



Cambodian Green Industry Award

for procedure, means and organization

July 2021

KINGDOM OF CAMBODIA

Nation Religion King



Preface

The Royal Government of Cambodia targets to become an upper-middle income country by 2030 and a developed country by 2050. Cambodia has made a remarkable economic growth over the last decade averaging over 7% of GDP growth between 2016 and 2019 before the global pandemic of COVID-19 bring the world economy to a halt. The industrial sector has played an important role in achieving this growth and has already exceeded the target set in the Cambodia Industrial Development Policy (2015-2025) of 30% GDP share. The industrial sector will continue to growth as we are shifting from labor-intensive industry to skilled-labor industry.

The Ministry of Industry, Science, Technology and Innovation is strongly committed to the Inclusive and Sustainable Industrial Development. Over the year, with the support of our partners, we have implemented several initiatives to promote green industry among them the “Low-carbon Development for Productivity and Climate Change Mitigation through the Transfer of Environmentally Sound Technology (TEST) Methodology”. The project has provided technical assistance to selected manufacturing factories to implement the TEST methodology, a holistic approach to improve the resource and energy efficiency, to reduce the impact of industrial activities through reduction of green house gas, solid waste, and wastewater emissions, and to improve the social wellbeing of the workers resulting in significant saving on the production cost for the company. The capacity of the Ministry officials and company staffs were also built through a series of trainings and hand-on experience with support of national and international experts. The TEST methodology has demonstrated that being environmental conscious and adopting, a proactive preventive environmental measure, is beneficial economically for the company in both short and long term.

The Green Industry Award (GIA) is a key element of the broader strategy by the Ministry of Industry, Science, Technology and Innovation to promote Inclusive and Sustainable Industrial Development. The GIA aims to recognize and reward the effort and contribution of companies toward inclusive and sustainable industrial development, to disseminate and broaden the activities and to stimulate and support other industries in whole Cambodia to undertake voluntarily activities in the field of climate protection and response, resource efficiency and cleaner production, environmental management and corporate social responsibility, and to raise environmental awareness among industries and the general public. The award will provide a strong incentives and motivations

to industry to adopt the green industry and therefore will bolster its greater uptake.

I would like to thank the officials of MISTI for their strong dedication and commitment in developing this Cambodia Green Industry Award. I would like to express my sincere thanks to the United Nations Industrial Development Organization (UNIDO) for your strong and continuous commitment to support the industrial development in Cambodia. I would like also to thank the Global Environmental Facility (GEF) for the financial support to the "Low-carbon Development for Productivity and Climate Change Mitigation through the Transfer of Environmentally Sound Technology (TEST) Methodology" under which the Green Industry Award is development. I would also like to thank the Ministry of Environment and relevant stakeholders for your strong collaboration and support for the implement of the project. Furthermore, I would state that to promote Cambodia's industrial development towards a green, climate-resilient, equitable, sustainable, and knowledge-based ecosystem; various stakeholders including development partners, financial institutions, educational institutions, non-governmental organizations, local communities, and all stakeholders must continue to work closely together to effectively move forward to the green industry.

I urge all relevant parties to work together to successful implement this Green Industry Award as well as to the manufacturing company to apply and compete for the award. ↙

Phnom Penh, 27 July 2021

**Senior Minister
Minister of Industry, Science, Technology
& Innovation**



Kitti Settha Pandita CHAM Prasidh

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1 Introduction

The industry is one of the most important sectors in Cambodia economy contributing to almost a third of GDP and 27% of labour force in 2019. The Royal Government of Cambodia through the Ministry of Industry, Science, Technology and Innovation strongly commits and works very hard to achieve Inclusive and Sustainable Industrial Development. Over the years, several national policies and strategies including the Industrial Development Policy (2015-2025), the National Policy on Green Growth, the National Climate Change Strategic Plan (2014 – 2023), and the National Circular Economy and Action Plan, have been developed to boost industrial development while minimizing its impacts on Environment and social welfare, maintaining a delicate balance and decoupling the economic growth from the carbon emission. Cambodia is a member of the Paris Climate Change Agreement and has set out the Long-Term Low Emission Development Strategy to achieve net-zero carbon emissions targets.

The Cambodian Green Industry Award (CGIA) is integral to promote the inclusive and sustainable industrial development, incentivizing and rewarding the effort and contribution of companies for adopting environmentally friendly approaches. The award will also stimulate and broaden the greater adoption of voluntarily activities in the field of climate protection and response, resource efficiency and cleaner production, environmental management, and corporate social responsibility as well as to raise environmental awareness among industries and the general public. The award evaluates specific activity (or activities) of a company in term of their environmental performance, innovation and sustainability, economic impacts, and social and gender aspects.

The CGIA is an Initiative of the Ministry of Industry, Science, Technology and Innovation, developed under the framework of the project **“Low Carbon Development for Productivity and Climate Change Mitigation through the Transfer of Environmentally Sound Technology (TEST) Methodology”** implemented by the United Nations Industrial Development Organization (UNIDO) under its Programme for Country Partnership (PCP) and Executed by the Ministry of Industry, Science, Technology and Innovation and the Ministry of Environment with generous financial support from the Global Environment Facility (Cycle 6).

This document contains the procedure, means, organization which includes the manuals and templates for the implementation of the Cambodian Green Industry Award.

2 Legality of the Cambodian Green Industry Award

The Cambodian Green Industry Award has not the ambition to replace the legislative and enforcing competences and activities of several ministries. An award is a prize, or a mark of recognition given in honour of an achievement. The award will not be a certificate. A certificate is an official document attesting a fact, in particular a document confirming that someone has reached a certain level of achievement. An award on the contrary is not a legal document, but more a token of appreciation and a result of a competition.

The Ministry of Industry, Science, Technology and Innovation (MISTI) focuses on the use and implementation of green technology and on green technology innovation. The award is a tool for mentioned objective.



The control and monitoring of environmental aspects such as water pollution, air quality, noise and vibration, solid waste, liquid waste, e-waste and hazardous substances etc. are under the authority of the Ministry of Environment. The standards for the controlled parameters are stated in the Ministry of Environment's legal framework.

Therefore, possessing a Ministry of Environment's certification is included in the list of criteria for the Cambodian Green Industry Award. Applicants who can show a "certificate of environmentally friendly practice" will receive a higher score for their application for the Cambodian Green Industry Award.

3 Goal

The goals of the Cambodian Green Industry Award are four-fold.

- **Recognize and reward the effort and contribution of companies toward inclusive and sustainable industrial development.**
- **Disseminate and broaden the activities in the field of climate protection and response, resource efficiency and cleaner production, environmental management accounting and system as well as corporate social responsibility of pioneer industries, as developed in donor-funded activities like the TEST project.**
- **Stimulate and support other industries in whole Cambodia to undertake voluntarily activities in the field of climate protection and response, resource efficiency and cleaner production, environmental management and corporate social responsibility.**
- **Raise environmental awareness among industries and the general public.**

4 Potential Target Group

4.1 Relevant Sectors

The industry and related services sectors are potentially a target group. The potential target group is divided into 3 main categories:

- Manufacturing companies
- Industrial supporting services,
- Start-ups & Innovation enterprise.

Regarding the size of industrial sectors, there should be two groups of evaluation with different criteria such as:

- Large Enterprises (Large Industry, Large Industrial Support Service) is evaluated with Large Green Industrial Criteria,
- Small and Medium Enterprise (SMEs, Small and Medium Industrial Service, Start-up and Innovation Enterprise) is evaluated with SMEs Green Industrial Criteria.



4.1.1 Manufacturing Companies

Manufacturing companies have the biggest potential for environmental improvements. Production processes consume raw materials, chemicals, water and energy, and have in general a potential for improvements. The manufacturing companies are categorized in two sizes (Large Manufacturing Industry and Small and Medium Enterprises) with various covered sectors:

- Garment and footwear sectors,
- Food and beverage sectors,
- Construction material sector,
- Agro-Industrial sector, and
- Chemical industrial sector,

4.1.2 Industrial Supporting Services

Industrial supporting services have a bigger effect on the environmental performance and awareness among the companies/SMEs within. These kinds of services have an intense contact with the direct customers, who are manufacturing companies (Large Industry and SMEs), and provide the environmental improvements to the Industrial cluster or zone can be easily made visible. The Industrial supporting services are categorized as following:

- Special Economic Zone,
- Industrial Park,
- SME Cluster Zone.

4.1.3 Green Start-ups and Innovation Enterprise Related to Industry

Young entrepreneurs see possibilities and opportunities through environmental challenges for economic growth. Greening the Cambodian industry needs innovative solutions and implementation of these solutions. At the same time such companies will contribute to green employment. The Green Start-ups and Innovation Enterprises are categorized as following:

- New or Existing Enterprise that has business models and practices with the concept or Framework of Inclusive and Sustainable Industrial Development (ISID) and has green innovations contributed to Large, Medium and Small Industries.

5 What Will Be Rewarded?

Some companies have an overall good environmental performance. These companies implemented many “green” activities, often based on an Environmental Management System. The whole performance of such a company could be subject for an award. However, the award scheme is not only looking for exemplary companies, but also for specific exemplary activities. A company can apply with a specific waste or energy project, without having to depict and specify all other activities in the company.

Companies will be challenged to select one or more specific good practice activity for the award. These



activities can be communicated as best practices which can be replicated in other companies. The communication to other companies will be easier and the replicability of the measure higher, if the activity is as specific as possible. If the activities are part, or a consequence of an environmental management system, then that will be an additional asset, but not a precondition.

The application should contain a description of the measure, what the problem was, what the measure has solved, the result from an environmental point of view, the investment and saved costs, etc.

The award scheme is used to identify and recognize “green” activities. Not the whole production process of a company is rewarded but only specific activities. The award should be able to identify companies that can serve as an example because of their “green” performance. The meaning of “green” includes environmental and social aspects, including gender aspects, and is related to corporate social responsibility and sustainable development too. Economic viability of the activities will also be taken into consideration as well as payback period. Activities that improve the environmental performance combined with improving the economic performance of a company will be attractive to follow up by other companies. The award will look both for implemented activities as for green start-ups. For the implemented activities the situation “before” and “after” should be visible and verifiable through figures or illustrations. Such implemented activities can be easily communicated as “good practices”. The start-ups have to demonstrate the actual problem and the foreseen improvement. A realistic estimation of the expected results should be included. Also, the potential economic viability of the start-up should play a role in the procedure. The award can be a support for the market introduction of green innovative ideas.

Companies will be asked to submit a specific “green industry” activity for the Cambodian Green Industry Award.

The Cambodian Green Industry Award rewards a specific environmental project that has demonstrated significant leadership in a focused area, such as resource conservation (water, raw materials and/or energy), educational outreach, pollution prevention or carbon footprint minimizing.

The activity, or set of activities, have been realized within the company or within the direct influence field of the company in the last two years.

The measures or activity may be technical, organizational or otherwise, but should have a verifiable positive effect on the environmental, social and economic performance of the company.

6 Criteria

From the beginning it should be clear to all potential participants which aspects will be taken into account to judge the applications. Companies should know what kind of activities are eligible for the award and what the criteria for judgment are. Below is an overview of criteria and how to use them.

Applications do not have to address all criteria, but an activity will get a higher score if it addresses more than one criterion in a positive sense. The list of criteria may be an inspiration for potential applicants to select their project to submit.

The list of criteria may be extended with reference levels that could or should be achieved as a



minimum. Legal norms or results of best practices can serve as a basis for such a reference database. Also, the results of earlier award competitions can serve as a reference for the new applications. Such a reference database will be a help for the awarding organization. Measures that have become “mainstream” in a group of companies cannot be presented as innovative by another company.

Some activities may have a little effect but are so innovative that they deserve attention. An additional indicator is added thus an extra score on innovation is possible. The innovation aspect gets special attention when the award will be opened for innovative ideas and start-ups. The list of criteria for the selection of green start-ups differs as little as possible from the criteria for realized activities. In the next paragraph criteria for both groups are proposed.

6.1 Overview of Criteria Green Industry

Evaluation Criteria	Explanation
Environmental aspects	
1. Material efficiency	<p>This criterion evaluates if the activity reduces the quantity of resources needed for the production process, either by higher efficiency, better design of products or by incorporation of recycled materials. This criterion also evaluates if the application includes shifting from the use of hazardous resources towards more environmentally friendly materials. A company can buy more environmentally friendly or locally sourced raw materials, or organic inputs. In such a way the whole value chain can be considered.</p> <p>A better use of materials in the company generates reduction of negative environmental impacts.</p>
2. Waste management and recycling	<p>Waste is a by-product that occurs at various stages as a result of production operations, from the manufacturing through to consumer's use and disposal. This criterion evaluates whether the initiative prevents waste generation, saving not only costs in waste treatment and waste disposal, but also in procurement of material and production processes. It also considers whether the initiative improves waste management to ensure an environmentally sound disposal of hazardous and non-hazardous waste. This includes recycling projects that aim to add economic value to generated waste, in or outside of the company.</p>



Evaluation Criteria	Explanation
3. Energy efficiency and renewable energy	<p>This criterion evaluates if the activity reduces the use of fossil energy or electricity. This can be done by a more efficient production process or by the implementation of more efficient appliances and technical installation, or by behavioural changes. It also recognizes projects to replace fossil fuel by renewable energy sources.</p> <p>Other projects that contribute to reduction of carbon footprint of the company can add points to this evaluation such as:</p> <ul style="list-style-type: none"> Sustainable measures in transportation: Logistics, freight and transport have a big role to play in distributing products and moving people. This criterion distinguishes those projects that reduce the environmental impact of transport fleet. CO₂ equivalent compensation projects. <p>Projects that gain points in this criterion must reflect the amount of GHG Emission reduction (in CO₂ equivalent) generated by the company's activities.</p>
4. Water efficiency	<p>This criterion applies to reduction of freshwater usage and/or effluent generation through different practices and technological options such as: adapting the production process, avoiding leakages, reuse of process water, use of rainwater instead of clean drinking water, water saving technologies, etc. The project must generate a reduction in the water consumption or in the amount of wastewater leaving the company.</p>
5. Wastewater treatment	<p>This criterion will recognize those initiatives that include wastewater treatment projects (WWTP). If the WWTP has incorporated low carbon technologies to reduce carbon emissions regarding business-as-usual wastewater treatment technology of the sector, the application will receive additional points.</p> <p>Note: Low-carbon technologies are those that reduce the carbon footprint of the system (e.g., methane recovery projects, enhanced anaerobic digestion with combined heat and power (CHP), and energy-optimized activated sludge, etc.). The project should generate reduction of CO₂-equivalent emissions and ensure no-harmful quality of effluents.</p>
6. Emission to air	<p>This criterion evaluates those activities that reduce hazardous and pollutant air emissions from the company activities. It will cover prevention projects as well as end-of-pipe technologies that remove the risks of final emissions that are not possible to avoid. The project must generate a reduction of air emissions pollutants.</p>
Innovation and Sustainability	
7. Environmental management program	<p>This criterion seeks to recognize those companies which have made progress in the adoption of a comprehensive commitment with green industry approaches. Companies can obtain a score in this aspect if they have implemented environmental management system or are</p>



Evaluation Criteria	Explanation
	<p>getting progress on the implementation of environmental management system, which comprise follow-up, assessment, and review for continued development and improvement, as well as promote a green culture in their activities.</p> <p>Alternatively, a certification from the Ministry of Environment in the framework of the program for “environmentally friendly practice” is also a confirmation of long-term commitment and will allow participants to get score in this criterion</p>
8. Innovation	<p>This criterion concerns innovative or creative activities. The innovation emphasis of the application could be focused on creation of new meaningful characteristics on the company’s products, changes of these products to meet needs of customers that were uncovered before, and new technological or organizational elements that are innovative in the country.</p>
Economic aspects	
9. Investment versus savings	<p>The initiative will be judged on (expected) payback period, the cost of the investment related to the savings generated by the activity. The shorter the (expected) pay-back period, the easier it is to transfer the activity to other companies.</p>
10. Relative investment	<p>The total costs of the activity related to the total investment of the last 3 years of the company is called “relative investment” and will be judged. This indicator shows how important the investment is for the company. The higher the “relative investment” the higher the score.</p>
11. Job creation	<p>Green activities can also contribute to more and secure jobs. This criterion evaluates if the activity generates new jobs as well as how secure these jobs are.</p>
Social and Gender aspects	
12. Personnel	<p>The wellbeing of employees is dependent of conditions at their working place. This criterion evaluates elements related to dependence care, health and wellness, privacy, employee training, fostering lifelong learning, etc., that can be associated to the submitted activity. Hence, it evaluates if the initiative includes, facilitates, or promotes one or more of workers wellbeing elements.</p>
13. Working place and industrial safety	<p>Air quality, noise, chemicals, etc. within the company have a direct impact on the health of the employees. This criterion evaluates in what extend the initiative has considered measures to ensure a safe working place and reduce health and safety risks for employees (protection equipment, safety signage, anti-fire equipment, emergency and evacuation plans, etc.)</p> <p>This criterion also evaluates the compliance of the building with the regulation included but not limited to existence of valid permit, architectural design, building layout indicating all safety measures, and environmentally friendly design.</p>



Evaluation Criteria	Explanation
14. Gender	Gender equality is achieved when women and men have equal rights, life prospects and opportunities, and the power to shape their own lives and contribute to society. This criterion evaluates whether the activity has involved both women and men, and how gender aspects have been considered during the applicant activity's design and implementation.
15. Community	The population in the direct surroundings of the plant, or the area where resources for the production process are acquired, is under direct impact of the company's activities. For example, employment of the local population and education/information are relevant issues.

The criteria for realized activities on the one hand and start-ups on the other hand are generally the same. Naturally, for the realized activities the costs and results should be based on real data, for start-ups a good estimation of expectations is required.

The list of criteria can be made much longer. Environmental aspects like noise and dust are not included, neither are aspects as risks from fire, explosions or chemical use, etc. included. The evaluation must be workable which sets limits to the number of criteria. Adaptation of the list of criteria shall be part of the yearly evaluation of the award.

6.2 Assessment Methodology

The Technical Expert Group should judge all applications as structured, transparent and uniform as possible. This chapter describes the scoring methodology.

Experts will look at the different aspects of the submitted activity and score for each criterion from 0 to 3 points, as explained below.

Score	Meaning
3	Excellent - The activity successfully addresses all relevant aspects of the criterion in question.
2	Good - The activity addresses the criterion well, although improvements are possible.
1	Fair - The activity broadly addresses the criterion, but important improvements are possible.
0	The activity does not address the criterion under examination or is not applicable to the business case. Also, the criterion cannot be judged due to missing or incomplete information.

By scoring all applications on all criteria, automatically the applications that address more than one aspect will get a higher score. Projects that address only environment, or only economy, will receive a lower score. In such a way integrated projects, which better fit in a sustainable development policy, will get a bigger chance on a gold or silver award. As a consequence, companies where only one aspect is relevant, can score only on a limited number of criteria. The jury could correct this deficit. If after



the first year the evaluation shows that this is a problem, then a more sophisticated system of scoring needs to be developed.

All applications will be ranked according to their scores. For the group of highest scoring applications an explanation or motivation of the scoring will be added. The total list will be forwarded to the Jury, who then decides on the final ranking and on the silver and gold awarding.

7 Award Value

For the Cambodian Green Industry Award to be effective, as many companies as possible should be willing to apply. Winning the award must be desirable and attractive. The status of the award must be high. In the following paragraphs, issues that can raise the attractiveness and the value of the award will be discussed.

7.1 Bronze, Silver and Gold Recognition

Companies will apply with activities that are beyond their business-as-usual processes. These activities must represent extra efforts made by the companies, and the award should express appreciation for the extra effort. With the award, unknown small green activities can be publicly recognized and appreciated. The fact that it won the award, should serve as motivation for other companies to develop similar activities.

It is important that all green activities from all participating companies will be recognized, and that none is left out.

The Technical Expert Group identified and shortlisted those applications which could deserve a special award. Based on the technical shortlist, the Jury selects the most extraordinary applications that can receive the highest distinction. The other shortlisted applications form the middle group. A logic consequence of this working method is to have three levels of the award.

All applications that fulfil minimum criteria should receive an award. Not receiving an award for a positive activity could be seen as a rejection of a well-meant activity. A “Bronze-award” can be reserved for all activities that are regarded as positive but are mainly basic, such as good housekeeping in a company.

The “Silver-award” is reserved for activities that are remarkably and clearly above basic actions, and the “Gold-award” is for a select group of activities (maybe limited to maximum ten), that demonstrate an excellent performance or a relevant innovative solution.

By introducing the three levels in the awarding, all eligible applicants can receive recognition.

There will be three different levels of award, to allow the recognition of all eligible applications.

- **Bronze will be the award, for all “basic” positive activities, such as good housekeeping.**
- **Silver is reserved for applications with a remarkable performance.**
- **Gold is for activities that can serve as best practice and model for other companies.**



7.2 Support for Improvements

Winning the award has additional value if material or immaterial support is connected. A company that won a “Bronze-award” one given year, should be motivated to set the goal higher for the following year. These companies are generally more open and sensitive to initiatives like Resource Efficient and Cleaner Production or TEST methodology. The award can support enterprises to further develop their “green” activities. Part of the award could thus be participation in such programs, including free training for the company staff. The awarded companies can be linked to financial institutions and investment agencies, to realize further innovative green measures.

7.3 Free Publicity

Most commercial companies welcome positive publicity. Millions are being spent for advertisements and bigger companies have their own press offices to generate positive news for local or national press. Winning the Cambodian Green Industry Award will generate free positive publicity. Free because the award and its ceremony should generate its own publicity. Extra publicity for the participating companies is an essential element of the award. An award ceremony can generate publicity based on the participation of high-ranking officials or by the selected location, if this is a very special place.

Because publicity is such an important aspect of the award, this must be well planned and structured. A dedicated communication plan shall be part of the award procedure, due to generate a maximum of publicity for the award and for the winning companies.

7.4 Award versus Certificate

The award is a prize, or a mark of recognition given in honour of an achievement.

A certificate is an official document attesting a fact, in particular a document confirming that someone has reached a certain level of achievement.

Companies generally find it attractive to participate in award schemes, since the companies might hope to get an independent confirmation of their positive environmental performance, in addition to official recognition.

The use of an award’s logo facilitates companies’ publicity and also helps with positioning the award in the market (consumers, public). But it would also need a clear procedure for using the award logo for an approved period. Right of use should be issued by agreement between winners and the MISTI to avoid misusing. In the design of the award logo, the year of competition will be implemented.

An award procedure cannot replace the legislative and enforcing competences and activities of several ministries. Therefore, the award will not be a certificate. In communication it should be made clear that the award is recognition for a specific activity, for a special positive performance, and not for general compliance. It is not a certificate, which guarantees all rules and directives are being followed.



7.5 Reputation

Industry is for many people similar to pollution and poor environmental practices. Winning an award for green activities will contribute to a positive image of a company. The award document or trophy can serve as an illustration of that green commitment. A picture of a high-level official presenting the award to the winning company is essential for that matter.

The reputation of an award winner is as good as the reputation of the awarding organization. The award must be issued by an independent organization, with high expertise and standing.

The Ministry of Industry, Science, Technology and Innovation will be the main sender and patron of the Cambodian Green Industrial Award. Coming from the national government the award will have also a meaning in international sense. Support from other ministries will be helpful in raising the profile as a widely supported national Cambodian award.

7.6 Awarding Organization and its Double Role

An award is a signal that certain activities are being recognized as special, as beneficial, as important. Recognition has more value if the person, institute, organization, has a higher status. The higher the status of the awarding organization is, the higher the status of the award will be, and the more attractive an application will be.

To judge the environmental compliance specific data and maybe an additional assessment visit to the company may be needed. Companies may hesitate to collaborate or to deliver detailed information to the authority if this same organization is in a position to penalize for non-compliance. The hesitation of companies will be bigger when the award criteria and/or the legislative norms are not clear or clearly separated.

A solution of this dilemma can be found when companies are encouraged to apply for the certificate for “environmentally friendly practice” of the Ministry of Environment. Compliance is being tested in that certificate procedure. Alternatively, for the Cambodian Green Industry Award all applying companies are required to sign a declaration that the company complies, to its best knowledge, with all environmental, social and industrial legislation of Cambodia. This communicates also to all participants that the award is for activities supplementary to compliance.

7.7 National Award – International Value

Many companies in Cambodia are part of an international value chain. To play an international role, many quality criteria set by the client have to be fulfilled. Environmental and social criteria are nowadays just as important as quality criteria for the product. The Cambodian Green Industry Award can be seen as an opportunity to demonstrate to international business partners the good environmental performance of the company.

The Cambodian Green Industry Award will be a national award but additionally can be part of a wider international award scheme. The national award serves then as a preselection for participation in the



international award scheme. Cambodia has comparable experiences with ASEAN award schemes. At the moment, there is no overarching international award scheme known, which could fulfil this role for the Cambodian Green Industry Award. During the yearly evaluation this aspect should be re-considered.

To ensure the international recognition of the Cambodian Green Industry Award, the criteria used for the award, should relate to international relevant criteria. In the development of this proposal such general criteria were selected, so that the award can have a value within the whole (international) value chain.

8 Gender Aspects

Gender equality is achieved when women and men, girls and boys, have equal rights, life prospects and opportunities, and the power to shape their own lives and contribute to society.¹

When addressing gender in the context of the environment, it is important to recognize that women and men are not homogenous groups. While changes in the environment affect everyone, they affect men and women differently. Where women and men live, their age, social class, ethnicity, religion, and other variables, are relevant regarding gender and the environment.

The goal of gender mainstreaming for environmental protection is to promote equal opportunities for men and women as participants and beneficiaries of environmental protection by considering their different positions and knowledge in regard to the environment. This includes producing and disseminating information about environmental protection reaching out to both women and men, and recognizing their different roles and priorities in relation to the environment.²

The Cambodian Green Industry Award can contribute by supporting a full inclusion of women in decision-making processes at all levels. This includes environmental planning, financing, gender budgeting, and policymaking. A criterion for the award assessment can be the level of female involvement in the submitted project.

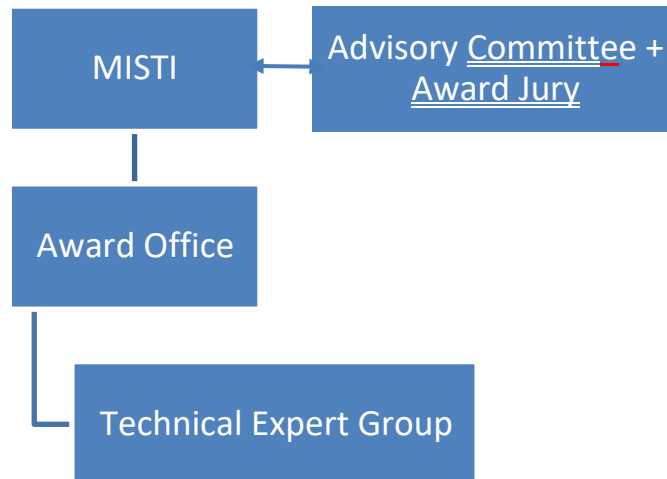
An opportunity for the award is to involve women in the project organisation itself, e.g., in the award office and as member of the Technical Expert Group.

¹ Gender Tool Box, Gender and the Environment, SIDA, march 2018

² Gender and Environment, OSCE, January 2009



9 Management Structure



The management structure is designed to ensure coherent, efficient and effective execution of the award scheme. The management and coordination of the Cambodian Green Industry Award will be under the responsibility of Ministry of Industry, Science, Technology and Innovation, in close collaboration with all other relevant partners.

9.1 Award Office/Award Implementation Team

For the daily management of the Cambodian Green Industry Award an Award Office or Award Implementation Team should be created, preferably within General Department of Industry, the Ministry of Industry, Science, Technology and Innovation. The award office or Award Implementation Team will coordinate the award scheme while respecting the following priorities:

- Ensure that the activities are delivered on time;
- Coordinate the project effectively and efficiently, including clear communication to partners;
- Provide leadership and quality control;
- Ensure close cooperation and communication with relevant stakeholders.

The main tasks of the Award Office are:

- Distribute the call for applications;
- Be the contact point for potential applicants;
- Check eligibility of the applications;
- Organize meetings of Advisory Committee;
- Organize the assessment process by the Technical Expert Group, by selecting members, instruct them, support and supervise the activities of the Technical Expert Group;
- Organize the selection process by the Award Jury, by selecting and inviting members, support the activities of the Award Jury in all aspects;
- Organize the Award Ceremony;
- Develop a communication plan and execute communication activities;
- Prepare budget for the implementation of the award;
- Fundraising and stakeholder maintenance;
- Evaluate process and effect of the award.



9.2 Advisory Committee

An Advisory Committee will be set up, with representatives of other ministries, stakeholder organizations, donor organizations, etc.

The task of the Advisory Committee will be

- To approve the list of criteria for the Cambodian Green Industry Award and adapt the list on a yearly basis;
- To define the target group for the award on a yearly basis;
- To advise the Award Office on the content of the award criteria, the ceremony and other aspects of the award; e.g., CSR, gender aspects, etc.
- To supply expert members for the Technical Expert Group; and,
- To support the activities of the Award Office in all possible ways.

9.3 Technical Expert Group

An ad hoc Technical Expert Group will be formed to assess the applications for the Cambodian Green Industry Award referring to the list of criteria. The Technical Expert Group will make a shortlist of ten applications, to be further judged by an Award Jury. The members of the Technical Expert Group will be selected from different ministries and from independent non-governmental organizations.

The size of the Technical Expert Group is depending on the number of applications. In the calculation below an amount of 100 applications is assumed.

The applications will be standardized and structured according the application template. Assuming that an assessment, including adding a score will take 1 hour per application, and each application being assessed independently by 2 experts, this leads to 200 hours needed for the technical assessments.

Each expert should not assess more than 20 applications, so a minimum of 10 experts ($2 \times 100 / 20$) in the Technical Expert Group is needed.

The two independent experts that assessed the same application meet and come to a consensus on the score. They will need 20 minutes per application, or for 20 applications 400 minutes. If the two experts cannot agree a third expert is asked to assess the applications and a decision is taken based on the three assessments. At the end of the assessment process, all applications will be ranked and the Technical Expert Group will prepare a shortlist for the Award Jury. This ranking process will take in total a maximum of 1.5 day.

Summary: With 100 applications 10 experts will be needed for an average of 24 hours each. For the Cambodian Green Industry Award 2013 there were 11 eligible applications and 6 experts, which meant about 3 hours work per expert.

9.4 Award Jury

The Award Jury will consist of at least five members and will be chaired by the president of the Advisory Committee. For the members of the Award Jury a select group of prominent experts will be invited. The Award Jury and the Advisory Committee can have the same group of members.

The Award Jury will make a final decision on the shortlisted applicants, proposed by the Technical



Expert Group. The Jury will select the final Gold Award winners. Automatically the rest of the short-listed applicants will receive Silver.

10 Award Process

10.1 Call for Applicants

The call for applicants will be sent out by the Award Office and distributed as wide as possible, through press and through the networks of the members of the Advisory Committee.

The call should contain the following information:

- Background and subject of the award;
- The kind of project/activities that can be submitted;
- Conditions for eligible application;
- How to apply, including a template or application form, address to send to, etc.;
- Procedure for the selection of the award winners;
- General timeline and deadline for application submissions; and,
- Contact address of Award Office for further information.

The call should be as specific and clear as possible.

Example of call text

The Ministry of Industry, Science, Technology and Innovation (MISTI) is looking for environmentally sound practices for the Cambodian Green Industry Award. Industries and SMEs are invited to submit applications describing green activities that go beyond the company business-as-usual operations and that were realized during the years 2019 and 2020. The activities must improve the environmental and/or social performance of the company while maintaining at least its profitability. Each company can submit only one application.

A special award category exists for innovations or green start-ups.

The applications can be awarded with Bronze or Silver Cambodian Green Industry Award. For outstanding performances, a special Gold Award will be awarded.

All Cambodian industrial companies and SMEs are invited to use the application form for submitting a description of their activity before the deadline of...

Eligibility criteria are as following:

- The application has been submitted within the indicated period.
- The applicant is a Cambodian enterprise or physically located in Cambodia.
- The applicant belongs to the target group of the award.
- The activity, or set of activities, have been realized within the company or within the direct influence field of the company in the last two years.
- The information about the company, its location, activity and size are correct and complete, and the application form is properly signed.
- A signed declaration of legal compliance is part of the application.



- The application is written in Khmer or English language.

To make the award workable and the applications comparable, a template will be made available for the application, and will include information as suggested below

- Core data of the company; name, address, core activity, etc.;
- Description of the activity in a maximum of 500 words, including information such as what the goal was, when it was implemented, and what the results are;
- List of the criteria. Fill in the effect of the activity for each criterion. If the activity had no effect on the criterion, leave the space blank; and,
- Declaration that the company complies, to its best knowledge, with all environmental social and industrial legislation of Cambodia.

A separate template will be available for innovations and start-ups.

10.2 Selection procedure

All the applications submitted before the deadline will be checked by the Award Office for completeness and eligibility. If needed, the Award Office could contact the applicant to complete or correct the application if an evident mistake was made.

Reasons for non-eligibility can be if the call was clearly not answered because the measure is not “green”, if an applicant did not sign the compliance declaration or if the activity was awarded in an earlier edition, etc.

All eligible applications will be forwarded to the Technical Expert Group for the assessment. A standard assessment form as a template for scoring will be prepared by the Award Office. A proposal is included in the Procedure document as part of this proposal.

The Award Office will make sure that all applications are reviewed by two expert members of the Technical Expert Group. Each member will assess the assigned applications according a structured scoring system on all criteria for the award. In such a way each application will be assessed independently by at least two members of the Technical Expert Group. After having submitted their assessments the two members meet to come to a consensus score of the application on hand. Alternatively, the average of the two scores is calculated and used for the final ranking. Only when the two scores are fundamental different from each other, then the two experts will negotiate together to come to an agreement on the scoring. If the two experts cannot agree, a third expert is asked to assess the applications and a decision is taken based on the three assessments.

All relevant applications will be ranked based on their score. The bottom of the list will be recommended for a “bronze” award, the higher scoring group for a “silver” award and the highest scoring (limited to ten) applications for a “gold” award.



The assessment results of the Technical Expert Group will be forwarded to the Award Jury. The Award

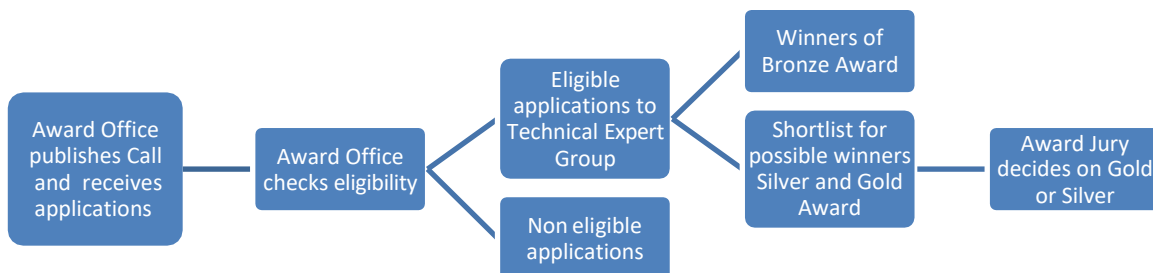
Bronze, Silver or Gold

The differences between “bronze”, “silver” and “gold” can be based on the ranking of the applications: 1/3 for each category. The advantage is that this is a fast way of working for the Technical Expert Group. For the first year, when there is no experience yet with the level of applications this might be the most practical way of working. The disadvantage for the individual company is that the result is depending on the performance of other companies. A company can improve but not get a higher level the following year, or even the other way around, a company can promote from bronze to silver, without a real improvement, just because the competition is different in the second year.

It is important to make transparent which criteria have to be fulfilled to receive silver. A minimum score to be reached in a certain number of criteria such as for example having a management system in place, participating in an improvement program offered by the government, etc. These can all be preconditions to reach the “silver-level”.

Jury will discuss each application on the “Silver - Gold” shortlist and decide on awarding gold or silver. Optionally, all companies on the shortlist could be invited to present their application for the Award Jury. The Award Jury would then have the opportunity to ask questions and to clear ambiguities. For each application reaching the “gold level” a motivation report will be written by the Award Jury.

Both Technical Expert Group and Award Jury will receive administrative support from the Award Office. The following flow-chart summarizes the selection procedure:



10.3 Award Ceremony

The award ceremony will be festive and at a special location, with as much press coverage as possible. A unique location with exclusive reception emphasizes that the award winners deserve a special treatment.

The award should be given in the form of a trophy and an official document during the award ceremony, and presented by a high official. The higher the official is, the higher the status of the award will be.

A picture of the high-ranking official presenting the award to each company is essential.



The award winners must be presented to the press to generate publicity. The “Gold-award” winners may get special attention on national television.

10.4 After the Ceremony

The award ceremony is not the end of the award procedure. Below are the lists of possible actions that can serve as follow-up for both the award as for the participating companies.

- Contact with and between the winning companies should be maintained. Some best practices of green industry have been identified through the award. These can be used for further dissemination and as example for other industries.
- Supported contact between the different industries can stimulate exchange and further development. A possibility is the creation of a network of award winners, who meet regularly or visit each other's companies. With every award round the network of award winners expand. The Award Office should take initiative and organize such a network.
- The award can be more than publicity only. It can involve financial and non-financial support. A contact between award winning companies and financing organisations can be facilitated.
- In-kind support for further development of the rewarded company can be a part of the award package. A free or reduced registration fee for training on cleaner production, free environmental consultancy days, help with implementing CSR, etc. can all be part of the award, and will be dependent on on-going programs/projects.
- The Cambodian Green Industry Award can serve as a steppingstone to an international recognition. Exchange with other green industry programs of UNIDO should be explored.

All these possible actions have to be explored further with other stakeholders, before they can be implemented. This can best be done by involving possible future partners in the Advisory Committee. The Advisory Committee can explore such possible cross cutting issues and make proposals.

10.5 Communication

The Cambodian Green Industry Award is in the first place a communication tool. By generating publicity, it will demonstrate that improved environmental performance contributes to increased competitiveness. It will be used to raise environmental awareness among the broader public and companies will use the award to improve their image towards customers and suppliers. The many communication aspects of the Cambodian Green Industry Award should be handled in a structured and systematic way. Making a communication plan is one of the fundamental tasks of the Award Office.



Below is an overview of target groups, main message and possible communication tools.

Target Group	Main Message	Tools
Participating companies	Your efforts are appreciated and recommended as positive; please continue.	Awarding at a high level, logo.
Industrial companies in Cambodia	Environmental improvements pay off. It is economically wise to be green.	Demonstration of best practices and examples of top companies, with help of brochures, best practice reports or video.
General public in Cambodia	Environment is important for economic development	Positive press coverage on award and participating companies

11 Monitoring and Evaluation

The Cambodian Green Industry Award will organize a call for applications once per year. This gives the opportunity to seek improvements and adaptation to changing circumstances every new round. Therefore, a permanent monitoring and yearly evaluation is necessary. Monitoring is a continuous process to assess progress, identify bottlenecks and it focuses more on the process while evaluation is sporadic to assess the achieved results against expected ones. What should be monitored is dependent on the evaluation questions.

There are in principle two main evaluation questions.

- Have the objectives of the Cambodian Green Industry Award (see chapter 3) been achieved?
- Is the Cambodian Green Industry Award an efficient tool to achieve the objectives?

To answer the first question the following data, have to be monitored:

- The total of environmental improvements (reduced energy use, reduced waste, reduced water usage, etc.).
- The costs that are saved by the companies.
- The budget spent by companies on environmental measures.
- The publicity generated by the award procedure.
- The number of applications for the award and its development through the years.
- The quality of the applications, measurable by the average scoring of all applications in a year.

The second question is about the efficiency of the award process. This is dependent from the input related to the output.

To answer the second question the following data, have to be monitored:



- The costs that were made for the whole process;
- Number of applications;
- Time spent on different activities by different stakeholders and actors; and
- Number of companies that apply in follow-up years.

Additional evaluation questions will be explored with the main stakeholders. Based on that a detailed monitoring program can be made.