:</u> Promote and support energy efficient, low carbon transport at the community level</p>	<ul style="list-style-type: none"> Climate Change Strategy (being developed by MoE) UNFCCC National Communications (1st, 2nd) 	Promotion the use of renewable energy such as mini-hydro, solar, Bio-gas, win power...etc for building and cooking as more than 85% of rural community use fire wood for house energy.
<p><u>SGP OP5 Immediate Objective 5:</u> Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry</p>	<ul style="list-style-type: none"> National Forest Programme (2010-2030) National Strategic Planning Framework for Fisheries (2010-2019) 	Promotion of sustainable land management through Participatory Land Use Planning and support agro-forestry, tree planting, diversify crops, and improvement of farm productivity.
<p><u>SGP OP5 Immediate Objective 6:</u> Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities</p>	<p>National Forest Policy (July 2002):</p> <ul style="list-style-type: none"> To reclassify and to dedicate the major part of remaining natural forest stands to their ecosystems protection and biodiversity conservation functions. To promote conservation and protection strategies such as protected forests, watershed management, genetic and wildlife resources conservation, eco-tourism, and special management areas with a maximum participation of the local population. To implement the strict application of the 	Promotion of Community Based Eco-tourism and sustainable use of NTFPs activities that lead to maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities.

	<p>Code of Practice as regulatory framework for the sustainable management of forest resources and forest concessions.</p> <ul style="list-style-type: none"> ▪ To conduct extension, education and public awareness campaigns at all levels of the Cambodian society. ▪ To recognize legally and protect the traditional rights of local populations to use forest resources under the framework of food security and poverty reduction considerations. ▪ To optimize the benefits to local populations from the use and management of forest resources through the implementation of forestry and wildlife conservation concept based on the participation of local populations. 	
<p><u>SGP OP5 Immediate Objective 7:</u> Reduce pressures at community level from competing land uses (in the wider landscapes)</p>	<p>Cambodia Land Policy,</p> <ul style="list-style-type: none"> ▪ To strengthen land tenure security and land markets, and prevent or resolve land disputes; ▪ To manage land and natural resources in an equitable, sustainable and efficient manner; ▪ To promote land distribution with equity. 	<p>Promote and support Commune Land Use Plan and support Community Forestry and CPA to get official recognition from MAFF and MoE.</p>
<p><u>SGP OP5 Immediate Objective 8:</u> Support transboundary water body management with community-based initiatives</p>	<p>National Strategic Planning Framework for Fisheries (2010-2019) by 2015 targeted</p> <ul style="list-style-type: none"> ▪ At least 5,000 ha of Seagrass and 500 ha of coral are under an appropriate form of sustainable management and 700 ha of flooded forest and mangrove are planted. ▪ At least 10% of the areas ▪ 300 Community Fisheries officially recognized and operate effectively. 	<p>Support the Community Fisheries and CPA to implement SAP and National Strategic Planning Framework for Fisheries (2011-15 targeted).</p>
<p><u>SGP OP5 Immediate Objective 9:</u> Promote and support phase out of POPs and chemicals of global concern at community level</p>	<ul style="list-style-type: none"> ▪ International Convention for the Prevention of Pollution by Dumping of Wastes and other MaVer - MARPOL 	<p>Provide support to LNGO to raise awareness of POP impacts on their life and livelihood.</p>
<p><u>SGP OP5 Immediate Objective 10:</u> Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental</p>	<ul style="list-style-type: none"> ▪ To implement capacity building, institutional strengthening and research programs at all levels. ▪ To conduct education, training and public awareness campaigns, with particular regard to the participation of local populations and SCO within conservation and sustainable forest management plans. ▪ To encourage, implement and coordinate multi-stakeholder processes that enable the harmonization of the different perceptions, interests and objectives of the various forest interest groups at local, regional and international levels. 	<p>Support LNGOs/CBOs staff to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends.</p>

impacts and trends		
<p><u>Cross-Cutting Results:</u> Poverty reduction, livelihoods and gender</p>	<ul style="list-style-type: none"> ▪ The National Biodiversity Strategy and Action Plan (NBSAP) is highlighting the need for better planning and management of biological resources in order to improve living conditions and reduce poverty. Priority actions aimed at improving the capacity of rural populations to protect and use sustainably their natural resources base must be considered as key contributions to reduce poverty. The priority actions highlighted in NBSAP are included: i) Community-Based Natural resources management programmes (in agriculture, forestry, fisheries, protected areas, land use, etc including women's capacity building), ii) Environmental awareness programme in rural Areas, iii) Poverty monitoring and analysis of programmes, iv) Poverty reduction strategy formulation, and v) Participatory Poverty assessment 	<p>Promotion of sustainable livelihoods and community empowerment particularly for the poor and marginalized communities included women.</p>

3. Capacity development, poverty reduction and gender results for SGP (1 page max)

Project Selection

Projects go through a two-stage selection process, with a selection first of concept notes, then later of full proposals. The process begins with a call for concept notes, screening, field visits to appraise the proposed projects, then short-listing candidates, providing them with training on preparation of a full project proposal, submission of the proposals, and final funding decisions by the NSC. Once the projects are funded, then careful follow-up occurs, through the review of submitted quarterly progress and financial reports and monitoring visits. Usually a project managed by a local NGO is visited at least once during implementation, whereas a project implemented by a CBO is visited two or three times. Substantial mentoring is provided where needed, to ensure that the grant recipients can adequately prepare and submit the required reports. When a project is completed, a final evaluation is required, which may be done either as an internal self-evaluation or be contracted to an outside consultant.

Between September 2005 and Dec 2010, 9 calls for proposals resulted in submission of 531 concept notes, which ultimately led to 84 projects being funded. The 21 projects were funded by Sida fund for CBA project is handling differently, with LNGO and CBO partners invited to a planning meeting. In April 2011, another call for proposals resulted in submission of 50 concept notes which is going to shortlisted and appraised.

Capacity Building for LNGOs/CBOs

The SGP staff directly provides the training to prospective applicants, as well as additional training during reflection workshops organized for grantees and through individual coaching and mentoring. This capacity building has focused on issues of project development, implementation, monitoring, and financial management. These training sessions have included “writeshops,” or workshops for partners whose concept notes had been shortlisted on how to prepare full participatory project proposal development. To date, four reflection workshops have been held for UNDP/GEF SGP partners, in 2006, 2007, 2008, and 2010. Some initial training had also been held jointly with the SGP-PTF programme.

In terms of technical training on specific issues, the SGP has endeavored to link the grant recipients with appropriate government technical officers, such as district and provincial forestry, fisheries, and agricultural officers, or other partners who could provide the appropriate expertise.

4. OP5 country outcomes, indicators and activities (3 pages max)

Table 4. Results Framework

Outcomes	Indicators	Means of verification	Activities
Improve sustainability of protected areas and indigenous and community conservation areas	More than 1,000 Hectares of significant ecosystems with improved conservation status Around 1,500 Hectares of production landscapes/seascapes applying	# of MoAs signed Project reports M&R report Interview beneficiary and stakeholders	Provide funding to at least 3 CBO and LNGO projects that supporting Biodiversity conservation in indigenous and

through community-based actions	sustainable use practices		community conservation areas
Mainstream biodiversity conservation and sustainable use into production landscapes through community initiatives and actions	More than 1,000 Hectares of indigenous and community conserved areas (ICCAs) influenced	<i># of MoAs signed Project reports M&R report Interview beneficiary and stakeholders</i>	Provide finding to 9 CBO and LNGO projects funded projects contributing good practices and lessons to support biodiversity conservation mainstreaming
Demonstration, development and transfer of low- GHG technologies at the community level	<ul style="list-style-type: none"> - Tonnes of CO2 avoided by implementing low carbon technologies (Renewable energy measures (Solar and bio-gass) and Energy efficiency measures (Improve cook stoves) - # Hectares of land under improved land use and climate proofing practices - # Tonnes of CO2 avoided through improved land use and climate proofing practices 	<i># of MoAs signed Project reports M&R report Interview beneficiary and stakeholders</i>	Provide finding to 3-4 CBO and LNGO projects funded supporting the transfer of low carbon technologies that
Conservation and enhancement of carbon stocks through Sustainable management and climate proofing of land use, land use change and forestry	<ul style="list-style-type: none"> - Number of communities demonstrating sustainable land and forest management practices 	<i># of MoAs signed Project reports M&R report Interview beneficiary and stakeholders</i>	Provide finding to 2 CBOs/LNGOs projects supporting conservation and enhancement of carbon stocks (REDD)
Maintenance or improvement in flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities	<ul style="list-style-type: none"> - # Hectares of land applying sustainable forest, agricultural and water management practices - # Hectares of degraded land restored and rehabilitated 	<i># of MoAs signed Project reports M&R report Interview beneficiary and stakeholders</i>	Provide finding to 3 CBOs and LNGOs projects supporting maintenance or improvement of flow of ecosystem services
Reduction of pressures at community level from competing land uses (in the wider landscapes)	<ul style="list-style-type: none"> - Hectares of river/lake basins applying sustainable management practices and contributing to implementation of SAPs 	<i># of MoAs signed Project reports M&R report Interview beneficiary and stakeholders</i>	Provide finding to 3 CBOs and LNGOs projects supporting reduction of pressures from competing land uses
Sustainable transboundary water body management with community-based initiatives	<ul style="list-style-type: none"> - Hectares of marine/coastal areas or fishing grounds managed sustainably 	<i># of MoAs signed Project reports M&R report Interview beneficiary and stakeholders</i>	Provide finding to 3 CBOs and LNGOs projects supporting community initiatives for sustainable

			transboundary water body management
Increase awareness on POPs impacts on their health and livelihood	<ul style="list-style-type: none"> - Tonnes of solid waste prevented from burning by alternative disposal - Kilograms of obsolete pesticides disposed of appropriately - Kilograms of harmful chemicals avoided from utilization or release 	<p><i># of MoAs signed</i> <i>Project reports</i> <i>M&R report</i> <i>Interview beneficiary and stakeholders</i></p>	Provide funding to 2 CBOs and LNGOs projects supporting the phase out of POPs and chemicals of global concern
Enhance and strengthen capacities of community-based And nongovernmental organizations to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and enhance capacities of CBOs and LNGOs to monitor and evaluate environmental impacts and trends	<ul style="list-style-type: none"> - Number of community-based environmental monitoring systems demonstrated - Number of consultative mechanisms established for Rio convention frameworks - Number of innovations or new technologies developed/applied - 	<p><i># of MoAs signed</i> <i>Project reports</i> <i>M&R report</i> <i>Interview beneficiary and stakeholders</i></p>	<p>Establish National Focal Groups included NSC actively engaged with GEF national consultative processes</p> <p>Establish Learning and knowledge management platform to share lessons learned among SGP grantees and DP partners</p> <p>Build capacity of more than More than 20 CBOs and LNGOs in project development and management included M&E</p>
Contribution Poverty reduction, livelihoods and gender	<ul style="list-style-type: none"> - Number of CBOs formed or registered - Number of indigenous peoples directly supported - Number of women-led projects directly supported - Number of quality standards/labels achieved or innovative financial mechanisms put in place 	<p><i># of MoAs signed</i> <i>Project reports</i> <i>M&R report</i> <i>Interview beneficiary and stakeholders</i></p>	At least 20 CBO and LNGO projects funded Contributing to poverty reduction, livelihood improvement and gender mainstreaming

5. Monitoring & Evaluation plan (3 pages max)

Cambodia GEF SGP will continue to apply the Community Based Participatory Monitoring and Evaluation System which is intended to make the community the primary participants in the monitoring and evaluation process as well as the ultimate users of information in their area.

In the participatory model, monitoring and evaluation (M&E) places emphasis on the process of how the results were attained rather than looking at the results alone. In participatory monitoring and evaluation, the community attempts to understand and document the day-to-day reality of the projects being implemented, its internal dynamics, including the seemingly minor successes, failures and qualitative and quantitative changes in the project. The information generated from M&E will contribute to the Cambodia Poverty Management Information System (CPMIS), which is expected to monitor all MDGs, including CMDG 7 “Ensure environmental sustainability”.

More specific M&E strategies are:

1. Develop clear and precise project documents/ formats for easy processing/ reporting. The activities, immediate effects and subsequent impacts must be explicitly stated.
2. Visit project sites and make general observation during the reporting period.
3. Read carefully and make observations based on reports filed by grantees, either at mid-project or completion phases.
4. If deemed appropriate, plan with project proponents, prior to project execution, the evaluation by a third party or consultant. Read carefully and make observations upon the evaluations undertaken by these consultants during reporting period. However, participatory evaluation is imperative for each approved project.
5. Summarize overall lessons learnt as a result of monitoring and evaluation during the present period.
6. Give grants to intermediary NGO or research centre (or university) to conduct the monitoring and analysis of all projects followed by an evaluation workshop. This aims to systematically document best practices and case studies for dissemination.
7. Give grants to NGO or academic institute to hold the dissemination forum of best practices of GEF/SGP supported projects.

Monitoring of the projects is primarily done through two means. First, the projects are required to submit quarterly financial and progress reports to the UNDP/GEF-SGP office, which are then reviewed by the NC and PA. Often the initial reports need improvement, so the PA and NC provide guidance and coaching for the grantees to help them revise the reports as necessary. These reports rely very much upon Participatory Monitoring and Evaluation systems developed with the grant recipients during project design stage.

Second, monitoring is done through field visits of the NC, PA, and NSC members. Due to the number of grants, normally the NC or PA is only able to visit the projects of LNGOs once during implementation, but we try to visit CBO projects more frequently, perhaps two or three times. If any urgent problems arise with implementation of a project, then a field visit is quickly organized.

Final evaluations are required for all projects to make sure that the project partner has achieved the project objectives. In some projects this exercise is an internal, participatory one, done by the project participants and beneficiaries. In other cases, an external national consultant is contracted to undertake the evaluation. The grantee is responsible for identifying and contracting the consultant, but must receive the concurrence of the NC/SGP office on the choice of consultant.

Risk Management

The GEF SGP has a number of standard procedures, to ensure sound financial management of the small grants. The Programme Assistant, with assistance from the National Coordinator and any interns, carefully reviews all projects budgets prior to approval, then reviews the financial reports and receipts carefully. To ensure that grantees are not provided with more funds than they can responsibly handle, grants are disbursed in defined tranches, which are specified in the grant agreements. This disbursement schedule is especially important for grants provided to CBOs, which may not have much experience handing grants of this size. Many of the LNGOs, however, have more experience in this regard.

Following the first disbursement, subsequent disbursements are only released if the periodic progress and financial reports have been submitted. The final 10 percent of the grant is only released after receipt of the final progress and financial reports.

Given the high volume of development assistance in Cambodia, the exponential growth of LNGOs and CBOs, it has been essential that the GEF SGP be vigilant in managing risks. Therefore, in appraisal, the National Coordinator, Programme Assistant, and National Steering Committee undertake a field visit and take steps to ensure that the proposed activities are not being already funded by another donor or other source, and to check the experience and capabilities of the applicant.

5.2 Please describe how local stakeholders will participate in setting project objectives and outputs; how they will participate in monitoring with what kind of method and periodicity; and how progress will be documented and reported.

Table 5. M&E Plan at the Project Level

SGP Individual Project Level		
M&E Activity	Responsible Parties	Timeframe
Participatory Project Monitoring	Grantees and local authority	Duration of project
Baseline Data Collection ²	Grantees, NC	At project concept planning and proposal stage
Two or Three Project Progress and Financial Reports (<i>depending on agreed disbursement schedule</i>)	Grantees, NC, PA	At each disbursement request
Project Workplans	Grantees, NC, PA	Duration of project
NC Project Proposal Site Visit (<i>as necessary / cost effective</i> ³)	NC and NSC	Before project approval, as appropriate

² Capacity-development workshops and M&E trainings may be organized in relation to innovative techniques for community monitoring, including new technologies (i.e. GPS-enabled cameras, aerial photos, participatory GIS, etc.); as well as in response to guidelines for “climate proofing” of GEF focal area interventions; REDD+ standards; and/or other specific donor/co-financing requirements.

³ To ensure cost-effectiveness, project level M&E activities, including project site visits, will be conducted on a discretionary basis, based on internally assessed criteria including (but not limited to) project size and complexity, potential and realized risks, and security parameters.

NC Project Monitoring Site Visit (as necessary / cost effective)	NC and NSC	On average once per year, as appropriate
NC Project Evaluation Site Visit (as necessary / cost effective)	NC and NSC	At end of project, as appropriate
Project Final Report	Grantees	Following completion of project activities
Project Evaluation Report (as necessary / cost effective)	NC, NSC, External party	Following completion of project activities
Prepare project description to be incorporated into global project database	PA, NC	At start of project, and ongoing as appropriate

5.3 Please describe the strategy for how the results of SGP individual projects will be aggregated at the country programme portfolio level. Please describe the target indicators for focal area and multi-focal area outcomes.

Table 5. M&E Plan at the Programme Level

SGP Country Programme Level		
M&E Activity	Responsible Parties	Timeframe
Country Programme Strategy Review	NSC, NC, CPMT	Start of OP5
Strategic Country Portfolio Review	NSC, NC	Once during OP5
NSC Meetings	NSC, NC, UNDP CO	Minimum twice per year
Performance and Results Assessment (PRA) of NC Performance	NC, NSC, UNDP CO, CPMT, UNOPS	Once per year
Country Programme Review resulting in Annual Country Report ⁴	NC presenting to NSC and CPMT	Once per year
Financial 4-in-1 Report	NC/PA, UNOPS	Quarterly

6 Knowledge Management Plan (1 page max)

Several tools to achieve horizontal knowledge management will be focusing by GEF SGP OP5 include:

- Creating Platforms/Forums for all SGP grantees, key development partners and policy makers to sharing good practices, lesson learnt and successful stories of the SGP projects.
- Piggy-back and dovetail initiatives to avoid exhausting communities and grantees, e.g. Use cross-visits as capacity-building sessions for NSCs, grantees who can further champion environmental protection.
- Focus on building 'critical mass' of people in civil society and foresters to sustain CBNRM effort rather than focus only on formal policy; create informal policy through people who share a common vision and 'make it happen' (formal policy

⁴ The annual Country Programme Review exercise should be carried out in consultation with the national Rio Convention focal points and the associated reporting requirements.

influence can flow from this).

- Mobilize in country resources to hire consultant to produce good quality of at least 2 video documentaries, 3 case studies and 2 photo story. This KM product will be published and wider share with stakeholders and policy maker.
- Encourage all project partners to produce knowledge management products such as Photo story and case study.
- Link with regional networks to disseminate stories and good practices
- Finding ways to work with NRM related officials, respect their dedication to NR management; use softer approaches and help mediate; meet the technicality needed by NR officials to help convince them; use demonstrations and visits; and long term process of change to achieve uptake and replication of new practice.
- Working closely with UNDP CO communication unit to link the GEF SGP with existing media groups in the country to raise programme visibility and to disseminate project successful story and good practices. Provide necessary support to all GEF SGP grantee to work closely with sub-national and local authority to get their support in replication and up scaling our projects.

7 Resource Mobilization Plan (1 page max)

Resource mobilization is an important element in the UNDP/GEF Small Grant Programme. This concept refers to mobilization of additional resources, to augment those available from GEF. As such, then, the concept refers both to additional financial resources and to support in-kind, such as additional human resources and technical assistance.

The Cambodia Small Grants Programme has managed over US\$2.5 million in funding allocations, of which almost US\$2 million had been disbursed by December 2009 (Table 3). Funding has been provided as global GEF SGP core funding, GEF Resource Allocation Framework (RAF) for Cambodia for climate change issues, support from the South China Sea (SCS) Fund, and support from the UNDP Country Programme core (TRAC) funds. For 2010, additional funding of US\$ 300,000 in GEF SGP core funding and an estimated US\$ 300,000 in support from the Mekong and Asia Pacific Community-Based Adaptation (MAP CBA) Programme for Climate Change.

In accordance with global UNDP/GEF SGP procedures, funding from the UNDP Country Programme core (TRAC) funds is considered to be co-financing. For the 23 small grants funded with TRAC funds, there was, however, no funding from GEF sources.

Projects have also received over US\$ 0.5 million in cash co-financing from local development partners, such as international non-governmental organizations and local (national) NGOs. Considerable additional support has been provided through in-kind contributions, primarily from local communities, valued at over US\$ 1.5 million. Technical support and cash co-financing for one integrated coastal management area – a series of three small grants to one community-based organization -- has also been provided through collaboration with the Partnerships for Environmental Management in the Seas of East Asia (PEMSEA).

In order to ensure programme sustainability and replicate successful community-based programmes, the following strategies shall be adopted:

- Partnership with other donor agencies/ institutes such as Sida, ADB, OXFAM, CIDSE, CONCERN, ASIAN FOUNDATION, FAO, UN REDD, CBRNM Learning Institute, NGO Forum on Cambodia, etc to secure technical and financial supports, by ensuring stakeholders great participation to program and projects management (using workshops at the medium level (NGO, the technical and financial partners) training and acting at CBOs level.
- Focussing efforts on livelihoods improvement and environmental protection (generating incomes activities, enhancing grantees capacity for technical activities, negotiation for resources mobilization etc).
- Promoting transparency and equity implementation of activities and particularly fund implementation.
- Ensure community ownership of project by facilitating their participation, especially women and indigenous people in the design, implementation, and evaluation of their project.
- Information and experience sharing through newsletters and other means of more advanced communication system shall be carried out on a regular basis.
- Partnership with other donor agencies/ institutes to secure technical and financial supports
- Actions aimed at clarifying ministerial jurisdictions, reducing responsibility overlap and promoting inter-ministerial coordination and sustainable development perspectives.
- Integration into Government and other donors' programs/projects, which have similar objectives to address key issues of GEF.
- Inclusion of local contributions and cost sharing by stakeholders

ANNEX 1: GEF SGP OP 5 PROJECT LEVEL INDICATORS

SGP OP5 results indicators	
Biodiversity (BD)	
BD1	<ul style="list-style-type: none"> ○ Hectares of indigenous and community conserved areas (ICCAs) influenced ○ Hectares of protected areas influenced ○ Hectares of significant ecosystems with improved conservation status
BD2	<ul style="list-style-type: none"> ○ Hectares of production landscapes / seascapes applying sustainable use practices ○ Number of significant species with maintained or improved conservation status ○ Total value of biodiversity products/ecosystem services produced (US dollar equivalent)
Climate Change (CC)	
CCM1	<ul style="list-style-type: none"> ○ Tonnes of CO2 avoided by implementing low carbon technologies: <ul style="list-style-type: none"> ▪ Renewable energy measures (please specify) ▪ Energy efficiency measures (please specify) ▪ Other (please specify) ○ Number of community members demonstrating or deploying low-GHG technologies ○ Total value of energy or technology services provided (US dollar equivalent)
CCM4	<ul style="list-style-type: none"> ○ Tonnes of CO2 avoided by implementing low carbon technologies: <ul style="list-style-type: none"> ▪ Low carbon transport practices (please specify) ○ Total value of transport services provided (US dollar equivalent)
CCM5	<ul style="list-style-type: none"> ○ Hectares of land under improved land use and climate proofing practices ○ Tonnes of CO2 avoided through improved land use and climate proofing practices
Land degradation (LD) & Sustainable Forest Management (SFM)	
LD1	<ul style="list-style-type: none"> ○ Hectares of land applying sustainable forest, agricultural and water management practices ○ Hectares of degraded land restored and rehabilitated
LD3	<ul style="list-style-type: none"> ○ Number of communities demonstrating sustainable land and forest management practices
International Waters (IW)	
IW	<ul style="list-style-type: none"> ○ Hectares of river/lake basins applying sustainable management practices and contributing to implementation of SAPs ○ Hectares of marine/coastal areas or fishing grounds managed sustainably ○ Tonnes of land-based pollution avoided
Persistent Organic Pollutants (POPs)	
POPS	<ul style="list-style-type: none"> ○ Tons of solid waste prevented from burning by alternative disposal ○ Kilograms of obsolete pesticides disposed of appropriately ○ Kilograms of harmful chemicals avoided from utilization or release
Capacity Development, Policy and Innovation (all focal areas)	
CD	<ul style="list-style-type: none"> ○ Number of consultative mechanisms established for Rio convention frameworks (please specify) ○ Number of community-based monitoring systems demonstrated (please specify) ○ Number of new technologies developed /applied (please specify) ○ Number of local or regional policies influenced (level of influence 0 – 1 – 2 – 3 – 4 – 5) ○ Number of national policies influenced (level of influence 0 – 1 – 2 – 3 – 4 – 5) ○ Number of people trained on: project development, monitoring, evaluation etc. (to be specified according to type of training)

SGP OP5 results indicators

Livelihoods, Sustainable Development, and Empowerment (all focal areas)

Cross-cutting	<p>Livelihoods & Sustainable Development:</p> <ul style="list-style-type: none"> ○ Number of participating community members (gender disaggregated) (Note: mandatory for all projects) ○ Number of days of food shortage reduced ○ Number of increased student days participating in schools ○ Number of households who get access to clean drinking water ○ Increase in purchasing power by reduced spending, increased income, and/or other means (US dollar equivalent) ○ Total value of investments (e.g. infrastructure, equipment, supplies) in US Dollars (Note: estimated economic impact of investments to be determined by multiplying infrastructure investments by 5, all others by 3). <p>Empowerment:</p> <ul style="list-style-type: none"> ○ Number of NGOs/CBOs formed or registered ○ Number of indigenous peoples directly supported ○ Number of women-led projects supported ○ Number of quality standards/labels achieved or innovative financial mechanisms put in place
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