



ADAPTATION FUND

AFB/PPRC.36/29
8-9 October 2025

Adaptation Fund Board
Project and Programme Review Committee
Thirty-fifth meeting
Bonn, Germany, 8-9 October 2025

Agenda Item 6 a)

PROPOSAL FOR LOCALLY-LED ADAPTATION SINGLE COUNTRY PROPOSAL FOR CAMBODIA

Background

1. At its thirtieth meeting, having considered document AFB/B.30/5/Rev.1, the Adaptation Fund Board decided:

(a) *To adopt the medium-term strategy as amended by the Board, as contained in the Annex 1 of the document AFB/B.30/5/Rev.1 (the MTS); and*

(b) *To request the secretariat:*

(i) *To broadly disseminate the MTS and work with key stakeholders to build understanding and support;*

(ii) *To prepare, under the supervision of the MTS task force, a draft implementation plan for operationalizing the MTS, containing a draft budget and addressing key assumptions and risks, including but not limited to funding and political risks, for consideration by the Board at its thirty-first meeting; and*

(iii) *To draft, as part of the implementation plan, the updates/modifications to the operational policies and guidelines of the Adaptation Fund needed to facilitate implementation of the MTS, for consideration by the Board at its thirty-first meeting.*

(Decision B.30/42)

2. Pursuant to decision B.30/42, subparagraph b (ii), the secretariat prepared a draft implementation plan for the MTS, including an assessment of assumptions and risks. The secretariat shared a version of the draft with the MTS task force for comments.

3. The draft implementation plan also contains suggestions for specific funding windows that might be opened under the MTS in complement of the Fund's existing funding windows for single-country and regional adaptation projects and readiness support projects. Following the approval of the implementation plan, the secretariat would present specific proposed details for each new funding window at subsequent meetings of the Board for its consideration, in accordance with the timeline contained in the implementation plan.

4. At its thirty-first meeting, the Adaptation Fund Board discussed the draft implementation plan for the MTS, and members of the Board proposed amendments to the document. The secretariat then presented a revised draft, in document AFB/B.31/5/Rev.1. Having considered that document, the Board decided:

(a) *To approve the implementation plan for the medium-term strategy for the Fund for 2018–2022 contained in the Annex I to document AFB/B.31/5/Rev.1 (the plan);*

(b) *To request the secretariat:*

[...]

- (iii) To prepare, for each proposed new type of grant and funding window, a specific document containing objectives, review criteria, expected grant sizes, implementation modalities, review process and other relevant features and submit it to the Board for its consideration in accordance with the tentative timeline contained in Annex I to document AFB/B.31/5/Rev.1, with input from the Board's committees;*
- (iv) Following consideration of the new types of support mentioned in subparagraph (b)(iii), to propose, as necessary, amendments to the Fund's operational policies and guidelines Fund to better facilitate the implementation of such new types of support; and*

[...]

(Decision B.31/32)

5. Having recognized that there was a high level of interest among the Fund's stakeholders on Enhanced Direct Access (EDA), a specific funding window on EDA was included in the MTS implementation plan to complement the Fund's existing funding window for single-country projects.

6. At the second session of its thirty-fifth meeting the Board considered the document AFB/PPRC.26.b/18, Window for Enhanced Direct Access under the MTS and the Board decided:

- (a) To approve the pilot for projects submitted through the window for enhanced direct access (EDA) to promote EDA and further promote locally led adaptation under the Fund;*
- (b) That the pilot window to promote EDA projects/programmes shall be available to national implementing entities (NIEs) only, in the form of a grant up to a maximum of US\$5 million per country;*
- (c) That the window for EDA will not count against what the country could access under the country cap established by the Board for regular concrete projects/programmes;*
- (d) That the execution costs for proposals submitted under the EDA window should be up to a maximum of 12 per cent of the total project/programme budget requested before the implementing entity fees, and should not exceed 1.5 per cent in cases where the Implementing Entity has also taken on the role of Execution Entity for the proposed project/programme activities, and that the implementing entity fee should be up to a maximum of 10 per cent of the total project costs;*
- (e) That NIEs submitting proposals through the EDA window should do so using the existing approved proposal template and guideline materials for regular concrete projects/programmes nonetheless taking note of the project fees in subparagraph (d) and that EDA proposals submitted through the two-step project approval process are eligible for the project formulation grant and project formulation assistance grant as per the approved criteria by the Board for those grants;*
- (f) That the review cycle and approval of projects/programmes submitted through the EDA window shall follow the review and approval process as well as reporting*

requirements for regular projects/programmes under the Fund notwithstanding adherence to subparagraph where it concerns the review and approval of project fees; and

(g) To request the secretariat to present to the PPRC at its twenty-eighth meeting, an analysis of the project review cycle for EDA projects including an update on the implementation status of the EDA window.

(Decision B.35.b/10)

7. The Adaptation Fund Board adopted at its thirty-ninth meeting in October 2022 the medium-term strategy of the Adaptation Fund for the period 2023-2027 (MTS-II). The strategy introduced a special emphasis on promoting locally led adaptation (LLA) in the Fund's work and included a new cross-cutting theme to "Promote locally based and locally led adaptation action including by devolving access and decision-making on adaptation finance to national, subnational, and local levels."

8. Three modalities were proposed through Decision B.40/72 in March 2023:

(a) Enhancing the existing Enhanced Direct Access window,

(b) Establishing a new Global MIE Aggregator programme for channeling grants for LLA to non-accredited entities,

(c) Opening the option for EDA-type national programmes for MIEs and RIEs.

9. The Adaptation Fund Board at its forty-second board meeting in April 2024, considered the paper entitled 'Additional delivery modalities for expanding support to locally led adaptation' and the Board decided:

Single country locally-led adaptation projects and programmes

a. To merge the window for enhanced direct access into an expanded and enhanced window for single-country locally led adaptation (LLA) projects/programmes as contained in paragraphs 37–42 of document AFB/PPRC.33/39;

b. That the window for single-country LLA projects/programmes will be available for access by eligible countries through national, regional or multilateral implementing entities, in the form of a grant of up to a maximum of US\$ 5 million per project;

c. That the window for single-country LLA programmes will continue to be financed outside the country cap established by the Board for regular concrete projects/programmes;

d. That single-country LLA proposals can be submitted through the three-step project approval process and are eligible for a project formulation grant (PFG) for a maximum of US\$ 150,000 as per the approved criteria by the Board for those grants;

e. That an additional PFG amount (inclusive of the management fee) can be provided on a case-by-case basis for LLA projects up to a maximum of US\$ 100,000, and that such amount should be dedicated to support activities that enable decision making by local actors over how adaptation actions are defined, prioritized, designed and implemented;

- f. *That, for a PFG at the pre-concept stage, up to 20 percent of the maximum amount of the PFG set in subparagraphs (d) and (e) above could be granted;*
- g. *To approve the revised proposal template and project review sheet contained in annex 3 and annex 4 to document AFB/PPRC.33/39, respectively;*
- h. *To request the secretariat to develop instructions for preparing requests for proposals and additional guideline materials for projects/programmes under this window;*

[...]

(Decision B.42/37)

10. Having considered the recommendation of the Project and Programme Review Committee, the Board decided to include in its work programme for fiscal year 2025 a provision for an amount of US\$ 26.5 million for single country LLA grants (B.42/33).
11. The following pre-concept note proposal document titled “Enhancing Livelihood and Climate Adaptation through Nature-based Solutions in Heritage Protected Areas in Siem Reap Province, Cambodia” was submitted for Cambodia by United Nations Human Settlements Programme (UN-Habitat), which is a Multilateral Implementing Entity of the Adaptation Fund.
12. This is the third submission of the pre-concept note proposal using the three-step submission process.
13. The current submission was received by the secretariat in time to be considered in the forty-fifth Board meeting. The secretariat carried out three technical reviews of the project proposal, with the Project ID number AF00000456.
14. In accordance with a request to the secretariat made by the Board in its 10th meeting, the secretariat shared this review sheet with UN-Habitat and offered it the opportunity of providing responses before the review sheet was sent to the PPRC.
15. The secretariat is submitting to the PPRC the summary and, pursuant to decision B.17/15, the final technical review of the project, both prepared by the secretariat, along with the final submission of the proposal in the following section. In accordance with decision B.25/15, the proposal is submitted with changes between the initial submission and the revised version highlighted or with track changes.



ADAPTATION FUND BOARD SECRETARIAT TECHNICAL REVIEW OF PROJECT/PROGRAMME PROPOSAL

ADAPTATION FUND

PROJECT/PROGRAMME CATEGORY: LLA Single Country Pre-concept note proposal

Countries/Region: Cambodia
Project Title: Enhancing Livelihood and Climate Adaptation through Nature-based Solutions in Heritage Protected Areas in Siem Reap Province, Cambodia
Thematic Focal Area: Nature-based solutions/ Food security
Implementing Entity: United Nations Human Settlements Programme (UN-Habitat)
Executing Entities: Ministry of Environment, National Council for Sustainable Development, Siem Reap Administration, Local Communities, and NGOs partners
AF Project ID: AF00000456
IE Project ID: **Requested Financing from Adaptation Fund (US Dollars):** 5,000,000
Reviewer and contact person: Alyssa Gomes **Co-reviewer(s):** --
IE Contact Person:

<p>Technical Summary:</p>	<p>The project "Enhancing Livelihood and Climate Adaptation through Nature-based Solutions in Heritage Protected Areas in Siem Reap Province, Cambodia" aims to enhance the climate resilience of vulnerable communities and ecosystems. This will be done through the three components below:</p> <p><u>Component 1:</u> Strengthening the development and investment planning processes (USD 560,000); <u>Component 2:</u> Developing and piloting prioritized investments (USD 3,142,507); <u>Component 3:</u> Supporting the local stakeholders in replicating the project's best practices (USD 468,000).</p> <p><u>Requested financing overview:</u></p> <p>Project/Programme Execution Cost: USD 437,788 Total Project/Programme Cost: USD 4,170,507 Implementing Fee: USD 391,705 Financing Requested: USD 5,000,000</p> <p>The proposal includes a request for a project formulation grant of USD 30,000.</p>
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	<p>The first technical review raised some issues, such as a discrepancy in the budget calculations and the names of the EE for the project. For the concept stage there is a need for further detail on how the LLA approach will be operationalized, particularly regarding the selection criteria for community partners and the justification for exceeding the execution cost cap. These issues are discussed in the Clarification Requests (CRs) and Corrective Action Requests (CARs) raised in the review.</p> <p>The second technical review found pending issues with the PFG application.</p> <p>The third technical review finds the issues to be addressed.</p>
Date	September 5, 2025

Review Criteria	Questions	1 st Review [8 August 2025]	2 nd Review [28 August 2025]	3 rd Review [5 September 2025]
Country Eligibility	1. Are all of the participating countries party to the Kyoto Protocol and/or the Paris Agreement?	Yes	-	
	2. Are all of the participating countries developing countries particularly vulnerable to the adverse effects of climate change?	<p>Yes.</p> <p>Cambodia is a developing country, and the proposal provides a strong justification for its vulnerability, particularly in the Siem Reap Province, citing frequent droughts, flash floods, deforestation, and groundwater depletion. The proposal highlights how these impacts disproportionately affect</p>	-	

		vulnerable communities, food security, and the integrity of cultural heritage sites.		
Project Eligibility	1. Have the designated government authorities for the Adaptation Fund from each of the participating countries endorsed the project/programme?	<p>Yes.</p> <p>As per the Endorsement letter dated June 25th, 2025, signed by H.E. CHUOP Paris, Secretary of State, Ministry of Environment, Cambodia..</p>	-	
	2. Has the pre-concept provided necessary information on the problem the proposed project/programme is aiming to solve, including both the regional and the country perspective?	<p>Yes.</p> <p>The proposal clearly states the climate-related problem in Siem Reap and the specific vulnerabilities of communities and ecosystems. It includes a strong LLA rationale centered on the "People's Process" and Community Action Planning (CAP) to empower communities to identify problems and design solutions. However, further detail is needed.</p> <p>The proposal outlines a participatory approach but needs to provide more detail on how the "People's Process" will be operationalized to ensure</p>	Yes.	

		<p>that vulnerable and marginalized groups (e.g., women, youth, persons with disabilities) within the community have a genuine and leading voice in identifying problems and designing solutions, beyond just being part of a consultation.</p> <p><i>At the concept note stage, please provide further detail on how the "People's Process" will be operationalized to ensure that vulnerable and marginalized groups (e.g., women, youth, persons with disabilities) within the community have a genuine and leading voice in identifying problems and designing solutions, beyond just being part of a consultation.</i></p>		
	<p>3. Have the project/programme objectives, components and financing been clearly explained?</p>	<p>Yes, for the preconcept stage.</p> <p>The project's objectives are clear and well-aligned with the three components. The activities and outputs</p>	-	-

		<p>within each component demonstrate cohesion and support the overall goal of enhancing climate resilience through community-led NbS. The proposal explicitly mentions that the project will contribute to the principles of Locally Led Adaptation by focusing on participatory planning, local implementation, and capacity building.</p>		
	<p>4. Has the project/programme been justified in terms of how:</p> <ul style="list-style-type: none"> - it supports concrete adaptation actions. - it aligns with the principles of LLA and seeks to operationalize the principles of LLA? - It describes indicatively how it will source locally-led small grant proposals, and screen them for the potential to support concrete adaptation actions to assist the participating countries in 	<p>Yes, for the preconcept stage.</p> <p><u>Concrete Adaptation Actions & NbS:</u> The project is well-justified in its focus on NbS and other concrete adaptation actions, such as climate-smart agriculture, reforestation, water infrastructure, and eco-wastewater systems. These directly address the climate vulnerabilities identified in the background section of the proposal.</p> <p><u>LLA Alignment:</u> The proposal demonstrates a strong commitment to LLA through its "People's</p>	<p>Cleared</p> <p><u>Concrete Adaptation Actions & NbS</u> (Page 3, Part II, Section 1). The proposal now specifies that the "People's Process" will apply mandatory quotas (50% women, 20% youth, and 5% persons with disabilities) and includes specific capacity-building for these groups to ensure a leading voice in decision-making.</p> <p><u>LLA Alignment</u> (Page 3, Part II, Section 1). The proposal provides more extensive details on the "People's Process"</p>	

	<p>addressing the adverse effects of climate change and build in climate resilience?</p> <ul style="list-style-type: none"> - it is cost-effective? - it is consistent with applicable strategies and plans? - it incorporates learning and knowledge management? - it will be developed through a consultative process with particular reference to vulnerable groups, including gender considerations, in compliance with the Environmental and Social Policy of the Adaptation Fund? - it will take into account sustainability. 	<p>Process" and the use of Community Implementation Agreements (CIAs) to provide direct, predictable funding for locally prioritized actions. This directly addresses the principle of direct access to finance for local actors.</p> <p>The proposal states that CIAs will be signed with community organizations. <i>Please provide further detail in the Concept Note on the criteria and process for how these community organizations will be identified, selected, and provided with the necessary financial management capacity to transparently manage funds from the CIAs.</i></p> <p><u>Cost-Effectiveness:</u> The proposal justifies its cost-effectiveness by focusing on low-cost NbS over conventional "grey" infrastructure and by allocating 74% of the budget to physical works using local labor and</p>	<p>across six steps, including a structured framework for Community Action Planning (CAP) and eligibility criteria for community organizations, which clarifies the participatory process.</p> <p>(Page 4, Part II, Section 2). The proposal provides additional details on how Component 1 will enhance adaptive capacity by integrating climate data and NbS into local planning, which supports decision-making at the community and sub-national levels.</p> <p><u>Cost-Effectiveness</u> (Page 3, Part II, Section 1). The proposal now provides clear eligibility criteria for community organizations and outlines the specific capacity development activities that will precede the signing of Community Implementation Agreements (CIAs), ensuring transparent financial management.</p>	
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		<p>materials (as stated on page 3).</p> <p><i>At the Concept Note stage, please provide more concrete details, such as:</i></p> <ul style="list-style-type: none"> • <i>Unit Cost Assessments: Elaborate on the unit cost assessments for key adaptation measures (e.g., NbS vs. grey infrastructure) to demonstrate the economic benefits more quantitatively.</i> • <i>Socio-economic Benefits: Detail the estimated returns in terms of avoided climate-related damages and the anticipated socio-economic co-benefits (e.g., job creation, increased income from eco-tourism) that justify the investment.</i> 		
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		<p><u>Consistency with Strategies:</u> The proposal is highly consistent with Cambodia's national and sub-national strategies, including the Cambodia Climate Change Strategic Plan (CCCSP), National Adaptation Plan (NAP), and Siem Reap Tourism Development Master Plan.</p> <p><u>Learning & Knowledge:</u> Component 3 is dedicated to documenting and disseminating policy briefs, toolkits, and lessons learned for replication and scaling.</p> <p><u>Consultative Process & Gender:</u> The proposal outlines a robust, inclusive, and multi-level consultative process for the Concept Note phase, specifically mentioning structured CAP sessions with a goal of 50% female participation and the inclusion of other vulnerable groups.</p> <p><u>At the concept note stage.</u></p>		
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		<ul style="list-style-type: none"> • <i>Elaborate on a clear plan for consultation with all relevant stakeholders, particularly the vulnerable groups, throughout the project's full lifecycle (from planning to monitoring and evaluation).</i> • <i>Confirm that a comprehensive Environmental and Social Risk Assessment (ESRA) will be completed, with appropriate mitigation measures and safeguards fully integrated into the project design, especially concerning land tenure and heritage site sensitivities.</i> <p><u>Sustainability:</u> The proposal emphasizes</p>		
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		<p>community ownership via the People's Process, institutional integration into local planning and budgeting, and financial sustainability through revenue-generating ecotourism. A comprehensive Environmental and Social Risk Assessment (ESRA) is planned for the Concept Note stage.</p> <p><u>At the concept note stage:</u></p> <ul style="list-style-type: none"> • <i>Provide further details on the mechanisms for the long-term operation and maintenance (O&M) of community infrastructure beyond the project's lifespan. Explain the proposed roles of local institutions, community groups, and the revenue from ecotourism in sustaining project outcomes.</i> 		
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		<ul style="list-style-type: none"> • <i>Elaborate on the partnerships with national and sub-national institutions (e.g., NCSD, APSARA Authority) to ensure that successful practices and lessons learned are fully institutionalized and adopted into formal policies and budgets.</i> 		
	<p>5. Does the pre-concept briefly explain which organizations would be involved in the proposed project at the national/sub-national level, and how coordination would be arranged?</p> <p>Does it explain how national institutions, and when possible, national implementing entities (NIEs) would be involved as partners in the project?</p>	<p>Needs clarification.</p> <p>The proposal clearly identifies UN-Habitat as the MIE and the National Council for Sustainable Development (NCSD), as the official Executing Entity (EE).</p> <p>Coordination will be guided by a Project Steering Committee (PSC) chaired by the MoE (as described on page 7).</p> <p>At the sub-national level, the proposal specifies</p>	<p>CAR1: Cleared (Page 10, Part III, Section 3).</p> <p>The proposal now lists specific national and sub-national partners, categorizing them as "Sub-National Partners" and "Local Partners" who will be managed by a legally identified Executing Entity (the Ministry of Environment), which directly addresses the request for more specific and formal EE identification.</p>	

		<p>engagement with the Siem Reap Administration, local communities, and NGOs.</p> <p>CAR 1: The list of Executing Entities includes broad categories such as "Siem Reap Administration," "Local Communities," and "NGOs partners." These categories are too general for legal agreements. Please provide a specific and detailed list of all named Executing Entities. For local entities that cannot be legally identified at this early stage, please name them as local partners or sub-national partners and clarify that they will be managed and overseen by a legally identified Executing Entity, such as the NCSD or Siem Reap Administration.</p> <p><i>At the concept note stage, please clarify the relationship between UN-Habitat and NCSD in more detail, including</i></p>		
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		<i>their respective roles and responsibilities in the LLA model, especially given UN-Habitat's direct engagement with local communities via the CIAs.</i>		
Resource Availability	6. Is the requested project / programme funding within the funding size for the single country LLA window?	Yes. The project size of USD 5 Million is within the available funding window for LLA single country projects.	-	
	7. Are the administrative costs (Implementing Entity Management Fee and Project/ Programme Execution Costs) at or below 8.5 per cent of the project/programme for implementing entity (IE) fees and at or below 9.5 per cent of the project/programme cost for the execution costs?	The pre-concept provides a preliminary budget, but some figures need correction. The budget figures provided in the pre-concept do not add up correctly. The Total Project/Programme Cost (USD 4,170,507), Project/Programme Execution Cost (USD 437,788), and Implementing Fee (USD 391,705) sum to USD 5,000,000, which is the amount of requested financing. The PFG budget also has discrepancies.	CAR2: Cleared (Page 5, Part I, Section 4). The Project/Programme Execution Cost has been revised to USD 399,760, which is approximately 8.68% of the Total Project/Programme Cost and is now within the 9.5% limit. CAR3: Not cleared (Pages 1 and 12-14). The PFG submission form still presents an inconsistent institutional arrangement, with the PFG's executing entities (MoE and sub-national administration) differing from the main project's	CAR3: Cleared [Revised PFG form]

		<p>CAR2: The Project/Programme Execution Cost (USD 437,788) is approximately 10.5% of the Total Project/Programme Cost (USD 4,170,507), which exceeds the 9.5% limit for single-country projects. A clear justification for this needs to be provided.</p> <p>CAR3: The PFG application on page 8 mentions as the EE “Sub-National Administration”. The entity needs to be specified. Please ensure that the PFG amount is also consistently mentioned on the title page of the proposal document.</p> <p>Link to calculator: IE and EE Fees Calculator (EXCEL) Link to calculator: PFG Amount Calculator (EXCEL)</p>	<p>EE (NCSD) and other partner roles. The proposal's PFG section remains a point of confusion and needs further clarification.</p> <p>The PFG budget provided is still inconsistent. The PFG submission form lists an IE management fee of USD 12,300, which is based on a previous sub-total and not on the current total PFG amount of USD 30,000. Please correct the PFG budget to ensure all figures and fees are accurate and consistently calculated based on the final total PFG amount of USD 30,000 for a pre-concept stage.</p>	
Eligibility of IE	8. Is the project/programme submitted through an	Yes.	-	

	eligible Implementing Entity that has been accredited by the Board?	Accreditation status: Accredited Accreditation Expiration Date: 01 October 2025		
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ADAPTATION FUND

PRE-CONCEPT FOR A REGIONAL PROJECT/PROGRAMME

PART I: PROJECT/PROGRAMME INFORMATION

Title of Project/Programme: Enhancing Livelihood and Climate Adaptation through Nature-based Solutions in Heritage Protected Areas in Siem Reap Province, Cambodia

Countries: Cambodia

Thematic Focal Area¹: Food security

Type of Implementing Entity: Multilateral Implementing Entity

Implementing Entity: United Nations Human Settlements Programme (UN-Habitat)

Executing Entity/Entities: **National level**
Ministry of Environment, ~~National Council for Sustainable Development~~
Local level
Siem Reap Administration, Local Communities, and NGOs partners

Amount of Financing Requested: US\$ ~~4,999,420~~ **5,000,000** (in U.S Dollars Equivalent)

Project Formulation Grant Request: Yes No

Amount of Requested financing for PFG: **US\$ 30,000** ~~out of US\$ 150,000~~ (in U.S Dollars Equivalent)

Letters of Endorsement (LOE) signed for all countries: Yes No

NOTE: LOEs should be signed by the Designated Authority (DA). The signatory DA must be on file with the Adaptation Fund. To find the DA currently on file check this page: <https://www.adaptation-fund.org/apply-funding/designated-authorities>

Stage of Submission:

- This pre-concept has been submitted before
- This is the first submission ever of the pre-concept

In case of a resubmission, please indicate the last submission date: [Click or tap to enter a date.](#)

Please note that pre-concept should not exceed 5 pages (in addition to this first cover page)

Project Summary

This project aims to improve the climate resilience of vulnerable communities and ecosystems in Siem Reap Province, Cambodia, especially within heritage-protected areas, by implementing locally led, nature-based adaptation solutions. Through a three-pronged approach, the project will (i) strengthen climate-informed planning and governance at the commune and district levels, (ii) support community-driven investments in climate-smart agriculture, resilient water infrastructure, and eco-tourism infrastructure, and (iii) promote knowledge exchange and policy adoption to support long-term replication. Grounded in the People’s Process and aligned with Cambodia’s National Adaptation Plan and Climate Change Strategic Plan, the initiative focuses on forest-edge settlements, poor communities, and tourism-dependent populations. It prioritises gender inclusion, institutional sustainability, and ecological integrity to address climate risks, such as drought, flooding, and land degradation, while fostering sustainable livelihoods connected to green tourism and circular resource systems.

¹ Thematic areas: Nonprescriptive

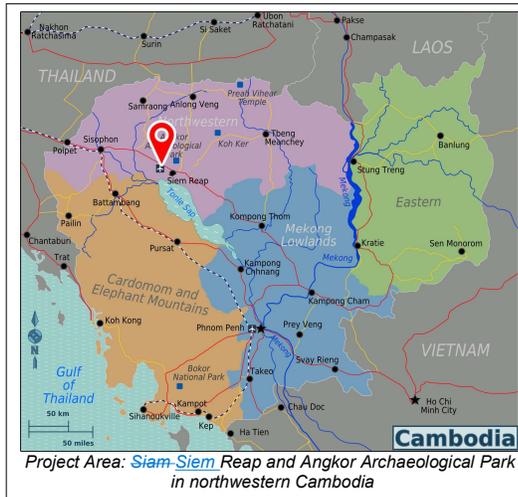
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Project/Programme Background and Context

Geographic and Cultural Context of Siem Reap Province and Angkor Heritage Area

Siem Reap Province, located in northwestern Cambodia, is home to the UNESCO-listed Angkor Archaeological Park—a 400 km² heritage complex renowned for its ancient temples, forested landscapes, and hydraulic engineering (UNESCO, 2013). Siem Reap Province has a population of over one million (NIS, 2019), with most residents living in rural areas and depending on agriculture or informal tourism-linked livelihoods. Of these, 100,000 residents live in 112 informal settlements located within or near the park boundaries. These communities lack access to secure housing, drainage, potable water, and social protection systems, which makes them highly vulnerable to climate-induced hazards such as heatwaves, flash floods, and ecosystem degradation (Rasid, 2020). Food insecurity is widespread: 32.3% of households report at least one member facing severe food insecurity, and 59.4% are in debt (Jacobso et al., 2022).

Between 1989 and 2019, the upper Siem Reap River catchment lost 36.6% of its forest cover, primarily due to agricultural expansion caused by rising population density (Live & Learn, 2023). Deforestation in Phnom Kulen National Park—Angkor's vital watershed—disrupts dry-season water flow and amplifies erosion (FAO & ADB, 2019). Groundwater depletion and waterborne diseases are on the rise, compromising food security and heritage preservation (UNESCO, 2023). Traditional canals and reservoirs can no longer accommodate seasonal changes due to upstream forest loss, sedimentation, and poor maintenance (Live & Learn, 2023). Over 27,900m³ of groundwater is extracted daily, mainly by tourism businesses, which threatens the structural integrity of the Angkor monuments through land subsidence (Phnom Penh Post, 2019). The West Baray Reservoir now supplies over half of Siem Reap City's demand, yet it remains insufficient (MoE, 2022).



The region has experienced a steady increase in temperature over the past two decades, accompanied by more frequent heat waves and erratic rainfall patterns. Monsoons are delayed and condensed into short, intense bursts, causing water scarcity during the dry season and flooding in the wet season within the same communes (UNESCO, 2023). Siem Reap has experienced heavy monsoons and flash floods, particularly in 2020 and 2022. Over 19,000 hectares of rice fields were inundated during the 2022 flood, causing widespread damage to livelihoods (ReliefWeb, 2022). Urban areas face increasing drainage overloads, and climate models project more erratic and intense rainfall events (MoE, 2022). Tonlé Sap Lake is undergoing ecological collapse, with fish populations declining by 87% from 2003 to 2019 (Rockefeller Foundation, 2021).

Angkor attracted 2.2 million visitors in 2019, generating US\$99 million in ticket revenue alone (Open Development Cambodia, 2023; MoT, 2024). Tourism around Angkor Wat is a cornerstone of Cambodia's economy, accounting for over 12% of the country's GDP, according to ADB. Although tourism is prominent, 26% of Siem Reap's population lives in poverty (Cambodianess News, 2025).

The impacts of climate change in Siem Reap are multidimensional, affecting culture, economy, environment, and society. Heatwaves and droughts lower rice yields; intense rainfall damages roads, homes, and historic sites (ADB, 2022). Informal communities are often ill-equipped, lacking climate-resilient housing, drainage, and water storage systems, and thus remain vulnerable to flash floods and prolonged dry spells. Women, children, older people, and persons with disabilities bear disproportionate burdens. Seasonal livelihoods, including agriculture and tourism, face reduced incomes and uncertain recovery, while social protection remains limited (UN Women, 2021). Without locally driven adaptation, poverty, migration, and cultural erosion could worsen in the Angkor Heritage Area (NCSD, 2021). If left unprotected, Siem Reap's cultural and ecological assets could face irreversible damage. Excessive pumping, heat waves, and erratic rainfall endanger aesthetic appeal and foundation stability. In 2019, [the Authority for the Protection and Safeguarding of Angkor and the Region of Angkor \(APSARA\)](#) had to pump water to refill Angkor Wat's moat, highlighting the climate vulnerability of heritage sites (Phnom Penh Post, 2019).

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With the support of the Adaptation Fund, the region will implement nature-based solutions, construct infrastructure, and undertake capacity-building initiatives to enhance its climate resilience. These interventions will improve resilience while preserving one of the world's most treasured cultural landscapes.

Project/Programme Objectives:

The overall goal of the proposed project is to enhance sustainable livelihoods and strengthen climate resilience among communities living in heritage-protected areas in Siem Reap Province by promoting community-led nature-based solutions (NbS). This goal will be achieved through three components that seek to achieve the following objectives:

- To strengthen community and sub-national adaptive capacity and integrate climate risks and nature-based solutions into community and local development planning in target areas.
- To implement community-led, climate-resilient livelihood improvements, small-scale adaptive infrastructure and sustainable green-tourism
- To generate and share knowledge and policy recommendations to support institutional learning, replication, and scaling of community-based adaptation practices.

Project/Programme Components and Financing:

Project/Program Components	Expected Outcomes	Expected Outputs	Amount (US\$)
Component 1 Strengthening the development and investment planning processes at the Commune/Sangkat and district/city levels by improving climate change adaptive capacity through Nature-based Solutions (NbS) and targeted capacity-building activities.	Outcome 1 Sub-national development and investment planning processes (Commune/Sangkat and District levels) are climate-informed and demonstrate enhanced institutional capacity to integrate nature-based solutions and green tourism into adaptive governance frameworks.	Output 1.1: Participatory socio-economic and climate vulnerability assessments conducted across poor settlements and forest protection communities in three districts, including analysis of tourism-related environmental pressures and NbS potential. Output 1.2: Community and local authority action plans, climate risk profiles, and green tourism opportunity maps developed through inclusive, participatory processes. Output 1.3: Capacity of sub-national authorities and community groups strengthened through targeted training on climate-resilient planning, green tourism, and climate-smart agriculture, including exposure visits to best practice sites. Output 1.4: Community groups supported in preparing and formalizing Community Action Plans and Community Implementation Agreements that prioritize, implement, and monitor locally led adaptation actions. Output 1.5: Solid waste management capacities improved in Siem Reap City, Banteay Srei, and Svay Leu Districts through awareness training and installation of waste segregation, composting, and recycling systems.	5860,000
Component 2 Developing and piloting prioritized investments within Commune/Sangkat and district/city development plans to promote sustainable human settlements through the application of NbS.	Outcome 2 Vulnerable households and communities benefit from improved livelihoods and enhanced resilience through the implementation of nature-based, small-scale infrastructure and adaptive land-use practices aligned with sustainable tourism and agriculture.	Output 2.1: Climate-smart agriculture and value-addition practices piloted in at least five forest protection communities, supported by market analysis and training. Output 2.2: A regional nursery is fully operationalized to support community-based reforestation and assisted natural regeneration through training, seed propagation, and strategic restoration. Output 2.3: Ecological and tourism value of Banteay Srei's reservoir site enhanced through trail rehabilitation, removal of invasive species, and installation of visitor amenities with small-scale solar lanterns at houses and public spaces for safety and minimum economic burdens. Output 2.4: Water retention and climate buffer capacity increased in Svay Leu District through sediment clearance, water gate construction, and embankment stabilization. Output 2.5: Eco-villages established or upgraded using circular resource systems, including renewable energy, food forests, wastewater treatment, and climate-resilient homestays to support sustainable tourism. Output 2.6: Flood-resilient community nature-based infrastructure solutions, including sewerage and eco-	3,160,000 42,507

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		wastewater systems, constructed or improved in vulnerable settlements in Sangkat Nokor Thom. Output 2.7: Community-based Early Warning Systems for floods, droughts, lightning installed and operationalized in high-risk areas, with community training and local monitoring.	
Component 3 Supporting the local stakeholders in replicating the project's best practices through policy recommendations and knowledge sharing initiatives.	Outcome 3 Proven models for nature-based, community-led adaptation and sustainable green tourism are documented, disseminated, and adopted for replication and policy integration at sub-national and national levels.	Output 3.1: Coordination meetings, study visits, and capacity-sharing workshops are conducted among implementing partners, local tourism businesses, cultural authorities, and community stakeholders Output 3.2: Policy briefs and recommendations promoting sustainable tourism are developed and submitted to relevant sub-national and national authorities. Output 3.3: Knowledge products are produced and disseminated, documenting good practices, lessons learned, and replication strategies	468,000
4. Project/Programme Execution cost			399,760
5. Total Project/Programme Cost			437,788
6. Project/Programme Cycle Management Fee charged by the Implementing Entity (if applicable)			4,607,760
			170,507
			391,660
			705
Amount of Financing Requested			4,999,420
			5,000,000

Project Duration: Four years (January 2027 – December 2030)

PART II: PROJECT/PROGRAMME JUSTIFICATION

1. Implementation Approach: [The project will embed the People's Process as the core operational framework for community engagement and decision-making. This process goes beyond conventional consultation by ensuring that vulnerable and marginalised groups—including women, youth, and persons with disabilities—occupy leadership and decision-making roles throughout all stages of the project cycle.](#) The Project aims to empower communities and sub-national authorities to define, prioritise, implement, and monitor adaptation actions. UN-Habitat will implement the participatory People's Process approach throughout the project lifecycle. The approach will enable local communities to discuss and identify problems and solutions while also selecting beneficiaries, overseeing implementation, and monitoring progress until the project's completion.

A. Process:

- [STEP 1: The focus of activities in Step one is to establish contact with the community; to engage in household- and small group-meetings, where local problems, capacities and opportunities are discussed. The baseline information is collected at this stage, including the identification of beneficiaries.](#)

- [STEP 2: A cluster group or a representative committee is established from among the prospective beneficiaries of the sub-project. The beneficiaries entrust the committee to manage the activities. Before the formation of the clusters, a list of beneficiaries of the proposed sub-project is prepared and verified through community consultation. It is then publicly announced. Moreover, the cluster groups prepare, in consultation with the communities, a Community Action Plan \(CAP\).](#)

- [STEPS 3 and 4 focus on the preparation and approval of the project proposal; on the disbursement of the block grant; on the procurement of materials and services; and the actual reconstruction of the houses. Witnessed by formal and informal village leaders, a community contract is signed between each cluster and UN-HABITAT. In the name of the cluster, bank accounts are opened by three signatories.](#)

- [STEP 5 focuses on monitoring, evaluation and project completion, stressing quality assurance.](#)

- [STEP 6 stresses on the need to link this process with the formal governance structure throughout the implementation process.](#)

B. Eligibility Criteria:

- [A community organisation would be formed only from among the direct beneficiaries of the proposed sub-project](#)

- [Would be recognised by local authorities](#)

- [Inclusive governance structure with gender, youth, and disability representation in decision-making roles](#)

- [Demonstrated track record of interest in community development activities](#)

- [Commitment to transparent financial management and public accountability](#)

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C. The Project will implement **Community Action Planning (CAP)** processes in all target locations to institutionalise local leadership. These structured sessions will allow communities to identify their vulnerabilities and design suitable adaptation responses. CAP sessions will ensure gender-balanced participation, requiring a minimum of 50% female representation. Additionally, these sessions will include persons with disabilities, indigenous peoples, and youth in leadership roles.

D. Capacity Development before CIA Signing:

- [Training on financial management, procurement, and record-keeping in line with UN-Habitat's community contracting guidelines](#)
- [Establishment of a community bank account with three signatories](#)
- [Introduction of standardised financial reporting templates and quarterly audits](#)
- [Periodic mentoring by project technical staff and local government focal points](#)
- [On-site monitoring of activities and finances before release of subsequent CIA tranches](#)
- [Public disclosure of budgets and expenditures on community noticeboards and in meetings](#)

E. Community Implementation Agreements (CIAs) will provide direct, predictable funding for key priority actions identified during the CAP process. These agreements empower communities to implement effective adaptation measures. CIAs will be signed between UN-Habitat and community organizations, ensuring that cost-sharing, accountability, and transparent resource management are integral components of the agreements. [This structured process will ensure that CIAs are implemented by credible, representative, and accountable organisations with the capacity to manage funds transparently and deliver locally prioritised adaptation actions.](#)

F. Key measures will include:

- [Inclusive Representation in Community Governance: Each Community Development Committee \(CDC\) or equivalent structure will be formed through an open and transparent election/selection process in which quotas will be applied to ensure at least:](#)
 - [50% women members, including in leadership positions \(chair/vice-chair/treasurer\)](#)
 - [20% youth representatives \(aged 15–30\) with voting rights](#)
 - [5% persons with disabilities or their representatives](#)
- [Capacity Development for Leadership Roles: Tailored training \(e.g., leadership, negotiation, project management\) will be provided to these groups before and during project implementation, enabling them to lead the identification, prioritisation, and design of interventions.](#)
- [Participatory Problem Identification: Using participatory rural appraisal \(PRA\) and gender-sensitive facilitation techniques, these groups will directly lead focus group discussions, needs assessments, and solution design workshops. Results will be validated in plenary sessions, ensuring that the perspectives of vulnerable groups shape final priorities.](#)
- [Decision-Making Protocols: Meeting procedures will mandate that all decisions are documented with evidence of participation and approval from these groups, and that their concerns are addressed in final plans.](#)
- [Monitoring and Accountability: Community scorecards and social audits will be co-designed and co-led by women, youth, and disability representatives to track progress and hold leadership accountable for agreed actions.](#)

At the **Commune/Sangkat level**, the Project will incorporate community-identified priorities into local investment and development plans, aligning them with the annual budget cycle. To strengthen local governments' roles in climate risk planning and financing, capacity-building support will be provided, further decentralising decision-making.

2. Concrete Adaptation Activities and Regional Value: The proposed Project aims to strengthen climate resilience in Cambodia's Siem Reap Province, focusing on the Angkor Heritage Area, through three integrated components:

Component 1 enhances sub-national planning by integrating climate risk data and Nature-based Solutions (NbS) into Commune/Sangkat, district, and forest protection community investment plans. It will conduct participatory climate vulnerability assessments, identify opportunities for green tourism, and build local capacity in adaptive planning.

Component 2 will implement concrete, community-led adaptation measures—such as climate-resilient livelihoods, green public infrastructure, and eco-villages or homestays—prioritized and delivered using the People's Process. These interventions will emphasise local ownership, target vulnerable groups as well as forest protection communities, and reduce implementation costs by utilizing local labour and materials.

Component 3 will focus on institutional learning and scaling up by producing and disseminating policy briefs, toolkits, and lessons learned. It supports policy adoption and helps the replication of proven models nationwide. Together, the components will address critical regional threats, including extreme heat, water scarcity, flash floods, and ecosystem degradation, while conserving cultural heritage and promoting sustainable tourism.

3. Cost-Effectiveness: The Project will focus on low-cost, high-impact adaptation measures by promoting green infrastructure instead of traditional grey alternatives. ~~SeventySixty-four~~ **nine** percent of the total budget will be allocated to physical works, including participatory reforestation, natural regeneration, and vegetative flood buffers that offer natural flood control and public shade at a significantly lower cost than engineered systems. This investment strategy will be supported by essential "soft measures," including participatory planning, hands-on training in installation and maintenance, and institutional capacity-building at the commune and district levels, especially for forest protection communities. To ensure cost-effectiveness and sustainability, the Project will source materials locally and employ local

labour, lowering upfront and operational costs while providing livelihood opportunities. This integrated approach will foster local ownership, reduce reliance on external technical support, and ensure that the infrastructure stays operational and resilient long after the project is finished. Further details on cost-effectiveness will be elaborated at the Concept Note stage, including unit cost assessments for key adaptation measures and estimated returns in terms of avoided climate-related damages. [Preliminary cost comparisons, drawing from UN-Habitat's prior field experience in Cambodia, indicate that:](#)

- [Eco-trails with erosion control vegetation cost an estimated USD 5,000–7,000 per km, compared to USD 15,000–20,000 per km for equivalent grey infrastructure \(concrete retaining walls\).](#)
- [Reforestation costs approximately USD 1,200–1,500 per hectare, compared to USD 8,000–10,000 per hectare for engineered slope stabilisation.](#)

[These savings allow for greater geographic coverage and multi-functional infrastructure, as NbS provide climate resilience, biodiversity restoration, and cultural value at the same time. Economic modelling based on past UN-Habitat and MoE projects suggests that the proposed measures are estimated to generate substantial returns:](#)

- [Avoided climate-related damages: By reducing soil erosion and flood impacts, NbS are estimated to prevent infrastructure repair and land rehabilitation costs worth USD 1.5–2 million over 10 years in the target communes.](#)
- [Job creation: Construction and maintenance using local labour are expected to generate approximately 35,000 paid workdays, prioritising women \(minimum 30%\), youth, and disadvantaged groups.](#)
- [Eco-tourism revenue: Community-managed eco-trails, reservoir site and eco-villages are projected to generate USD 100,000–150,000 annually within five years, with a share earmarked for O&M funds.](#)
- [Agricultural productivity gains: Reforestation and soil moisture retention measures will improve crop yields in adjacent farmland by an estimated 10–15%, benefiting food security and household incomes.](#)

[The combined avoided losses and generated income are expected to exceed the initial investment within 8–10 years, ensuring financial, environmental, and social sustainability of the project interventions.](#)

4. Alignment with National and Sub-national Strategies: The Project will be fully aligned with Cambodia's national and sub-national climate and development priorities.

At the national level, the Project will support the implementation of the Cambodia Climate Change Strategic Plan (CCCSP 2024–2033) and the National Adaptation Plan (NAP 2023–2030) by addressing key priorities, including water security, infrastructure resilience, sustainable livelihoods, and tourism. It will directly support Cambodia's Nationally Determined Contributions (NDCs 2.0 and 3.0) by promoting sustainable land and water management and enhancing local adaptive capacity. The initiative will complement the National Strategic Development Plan (NSDP) by advancing decentralised governance and integrating climate change into local development planning.

At the sub-national level, it will align with the Siem Reap Tourism Development Master Plan (2021–2035) by promoting nature-based, low-carbon tourism development and climate-resilient infrastructure in heritage and tourism corridors. The Project will improve the quality and responsiveness of Commune Investment Plans (CIPs) at the sub-national level by integrating locally led adaptation actions within formal budgetary and planning frameworks. Furthermore, the Project will build on the experience of ongoing and past initiatives led by UNESCO, APSARA Authority, ADB, UN-Habitat, and other bilateral and multilateral partners, ensuring complementarity and avoiding duplication.

5. Learning and Knowledge Management: The Project strongly emphasizes knowledge management and institutional learning as essential pathways to ensure the sustainability and scaling up of successful climate adaptation practices. Component 3 is specifically designed to document, disseminate, and share lessons learned from community-led, climate-resilient interventions. Gender-disaggregated data and stories of change will guide replication and policy advocacy. A participatory approach will promote community-based monitoring. Knowledge products—including policy briefs, toolkits, illustrated case studies, and training manuals—will be tailored to a variety of audiences, ranging from local stakeholders to national policymakers. Dissemination will occur through a combination of communication channels, including print media, social platforms, technical conferences and workshops, stakeholder meetings, and global forums such as UN-Habitat's Community of Practice. The pathways for replication and scaling will be detailed further in the Concept Note. The project serves as a demonstrative model for locally led climate adaptation in heritage-protected areas. Lessons, tools, and policy briefs from pilot sites in Siem Reap will inform future replication by sub-national governments, the APSARA Authority, and national planning bodies in other ecologically and culturally sensitive regions. Options for horizontal scaling through government budgets, national tourism strategies, and donor partnerships will also be explored in detail.

6. Consultative Process and Gender Considerations: The Concept Note will be developed through an inclusive, participatory, and multi-level consultative process aimed at ensuring meaningful participation and leadership by vulnerable and marginalised groups. [The project will implement a continuous, inclusive, and gender-responsive consultation framework to engage all relevant stakeholders—particularly women, youth, persons with disabilities, and other marginalised groups—from inception through completion.](#) Special attention will be paid to gender equality, in full alignment with the Adaptation Fund's Environmental and Social Policy.

A. At the community level, structured Community Action Planning (CAP) sessions will be conducted in all project locations. These sessions will be designed using participatory and culturally appropriate methods to actively engage

women, youth, indigenous peoples, persons with disabilities, and other marginalised groups. Special efforts will be made to ensure at least 50% female participation and representation in leadership and decision-making roles within community groups.

Community Action Planning (CAP) Sessions will be conducted in each target commune, facilitated by trained gender-sensitive facilitators. These sessions will apply mandatory representation quotas: minimum 50% female participation, minimum 20% youth representation, and minimum 5% persons with disabilities or their representatives. Vulnerable groups will be supported with separate focus group discussions before plenary sessions to ensure their perspectives are fully articulated and integrated into decision-making. Local government representatives, technical departments, NGOs, and private sector actors will be included in multi-stakeholder workshops to align proposed activities with broader development priorities.

B. At the sub-national level, consultations will involve Siem Reap provincial departments, Commune/Sangkat councils, local NGOs, and civil society organisations. These stakeholders will contribute from the start to help shape interventions that reflect community priorities and local realities. Inclusive consultation strategies, including stakeholder mapping and targeted outreach, will be used to ensure balanced representation and prevent elite capture.

C. At the national level, strategic discussions will be conducted with key institutions, including the ~~National Council for Sustainable Development (NCSD)~~, the Ministry of Environment (MoE), the Ministry of Land Management, Urban Planning and Construction (MLMUPC), the APSARA Authority, and UNESCO. These discussions will promote policy alignment, coordination with national adaptation plans, and avoid duplication with ongoing or planned initiatives.

D. Implementation Phase

- **Quarterly progress review meetings** will be held at commune level, chaired by **Community Development Committees (CDCs)** and attended by vulnerable group representatives, Commune Councils, and district/provincial officials.
- **Participatory monitoring tools**—including community scorecards and social audits—will be used to ensure transparent reporting and inclusive feedback loops.
- **Women's groups, youth clubs, and disability networks** will have **dedicated agenda slots** in review meetings to present concerns and recommendations.

E. Monitoring and Evaluation (M&E) Phase

- **Mid-term and end-of-project evaluations** will include **separate consultation sessions** for each vulnerable group to ensure independent assessment of the project's impacts on their livelihoods, safety, and resilience.
- **Gender-disaggregated data** will be collected throughout the project to track participation rates, decision-making roles, and benefit distribution.
- Findings will be validated in final **multi-stakeholder learning events**, ensuring that recommendations for scaling and replication are co-owned by communities and government actors.

F. Capacity and Accessibility Measures

- Consultation venues will be **physically accessible** and scheduled to accommodate participants' work and care responsibilities.
- Translation and simplified materials will be provided for participants with literacy limitations.
- Transport allowances and childcare support will be offered to reduce participation barriers for women and vulnerable households.

7. Sustainability of Project Outcomes

Community ownership, including the forest protection communities, will be the primary focus of the People's Process and Community Implementation Agreements, which will promote local stewardship, cost-sharing, and transparent management of adaptation resources.

A. At the Commune and Sangkat levels, the Project will ensure long-term sustainability by integrating adaptation measures into formal sub-national planning frameworks and the annual budget planning cycle, fostering strong local ownership and cost-sharing, and strengthening institutional capacity at the community and government levels.

B. At the national level, forming strategic partnerships with the ~~Ministry of Environment National Council for Sustainable Development (NCSD)~~, (MoE) and the ~~Sub-National Administration-APSARA Authority~~, and the ~~Ministry of Environment (MoE)~~ will facilitate the institutional mainstreaming and adoption of successful practices as policies.

Through targeted **capacity building**, the Project will improve the ability of subnational authorities, **APSARA**, and local organisations to sustain adaptive planning systems beyond the Project's lifespan.

Financial sustainability will be strengthened by promoting climate-resilient livelihood strategies—such as eco-tourism and NbS-linked enterprises—which generate revenue to maintain infrastructure and environmental assets over time.

C. Long-Term Operation and Maintenance (O&M) Mechanisms for Community Infrastructure

The project's sustainability strategy integrates **technical, institutional, and financial measures** to ensure that all community infrastructure developed under the project continues to function effectively beyond the project's lifespan.

a. Community Ownership and People's Process O&M Structures

- Each infrastructure investment delivered through the People's Process will be accompanied by a formal **Operation and Maintenance Plan** developed jointly by the community, the relevant Commune Council, and the responsible technical department (e.g., water resources, tourism, environment).

- Beneficiary communities will establish or strengthen **Community Management Committees (CMCs)**—sub-groups of the Community Development Committees (CDCs)—responsible for day-to-day O&M.
- CMC members will receive practical training in preventive maintenance, minor repairs, and monitoring, with training materials in Khmer and adapted for low literacy levels.

b. Institutional Integration into Local Government Systems

- Commune Development Plans (CDPs) and Commune Investment Plans (CIPs) will be updated to include annual budget allocations for O&M of project assets.
- Technical departments of the Siem Reap Provincial Administration will be assigned secondary oversight responsibility, ensuring that infrastructure meets national standards and that major repairs are incorporated into provincial budgets.
- MoE will work with the Ministry of Economy and Finance to ensure that maintenance of priority infrastructure is integrated into public investment programmes.

D. Revenue-Generating Eco-Tourism for Financial Sustainability

- Selected infrastructure (e.g., eco-trails, reservoir site and eco-villages) will be integrated into community-led eco-tourism models.
- A percentage of revenue from entrance fees, guided tours, or service concessions will be allocated to a **Community O&M Fund**, managed through a dedicated bank account with three signatories from different social groups (e.g., one woman and one youth representative).
- Financial management training will be provided to CMCs to ensure transparent use of funds, with quarterly public financial reporting via community meetings and noticeboards.

E. Accountability and Long-Term Monitoring

- **Community Implementation Agreements (CIAs)** will include clauses requiring the community to maintain assets for a minimum of five years post-construction, with annual reporting to the Commune Council and MoE.
- Post-project monitoring will be conducted jointly by MoE, UN-Habitat, and the Commune Councils during the first two years after closure to ensure O&M systems are functioning and funds are being used as intended.

Through this combined approach—anchoring O&M responsibilities in community structures, securing local government budget commitments, and generating sustainable income from eco-tourism—the project will ensure that its benefits endure well beyond its funding period.

Further details on the financial and operational sustainability of project outcomes will be provided at the Concept Note stage. This will include mechanisms for the long-term operation and maintenance (O&M) of community infrastructure, the roles of local institutions in sustaining early warning systems and nursery operations, and strategies for generating revenue through eco-tourism and nature-based enterprises. Preliminary environmental and social risks appear to be low, given the project's focus on nature-based solutions and participatory processes. However, a comprehensive Environmental and Social Risk Assessment (ESRA) will be undertaken at the [full proposal development](#) stage, in accordance with the Adaptation Fund's Environmental and Social Policy (ESP). This will include risk screening for proposed infrastructure (e.g., sediment removal, ecotourism infrastructure), cultural site sensitivities, biodiversity impacts, and land tenure considerations. Appropriate mitigation measures and safeguards will be incorporated into the project design.

The project team confirms that a **comprehensive Environmental and Social Risk Assessment (ESRA)** will be conducted during the full proposal development stage, in line with the Adaptation Fund's Environmental and Social Policy and Gender Policy, as well as Cambodia's national environmental and cultural heritage regulations.

The ESRA will:

- Identify potential environmental and social risks associated with all project activities, with particular attention to land tenure, heritage site sensitivities, biodiversity, and community health and safety.
- Engage relevant stakeholders—including local communities, heritage authorities, and land management agencies—in participatory risk identification and assessment processes.
- Develop mitigation measures, management plans, and safeguard actions to ensure that identified risks are avoided, minimized, or otherwise effectively managed.
- Integrate all safeguards and mitigation measures into the project's design, implementation, and monitoring frameworks, with clear roles and responsibilities assigned to national, sub-national, and community partners.

This approach will ensure that the project delivers climate adaptation benefits while upholding the highest environmental and social standards and protecting Cambodia's cultural and natural heritage. The ESRA process will also include public disclosure of findings and the establishment of a grievance redress mechanism to ensure that any environmental or social concerns raised by stakeholders are addressed promptly and transparently.

PART III: IMPLEMENTATION ARRANGEMENTS (PRE-CONCEPT STAGE)

The project will forge and formalize strategic partnerships with **national and sub-national institutions** to ensure that all successful practices and lessons learned are **institutionalized** and embedded within Cambodia's formal policy

frameworks and budgetary processes. The Executing Entities (EEs) for the proposed Siem Reap LLA project are specified as follows:

1. Multilateral Implementing Entity (MIE): United Nations Human Settlements Programme (UN-Habitat)

UN-Habitat, as MIE, retains fiduciary responsibility and provides direct technical and financial support to local communities under CIAs. While CIAs will be signed between UN-Habitat and eligible community organizations, MoE and relevant sub-national administrations will endorse, monitor, and provide policy support for these agreements. This ensures that local actions are both nationally aligned and directly resourced, meeting AF's direct access and LLA principles.

- Overall responsibility for project compliance with Adaptation Fund policies and procedures.
- UN-Habitat will sign an Agreement of Cooperation with MoE to execute all project activities outlined in the results framework and budget.
- Management of project funds and disbursements to the Executing Entity (MoE) and, where applicable, directly to community organizations under approved Community Implementation Agreements (CIAs).
- Provision of technical oversight, quality assurance, fiduciary risk management, and monitoring and evaluation.
- Capacity building for national and sub-national partners, particularly on the operationalization of the People's Process and community contracting standards.

2. National Executing Entity (EE): Ministry of Environment (MoE)

The Ministry of Environment (MoE), accredited by the Adaptation Fund, will serve as the official Executing Entity. UN-Habitat will sign an Agreement of Cooperation with MoE to execute all project activities outlined in the results framework and budget. MoE will coordinate all project activities.

- MoE will be the primary national executing agency responsible for day-to-day coordination with government ministries and agencies.
- MoE will ensure alignment of project activities with national adaptation strategies, the Updated NDC 3.0, and the Cambodia Climate Change Strategic Plan (CCCSP).
- MoE will have oversight and coordination responsibility of sub-national partners, including provincial and district administrations, and formal endorsement of CIAs implemented at community level.
- MoE will chair the Project Steering Committee (PSC), ensuring representation from all relevant ministries and stakeholders.

A Project Steering Committee (PSC), chaired by MoE, will guide overall strategy and ensure alignment with Cambodia's climate change policy. The PSC will be chaired by the MoE Officer, with a deputy from the Ministry of Land Management, Urban Planning and Construction (MLMUPC), to ensure technical guidance on planning and land-use-related activities throughout the implementation. At the national level, a Project Management Unit (PMU) will oversee implementation, while provincial focal points in Siem Reap will coordinate on-the-ground actions and ensure community engagement.

3. Sub-National Partners (managed and overseen by MoE or the Siem Reap Provincial Administration and to be confirmed at Concept Note)

- **The Authority for the Protection and Safeguarding of Angkor and the Region of Angkor (APSARA):** In heritage-sensitive zones such as the Angkor Heritage Area, APSARA Authority will co-develop guidelines for climate-resilient eco-tourism infrastructure, which will be embedded in its **Heritage Site Management Plan** and maintenance budgets.
- **Siem Reap Provincial Administration** – legally recognised entity responsible for provincial-level coordination, integration into provincial development plans, and support to district administrations in project implementation.
- **District Administrations (e.g., Banteay Srei, Angkor Thom)** – responsible for operational support to commune and village-level activities, ensuring smooth coordination between local governments and community organisations.
- **Commune Councils** – responsible for annual investment plan development and implementation as well as facilitation with villages and communities.

4. Local Partners (managed under formal agreements with MoE or Siem Reap Administration)

- **Commune Councils** – support the facilitation of community mobilisation, needs assessment, and monitoring of CIAs.
- **NGO Partners** – selected based on technical expertise relevant to project components (e.g., ecosystem restoration, climate-resilient livelihoods) and engaged under legally binding sub-contracts. As of now, International Development Enterprises (IDE) is one of the potential NGO partners.
- UNESCO will provide technical support through the established coordination mechanism, ICC-Angkor and APSARA Authority to monitor progress and safeguard heritage infrastructure.
- **Community-Based Organisations (and Cooperatives)** – to be formally through the participatory mapping process; must meet eligibility criteria for managing CIAs; CIAs will be co-endorsed by MoE/Provincial Admin; funds flow and reporting will be visible to both

Community-Level Implementation: UN-Habitat will implement its People's Process. The process will ensure that local communities discuss and identify problems and solutions, select beneficiaries, oversee implementation, and

monitor progress. The process will ensure transparency and accountability. To operationalize this model, Community Implementation Agreements will be signed with communities and NGOs to provide climate-resilient infrastructure and sustainable agricultural interventions, following orientation in the People's Process.

The **Ministry of Environment (MoE) National Council for Sustainable Development (NCSD)**, accredited by the Adaptation Fund and operated under the Ministry of Environment, will serve as the official Executing Entity. UN-Habitat will sign an Agreement of Cooperation with NCSD to execute all project activities outlined in the results framework and budget. MoE NCSD will coordinate all project activities.

A **Project Steering Committee (PSC)**, chaired by MoE NCSD, will guide overall strategy and ensure alignment with Cambodia's climate change policy. The PSC will be chaired by the MoE Officer, with a deputy from the Ministry of Land Management, Urban Planning and Construction (MLMUPC), to ensure technical guidance on planning and land-use related activities throughout the implementation.

At the national level, a **Project Management Unit (PMU)** will oversee implementation, while provincial focal points in Siem Reap will coordinate on-the-ground actions and ensure community engagement.

UNESCO will provide technical support via the established coordination mechanism, IGC-Angkor and APSARA Authority to monitor progress and safeguard heritage infrastructure.

PART IV: ENDORSEMENT BY GOVERNMENTS AND CERTIFICATION BY THE IMPLEMENTING ENTITY

A. Record of endorsement on behalf of the government

H.E CHUOP Paris , Secretary of State, Ministry of Environment, Cambodia	Date: <i>June 25th 2025</i>
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B. Implementing Entity certification

I certify that this proposal has been prepared in accordance with guidelines provided by the Adaptation Fund Board, and prevailing National Development and Adaptation Plans (Cambodia Climate Change Strategic Plan and updated Nationally Determined Contribution) and subject to the approval by the Adaptation Fund Board, commit to implementing the project/programme in compliance with the Environmental and Social Policy of the Adaptation Fund and on the understanding that the Implementing Entity will be fully (legally and financially) responsible for the implementation of this project/programme.

 Raf Tuts oic Filiep Decorte Director, Global Solutions Division, UN-Habitat	
Date: June 25 th , 2025	Tel. +254-20-762-3736 and email: raf.tuts@un.org
Project Contact Person: Odicea Angelo Barrios, Programme Management Officer, Human Settlements, UN-Habitat Regional Office for Asia and the Pacific	
Tel. (81-92) 724-7121 And Email: odicea.angelobarrios1@un.org	

Annex 1: Endorsement Letter

 **KINGDOM OF CAMBODIA**
Nation Religion King

Ministry of Environment
N° : 5317 / MoE
0625

Phnom Penh, 25 June 2025

To: The Adaptation Fund Board Secretariat
c/o Global Environment Facility Secretariat
1818H Street, NW, MSN P-4-400
Washington DC, United State America
Email:
Fax:

Endorsement for Project Proposal on 'Enhancing livelihood and climate adaptation through nature-based solution in Te Terk Pus Kampong Speu Province and in Heritage protected area in Siem Reap Province'

Dear Sir/Madam,

In my capacity, as Designed Authority for the Adaptation Fund in Cambodia, I confirm that the above project proposal is in accordance with the government's national priorities, especially with the specific commitments to the Cambodia Climate Change Strategic Plan and its Updated Nationally Determined Contribution (NDS) 2030, in implementing adaptation activities to reduce the adverse impacts and risks posed by climate change in Cambodia.

Therefore, I am pleased to endorse the above project proposal for the support from the Adaptation Fund. The project proposal builds on the relevant provincial, municipal/district and community-level climate vulnerability and local development plan/strategies. As such the project is based on a large number of in depth consultations with Government and beneficiary communities. In close collaboration with key national government entities and sub-national authorities, the proposal aims to support and build resilience to climate change for infrastructure, environment, and livelihoods through participatory planning and implementation with respect to the needs of woman, youth, elderly, and other vulnerable groups.

Further, the project proposal builds on the long-standing collaboration between the Ministry of Environment and UN-Habitat. Hence my Ministry is grateful for the direct support in this regard.

I sincerely hope that this project proposal will be considered favorably by the Adaptation Fund. ↓

Sincerely yours,




CHUOP Paris
Secretary of State

Morodak Techo Building (Lot 503) Tonle Bassac, Chamkarmon, Phnom Penh, CAMBODIA, Phone: 023 235 004 / 023 235 006

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Annex 2: PFG Submission Form

Revised PFG Submission Form² (additions in red) Project Formulation Grant (PFG)

Submission Date: June 25th, 2025

Adaptation Fund Project ID:

Country/ies: Cambodia

Title of Project/Programme: Enhancing Livelihood and Climate Adaptation through Nature-based Solutions in Heritage Protected Areas in Siem Reap Province, Cambodia

Type of IE (NIE/RIE/MIE): Multilateral Implementing Entity

Implementing Entity: United Nations Human Settlements Programme (UN-Habitat)

Executing Entity/ies: National level: Ministry of Environment

Local level: Siem Reap Administration, Local Communities, and NGOs partners

Ministry of Environment, Sub-National Administration

A. Project Preparation Timeframe

Start date of PFG	November 2025
Completion date of PFG	<u>March, February</u> 2026

B. Proposed Project Preparation Activities (\$)

The US\$ 30,000 out of US\$150,000 Project Formulation Grant (PFG) will support the development of a Locally Led Adaptation (LLA) Concept Note. This process will include extensive stakeholder consultations, feasibility assessments, and technical studies. The grant will cover key activities, including community consultations with local stakeholders, translation of essential documents, travel and logistical costs, and the engagement of professional services to assist in drafting the proposal. In addition, the PFG will fund a project consolidation workshop and a write-up session to develop a concept note in the proposed target location of Siem Reap in collaboration with the Department of Climate Change under the Ministry of Environment.

List of Proposed Project Preparation Activities	Output of the PFG Activities	US\$ Amount	Budget note ³
Concept Note Formulation Stage			
1. First field visits in the project areas for validating the project design and obtaining inputs for the Concept Note development	Field mission report and validated project design	5,000	Prior to drafting the Concept Note, UN-Habitat and MoE teams will conduct field visits to the project locations and consult with potential beneficiaries of the project in Siem Reap
2. First consultative workshop to review the Pre-concept Note and prepare a Concept Note formulation	Workshop report, workplan for the Concept Note formulation, and inputs to the design process for the Concept Note	5,000	Project design workshop with all stakeholders in Siem Reap and with support from the Ministry of Environment will discuss ideas for the Concept Note
3. First detailed analysis of the project components, outputs, activities and budget with references from the literature review	Well-described and detailed project components, outputs, activities, and budget	5,000	Desk work with experts to define the project's components, outputs, activities and budget for the Concept Note
4. LLA Concept Note formulation and submission	Concept Note developed and submitted	15,000	UN-Habitat and MoE teams will consolidate the LLA Concept Note with the support of the experts.
Sub-total (20%) of total PFG		30,000	
<u>Full Proposal Development Stage</u>			

² As presented in AFB/PPRC.33/40 Annex 1.

³ The proposal should include a detailed budget with budget notes indicating the break-down of costs at the activity level. It should also include a budget on the Implementing Entity management fee use.

Second stakeholders' workshop for validating the project design, locally-led implementation arrangement, and inputs for full proposal	Workshop report, validated project design, and inputs to the design process	12,700	Project design workshops with different stakeholders in Siem Reap with the support of Ministry of Environment.
Second field visits in the project areas for validating project design, institutional capacity assessment of local stakeholders, and obtaining inputs for concept note development	Field mission report and validated project design	20,000	UN-Habitat and MoE teams will conduct field visits to the project locations and potential beneficiaries of the project in Siem Reap.
Second detailed analysis of the project components, outputs, and activities	Well described and detailed project components, outputs, and activities	20,000	Desk work with experts to define the project's components, outputs, and activities.
Development of project Log-frame, results framework and budget	Detailed project Log-frame, results framework and budget formulated	15,000	Expert's work for the definition of the project log-frame, results framework, and budget.
Environmental and Social Risk Assessment (ESRA) of the proposed project	ESRA report	25,000	ESS expert for ground activities and survey for the final ESRA report.
Full project proposal development and consultation	Full project proposal developed and workshop report	15,000	Consolidate and finalize full project proposal for submission.
Implementing Entity's Management Fee (8.2%)		12,300	Follow and supervision of NEI for the activities for the full proposal development.
Total Project Formulation Grant		150,000	

The requested budget will fund a series of essential preparatory activities to develop a high-quality, context-specific Concept Note aligned with the Adaptation Fund's objectives and principles.

Concept Note Formulation Stage:

1. First Field Visit – Validation of Initial Design and Discussion with Communities

Field missions to the proposed project sites will be conducted to verify the preliminary design and collect ground-level data necessary for developing the Concept Note. The mission will involve discussions with community members, local leaders, older persons, women, youth, and local authorities to assess climate risks, ecosystem conditions, and socioeconomic vulnerabilities. Main activities will involve assessing the physical and social landscape, identifying key climate threats, and understanding existing adaptation capacities. These meetings will provide firsthand insights and vital feedback on the proposed project design. Such interactions will ensure that the intervention is tailored to the local context, accepted by the community, and incorporates indigenous knowledge.

2. First Stakeholder Consultation Workshop – Review of Pre-Concept Note and Concept Note Formulation

A stakeholder consultation workshop will be held to review the Pre-Concept Note and begin drafting the Concept Note. This participatory approach is crucial to ensure that the proposed project effectively addresses the local context, tackles actual climate vulnerabilities, and reflects the priorities of the affected communities. The workshop will bring together representatives from forest protection communities, local government units, provincial departments, civil society organizations, academia, and technical partners. Discussions will focus on validating the initial design, revisiting its proposed objectives and adaptation strategies, and incorporating stakeholder perspectives on local vulnerabilities and needs. This dialogue will help ensure the project benefits from local knowledge, addresses real vulnerabilities, and builds community support and ownership. The knowledge shared during this session will assist in refining project goals, ensuring the Concept Note is relevant, well-received, and capable of meeting its adaptation objectives.

3. Literature Review and Analysis of Project Components

The literature review will involve collecting and synthesizing existing research, national policies, strategies, and other relevant documents. This will provide contextual understanding, establish theoretical frameworks, ensure alignment with national guidelines, and identify evidence-based solutions and best practices. The project's intended outcomes, components, expected outputs, and activities will be carefully analysed and supported by best practices and current research to strengthen the logic of intervention and the theory of change. This exercise will also help identify knowledge gaps, refine the project's methodological framework, and determine the necessary inputs or resources, such as funding and expert knowledge.

4. Drafting and Submission of the LLA Concept Note

Building on the results of stakeholder consultations, field assessments, and technical analysis, the Concept Note will be finalized. The objectives will be clearly defined, with detailed activities developed to achieve these goals. It will specify measurable objectives, propose feasible activities, and create a preliminary results framework. The proposal will identify specific climate change impacts and vulnerabilities that the project aims to address, using data and assessments to justify the need for adaptation. The document will include a detailed budget, outlining how funds will be allocated to various activities, along with a timeline for implementation. Engaging stakeholders, including local communities, will ensure that the project is designed with the actual needs and constraints of the target population in mind. The formulation will strictly adhere to Adaptation Fund criteria and formatting, in coordination with the Department of Climate Change under the Ministry of Environment. The final draft will be consolidated during a write-shop in Siem Reap, ensuring the note reflects both field realities and national vision.

Full Proposal Development Stage

5. Second consultative workshop to review the concept note and prepare a full proposal formulation.

The second stakeholders' workshops for validating the project design and gathering inputs for full proposal development are critical for ensuring that the project aligns with local needs and conditions. These workshops will involve a diverse group of stakeholders, including community members, local government officials, NGOs, experts, and other relevant stakeholders. The activities in these workshops include presenting the initial project design, discussing its goals, methods, and expected outcomes, feasible locally-led implementation arrangements, and soliciting feedback and suggestions. This participatory approach ensures that the project benefits from local knowledge, addresses actual vulnerabilities, and enhances community buy-in and ownership. The feedback collected is then used to refine the project proposal, making it more robust, context-specific, and likely to succeed in achieving its adaptation goals.

6. Second field visits in the project areas for validating project design and obtaining inputs for full proposal development.

The second field visits in the project area are essential for validating the project design and gathering inputs for the concept note formulation. These visits will involve on-site evaluations and interactions with local communities, stakeholders, and environmental conditions. The activities will include assessing the physical and social landscape, identifying climate vulnerabilities, understanding local adaptation needs, and the institutional capacity of planned local stakeholders. Meetings and discussions with community members, local leaders, and experts will help gather firsthand information and feedback on the proposed project design. These interactions ensure that the project is context-specific, addresses actual and future climate risks, and incorporates local knowledge and practices. The insights gained from these field visits will be crucial for refining the project concept note, making it more effective and sustainable in enhancing climate resilience.

7. Second detailed analysis of project components, outputs and activities.

A detailed analysis of project components, outputs, and activities will involve several important steps. Project components are detailed, encompassing inputs such as resources (funding, expert knowledge), activities (events, research, capacity building), and intended outcomes. This analysis uses a logical framework (log-frame) to summarize core elements, ensuring clarity and coherence in the project's design. Outputs refer to the direct results of project activities, such as the development of climate-resilient infrastructure. Activities will include the specific actions taken to achieve these outputs.

8. Development of project log frame, results framework, and budget.

The project log frame/ results framework will involve defining the project's goal and objectives, developing a logical framework matrix capturing the hierarchy of results (impact, outcomes, outputs, activities, inputs), establishing indicators and means of verification, identifying assumptions and risks, visually representing the logical linkages between project components, engaging stakeholders for validation, and implementing a monitoring and evaluation plan to track progress and make necessary adjustments, ensuring the project is well designed, effectively managed, and capable of delivering sustainable benefits to vulnerable communities. Developing a detailed project budget will involve several key steps to ensure comprehensive financial planning and resource allocation. First, this activity will detail and categorize all necessary components of the project, such as baseline data collection, capacity building, community engagement, infrastructure development, monitoring, and evaluation. Each category will be broken down into specific activities, with estimated costs for personnel, materials, equipment, travel, and administrative expenses.

9. Environmental and Social Risk Assessment (ESRA) of the proposed project.

The Environmental and Social Risk Assessment (ESRA) will involve evaluating the potential environmental impacts of the project to ensure it does not adversely affect the environment or hinder its resilience. This process will include screening to determine the necessity of an ESRA, scoping to identify key environmental concerns, assessing potential impacts on natural resources and ecosystems, proposing mitigation strategies to address negative effects, consulting stakeholders to gather feedback, and documenting the findings in a comprehensive report. Moreover, it will involve monitoring the project's environmental effects to ensure compliance with mitigation measures and to adapt strategies as needed for unforeseen impacts.

10. Full project proposal development.

Developing the comprehensive project proposal will involve several key components. Initially, the proposal will define the specific climate change impacts and vulnerabilities the project aims to address, using data and assessments to justify the need for adaptation. The objectives will be clearly articulated, with detailed activities designed to achieve these goals. Engaging stakeholders, including local communities, ensures that the project is designed taking into account the actual needs and constraints of the target population. The proposal will outline a detailed budget, specifying how funds will be allocated to various activities, and include a timeline for implementation. Furthermore, a robust monitoring and evaluation plan will be included because it is essential to track progress, assess outcomes, and make necessary adjustments. Risk management strategies will also be detailed to address potential challenges that might arise during the project lifecycle. Finally, the proposal will align with the requirements of the Adaptation Fund to enhance its chances of approval.

Implementing Entity

This request has been prepared in accordance with the Adaptation Fund Board's procedures and meets the Adaptation Fund's criteria for project identification and formulation.

Implementing Entity Coordinator, IE Name	Signature	Date (Month, day, year)
oic Filiep Decorte Raf Tuts		June 25th, 2025
Project Contact Person	Telephone	Email Address
Odicea Angelo Barrios	(81-92) 724-7121	odicea.angelobarrios1@un.org

Annex 3: Consultation Reports in Target Areas

Minutes of Meeting at Provincial Department of Environment, Siem Reap Province

Date: 16 June 2025 **Venue:** Provincial Department of Environment **Number of attendees:** 9
Male –7, Female –2

Participant: Representatives from the Department of Environment

Objective:
Consultation on the current challenges and needs of communities in Siem Reap Province, including preparation for community meetings, site investigations, and data collection.

Agenda:

Topics	Remarks
Introduction of the objective of the meeting	Mr. Sum Cheat, Deputy Director of Climate Change Department, MoE
Brief of UN-Habitat in Cambodia and Sharing the experiences of AF1 and AF2 Project	Mr. Sok Vanna, Country Programme Manager
Brief current challenges, needs, and existing initiatives in Siem Reap province	Mr. Sun Kong Director of Department of Environment
Proposed interventions	Mr. Sok Vanna, Country Programme Manager
Discussion	All

Proceeding:

The meeting began with an introduction from Mr. Sum Cheat, Deputy Director of the Climate Change Department at the Ministry of Environment (MoE). He briefly outlined the goals of the meeting and the Ministry's mission to enhance community resilience. Mr. Sok Vanna then provided an overview of the UN-Habitat and Adaptation Fund projects in Kep, Preah Sihanouk, Kampot, and Koh Kong provinces. He also explained the steps for accessing the Adaptation Fund for the Siem Reap case. Afterwards, he invited the Director of the Department of Environment and other officials to share their insights on climate change challenges, local needs, and current initiatives.

Mr. Sun Kong started by outlining the structure of the Provincial Department of Environment. He emphasized the following key points as the inputs for the concept note.:

- The Kulen Protected Area spans 93,000 hectares of land and is home to approximately 5,000-6,000 people residing in 9 villages. There are five communities.
 - Prey Thum Anlong Thum community
 - Prey Phnum Mnas community
 - Prey Phnum Kduoch community
 - Prey Thum Popel community
 - Chop Ta Sok community
- Several challenges in the Kulen Protected Area include waste management, water supply, sanitation, access roads, and limited income sources for livelihoods. Since the population in the protected area lacks land tenure and has a low income level, their housing conditions are vulnerable to climate change, such as strong winds.
- The project should focus on improving the livelihoods of communities within the forest-protected area. Their needs include innovative ecotourism activities that connect communities, skills development in hospitality, and climate-resilient agriculture.
- Other needs include supporting replanting activities as outlined in the Circular Strategy on Environment (2023–2028). Given the Ministry of Environment's goal to replant 1 million trees each year, establishing a nursery is necessary. It's important to remember that illegal deforestation persists; therefore, forest patrols and replanting must happen simultaneously.

The discussion then shifted to plans for upcoming community meetings, site investigations, and data collection efforts.

Participants list:

No.	Name	Gender	Position	Affiliation
1	Soun Kong	M	Director of Provincial Department	Siem Reap Provincial Department of Environment
2	Sok Vanna	M	Country Programme Manager	UN-Habitat
3	Piseth Sensamras	F	Project Coordinator	UN-Habitat
4	Sum Cheat	M	Deputy Department Director	Department of Climate Change, MoE
5	Sao Samphors	F	Vice Chief of Office	Department of Climate Change, MoE
6	Kong Vanrong	M	Chief of Office	Siem Reap Provincial Department of Env
7	San Somnang	M	Officer	Siem Reap Provincial Department of Env

8	Sakhern Sakada	M	Deputy Provincial Department of Environment	Siem Reap Provincial Department of Env
9	Jun Fujihira	M	Team leader	UN-Habitat

Photos of the Meeting



Minutes of Meeting at Siem Reap City, Siem Reap Province

Date: 17 June and 18 June 2025	Venue: Siem Reap City Hall and Proposed Site	Number of attendees: 14 Male –11, Female – 3
Participant:		
<ul style="list-style-type: none"> - Representative from Siem Reap City - Representative from Sangkats in Siem Reap City 		
Objective: Consultation on existing challenges and community needs, especially in the APSARA zone of Siem Reap Municipality.		

Agenda:

Topics	Remarks
Brief of objectives of the meeting	Mr. Sok Vanna, Country Programme Manager
Brief current challenges, needs, and existing initiatives in Siem Reap	City and Sangkat representatives
Proposed interventions	Mr. Sok Vanna, Country Programme Manager
Discussion	All
Site investigation (on 18 June 2025)	All

Proceeding:

The meeting started with an introduction by Mr. Sok Vanna, Country Programme Manager at UN-Habitat. He briefly explained that the goal was to collect baseline data and identify community challenges to support developing a project pre-concept note for the donor. Mr. Vanna then asked city and Sangkat representatives to share their insights on climate change challenges, local needs, and existing initiatives, especially in the APSARA Zone.

- Ms. Yun Sinang, Deputy Director of Administration, first emphasized that there are 7 Sangkats in Siem Reap City located in the APSARA Zone, and then invited each Sangkat to briefly describe themselves as shown below.
- Mr Kong Visei, Vice Chief of Sangkat Kok Chak
 - Around 400 vulnerable families live along the embankment of the Baray Reservoir.
 - Some accessible roads remain unpaved, making travel difficult during the rainy season and impacting residents' livelihoods.
 - It is encouraging that the project seeks to improve community livelihoods through eco-tourism activities. So far, a community called "Kouk Thnoat" has attracted tourists with activities such as homestays, buffalo cart rides, and traditional cooking experiences. However, since the COVID-19 pandemic, tourist numbers have dropped significantly.
 - Under the Sangkat Development Fund, 100 solar streetlights have been installed to enhance community safety.
- Mr. Hea Hav, Chief Sangkat Svay Dangkom
 - There are several climate-related challenges, such as strong winds and extreme heat. These mostly impact poor households, as they often live in homes made of metal sheets that are not resilient to either strong winds or high temperatures.

- Areas within the APSARA zone are difficult to develop because infrastructure projects—such as roads, drilled wells, and drainage systems—are strictly restricted.
- Mr. Kheourn Vatana, Council of Sangkat Sala Kamreuk
 - Informal settlements within the APSARA zone face difficulties in accessing public water supply and electricity, which harms their living conditions. This is mostly due to the lack of land tenure, a basic requirement for receiving such services.
 - Waste management remains a major concern.
 - Regarding climate change, the Sangkat sometimes struggles to incorporate climate action into its three-year rolling plans. Therefore, training is necessary to improve this capacity.
- Mr. Chhorn Kimkhorn, Vice Chief of Sangkat Sla Kram
 - Informal settlement faces flash flooding during the rainy season.
- Mr. Kol Sourun, Council of Sangkat Tuek Vil
 - A section of about 100 meters within the APSARA zone is consistently flooded during the rainy season; however, construction of a drainage system is not allowed.
- Mr. Chheoum Chhaly, Council of Sangkat Sragnae
 - Road construction in the APSARA zone is strictly restricted.
- Mr. Darm Deum, Vice Chief of Sangkat Norkor Thum
 - As large restaurants increase, wastewater management has become an important issue. Residents have complained about unpleasant odors and overflowing wastewater during the rainy season.
 - A sewerage system of about 1,000 meters should be installed to collect wastewater and direct it to a treatment pond (roughly 30m x 30m) for natural treatment before discharge into the environment.
 - Like others, the main challenge is the strict construction restrictions within the APSARA zone, which hinder the development and improvement of livelihoods..

To conclude, Ms. Yun Sinang agreed with each Sangkat's concerns and added that the proposed ideas strongly help the communities in Siem Reap City improve their livelihoods. On June 18, 2025, the UN-Habitat and MoE teams, accompanied by Sangkats, conducted a site investigation.

Participants list:

No.	Name	Gender	Position	Affiliation/Organization
1	Sum Cheat	M	Deputy Department Director	Department of Climate Change, MoE
2	Sok Vanna	M	Country Programme Manager	UN-Habitat
3	Piseth Sensamras	F	Project Coordinator	UN-Habitat
4	Sao Samphors	F	Vice Chief of Office	Department of Climate Change, MoE
5	Jun Fujihira	M	Team leader	UN-Habitat
6	Kol Sourun,	M	Council of Sangkat Tuek Vil	Sangkat Tuek Vil
7	Chheoum Chhaly	M	Council of Sangkat Sragnae	Sangkat Sragnae
8	Yun Sinang	F	Deputy Director of Admin	Siem Reap City
9	Kong Visiey	M	Vice Chief, Sangkat Kok Chak	Sangkat Kok Chak
10	Hea Hav	M	Chief, Sangkat Svay Dangkom	Sangkat Svay Dangkom
11	Kheourn Vatana,	M	Council Sangkat Sala Kamreuk	Sangkat Sala Kamreuk
12	Chhorn Kimkhorn,	M	Vice Chief of Sangkat Sla Kram	Sangkat Sla Kram
13	Eang Vannak	M	Vice Chief of Sangkat Krabei Riel	Sangkat Krabei Riel
14	Darm Deum	M	Vice Chief Sangkat Norkor Thum	Sangkat Norkor Thum

Photos of the Meeting



Minutes of Meeting at Banteay Srey District, Siem Reap Province

Date: 17 June 2025⁶ **Venue:** Banteay Srey District Hall and site **Number of attendees:** 15
Male – 13, Female – 2

Participant:

- Representatives from district administration
- Representatives from communes
- Representatives from villages

Objective: Consultation on the existing challenges and needs of communities in Banteay District, especially in Kulen Protected Area.

Agenda:

Topics	Remarks
Brief of objectives of the meeting	Mr. Sok Vanna, Country Programme Manager
Brief current challenges, needs, and existing initiatives in Siem Reap	District and Commune representatives
Proposed interventions	Mr. Sok Vanna, Country Programme Manager
Discussion	All
Site investigation	All

Proceeding:

The meeting started with an introduction by Mr. Sok Vanna, the Country Programme Manager at UN-Habitat. He briefly explained that the purpose of the meeting was to collect baseline data and identify community challenges to help develop a project pre-concept note for the donor. Mr. Vanna then invited representatives from districts, communes, and villages to share their insights on climate change issues, local needs, and existing initiatives, especially in the Kulen Protected Area.

- Mr. Gnorn Bunthy, Deputy Governor of Banteay Srey District, first highlighted that there are two communes in Banteay Srey District located in Kulen, and then invited each commune to briefly introduce itself.

- Mr. Yab Vannak, Deputy Chief of Tbaeng Commune

- People face challenges in accessing enough water for agriculture, especially for vegetable farming and livestock, and their technical skills are limited. Two communities offer eco-tourism activities, but since the COVID-19 pandemic, they have seen a big drop in visitors. Possible activities include homestays, forest cycling, traditional rice wine making, and preparing local dishes. Suggested actions include improving water sources, fixing up forest cycling trails, and supporting tree replanting efforts.

- Mr. Kay Kuch, Chief of Khun Ream Commune

- Water presents a major challenge in the community because accessing groundwater is difficult. In some areas, it is as deep as 100 meters, and residents have limited sources of income.

- Mr. Gnorn Bunthy agreed with the commune representatives and added that project sustainability remains a key concern, as they have seen many cases where initiatives failed over time. He recommended strengthening existing communities instead of creating new ones and demonstrating tangible improvements that could serve as a model for others. Promoting smart and climate-resilient agriculture is vital for the well-being of local communities.

The UN-Habitat and Ministry of Environment (MoE) teams acknowledged the suggestions and moved forward with additional site investigations.

Participants list:

No.	Name	Gender	Position	Affiliation/Organization
1	Sum Cheat	M	Deputy Department Director	Department of Climate Change, MoE
2	Sok Vanna	M	Country Programme Manager	UN-Habitat
3	Piseth Sensamras	F	Project Coordinator	UN-Habitat
4	Sao Samphors	F	Vice Chief of Officer	Department of Climate Change, MoE
5	Jun Fujihira	M	Team leader	UN-Habitat
6	Gnorn Bunthy	M	Deputy Governor of Banteay Srey District	Banteay Srey District
7	Yab Vannak	M	Dep Chief, Tbaeng Commune	Tbaeng Commune
8	Kay Kuch	M	Chief, Khun Ream Commune	Khun Ream Commune
9	Seng Buntha	M	Chief of Agriculture Office	Banteay Srey District
10	Mao Gnea	M	Chief of West Tbaeng Village	Tbaeng Commune
11	Lon Lon	M	Chief of Khun Ream Village	Khun Ream Village
12	Pin Yam	M	Chief of Kam Phrom village	Kam Phrom village
13	Key Sokhom	M	Chief Village	Tbaeng Commune

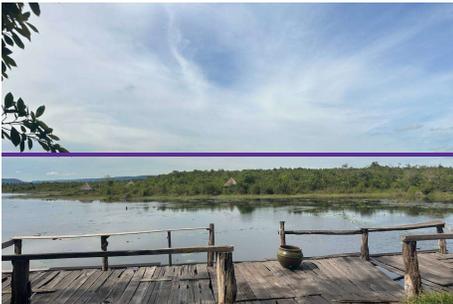
14	Pov Loy	M	Chief Village	Tbaeng Commune
15	Khob Khet	M	Chief Village	Sras Khav Commune

Photos of the Meeting



Sharing by district and commune representatives
Opening session

Site Investigation in Community Sras Daun Rik
Sharing by district and commune representatives



Site Investigation in Community Sras Daun Rik

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Minutes of Meeting with Ku Len Protected Area Communities, Siem Reap Province

Date: 19 June 2026 **Venue:** Chambak Community **Number of attendees:** 142
Male – 12, Female – 2

Participant:

- Representatives from communes
- Representatives from communities
- Representatives from Department of Environment

Objective: Consultation on the challenges and needs of communities in Kulen Protected Area

Agenda:

Topics	Remarks
Brief of objectives of the meeting	Mr. Sok Vanna, Country Programme Manager
Brief current challenges, needs, and existing initiatives in Kulen Protected Area	Commune and communities representatives
Proposed interventions	Mr. Sok Vanna, Country Programme Manager
Discussion	All
Site investigation	All

Proceeding:

The meeting started with an introduction by Mr. Sok Vanna, Country Programme Manager at UN-Habitat. He briefly explained that the meeting's goal was to collect baseline data and identify community challenges to help develop a project pre-concept note for submission to the donor. Mr. Vanna then asked representatives from the commune and community to share their insights on climate change issues, local needs, and current initiatives, especially in the Kulen Protected Area.

- Mr. Chheurm Tam, Chief of Knong Phnom Commune, and representatives from the five communities in the Kulen Protected Area share their insights, which are similar and can be summarized as follows:
- The main sources of income currently include coconut and orange plantations, vegetable farming, and raising animals—particularly to support the tourism sector.
- Key challenges include limited access to water and a lack of technical skills to improve agricultural practices, as most people rely on traditional methods without specialized training. Several projects were started; however, they were not sustained and ultimately failed.
- Waste management is also a concern, given the area's status as a tourist destination and its connection to downstream water sources in Siem Reap City, making cleanliness a critical issue.
- Better marketing and promotion of eco-tourism activities could attract more visitors.

Participants list:

No.	Name	Gender	Position	Affiliation/Organization
1	Sum Cheat	M	Deputy Department Director	Department of Climate Change, Ministry of Environment
2	Sok Vanna	M	Country Programme Manager	UN-Habitat
3	Piseth Sensamras	F	Project Coordinator	UN-Habitat
4	Sao Samphors	F	Vice Chief of Officer	Department of Climate Change, Ministry of Environment
5	Jun Fujihira	M	Team leader	UN-Habitat
6	Prin Chat	M	Chief of Community	Prey Thum Popel Community
7	Phan Porn	M	Chief of Community	Prey Thum Onlong Thum Community
8	Sot Thaily	M	Finance	Prey Phnum Kduoch Community
9	Tom Yuon	M	Vice Chief of Community	Chup Ta Sok Community
10	Seng Songheat	M	Ranger	Siem Reap Provincial Department of Environment
11	Chhoeum Tang	M	Chief of Commune	Knong Phnum Commune
12	Horn Hon	M	Chief of Phnum Mnas Community	Phnum Mnas Community

Photos of the Meeting

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Community Meeting and Site investigation in Kulen Protected Area

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