

United Nations Development Programme
Country: Cambodia
Project Document

Project Title:	Policy, Communications, and Social Innovations for Human Development Project
UNDAF/CPD Outcome:	By 2018, people living in Cambodia, particularly youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being or natural or cultural resources of future generations
Expected Output(s):	Output 3.4: Mechanisms in place to generate and share knowledge about development solutions
Implementing Partner:	UNDP Cambodia

Brief Description

In light of the transition of Cambodia towards MIC status and the continuing development challenges, the project reflects the introduction of a policy-based approach to programming, in light of Cambodia's transition to a Middle-Income Country, where policy dialogue on emerging strategic issues guides the identification, design, and the implementation of programmes. In line with overall goal of sustaining the gains in poverty reduction, the project aims to contribute a Human Development perspective **to the quality of public discourse, the design of policies, and the design of institutional capacity development strategies** (including national programmes). These are to be achieved through: **policy engagement, programming, human development research, strategic communications, and building strategic partnerships.**

Strategic Plan Output: 7.3	Total resources required: \$3,766,602
Atlas Project ID: 00093433	Total allocated resources: _____
Start Date: 01/01/2016	Regular 1,650,000
End Date: 12/31/2018	Other: _____
PAC Meeting Date: 23/11/2015	Interest income: 750,000
	Donor: _____
	Government: _____
	Pipeline: _____
	Unfunded: 1,364,602
	In-kind Contributions _____

Agreed by (Government): *S. Chhieng Yanara* Date: 24 Dec. 2015
H.E. Chhieng Yanara,
Minister attached to the Prime Minister, Secretary General of CRDB/CDC

Agreed by (UNDP): *S. Yamazaki* Date: 24/12/15
Setsuko Yamazaki, Country Director

I. DEVELOPMENT CHALLENGE

Cambodia has done well in terms of economic growth, per capita income, poverty reduction, and human development. And with a per capita GNI of \$1,020, Cambodia will soon join the ranks of Lower Middle Income Country (MIC). The Royal Government of Cambodia has even made its goal to become an Upper Middle Income Country by 2030, the end year of the Sustainable Development Goals (SDGs), publicly known. Cambodia is an MIC in terms of the challenges to human development. This transition to MIC status is reflected not only in terms of GNI per capita, but also in the nature of the development challenges that Cambodia faces.

While extreme poverty levels is the key human development challenge in LDCs, for MICs like Cambodia vulnerability and inequality are key. According to the World Bank, a small income shock can double the poverty rate. In terms of multidimensional poverty, around 67.3 per cent of the population still either suffers from it or is vulnerable to slipping into poverty. There are a number of reasons by.

Dominance of vulnerable employment given dependence on low-skilled and low-value added industries. With its dependence on low-skilled, low-value-added sectors, there has been little development of the micro, small and medium size enterprise sector or of agricultural livelihoods. But with an employment-to-population ratio that averaged 82 per cent from 2010 to 2013, the Cambodian economy is generating economic growth, jobs and livelihoods. The female labour participation rate is high at 78.9 per cent (2013). Yet, as the Multidimensional Poverty Index (MPI) poverty analysis shows, 70 per cent of the population remains among the 'working poor'.¹ With the economy dominated by informal enterprises that have low return on labor, 64 per cent of total employment is considered to be in vulnerable employment (70 per cent for women).² The garment sector employs around 500,000 predominantly young female workers but wages are constrained by low value-addition, low productivity, and low levels of human capital. Working conditions are sometimes precarious. People with disabilities and those living with and affected by HIV face stigma and discrimination in the labour market.

Vulnerability to climate change and environmental degradation. Most farms engage in subsistence agriculture and will need to be transformed, through upgrading and an expansion in rural nonfarm employment, as part of economic diversification. And given that subsistence farmers are more vulnerable to climate change, there is a need to deal with their vulnerability to the consequences of climate change, and their dependence on the viability of ecosystems. Farmers have insufficient access to extension support. While disaster relief systems work, early recovery mechanisms are largely missing. Social protection systems do not address vulnerability to climate change risks. The forest-dependent livelihoods of 40 per cent of rural households, including indigenous communities, are affected by land degradation and deforestation.³ Women are particularly dependent on natural resources for livelihoods and domestic responsibilities. According to the national REDD+ Readiness Plan for Cambodia, deforestation is partly driven by "escalating development pressures, in particular for land for economic and social land concessions". Loss of ecosystems can affect regulating functions, which are critical for mitigating floods and droughts. Cambodia could experience a significant decline in the availability of fish stocks by 2030.

Cambodia is also an MIC in that its access to ODA grants has likewise started to decline. Overall ODA levels have remained stable over the period 2011-2014, although the composition has changed. Total external development financing support amounts to approximately USD 1.45 billion annually (2014), representing 10% of GDP. Increased support from China, in the form of concessional loans, has complemented other forms of traditional ODA grant financing while some partners – notably ADB, World Bank and France – have begun a transition from grant to concessional loan funding. Moreover, other forms of development financing will become more important.

¹ World Bank, World development indicators database.

² Briefing Note for Country on the 2015 Human Development Report: Cambodia

³ Royal Government of Cambodia, National REDD+ Readiness Plan, 2011

Cambodia must contend with the increasing the level of public spending. From a human development perspective, Cambodia will have to contend with the fiscal challenges for the foreseeable future. Public spending is a critical ingredient for a country to realize an Upper Middle Income Country status. International experience shows that the ramping up of public spending to some 14%-15% of GDP is critical in order to build resilience, to crowd in private sector investment, and foster inclusive economic growth and development – *albeit with minimal reliance on ODA*. With its level of public spending at 5% of GDP, Cambodia will have a challenge raising public expenditures given the current economic and employment structure.

II. STRATEGY

In light of the transition of Cambodia towards Middle-Income Country (MIC) status and the continuing development challenges, the project is a response to the recommendation of the Mid-Term Review of the 2011-2015 Country Programme Action Plan (CPAP), that UNDP in Cambodia introduce a policy-based approach to programming, which might be more relevant to a Middle-Income Country context, where policy dialogue on emerging strategic issues guides the identification, design, and (possibly) the implementation of programmes.

The project is built around the underlying Theory of Change of the 2016-2018 UNDP Country Programme Document. At the level of impact, the Country Programme Document recognizes that Government action is required for Cambodia to sustainably reduce poverty in a way that is resilient to economic and social shocks, environmental stress and climate change. This will entail action to: (i) increase returns on assets by poor people; (ii) build the resilience of households that have recently emerged from poverty and reduce their vulnerability to external economic shocks and climate change; and (iii) reduce the number of households living in chronic poverty by building human capital. UNDP in Cambodia is guided by the following overall Theory of Change:

If the poor and focal populations are to move up the ladder of well-being sustainably, then the poor should be able to build up their assets, protect their assets, and benefit from an increase in the returns to their assets.

To these ends, there are two strategic tasks: building pathways out of poverty and expanding the scope for public action.

A. Building pathways out of poverty

Building pathways out of poverty, calls for the Cambodian economy shifting towards higher value-added and more sustainable production, employment, and livelihoods, and able to finance development in the post-MIC transition and LDC graduation period, from domestic resource mobilization. This requires the economic and social **upgrading of value chains** and the expanding the capacity of state to generate and to **sustain development finance**.

Economic and social upgrading of value chains. The upgrading employment and livelihoods requires a shift in the economy towards higher-value-added manufacturing, agricultural production and forest/natural-resource based products. As Cambodia transitions to middle income status, and as the need to finance the Sustainable Development Goals, expanding into higher value-added industry and formal employment will be critical to strengthen the foundation for the sustainable financing of its development and to place women and youth at the forefront of the development shift. In terms of ultimate impact, UNDP assistance will contribute towards the following long-term impact: *poor and other focal populations benefit from first, an expansion in decent employment and better working conditions; and second, expanded access to value chains that offer higher value added and higher incomes.*

Sustaining development Finance. If Cambodia is to realize its goal of becoming an upper middle income country by 2030, this calls for a gradual and transformational increase in public spending to build resilience, crowd-in private investments, and strengthen domestic resource mobilization. Such an increase in public spending and domestic resource mobilization will necessarily require the transformation of the economy to higher value-added industries and the generation of decent employment, mentioned earlier. This means the state being able to optimize ODA, secure and manage climate change financing, and mobilize FDI for higher value added industries. UNDP assistance will contribute towards the following impact: *poor and other focal populations benefit from a significant, sustainable and transformational increase in social spending.*

B. Expanding the scope for public action

At one level, **Expanding the Scope for Public Action** calls for the expansion of social and market provisioning, fiscal redistribution, and environmental/natural resource management. If public action is required for **building resilience**, the government needs more capacity in policy development and implementation, public investment, social and market provisioning, and natural resource management. Expanding the scope for public action also calls for greater accountability for realizing commitments to citizens as enshrined national and international law, through **strengthened voice and participation.**

Building resilience. As explained earlier, on one level, vulnerability can be explained by the dominance of vulnerable employment and the reliance on subsistence farming. Building resilience is about protecting or maintaining the value of people's assets or capital. At the most basic level, it includes access to viable ecosystems. It can also be linked to the level of investments into health, education, and social protection. Or with the growing but still limited access to financial services. Building resilience includes the need to coordinate public investment into disaster risk reduction, early warning system, and early recovery mechanisms. It also requires expanding access to sustainable and affordable energy. Ultimately, if UNDP assistance will contribute to the following impact: *the poor and other focal populations benefit from public action that builds resilience to social, economic, financial, environmental, and climate shocks.*

Strengthened voice and participation. Cambodia is party to nine out of ten human rights treaties, so it is important for the Government to have the capacity to ensure compliance with commitments made under international treaties and conventions, particularly for women, youth, people living with disabilities, people living with and affected by HIV, and indigenous people. National legislation is being aligned with these international standards, supporting a fuller exercise of the freedoms of association, assembly and expression, and realization of economic, social and cultural rights. While laws require public consultation and stakeholder engagement, mechanisms for systematic public participation remain ad hoc-based. Only the draft environment impact assessment law has detailed how public participation is to be managed as a process rather than as an event. UNDP assistance will contribute to the following impact: *poor and other focal populations have sustainable access to institutional mechanisms for voice and participation, to foster accountability for commitments under national and international law.*

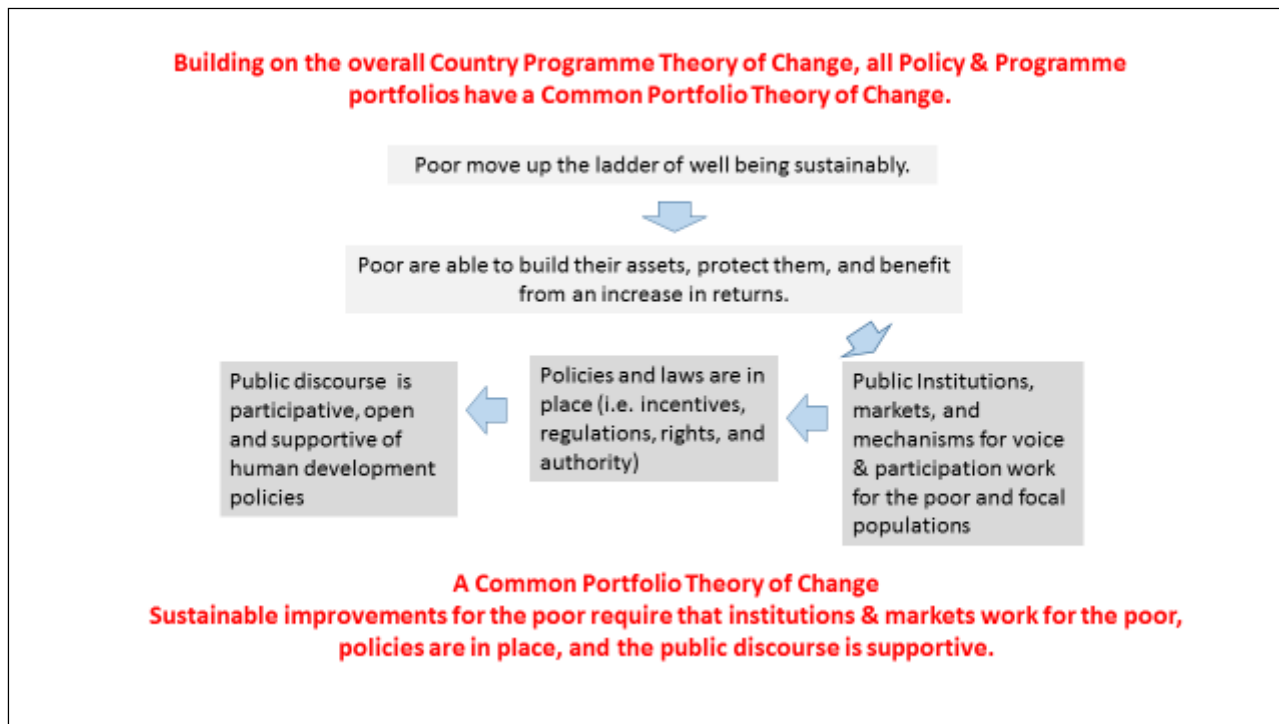
C. The Theory of Change of the Project

In line with overall goal of sustaining the gains in poverty reduction, the project aims to contribute a Human Development perspective to the quality of public discourse, the design of policies, and the design of institutional capacity development strategies (including national programmes). The project strategy also has its own Theory of Change underlying the four priority issues of upgrading value chains, strengthening development finance, building resilience, and strengthening voice & participation. In line with the Country Programme Theory of Change, *if the poor and focal populations are to move up the ladder of well-being sustainably, then the poor should be able to build up their assets, protect their assets, and benefit from an increase in the returns to their assets*, then the following conditions must be in place:

- Public institutions, markets, and mechanisms for voice & participation work for the poor, women, youth, indigenous peoples, the PLHIV, and the persons with disabilities;
- Policies and laws are in place (which influence incentives, rights, and authorities); and that
- Public discourse is participative, open, and supportive of human development policies.

Figure 1 provides a schematic diagram of the overall Theory of Change for the project for each of the four issues, i.e. upgrading value chains, strengthening development finance, building resilience, and strengthened voice and participation.

Figure 1: A Shared Theory of Change across Portfolios



Given the assumption is that the project has a shared Theory of Change with every portfolio, the ultimate impact will depend on close collaboration with the Development Results team, which is responsible for implementing the development interventions.

III. RESULTS AND PARTNERSHIPS

The project aims to contribute a Human Development perspective to the quality of public discourse, policy design, and the design programmes and projects, in each of the portfolios, namely upgrading value chains, sustaining development finance, building resilience and strengthening voice and participation. Ultimately, in line with the 2016-2018 Country Programme Document, the project should contribute towards improving the well-being of the following focal populations:

- The MPI poor from seven priority provinces: Kampong Cham, Prey Veng, Kampong Thom, Siem Reap, Takeo, Battambang, Pailin and Kandal.
- Women and youth will be given priority to help them harness their unrealized potential.
- Indigenous peoples' communities
- Persons with Disabilities (PwD)
- People Living with HIV-AIDS (PLHIV)

In line with Theory of Change, the project is expected to contribute towards ensuring that **public discourse is open and supportive of human development, policies are in place, and public**

institutions, markets, and mechanisms for voice & participation work for the poor. This is to be done through the following deliverables for each portfolio.

Key Deliverable 1: Policy engagement that contributes to the design and enactment of new policies, or legislation that works for the poor and focal populations.

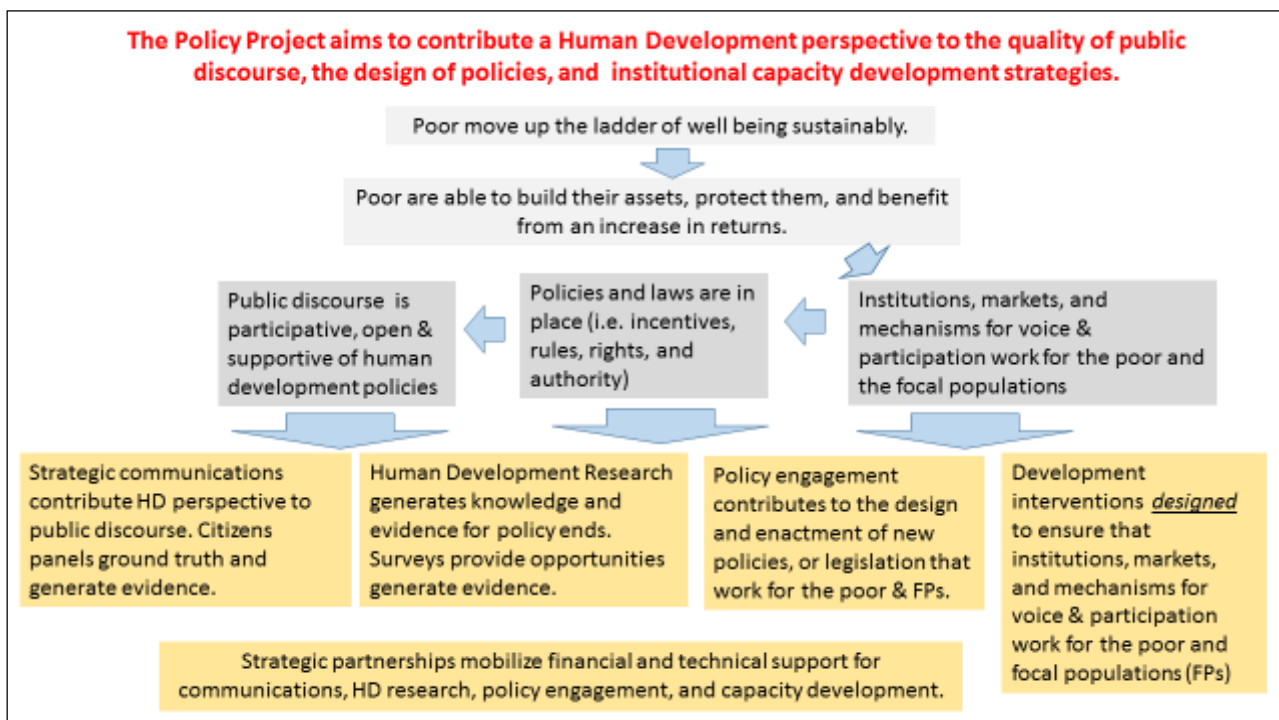
Key Deliverable 2: Programming and portfolio development.

Key Deliverable 3: Human Development research and publications that generates knowledge and evidence for policy engagement and programme design.

Key Deliverable 4: Strategic communications contribute HD perspective to public discourse, supporting portfolio level communications strategy, and developing mechanisms for Citizen’s feedback.

Key Deliverable 5: Strategic partnerships are mobilized to generate financial and technical support for communications, HD research, policy engagement, and capacity development.

Figure 2: Project deliverables



A. Key Deliverable 1: Policy engagement that contributes to the design and enactment of new policies, legislation that work for the poor and focal populations.

Activity 1.1: In each of the portfolios, identify policy engagement opportunities to meet the priorities of the Country Programme Document, in line with the Theory of Change. Policy engagement could be in the form of policy dialogue, evaluation/review of policy and legislation, and the generation of evidence-based policy options, as an instrument for capacity development. The identification of policy engagement facilities will involve primarily working with relevant government counterparts and development partners identified under **Key Deliverable 5 (KD5)**, in consultation with members of the **Policy Advisory Board**, as will discussed in the Section VIII of this project document. This activity will require the drafting of concept notes, policy roadmaps, translation into engagement facilities, and the mobilization of external funding when possible. Opportunities for policy engagement will be guided by among others, the evaluation of ongoing programmes, Human Development research under **KD3** and the results of Communications and Advocacy activities under **KD4**.

Activity 1.2: Manage policy engagement activities with the relevant government counterparts and development partners, as and when required. Should it be required to manage a policy engagement facility, the Policy Team will be expected to oversee the implementation, monitoring, and evaluation of policy dialogue, evaluation/review of national policy and legislation, and the generation of evidence-based policy options, within an open multi-stakeholder process and a capacity development framework.

B. Key Deliverable 2: Programming and pipeline build-up in line with resource mobilization target of 2016-2018 Country Programme Document.

The Policy Team is expected to generate and formulate a portfolio of development interventions *designed* to ensure that institutions, markets, and mechanisms for voice & participation work for the poor and focal populations, to meet the priorities of the 2016-2018 Country Programme and the Theory of Change. Currently, the CPD has a resource mobilization target of \$45 million, of which some \$21 million has already been previously mobilized.

Activity 2.1: Identify opportunities for programming for inclusion in the programme pipeline. Within the framework of the Country Programme Document and the Theory of Change, this activity will focus on identifying opportunities for programming from the ongoing policy engagement, (KD1), human development research (KD3), monitoring & evaluation, engagement with development partners, research institutions, and social labs (KD5). The Policy Team will maintain and regularly update the pipeline of engagement facilities and programmes, in ATLAS.

Activity 2.2: Facilitate the design and formulation of programming opportunities into programme documents. In the case of policy engagement, this will require the drafting of concept notes, policy roadmaps, and translation into engagement facilities. In the case of programme document, this will require the managing the formulation process from Category C to Category A pipeline. Under an overall framework for Internal Programme Appraisal (i.e. the SPARC process) the Policy Unit will facilitate the preparation programme documents, from concept note to draft for submission to the Local Programme & Appraisal Committee (LPAC). This internal design and appraisal process includes subjecting the potential programmes to the Social & Environmental Standards (SES) and the Project Quality Assurance (PQA) procedures. The Policy & Advocacy Team is expected to work closely with the relevant programme colleagues, the government counterparts, and the development partners identified under KD5. The Policy Team will be responsible for updating and maintaining the pipeline management system of UNDP Cambodia.⁴

Activity 2.3: Updating the Theory of Change of UNDP in Cambodia as a guide to policy engagement and programming. Based on a reflection on the results of policy engagement and on-going programmes, outcome evaluations, research findings, the results of social innovations, the lessons from the communication strategy, and partnership activities, the Policy & Advocacy team will regularly update the Theory of Change of UNDP in Cambodia, as a guide to policy engagement and programming, in consultation with the Policy Advisory Board.

C. Key Deliverable 3: Human Development research and publications that generate knowledge and evidence for policy engagement and programme design.

Integral to a policy-based approach to programming is the generation and establishment of a knowledge base, from a Human Development Perspective.

⁴ The on-line system of managing project concepts, soft pipeline, and hard pipeline.

Activity 3.1: Develop, maintain, and update a Human Development research agenda and a publication strategy for generating National Human Development Reports.

Building on research, the lessons from on-going and past policy engagement (KD1), the evaluation of on-going programmes, the lessons from the communication & advocacy strategy (KD4) the results from knowledge-based partnerships and engagement with social labs (KD5), the Policy Team will develop, maintain, and update a Human Development research agenda that would serve as a basis for the publication of National Human Development Reports, on emerging human development policy issues, on Consultation with Policy Advisory Board. In turn, it is expected that human development research would contribute towards designing the other **Key Deliverables**.

Activity 3.2: Organize, maintain, and update a statistical framework to establish a baseline and to measure progress for the 2016-2018 Country Programme Document and the Theory of Change.

A statistical framework will be critical for the Monitoring & Evaluation Framework of the 2016-2018 Country Programme Document, but also the design of all the other Key Deliverables, i.e. policy engagement, programming, human development research, and even strategic communications. The Policy Team will be responsible for designing the statistical framework for the Theory of Change and the CPD. This activity would include collaboration with the Ministry of Planning (MOP), the National Institute of Statistics (NIS), line ministries (for administrative data), non-governmental organizations, and other development partners. If necessary, it could include the conduct of small sample surveys, if national data is not readily available. Opportunities for the application of “big data” will be explored with social labs, under **KD5**. A special emphasis will be on measuring the (i) well-being of and the impact of policies on the multi-dimensionally poor, women, youth, indigenous peoples, Persons with Disabilities, and People Living with HIV-AIDS; and (ii) ensure the alignment of the statistical framework with the localization of the Social Development Goals (SDGs) in Cambodia, to the maximum extent possible.

D. Key Deliverable 4: Strategic communications and knowledge management contributes a human development perspective to public discourse, supporting portfolio level communications strategy, and developing mechanisms for Citizen’s feedback.

The human development perspective is just one among many possible ways of approaching development issues in Cambodia. If a human development perspective is to be on the policy agenda, strategic communications and knowledge management will be critical, and thus is integral to the policy-based programming approach. The goal of the strategy is contribute a human development perspective to the public discourse as reflected in the media, the public, and the policy agendas, on emerging policy issues. Shared values and shared understanding are at the core of the communications and knowledge management strategy. The assumption is that Cambodian people can solve collective problems if based on shared values and shared understanding, which can be achieved thru dialogue and conversation.

Activity 4.1: Country Programme and portfolio level communications and knowledge management strategy designed, resourced (i.e. human resources and funds), and rollout initiated.

This activity involves the articulation of **core story, a strategy, and a communication plan** for each portfolio, based on a communications gap analysis between the technical understanding of the issues and the current state of the media and public agenda. It will include the appropriate framing of the issues for each portfolio and identify the consequences for the different multimedia platforms and communications products, at Country Office, Portfolio, and project levels.

Activity 4.2: Communication activities, multi-media channels, and communication products (i.e. website, social media platforms, spokespersons/authentic voices, Newsletters, Annual Report, Solutions/Story Bank, Photo bank) are aligned, implemented, and updated with overall communications and knowledge management

strategy. This activity involves the preparation of an annual calendar of communication and knowledge management activities at the programme, portfolio, and project levels. Other than media events, activities could, for example, include lectures and talks by distinguished experts who can help contribute a human development perspective on issues. It could include discussion groups. It will mean revisiting multi-media channels and communication products to ensure strategic consistency at different levels. It will also require the regular monitoring of the multi-media to determine if perspectives are reflected in the media agenda and discourse.

Activity 4.3: Design and rollout a citizen’s feedback mechanism to ground policy engagement and programming activities with the aspirations of the poor and focal populations, in partnership with the network of social innovations labs. If policy engagement and programming are to be responsive and sustainable, mechanisms are required to articulate aspirations and to gather perceptions of the poor and focal populations in a systematic and timely manner. While the more traditional approaches of stakeholder engagement will be explored, this activity involves working with the social innovations movement to identify new ways of introducing “human centred” approach and “divergent thinking” to engaging the focal populations in order to feed into the design of policy engagement and new programmes.

E. Key Deliverable 5: Strategic partnerships are mobilized to generate financial and technical support for communications, HD research, policy engagement, and capacity development

Partnerships are integral to policy-based programming. Policy engagement and programming require financial and technical support. More importantly, policy-based programming is necessarily based on research and the generation of knowledge, and the systematic engagement with research institutions.

Activity 5.1: Support development partnerships with donors based in Cambodia and in the Mekong sub-region. The Policy Team will explore the establishment of development partnerships with key donors and development partners from other programme countries, on the priorities of the Country Programme. The development partnerships would include regular dialogue and mobilizing support on policy engagement, support for programming, and human development research. These dialogue mechanisms could initially begin with donors funding UNDP policy engagement and programmes. These mechanisms could be the means for tracking the engagement with donors.

Activity 5.2: Identify, establish, and maintain knowledge partnerships with research and academic institutions. The Policy Team will strive to establish joint research agendas and twinning arrangements on emerging Human Development policy issues, among UNDP Cambodia, regional and international research and institutions, and relevant Cambodian think tanks, under south-south arrangements and trilateral arrangements when possible. The research agenda will be guided by the other Key Deliverables; and will likewise contribute towards the realization of the other KDs.

Activity 5.3: Explore, identify, establish partnerships, and maintain network with the emerging social innovations network. The Policy Team will explore the establishment of shared **social innovation agendas** on emerging Human Development policy issues, among UNDP Cambodia and regional and international social labs, on an experimental basis, possibly in the areas of financial inclusion, disaster risk reduction, and early warning systems. As mentioned earlier, opportunities for the introduction of “human-centred design” “divergent thinking”, or the application of “big data” into the way policy and programmes are designed, will be explored. The engagement with the social labs could lead to the establishment of wider engagement with other stakeholders including private sector at the

national and regional levels, under south-south arrangements and trilateral arrangements when possible. The results of the social innovation agenda could potentially contribute to the realization of the other KDs, as well.

IV. PROJECT AND RISK MANAGEMENT

A. Risk Management

- 1. The positioning of UNDP's policy engagement, programming, and the quality of its knowledge and innovations networks matter.** If the project is to be of value, it is critical that it is able to identify the policy issues/solutions for which UNDP has a comparative advantage and where policy dialogue/research is an effective solution. Otherwise UNDP could end up being irrelevant. Also, the quality of the network of knowledge and innovations partnerships at the disposal of UNDP in Cambodia matters. The quality of these networks will affect UNDP's ability to engage the Royal Government of Cambodia in a policy dialogue, to ensure programme design, or undertake policy research. The current reliance on international experts and advisors from the Bangkok Regional Hub will have to be augmented by other measures. Mitigation measures: In this regard, the project's Policy Advisory Board is a critical element in ensuring that UNDP remains engaged in critical human development priorities, by supplying the valuable medium to long-term perspective. Also, as cited under Key Deliverable 5, the project investment knowledge-based partnerships and partnerships for social innovation will be key to ensure the quality of policy dialogue and programme design.
- 2. Policy engagement is closely linked to the electoral cycle.** The opportunities to engage the Royal Government in policy dialogue is closely linked to the electoral cycle of commune & sangkat elections, and parliamentary elections. With 2017 and 2018 as election years, as a consequence the project runs the risk of being unable to deliver on its commitments for policy dialogue. Mitigation measures: Assuming that the electoral cycle could lead to a slow-down in the *on-going* policy dialogue, the project will shift direct attention to supporting the analytical foundations for *future* policy dialogue on emerging human development priorities. On one level, this will require a shift towards policy research and exploring social innovations, in close collaboration with the knowledge partnerships and the partnerships for social innovations. The policy project could focus on exploring solutions to address some key policy issues such as investments in human capital, sustainable management of environment & natural resources, and sustainable increases in social spending.
- 3. The Middle-Income Country transition will have consequences on the ability of UNDP in Cambodia to access regular/core resources and ODA grants.** As Cambodia transitions to MIC status, the availability of UNDP regular/core resources and ODA grants could decline, as domestic resource mobilization and other sources of development financing assume greater importance (e.g. Foreign Direct Investment, ODA loans, remittances, etc.) This transition will also have consequences for the project to mobilize funding to support policy engagement and research, let alone new programming. Mitigation measures: To address this concern, the policy project will undertake four measures. First, maximize the available ODA grants and opportunities for climate financing. Second, the project will invest in establishing knowledge-based partnerships will be a means to mobilize funding for policy research. Third, the investment in partnerships for social innovations is meant to explore opportunities from the emerging "social impact investment" funding for "impact-driven organizations", that are engaged in "systems-impact projects".⁵ Lastly, when feasible, opportunities for government cost-sharing as a means to support policy engagement will be explored.

B. Cost Efficiency and Effectiveness

The project's budget is informed by the result framework put forward for an implementation period of 3 years shadowing the upcoming UNDP Country Programme cycle 2016-2018. The project resource envelope built around the establishment of a highly skilled human resource

⁵ Indy Johar, **The Challenge of Massive Change: UNDP Provocation Paper**, presented at UNDP Regional Bureau for Asia Pacific, Regional Management Meeting, Kuala Lumpur. 17-20 October 2015.

hub of policy excellence in the UNDP office is a realistic assessment of the pro-forma costs in line with UNDP policies and procedures. The in house core policy group will offer value for money based on benefiting from and utilising the UNDP internal capacities wherever possible, well known processes, systems and mechanisms of UNDP for project management and flexible engagement facilities with a large pool of potential stakeholders. The project will for instance combine the traditional communication and advocacy outreach, dispersed under several project tailored communication initiatives, under one key result area of the project.

The strategy set out in the document derives directly from the approved UNDP Country Programme Document theory of change that has included in the effort for policy engagement and in the direct contribution to UNDP portfolio development, a key of performance management.

Each of the key deliverables of the project will generate a sub-set of activities that will frame a wide range of engagement patterns with identified stakeholders.

Figure 3: Key Deliverables are organized into activities of engagement



The project document Annual Work Plan and result framework will necessarily hold its focus up to the Activity level, while detailed engagement will be discussed deliverables by deliverables in occasions of approval of detailed Annual Work Plans and board discussions. The effectiveness of the policy initiative will therefore be not only on the financial framework, returns on investment, but also at the strategic level by measuring the overall impact of the development solutions put forward in support of the government around the most pressing development issues agreed yearly with the governance mechanism of the project. The project advocacy effort as well as the enabling environment to establish a solid “new deal” for partnership across development actors in Cambodia has the ambition to contribute enhancing the relevance of a policy dialogue in the country.

At beginning, the project will be mainly resourced by UNDP core resources and income generated by interests of UNDP country programme. While this will suffice a start-up investment as the policy dialogue matures and explores path of new cooperation with stakeholders, a number of commissioned initiatives could be financed by government or UNDP knowledge and social innovation partnerships.

Project Management

The project will follow the Direct Implementation modality of UNDP and will be managed under the delegated authority of UNDP Resident Representative by UNDP Country Director. The project will be based in UNDP where all activities will be planned, coordinated and monitored and will be accountable to UNDP Administrator and Government Coordinating Agency as a key component of UNDP approved Country Programme Document 2016-2018.

V. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: By 2018, people living in Cambodia, particularly youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being or natural or cultural resources of future generations</p>				
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Percentage of national consumption by households in the two lowest quintiles: <i>Baseline</i> (2013): Quintile 1: 10% Quintile 2: 14% <i>Target</i> (2018): Quintile 1: 17% Quintile 2: 20% Percentage of total employed population that is employed in the formal sector, disaggregated by age, location and sex : <i>Baseline</i> (2013): 40.6% <i>Target</i> (2018): 50% Percentage of total GDP represented by employment in agriculture, industrial and service sectors <i>Baseline</i> (2014 est.): Agriculture: 60% ; Industry: 11%; Service: 29% <i>Target</i> (2018): Agriculture: 56% ; Industry: 13%; Service: 31% Percentage of population identified as multidimensionally poor according to the MPI: <i>Baseline</i> (2014): 46.8% <i>Target</i> (2018): 41%</p>				
<p>Applicable Output(s) from 2014-17 Strategic Plan: National development plans to address poverty and inequality are sustainable and risk resilient</p>				
<p>Project title and ID : Policy, Communications, and Social Innovations for Human Development Project (Project ID 00093433)</p>				
OUTPUTS AND TOC	OUTPUT INDICATORS ⁶	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS
<p>CPD Output 3.3: Mechanisms in place to generate and share knowledge about development solutions</p>	<p>CPD Indicator 3.3.1. Extent to which the Human Development Report contributes to policy and academic debate</p> <ul style="list-style-type: none"> • Baseline (2011): Some extent (1) • Target (2017): Great extent (3) 	<p>Key Deliverable 1: Policy engagement that contributes to the design and enactment of new policies, or legislation that work for the poor and focal populations.</p> <p><u>Activity 1.1:</u> In each of the programme portfolios, identify policy engagement opportunities to meet the current and emerging policy priorities of Cambodia, in line with</p>	<p>Government counterparts, development partners, including research institutions and social labs will be involved in identifying opportunities for policy engagement and programming. Results of citizen's feedbacks</p>	<p>Supplies, commodities, equipment & Transport =\$15,000 Personnel =\$481,114 Trainings =\$15,000 Other costs =\$15,000</p>

⁶ It is recommended that projects use output indicators from the Strategic Plan, as relevant, in addition to project-specific results indicators

	<p>Strategic Plan Output Indicator. 7.3.1 Number of country diagnostics carried out to inform policy options on national response to globally agreed development agenda, including analysis of sustainability and risk resilience, with post-2015 poverty eradication commitments and targets specified.</p> <p>Baseline: 2015 = 2 (Discussion papers on human capital and industrial policy)</p> <p>Milestone: 2017 = 1 (one NHDR launched)</p> <p>Target: 2018 = 2 (at least 2 NHDRs)</p>	<p>the UNDAF and the 2016-2018 Country Programme Document</p> <p><u>Activity 1.2:</u> Manage policy engagement activities with the relevant government counterparts and development partners, as and when required.</p> <p>Key Deliverable 2: Programming and pipeline build-up in line with resource mobilization target of 2016-2018 Country Programme Document.</p> <p><u>Activity 2.1:</u> Identify opportunities for programming for inclusion in the programme pipeline</p> <p><u>Activity 2.2:</u> Facilitate the design and formulation of programming opportunities into programme documents</p> <p><u>Activity 2.3:</u> Updating the Theory of Change of UNDP in Cambodia as a guide to policy engagement and programming</p> <p>Key Deliverable 3: Human Development research and publications that generate knowledge and evidence for policy engagement and programme design.</p> <p><u>Activity 3.1:</u> Develop, maintain, and update a Human Development research agenda and a publication</p>	<p>mechanism will also be factored.</p> <p>Government counterparts, development partners, including research institutions and social labs will be involved in the design of policy engagement and new programmes. Results of citizen's feedbacks mechanism will also be factored into the design of policy engagement activities and new programmes.</p> <p>Government counterparts, development partners will contribute towards identifying priorities for human development research. Collaboration with the national statistical system will be critical.</p> <p>Research institutions and social labs will participate in</p>	<p>Personnel =\$481,114 Trainings =\$16,000 Contract =\$220,000</p> <p>Personnel =\$601,114 Trainings =\$30,500 Contracts =\$120,000 Other costs =\$11,000</p>
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		<p>strategy for generating National Human Development Reports</p> <p><u>Activity 3.2:</u> Organize, maintain, and update an indicator framework to establish a baseline and to measure progress for the 2016-2018 Country Programme Document and the Theory of Change</p> <p>Key Deliverable 4: Strategic communications contribute HD perspective to public discourse, supporting portfolio level communications strategy, and developing mechanisms for Citizen’s feedback.</p> <p><u>Activity 4.1:</u> Country Programme and portfolio level communications and knowledge management strategy designed, resourced (i.e. human resources and funds), and rollout initiated.</p> <p><u>Activity 4.2:</u> Communication activities, multi-media channels, and communication products are aligned, implemented, and updated with overall communications and knowledge management strategy</p> <p><u>Activity 4.3:</u> Design and rollout a citizen’s feedback mechanism to ground policy engagement and programming activities with the aspirations of the poor and focal populations, in partnership with the network of social innovations labs.</p>	<p>the identification and possibly the conduct of research</p> <p>Citizen’s feedbacks mechanism, multi-stakeholder dialogue, and big data approaches with social labs will also be considered to support research activities</p> <p>Specific multi-media channels will be identified as the main channels through which strategic communications will be conducted. Government counterparts will be critical in ensuring alignment and implementation at the portfolio and project level communication and knowledge management plans.</p> <p>Partnerships will social labs will be explored for the design of citizen’s feedback mechanisms.</p>	<p>Supplies, commodities, equipment & Transport =\$9,000</p> <p>Personnel =\$519,973</p> <p>Trainings =\$30,000</p> <p>Contracts = \$278,000</p> <p>Other costs =\$12,000</p>
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		<p>Key Deliverable 5: Strategic partnerships are mobilized to generate financial and technical support for communications, HD research, policy engagement, and capacity development</p> <p><u>Activity 5.1:</u> Identify, establish, and maintain development partnerships with donors based in Cambodia and in the Mekong sub-region</p> <p><u>Activity 5.2:</u> Identify, establish, and maintain knowledge partnerships with research and academic institutions</p> <p><u>Activity 5.3:</u> Explore, identify, establish partnerships, and maintain network with the emerging social innovations network.</p>	<p>Donors and emerging programme country partners will be approached to mobilize technical, financial, and institutional support. Research and academic institutions will contribute expertise and knowledge networks.</p> <p>Social labs will be involved in introducing human centred design and social innovation thinking into the design and implementation of policy engagement and programming.</p>	<p>Supplies, commodities, equipment & Transport =\$10,000 Personnel =\$347,336 Trainings =\$3,000</p> <p>Monitoring & Evaluation Costs =\$81,000</p> <p>Project Management: Supplies, commodities, equipment & Transport =\$60,020 Personnel =\$194,340 Trainings =\$90,000 Other costs =\$126,090</p>
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VI. MONITORING AND EVALUATION

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

A. Within the annual cycle

Track Progress. Following the frequency cited in the monitoring plan, progress data against the results indicators will be collected and analysed to assess the progress of the project in achieving the agreed outputs. National data sources should be used whenever possible. Slower than expected progress will be addressed by the project management. Beneficiary feedback will be part of regular data collection and performance assessment.

Monitor and Manage Risk. Based on the initial risk analysis submitted (see annex 2), a risk log shall be actively maintained, including by reviewing the external environment that may affect the project implementation. Risk management actions will be identified and monitored using a risk log. This includes monitoring social and environmental management measures and plans that may have been required as per UNDP's Social and Environmental Standards (see annex 3). Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.

Evaluate and Learn. Evaluations shall be conducted in accordance with the evaluation plan. Knowledge, good practices and lessons should be captured and shared, as well as actively sourced from other projects and partners, and integrated back into the project. If a project evaluation is required (e.g., when mandated by partnership principles, or due to the complexity or innovative aspects of the project), it should be conducted in accordance with the project's evaluation plan.

Review and Make Course Corrections. The project management will review the data and evidence collected (through all of the above) on a regular basis within the annual cycle, and make course corrections as needed. The frequency of review depends on the needs of the project, but an internal review of the available progress data against the results indicators is required at least quarterly. Any significant course corrections that require a decision by the Project Board should be raised at the next Project Board meeting.

B. Annually

Annual Project Quality Rating. On an annual basis and at the end of the project, the quality of the project will be rated by the QA Assessor against the quality criteria identified in UNDP's Project Quality Assurance System. Any quality concerns flagged by the process must be addressed by project management.

Annual Project Review and Report. The Project Board shall hold a project review at least once per year to assess the performance of the project and appraise the Annual Work Plan for the following year. An annual report will be presented to the Project Board for the review, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period. Any quality concerns or slower than expected progress should be discussed by the project and management actions agreed to address the issues identified. This review is driven by the Project Board and may involve other stakeholders as required.

C. Closure

In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up.

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3			Funding Source	Budget Description	Amount
CPD Output 3.3: Mechanisms in place to generate and share knowledge about development solutions	<p>Key Deliverable 1: Policy engagement</p> <p>Activity 1.1: In each of the programme portfolios, identify policy engagement opportunities to meet the current and emerging policy priorities of Cambodia, in line with the UNDAF and the 2016-2018 Country Programme Document</p>	x	x	x		UNDP		Supplies, commodities, equipment & transport	\$15,000
								Personnel	\$481,114
								Trainings	\$15,000
								Other costs	\$15,000
	Activity 1.2: Manage policy engagement activities with the relevant government counterparts and development partners, as and when required.	x	x	x		UNDP			
	<p>Key Deliverable 2: Programming, pipeline build-up, and resource mobilization</p> <p>Activity 2.1: Identify opportunities for programming for inclusion in the programme pipeline</p>	x	x	x		UNDP		Personnel	\$481,114
								Trainings	\$16,000
								Contracts	\$220,000
	Activity 2.2: Facilitate the design and formulation of programming opportunities into programme documents	x	x	x		UNDP			

	Activity 2.3: Updating the Theory of Change of UNDP in Cambodia as a guide to policy engagement and programming	x	x	x		UNDP			
	Key Deliverable 3: Human Development Research Activity 3.1: Develop, maintain, and update a Human Development research agenda and a publication strategy for generating National Human Development Reports	x	x	x		UNDP		Personnel	\$601,114
								Trainings	\$30,500
								Other costs	\$11,000
	Activity 3.2: Organize, maintain, and update an indicator framework to establish a baseline and to measure progress for the 2016-2018 Country Programme Document and the Theory of Change	x	x	x		UNDP		Contracts	\$120,000
	Key Deliverable 4: Strategic Communications Activity 4.1: Country Programme and portfolio level communications and knowledge management strategy designed, resourced (i.e. human resources and funds), and rollout initiated.	x	x	x		UNDP		Personnel	\$519,973
								Contracts	\$218,000

	Activity 4.2: Communication activities, multi-media channels, and communication products are aligned, implemented, and updated with overall communications and knowledge management strategy	x	x	x		UNDP		Supplies, commodities, equipment & transport	\$9,000
	Activity 4.3: Design and rollout a citizen's feedback mechanism to ground policy engagement and programming activities with the aspirations of the poor and focal populations, in partnership with the network of social innovations labs.	x	x	x		UNDP		Trainings	\$15,000
	Key Deliverable 5: Partnerships Activity 5.1: Identify, establish, and maintain development partnerships with donors based in Cambodia and in the Mekong sub-region	x	x	x		UNDP		Personnel	\$347,336
	Activity 5.2: Identify, establish, and maintain knowledge partnerships with research and academic institutions	x	x	x		UNDP		Supplies, commodities, equipment & transport	\$10,000
	Activity 5.3: Explore, identify, establish partnerships, and maintain network with the emerging social innovations network.	x	x	x		UNDP			

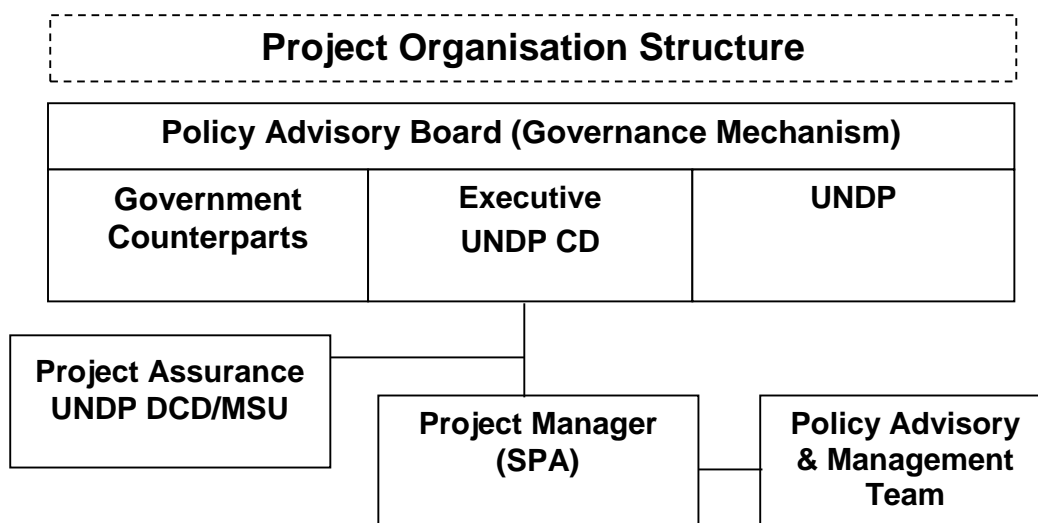
	PROJECT MANAGEMENT							Supplies, commodities, equipment & transport	\$60,020
								Personnel	\$194,340
								Trainings	\$90,000
								Other costs	\$126,090
	MONITORING	x	x	x		UNDP			21,000
Evaluation (as relevant)	EVALUATION		x			UNDP			60,000
Indirect costs	General Management fee 8%	x	x	x		UNDP			
TOTAL									\$3,766,602

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The **Policy, Communications, and Social Innovations for Human Development Project** will be guided by a Policy Advisory Board (PAB). Other than UNDP officials and staff, the Board will consist of a core of permanent board members participating in their individual capacity from the Council for the Development of Cambodia/Cambodia Rehabilitation and Development Board (CDC/CRDB), the Ministry of Economy & Finance (MEF), the Supreme National Economic Council (SNEC), the Ministry of Environment/National Council for Sustainable Development (MoE/NCSD), and the Council for Agricultural and Rural Development (CARD) as well as the Ministry of Planning and the Ministry of Education, Youth and Sport. When necessary and possible, SNEC to coordinate all policy researches initiated by government ministries to ensure holistic and coherent approach to programming.

Other participants could be invited on an ad hoc basis and could include other senior government officials, eminent persons, researchers & academicians, and prominent leaders participating in their personal capacity. Observer status may be extended as the situation so demands to: individual persons from the United Nations Agencies, Civil Society Organizations and other relevant stakeholders as the permanent Board members sees fit.

Figure 4: Governance Arrangements



On one level, the project's Policy Advisory Board is expected to provide the medium to long-term perspective, to ensure that the project remains focused on in critical human development policy priorities as regard to upgrading value chains, sustaining development finance, building resilience, and the strengthening voice & participation. Within the perspective of a medium to long-term time horizon, the Policy Advisory Board will ensure that Key results, Activities and plans of engagement comply are aligned with the strategies, principles and cross-cutting issues as outlined in this document and national prevailing policies.

The Policy Advisory Board is responsible for making by consensus management decisions when guidance is required by the Executive and chair of the board. In order to ensure UNDP's ultimate accountability, the Policy Advisory Board decisions should be made in accordance to standards that shall ensure best value for money, fairness, integrity transparency and effective international competition. In the case were a consensus cannot be reached in the Policy Advisory Board, the final decision shall rest with UNDP which is accountable to the Government for the correct execution of

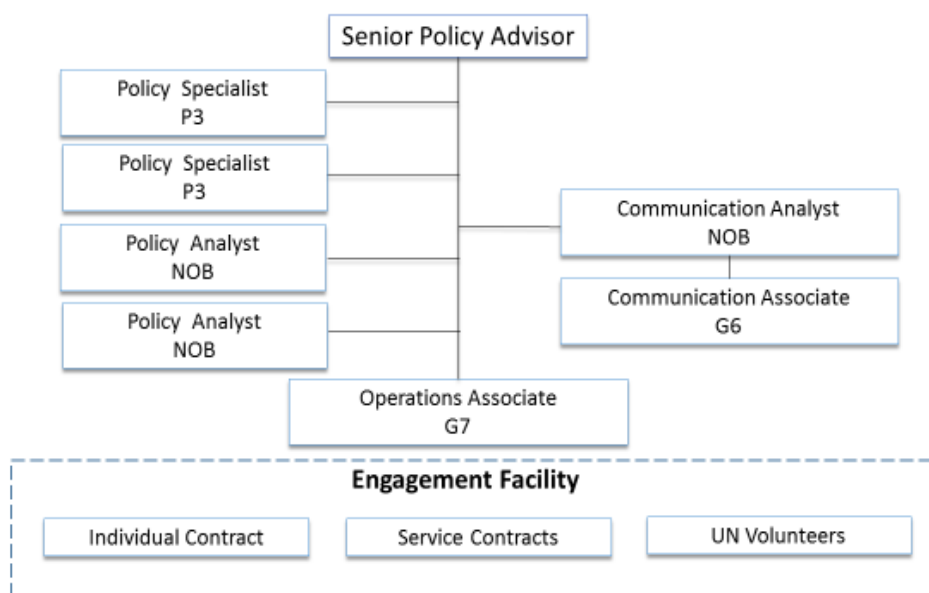
it Country Programme. Policy Advisory Boards will take place at minimum once a year, or as necessary when raised by the Project Manager or one of the Board members.

The Policy Advisory Board, *inter alia*, will:

- i. Provide strategic guidance based on the principles, strategies and cross-cutting issues for the identification of priorities to be tackled by the project;
- ii. Support resource mobilization with relevant donors and development partners; Review and endorse annual work-plans developed by the leadership of the Senior Policy Advisor;
- iii. Ensure strategic harmonization and coordination between complementary initiatives happening in country;
- iv. Provide guidance and review progress against approved work-plans;
- v. Review evaluations/review findings and recommendations of the projects; and

The Policy Advisory and Management Team is shown in Figure 5.

Figure 5: The Policy Advisory and Management Team



A Senior Policy Advisor (SPA), under the overall guidance of the United Nations RC and UNDP RR and under the direct supervision of Country Director, leads the Policy Advisory and Management Team. The Policy Team is composed of international and national staff, consultants, volunteers, and JPOs by establishing annual work plans, budgets, monitoring and implementation, and presentation of plans and results to the Policy and Advisory board. The SPA supervises the staff and project personnel tasks, by establishing performance management and development plans and coordinates unit functions.

The role of the Policy Team is to ensure the strategic relevance of policy dialogue and programmatic work, through policy research, advisory and advocacy efforts. The Policy Team coordinates evidence-based research and analyses, policy options, communication and advocacy of UNDP’s mandate and mission, and leads the support to the Country Director and Office in new programming in partnerships with the government, development partners, and other key stakeholders. The Policy Team monitors economic and social policy developments and advises the management team and UNDP’s partners on policy issues. The Policy Team leads UNDP’s policy dialogue with the government and development partners. During the formulation stage of new country programme, the Policy Team will contribute to formulation of UNDAF and support to the development of the related CPD and CPAP in consultation with UNDP CO Management, the Government, UNCT, and development partners.

In line with Key Deliverable 3 and 5, the Policy Team establishes a network of policy experts and development agents (the academia, media, etc.) for policy options and advocacy, as well as advice to government counterparts and facilitation of knowledge building and sharing on emerging development issues. The Policy Team also promotes a knowledge network of other project advisors, researchers, and development practitioners for policy options and advocacy; as well as establishes and maintains knowledge-based partnerships with research and academic institutions. The Policy Team will also explore potential partnerships on social innovation with the national, regional, and international networks of social labs.

Policy Team works in close collaboration with UNDP Programme and Operations team in the Country Office, UNDP regional hub and HQ, and the staff of other UN Agencies. The Team strengthens external partnerships with government officials, multi-lateral and bi-lateral development partners and civil society to promote policy dialogue, public consultations, and advocacy.

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Country Programme Mid-year evaluation	CDC					\$60,000, project budget

IX. LEGAL CONTEXT

Click [here for the standard text](#).

X. ANNEXES

1. **Project Quality Assurance Report**
2. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
3. **The project's first year detailed Annual Work Plan (AWP)**
4. **Project Board Terms of Reference and TORs of key management positions**
5. **Senior Policy Advisor Job Description**

In line with the **Social Environmental Screening Guidelines** of UNDP, the **Policy, Communications, and Social Innovations for Human Development Project** is exempted from the SES because its outputs consist solely of report preparation, coordination of events/trainings/workshops/meetings/conferences, and development of communication materials and dissemination of results (e.g. publications, media).⁷ Also, because the project is to be implemented under a **Direct Implementation Modality (DIM)**, in lieu of Capacity Assessment and a HACT assessment, a separate a DIM Authorization request and a DEX Template has been completed.

⁷ <http://www.undp.org/content/dam/undp/library/corporate/Social-and-Environmental-Policies-and-Procedures/UNDP-Social-Environmental-Screening-Procedure-1January2015.pdf>

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT					
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○	
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.	
DECISION					
<ul style="list-style-type: none"> ● APPROVE – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner. ● APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. ● DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 					
RATING CRITERIA					
STRATEGIC					
1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> ● 3: The project has a theory of change with explicit assumptions on how the project will contribute to higher level change as specified in the programme's theory of change, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. ● 2: The project has a theory of change related to the programme's theory of change. It has explicit assumptions that explain how the project intends to contribute to higher level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. ● 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme's theory of change. The project document does not clearly specify why the project's strategy is the best approach at this point in time. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2			
	1		Evidence		
	<p>Comment: The project theory of change (ToC) was designed with an overall goal of sustaining the gains in poverty reduction. The ToC is also based on analysis of emerging development challenges in Cambodia. The project strategy focuses on four priority issues of upgrading value chains, strengthening development finance, building resilience, and strengthening voice & participation that are in-line with the Country Programme ToC.</p> <p style="text-align: center;">Page 4-5</p>				
2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> ● 3: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas²; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. (all must be true to select this option) 	3	2			
	1		Evidence		
	<p>Comment: By aligning itself with the priorities of the Country Programme, the project is aligned with all three areas of</p>				

¹ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

² sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

<ul style="list-style-type: none"> • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true to select this option) • 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. 	<p>work, i.e. sustainable development pathways, inclusive and effective governance, and building resilience. In term of new and emerging areas the project will identify access to sustainable and affordable as potential areas to strengthen. As stated in the project RRF, the project will contribute to Strategic Plan Output Indicator 7.3.1.</p> <p style="text-align: right;">Page: 2,4, 12, & 13</p>				
RELEVANT					
<p>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups regularly through project monitoring. Representatives of the targeted group/geographic areas will contribute to project decision-making, such as being included in the project's governance mechanism (i.e., project board.) (<u>all</u> must be true to select this option) • 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised, and are engaged in project design. The project document states clearly how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. Collecting feedback from targeted groups has been incorporated into the project's RRF/monitoring system, but representatives of the target group(s) may not be directly involved in the project's decision making. (<u>all</u> must be true to select this option) • 1: The target groups/geographic areas do not prioritize excluded and/or marginalised populations, or they may not be specified. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. <p>*Note: Management Action must be taken for a score of 1</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> </table> <p>Select (all) targeted groups: (drop-down)</p> <p style="text-align: center;">Evidence</p> <p>Comment: Building on the Country Programme, on the project is designed to benefit the following groups and geographical areas:</p> <ul style="list-style-type: none"> • The MPI poor from seven priority provinces: Kampong Cham, Prey Veng, Kampong Thom, Siem Reap, Takeo, Battambang/Pailin and Kandal. • Women and youth will be given priority to help them harness their unrealized potential. • Indigenous peoples' communities • Persons with Disabilities (PWD) • People Living with HIV-AIDS (PLHIV) <p>Under the Key Deliverable 4, the project will design and roll out citizen's feedback mechanism to engage the focal populations into the design of policy engagement and new programmes.</p> <p style="text-align: right;">Page 3, 4, 5, 8, & 9</p>	3	2	1	
3	2				
1					
<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned backed by credible evidence from evaluation, analysis and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> </table> <p style="text-align: center;">Evidence</p> <p>Comment: The project is a response to the recommendation of the Mid-Term Review of the 2011-2015 Country Programme Action Plan (CPAP). In addition, different analysis and reports were mentioned throughout the prodoc.</p> <p style="text-align: right;">Page 3</p>	3	2	1	
3	2				
1					

<p>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (all must be true to select this option) • 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (all must be true to select this option) • 1: The project design may or may not mention information and/or data on the differential impact of the project’s development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>Comment: Gender analysis and gender concern are reflected throughout the document.</p> <p style="text-align: center;">Page: 2, 3, 4, & 8</p> </td> </tr> </table>	3	2	1		Evidence		<p>Comment: Gender analysis and gender concern are reflected throughout the document.</p> <p style="text-align: center;">Page: 2, 3, 4, & 8</p>	
3	2								
1									
Evidence									
<p>Comment: Gender analysis and gender concern are reflected throughout the document.</p> <p style="text-align: center;">Page: 2, 3, 4, & 8</p>									
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project’s intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. (<u>all</u> must be true to select this option) • 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners’ interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>Comment: The project strategy and project deliverable sections lay out plans to work with different partners ranging from Government counterparts, development partners, including research institutions and social labs.</p> <p style="text-align: center;">Page: 3, 4 & 9</p> </td> </tr> </table>	3	2	1		Evidence		<p>Comment: The project strategy and project deliverable sections lay out plans to work with different partners ranging from Government counterparts, development partners, including research institutions and social labs.</p> <p style="text-align: center;">Page: 3, 4 & 9</p>	
3	2								
1									
Evidence									
<p>Comment: The project strategy and project deliverable sections lay out plans to work with different partners ranging from Government counterparts, development partners, including research institutions and social labs.</p> <p style="text-align: center;">Page: 3, 4 & 9</p>									
SOCIAL & ENVIRONMENTAL STANDARDS									
	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> </table>	3	2	1					
3	2								
1									

<p>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project aims to further the realization of human rights, specifically upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously assessed and identified with appropriate mitigation and management measures incorporated into project design and budget. (<u>all</u> must be true to select this option) • 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget. • 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<p style="text-align: center;">Evidence</p> <p style="text-align: center;">N/A</p>	
<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (<u>all</u> must be true to select this option). • 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. • 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p style="text-align: center;">Evidence</p> <p style="text-align: center;">N/A</p>	
<p>9. If the project is worth \$500,000 or more, has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? Select N/A only if the project is worth less than \$500,000. [if yes, upload the completed checklist]</p>	Yes	No
	N/A	
MANAGEMENT & MONITORING		
<p>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (<u>all</u> must be true to select this option) 	3	2
	1	
	<p style="text-align: center;">Evidence</p> <p style="text-align: center;">Comment: The project Results and Resources Framework is correspond to the ToC and clearly defines baselines and targets.</p> <p style="text-align: center;">Page: 13</p>	

<ul style="list-style-type: none"> • 2: The project’s selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (all must be true to select this option) • 1: The results framework does not meet all of the conditions specified in selection “2” above. This includes: the project’s selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project’s theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>		
<p>11. Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</p>	<input checked="" type="radio"/> Yes	<input type="radio"/> No
<p>12. Is the project’s governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project’s governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true to select this option). • 2: The project’s governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true to select this option) • 1: The project’s governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<input type="radio"/> 3	<input checked="" type="radio"/> 2
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Project risks fully described in the project risk log, based on comprehensive analysis which references key assumptions made in the project’s theory of change. Clear and complete plan in place to manage and mitigate each risk. (both must be true to select this option) • 2: Project risks identified in the initial project risk log with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	<input checked="" type="radio"/> 3	<input type="radio"/> 2
<p>EFFICIENT</p>		

Evidence
 Comment: Yes, please refer to section VI on Monitoring and Evaluation of the Prodoc.

Evidence
 Comment: The project board will comprise of eminent persons, senior government officials, researchers & academicians, and prominent leaders. Roles and responsibilities of key positions within the project are specified. In addition, ToRs of the project board and key positions are annexed with prodoc.
Page: 21, 22 & 23

Evidence
 Comment: Yes, please refer to section IV on Project and Risk Management of the Project Document and annex Risk Log.
Page 11

<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</p>	<input checked="" type="radio"/> Yes	No
<p style="text-align: center;">Evidence</p> <p>Comment: Please refer to section B: Cost Efficiency and Effectiveness. (page 11)</p>		
<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p>	<input checked="" type="radio"/> Yes	No
<p style="text-align: center;">Evidence</p> <p>Comment: Linkage with internal and external on-going projects and initiatives are mentioned throughout the Prodoc, particularly under the Section III: Results and Partnerships (Key Deliverable 1, 2 & 5).</p>		
<p>16. Is the budget justified and supported with valid estimates?</p>	<input checked="" type="radio"/> Yes	No
<p style="text-align: center;">Evidence</p> <p>Comment: Yes, please refer to section B: Cost Efficiency and Effectiveness (page 11) and the Results and Resources Framework (page 13).</p>		
<p>17. Is the Country Office fully recovering its costs involved with project implementation?</p>	<input checked="" type="radio"/> Yes	No
<p style="text-align: center;">Evidence</p> <p>Comment: Please refer to section B: Cost Efficiency and Effectiveness. (page 11)</p>		
EFFECTIVE		
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. (both must be true to select this option) • <u>2</u>: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • <u>1</u>: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<input checked="" type="radio"/> 3	2
1		
<p style="text-align: center;">Evidence</p> <p>Comment: The project is implemented under the DIM. CO has experiences in implementing projects through DIM and can utilize pre-existing experiences and knowledge for implementing the project.</p>		
<p>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?</p> <ul style="list-style-type: none"> • <u>3</u>: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis 	3	<input checked="" type="radio"/> 2
1		
<p style="text-align: center;">Evidence</p> <p>Comment: Issues of the target groups have been identified and incorporated in the ToC analysis as well as project strategies.</p> <p style="text-align: right;">Page: 4-5</p>		

<p>of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.</p> <ul style="list-style-type: none"> • <u>2</u>: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • <u>1</u>: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. 		
<p>20. Does the project have explicit plans for evaluation or other lesson learning, timed to inform course corrections if needed during project implementation?</p>	Yes	No
	Evidence Comment: Yes, please refer to Section III: Results and Partnerships (Page 5) and Project Evaluation Matrix. (Page 25)	
<p>21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p>*Note: Management Action or strong management justification must be given for a score of “no”</p>	Yes	No
	Evidence Comment: Gender marker checklist is used to assess for gender market rating. Gender Marker checklist	
<p>22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: The project has a realistic work plan & budget covering the duration of the project <u>at the activity level</u> to ensure outputs are delivered on time and within the allotted resources. • <u>2</u>: The project has a work plan & budget covering the duration of the project <u>at the output level</u>. • <u>1</u>: The project does not yet have a work plan & budget covering the duration of the project. 	3	2
	1 Evidence Comment: Yes, please refer to Section VII: Multi-Year Work Plan. Page: 18	
SUSTAINABILITY & NATIONAL OWNERSHIP		
<p>23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • <u>2</u>: The project has been developed by UNDP in close consultation with national partners. • <u>1</u>: The project has been developed by UNDP with limited or no engagement with national partners. 	3	2
	1 Evidence Comment: Yes, please refer to LPAC minutes.	
<p>24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>4</u>: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. • <u>3</u>: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy. 	4	3
	2	1
	0 Evidence Comment: Key institutions and systems including capacity gaps are identified. The project strategy and key deliverables mentioned various interventions the project intended to carry out to strengthen national institutions and systems. For instance, Key	

<ul style="list-style-type: none"> • 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • 1: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • 0: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	<p>Deliverable 3/Activity 3.2 will be dedicated to support statistical framework including working with Ministry of Planning, and National Institute of Statistics.</p> <p style="text-align: center;">Page: 3, 4 & 8</p>	
<p>25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?</p>	<input checked="" type="radio"/> Yes	<input type="radio"/> No
<p>26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?</p>	<input checked="" type="radio"/> Yes	<input type="radio"/> No
	<p style="text-align: center;">Evidence</p> <p>Comment: Key institutions and systems including capacity gaps are identified. The project strategy and key deliverables mentioned various interventions the project intended to carry out to strengthen national institutions and systems. For instance, Key Deliverable 3/Activity 3.2 will be dedicated to support statistical framework including working with Ministry of Planning, and National Institute of Statistics.</p>	
	<p style="text-align: center;">Evidence</p> <p>Comment: Yes, the project will strive to build Cambodia economy toward higher value-added and more sustainable production, employment, and livelihoods, and able to finance development in the post-MIC transition and LDC graduation period, from domestic resource mobilization. In addition, the project will also explore different strategies for resource mobilization such as government cost-sharing for supporting policy engagement, identify knowledge based partnership for funding policy research and developing opportunities for emerging social impact investment.</p>	

OFFLINE RISK LOG

(see [Deliverable Description](#) for the Risk Log regarding its purpose and use)

Project Title: Policy, Communications, and Social Innovations for Human Development Project	Award ID: 86010	Date: 3 December 2015
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	<p>The risk of being badly positioned and unable to respond to demands of government for policy advice.</p> <p>The positioning of UNDP's policy engagement, programming, and the quality of its knowledge and innovations networks matter.</p>	23 November 2015	Strategic Organizational	<p>UNDP could end up being irrelevant and end up unable to engage the government effectively.</p> <p>P = 3 P = 5</p> <p>Enter probability on a scale from 1 (low) to 5 (high) P =</p> <p>Enter impact on a scale from 1 (low) to 5 (high) I =</p>	<p><u>First</u>, the composition and workings of the Policy Advisory Board is crucial in ensuring that UNDP remains engaged in critical human development priorities, by supplying the valuable medium to long-term perspective. <u>Second</u>, the project investment knowledge-based partnerships and partnerships for social innovation will be key to ensure the quality of policy dialogue and programme design.</p>	Senior Policy Advisor	Senior Policy Advisor	When was the status of the risk last checked	e.g. dead, reducing, increasing, no change
2	<p>Policy engagement is closely linked to the electoral cycle</p>	23 November 2015	Political Strategic	<p>In the past, the elections led to a slow-down in the dialogue on the social and environmental dimension of extractive industries, e.g. petroleum and mining concessions. With 2017 and 2018 as election years, as a consequence the project runs the risk of being unable to deliver on its commitments for policy</p>	<p>Assuming that the electoral cycle could lead to a slow-down in the <i>on-going</i> policy dialogue, the project will shift direct attention to supporting the analytical foundations for <i>future</i> policy dialogue on emerging human development priorities. On one level,</p>	Senior Policy Advisor	Senior Policy Advisor		

				<p>dialogue.</p> <p>P = 5 I = 4</p>	<p>this will require a shift towards policy research and exploring social innovations, in close collaboration with the knowledge partnerships and the partnerships for social innovations. The policy project could focus on exploring ways political parties could reach a consensus on a minimum policy platform.</p>				
3	<p>The Middle-Income Country transition will have consequences on the ability of UNDP in Cambodia to access regular/core resources and ODA grants.</p>	<p>23 November 2015</p>	<p>Financial Operational Strategic</p>	<p>As Cambodia transitions to MIC status, the availability of UNDP regular/core resources and ODA grants could decline, as domestic resource mobilization and other sources of development financing assume greater importance (e.g. Foreign Direct Investment, ODA loans, remittances, etc.) This transition will also have consequences for the project to mobilize funding to support policy engagement and research, let alone new programming</p> <p>P = 5 I = 4</p>	<p>First, it will explore government cost-sharing as a means to support policy engagement. Second, the project is also investing in establishing partnerships around knowledge-based partnerships will be a means to mobilize funding for policy research. Lastly, the investment in partnerships for social innovations is meant to explore opportunities from the emerging “social impact investment” funding for “impact driven-driven organizations”, that are engaged in “systems-impact projects”.</p>	<p>Senior Policy Advisor</p>	<p>Senior Policy Advisor</p>		

2016 Annual Work Plan

UNDAF Outcome	SP Output	CPD Output	Key Deliverable	TIMEFRAME				Responsible Party	Imple. Agent:	CHART OF ACCOUNT				Modality	Budget Descriptions	Budget Y 2016	Budget Note		
				Q1	Q2	Q3	Q4			Fund	Donor	Bus.Unit	Account						
By 2018, people living in Cambodia, particularly youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being or natural or cultural resources of future generations	National development plans to address poverty and inequality are sustainable and risk resilient	<p>Output 3.3: Mechanisms in place to generate and share knowledge about development solutions</p> <p>Output Indicators: CPD Indicator 3.3.1. Extent to which the Human Development Report contributes to policy and academic debate</p> <ul style="list-style-type: none"> • Baseline (2011): Some extent (1) • Target (2017): Great extent (3) 	<p>Key Deliverable 1: Policy engagement that contributes to the design and enactment of new policies, or legislation that work for the poor and focal populations.</p>	Activity 1.1: In each of the programme portfolios, identify policy engagement opportunities to meet the priorities of the Country Programme Document, and the Theory of Change															
				x	x	x	x	UNDP	001981	04000	00012	39608	61100	DAI	Salary Cost - NP Staff	12,280	01		
				x	x	x	x	UNDP	001981	11999	00012	39608	61300	DAI	Salaries - IP Staff (SPA)	48,890	02		
				x	x	x	x	UNDP	001981	04000	00012	39608	61300	DAI	Salaries - IP Staff	91,016	03		
				x	x	x	x	UNDP	001981	04000	00012	39608	71600	DAI	Travel	5,000			
				x	x	x	x	UNDP	001981	04000	00012	39608	74200	DAI	Translation, Printing and Publication	5,000			
				x	x	x	x	UNDP	001981	04000	00012	39608	75700	DAI	Training Workshops and Conferences	5,000			
				Activity 1.2: Manage policy engagement activities with the relevant government counterparts and development partners, as and when required.															
				Sub-total Key Deliverable 1:													167,185		
				<p>Key Deliverable 2: Programming and portfolio development.</p>	Activity 2.1: Identify opportunities for programming for inclusion in the programme pipeline														
					x	x	x	x	UNDP	001981	04000	00012	39608	61100	DAI	Salary Cost - NP Staff	12,280		
					x	x	x	x	UNDP	001981	11999	00012	39608	61300	DAI	Salaries - IP Staff (SPA)	48,890		
					x	x	x	x	UNDP	001981	04000	00012	39608	61300	DAI	Salaries - IP Staff	91,016		
			x		x	x	x	UNDP	001981	04000	00012	39608	71200	DAI	International consultant	80,000	04		
			x		x	x	x	UNDP	001981	04000	00012	39608	75700	DAI	Training Workshops and Conferences	10,000	05		
			Activity 2.2: Facilitate the design and formulation of programming opportunities into programme documents																
			Activity 2.3: Updating the Theory of Change of UNDP in Cambodia as a guide to policy engagement and programming																
			Sub-total Key Deliverable 2:													242,185			
			<p>Key Deliverable 3: Human Development research and publications that generate knowledge and evidence for policy engagement and programme design.</p>		Activity 3.1: Develop, maintain, and update a Human Development research agenda and a publication strategy for generating National Human Development Reports														
					x	x	x	x	UNDP	001981	04000	00012	39608	61100	DAI	Salary Cost - NP Staff	12,280		
					x	x	x	x	UNDP	001981	11999	00012	39608	61300	DAI	Salaries - IP Staff (SPA)	48,890		
					x	x	x	x	UNDP	001981	04000	00012	39608	61300	DAI	Salaries - IP Staff	91,016		
				x	x	x	x	UNDP	001981	04000	00012	39608	71400	DAI	Contractual Services - Individuals	40,000	06		
				x	x	x	x	UNDP	001981	04000	00012	39608	74200	DAI	Translation, Printing and Publication	5,000	07		
				x	x	x	x	UNDP	001981	04000	00012	39608	75700	DAI	Training Workshops and Conferences	22,500	08		
				Activity 3.2: Organize, maintain, and update a statistical framework to establish a baseline and to measure progress for the 2016-2018 Country Programme Document and the Theory of Change															
					x	x	x	UNDP	001981	04000	00012	39608	71200	DAI	International consultant	105,000	09		
						x	x	UNDP	001981	04000	00012	39608	71300	DAI	Local Consultant	5,000	10		
				Sub-total Key Deliverable 3:													329,685		
				<p>Key Deliverable 4: Strategic communications contribute HD perspective to public discourse, supporting portfolio level communications strategy, and developing mechanisms for Citizen's feedback.</p>	Activity 4.1: Country Programme and portfolio level communications and knowledge management strategy designed, resourced (i.e. human resources and funds), and rollout initiated.														
					x	x	x	x	UNDP	001981	04000	00012	39608	61100	DAI	Salary Cost - NP Staff	54,030	11	
			x		x	x	x	UNDP	001981	11999	00012	39608	61300	DAI	Salaries - IP Staff (SPA)	48,890			
			x		x	x	x	UNDP	001981	04000	00012	39608	61300	DAI	Salaries - IP Staff	36,406	12		
			x		x	x	x	UNDP	001981	04000	00012	39608	61200	DAI	Salary Cost - GS Staff	30,724	13		
			x		x	x		UNDP	001981	04000	00012	39608	71200	DAI	International consultant	68,000	14		
			x					UNDP	001981	04000	00012	39608	71300	DAI	Local Consultant	20,000	15		
			Activity 4.2: Communication activities, multi-media channels, and communication products are aligned, implemented, and updated with overall communications and knowledge management strategy																
					x			UNDP	001981	04000	00012	39608	71300	DAI	Local Consultant	10,000	16		

UNDAF Outcome	SP Output	CPD Output	Key Deliverable	TIMEFRAME				Responsible Party	Imple. Agent:	CHART OF ACCOUNT				Modality	Budget Descriptions	Budget Y 2016	Budget Note	
				Q1	Q2	Q3	Q4			Fund	Donor	Bus.Unit	Account					
				x	x	x	x	UNDP	001981	04000	00012	39608	71600	DAI	Travel	3,000	17	
				x	x	x	x	UNDP	001981	04000	00012	39608	74200	DAI	Translation, Printing and Publication	3,000		
				x	x	x	x	UNDP	001981	04000	00012	39608	74500	DAI	Miscellaneous	1,000	18	
				x	x	x	x	UNDP	001981	04000	00012	39608	75700	DAI	Training Workshops and Conferences	5,000	19	
				Activity 4.3: Design and rollout a citizen's feedback mechanism to ground policy engagement and programming activities with the aspirations of the poor and focal populations, in partnership with the network of social innovations labs.														
						x	x	UNDP	001981	04000	00012	39608	71300	DAI	Local Consultant	10,000	20	
						x	x	UNDP	001981	04000	00012	39608	75700	DAI	Training Workshops and Conferences	5,000	21	
				Sub-total Key Deliverable 4:													295,050	
			Key Deliverable 5: Strategic partnerships are mobilized to generate financial and technical support for communications, HD research, policy engagement, and capacity development	Activity 5.1: Identify, establish, and maintain development partnerships with donors based in Cambodia and in the Mekong sub-region														
				x	x	x	x	UNDP	001981	04000	00012	39608	61100	DAI	Salary Cost - NP Staff	7,368	22	
				x	x	x	x	UNDP	001981	11999	00012	39608	61300	DAI	Salaries - IP Staff (SPA)	48,890		
				x	x	x	x	UNDP	001981	04000	00012	39608	61300	DAI	Salaries - IP Staff	54,610	23	
				x	x	x	x	UNDP	001981	04000	00012	39608	75700	DAI	Training Workshops and Conferences	1,000		
				Activity 5.2: Identify, establish, and maintain knowledge partnerships with research and academic institutions														
								UNDP	001981	04000	00012	39608	71600	DAI	Travel	10,000	24	
				Activity 5.3: Explore, identify, establish partnerships, and maintain network with the emerging social innovations network.														
				Sub-total Key Deliverable 5:													121,867	
			Project Management	x	x	x	x	UNDP	001981	04000	00012	39608	61200	DAI	Salary Cost - GS Staff	40,321	25	
					x	x	x	UNDP	001981	04000	00012	39608	71200	DAI	International consultant	20,000	26	
						x	x	UNDP	001981	04000	00012	39608	71300	DAI	Local Consultant	7,000	27	
				x	x	x	x	UNDP	001981	04000	00012	39608	71400	DAI	Service contract	24,459	28	
				x	x	x	x	UNDP	001981	04000	00012	39608	71600	DAI	Travel	6,000		
				x	x	x	x	UNDP	001981	04000	00012	39608	72400	DAI	Communic & Audio Visual Equip	11,340	29	
								UNDP	001981	04000	00012	39608	72500	DAI	Supplies	1,000		
				x	x	x	x	UNDP	001981	04000	00012	39608	72800	DAI	Information Technology Equipmt	5,000	30	
				x	x	x	x	UNDP	001981	04000	00012	39608	73100	DAI	Rental & Maintenance-Premises	14,280		
				x	x	x	x	UNDP	001981	04000	00012	39608	74300	DAI	Contributions	250	31	
				x	x	x	x	UNDP	001981	04000	00012	39608	64300	DAI	ISS Charge 70%	17,500		
				x	x	x	x	UNDP	001981	04000	00012	39608	74500	DAI	ISS Charge 30% and Miscellaneous	10,000		
				x	x	x	x	UNDP	001981	04000	00012	39608	75700	DAI	Training Workshops and Conferences	30,000	32	
				Sub-total Project Management:													187,150	
GRAND-TOTAL:															1,343,122			

Programme Cost	500,870
Staff Cost	842,252

Budget note:

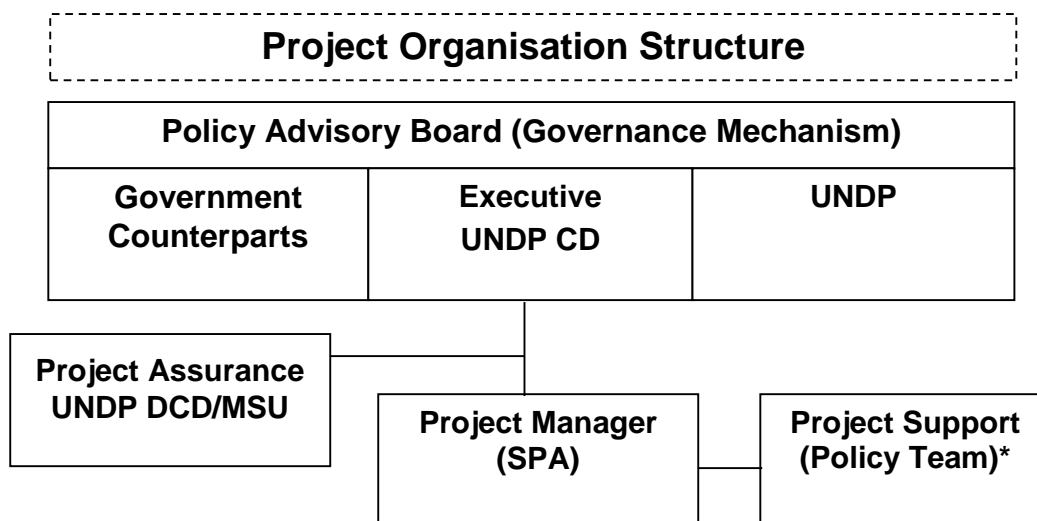
- | | | | |
|----|--|----|---|
| 01 | 25% pro forma for NOB staff (Note: it spreads over key activities 1, 2 and 3) | 17 | at least 2 times per year per each key issue |
| 02 | 20% pro forma for SPA. (Note: it spreads over the five key activities) | 18 | Boosting of social media |
| 03 | 25% pro forma for two P3 staff (Note: it spreads over key activities 1, 2 and 3) | 19 | Knowledge management events |
| 04 | Consultant contracts for Scaling Up Solar for Resilience proposal formulation | 20 | National consultants/Social innovations labs to design and roll out a citizen's feedback mechanism |
| 05 | Consultative process for Scaling Up Solar for Resilience proposal formulation | 21 | Workshop/Conference to design and roll out citizen's feedback mechanism |
| 06 | Pro forma for UNV staff | 22 | 15% pro forma for NOB staff |
| 07 | Translation & printing of NHDR | 23 | 15% pro forma for two P3 staff |
| 08 | Launching event dissemination of NHDR 2016 and 2017 | 24 | Can be removed if these costs can be covered by partner agencies |
| 09 | International consultant for socio-economic research | 25 | Pro forma for GS7 staff |
| 10 | Local consultant for socio-economic research | 26 | For M&E and Evaluation |
| 11 | 10% pro forma for one NOB staff and 100% pro forma for one NOB staff | 27 | For M&E and Evaluation |
| 12 | 10% pro forma for two P3 staff | 28 | Pro forma for SB3 staff |
| 13 | Pro forma for GS6 staff | 29 | 1-Phone Allowance(\$20x12ppx12month=\$2,880),2-Telephone Mant(\$63x12extensionx4quarter=\$3276) 3- Internet&IT management cost (\$108x12connectionx4quarter=\$5184) |
| 14 | Communications Consultant/Advisor | 30 | A set of a new Camera and, softwares and a new USB drive for communication facility |
| 15 | Multi-media content analysis consultants | 31 | Security Charge from CO |
| 16 | Video documentary for 4 key issues | 32 | 1-Retreat, 2-LMS Cost, 3-Staff learning Cost, 4- Board Meeting, 5- Other meetings such as SPARCs & IPACs, and 6-EPSS |

Terms of Reference of the Policy Advisory Board

The **Policy, Communications, and Social Innovations for Human Development Project** will be guided by a Policy Advisory Board (PAB). Other than UNDP officials and staff, the PAB will consist of a core of permanent board members participating in their individual capacity from the Council for the Development of Cambodia/Cambodia Rehabilitation and Development Board (CDC/CRDB), the Ministry of Economics & Finance/Supreme National Economic Council (MEF/SNEC), the Ministry of Environment/National Council for Sustainable Development (MoE/NCSD), and from Ministry of Interior/Council for Agricultural and Rural Development (Mol/CARD).

Other participants could be invited on an ad hoc basis and could include other senior government officials, eminent persons, researchers & academicians, and prominent leaders participating in their personal capacity. Observer status may be extended as the situation so demands to: individual persons from the United Nations Agencies, Civil Society Organizations and other relevant stakeholders as the permanent PAB members sees fit.

Figure 4: Governance Arrangements



On one level, the project's Policy Advisory Board is expected to provide the medium to long-term perspective, to ensure that the project remains focused on in critical human development policy priorities as regard to upgrading value chains, sustaining development finance, building resilience, and the strengthening voice & participation. Within the perspective of a medium to long-term time horizon, the Policy Advisory Board will ensure that Key results, Activities and plans of engagement comply are aligned with the strategies, principles and cross-cutting issues as outlined in this document and national prevailing policies.

The Policy Advisory Board is responsible for making by consensus management decisions when guidance is required by the Executive and chair of the board. In order to ensure UNDP's ultimate accountability, the Policy Advisory Board decisions should be made in accordance to standards that shall ensure best value for money, fairness, integrity transparency and effective international competition. In the case were a consensus cannot be reached in the Policy Advisory Board, the final decision shall rest with UNDP which is accountable to the Government for the correct execution of it Country Programme. Policy Advisory Boards will take place at minimum once a year, or as necessary when raised by the Project Manager or one of the Board members.

The Policy Advisory Board, *inter alia*, will:

- i. Provide strategic guidance based on the principles, strategies and cross-cutting issues for the identification of priorities to be tackled by the project;
- ii. Support resource mobilization with relevant donors and development partners; Review and endorse annual work-plans developed by the leadership of the Senior Policy Advisor;
- iii. Ensure strategic harmonization and coordination between complementary initiatives happening in country;
- iv. Provide guidance and review progress against approved work-plans; and
- v. Review evaluations/review findings and recommendations of the project.



UNITED NATIONS DEVELOPMENT PROGRAMME GENERIC JOB DESCRIPTION

I. Position Information

Job Code Title:	Senior Policy Advisor
Pre-classified Grade:	P5
Post no.:	<new>
Supervisor:	Country Director (change to UN RC/UNDP RR in due course)
Supervisor level:	D1

II. Organizational Context

Under the overall guidance of the United Nations RC and UNDP RR and under the direct supervision of Country Director, the Senior Policy Advisor (SPA) leads the Policy and Advocacy Unit of UNDP Country Office in Cambodia. The role of the SPA is to ensure the programmatic relevance and strategic positioning of UNDP, through policy research, analysis, advisory and advocacy efforts. The SPA coordinates evidence-based research and analyses, policy options, communication and advocacy of UNDP's mandate and mission, and supports the Country Director and the CO in new programming in partnerships with the government, development partners, and other key stakeholders. With the team of experts under his/her supervision, the SPA monitors economic and social policy developments and advises the management team and UNDP's partners on policy issues. He/she leads UNDP's policy dialogue with the government and development partners. During the formulation stage of new country programme cycles, the SPA will contribute to formulation of UNDAF and support to the development of the UNDP CPD and CPAP in consultation with UNDP CO Management, the Government, UNCT, and development partners.

The Policy and Advocacy Unit establishes a network of policy experts and development agents (including from civil society, the academia, media, etc) for policy options and advocacy, as well as advice to government counterparts and facilitation of knowledge building and sharing on emerging development issues. The Policy and Advocacy Unit will be established as a development project funded at the outset from a combination of core and non-core resources.

Development Context:

As Cambodia transitions to Lower Middle Income Country (LMIC) status, Cambodia will increasingly have to contend with emerging "second generation" development challenges integral to that transition, as a Least Developed Country:

- As extreme poverty declines, addressing vulnerability, exclusion, and unequal access to markets and public services will become more relevant, from a human development perspective. While the per capita GNI of Cambodia might cross the Middle Income Country threshold, Cambodia will have to contend with the consequences of a continued economic vulnerability as

reflected in the Economic Vulnerability Index (EVI) as part of the LDC graduation criteria. In particular, in the face of climate change, efforts to transform an agricultural sector that is dominated by subsistence farming and dependent on the continued viability of critical ecosystems, will have to be strengthened.

- The challenge shifts from creating jobs and livelihood activities, to creating decent employment improving skills in the context of integration with regional and global value chains. To exploit the opportunity offered by the demographic dividend, Cambodia will have to address the widespread underinvestment in human capital.
- Development financing will transition from managing ODA grants to relying on domestic revenues and managing different flows from loans, foreign direct investments, remittances, etc. to facilitating public-private partnerships for market provisioning or delivery of public services. The current reliance on project-based institutional arrangements will eventually have to give way to more durable public institutions that rely on domestic resources and expertise.
- The predominantly rural society will increasingly become city-based in light of urbanization. Political institutions will have to contend with rising aspirations of young urban citizens seeking voice.

In order to sustain the gains from inclusive growth, policies and institutional arrangements to address these development concerns must be either strengthened or established. In recognition of these changes, UNDP in Cambodia establishes a Policy and Advocacy Unit.

In addition to his/her policy and advisory role, the SPA manages the Policy and Advocacy Unit composed of international and national staff, consultants, volunteers, and JPOs by establishing annual work plans, and budgets, overseeing implementation of initiatives and their budgets, monitoring and presenting plans and results to the advisory board. The SPA supervises the staff and project personnel tasks, by establishing performance management and development plans and coordinates unit functions. The SPA also promotes a knowledge network of other project advisors, researchers, and development practitioners for policy options and advocacy. S/he works in close collaboration with the Programme and Operations team in the Country Office, UNDP regional hub and HQ, and the staff of other UN Agencies. The SPA strengthens external partnerships with government officials, multi-lateral and bi-lateral development partners and civil society to promote policy dialogue, public consultations, and advocacy.

III. Functions / Key Results Expected

Summary of key functions:

Through managing the policy unit, the SPA produces the following key results:

- Evidence-based research and analyses for policy options conducted;
- Policy dialogue and consultations convened;
- UNDP's mandate and programmes advocated and communicated; and
- Leads the support to the office in developing of new programmes with mobilization of resources and knowledge in partnerships with the government, development partners, and other stakeholders. (Indicator: ratio of resources mobilized vs. TRAC input)
- Knowledge management based on monitoring and evaluations of on-going UNDP programmes and UNDAF.

1. **Conduct evidence-based research and analyses for policy options**, focusing on achievement of the following results:

- Collection, compilation, analyses and interpretation of social and economic statistical data, thorough research of the evidenced-based socio-economic development issues in the country and production of relevant reports.
- Production of National Human Development Reports and management of consultation processes.

- Provision of top quality analyses and substantive inputs to CCA, UNDAF, CPD, CPAP and other strategic documents.
- Provision of substantive advice on possible areas for UNDP support and adjustment of on-going programmes to ensure that UNDP programmes are in line with national policies and priorities.
- Analytical policy research to support evidence-based programming
- Production of periodic updates and briefs on country development situation to be used by stakeholders, CO and HQ.
- Participation in sub-regional, regional and inter-agency initiatives related to development issues, as required.

2. Planning, organization, facilitation of policy dialogue and public consultation on social and economic development issues, focusing on achievement of the following results:

- Facilitation of policy dialogue on social and economic issues with the government, development partners, civil society, the private sector; contributions to development of policies as relevant.
- Provision of policy options, particularly from pro-poor and human-centered perspectives, on macroeconomic and development issues to government and other development actors.
- Sound contributions to knowledge networks through identification of best practices and lessons learned.
- Assessment of the country's social and economic policies and their impacts on poverty reduction, inequality and exclusion.
- Support to monitoring progress and formulation of strategies towards the achievement of the SDGs.
- Training and capacity building support for UNDP Country Office and project staff and government officials on social and economic issues.

3. Communication, advocacy and promotion of UNDP's mandate and mission, focusing on achievement of the following results:

- Policy advocacy for the Sustainable Development Goals (SDGs), Human Development and pro-poor and equitable economic growth by participating in relevant forums, conferences and trainings.
- Production of high quality research papers for UNDP presentation at workshops and conferences.
- Management of events and publications on economic issues, e.g. annual Human Development Report launches in the country, advocacy of the main Reports findings among relevant Governmental agencies, civil society organizations and donors.
- Communication on UNDP knowledge products and increasing the awareness and visibility of UNDP programmes and support received from development partners and other partners through annual reports, promotion videos, and social media tools.

4. Support in the development of new UNDP projects by building strategic partnerships with the government and development partners with resource mobilization, focusing on achievement of the following results:

- Formulation of new policy-oriented projects in consultation with the government, IFIs, and development partners;
- Research and analyses of information on key stakeholders – the government, development partners, civil society, and the private sector in preparation for possible areas of cooperation.

5. Management of the Policy and Advocacy Unit, focusing on achievement of the following results:

- Establishment of Annual Work Plan, budget, and conduct of project reviews through organization of the Project Advisory Board;
- Supervision of the staff, consultants, and volunteers through PMDs;

IV. Impact of Results

The key results of the post strengthen UNDP's contributions to the country's development pathways to inclusive and sustainable development through provision of evidence-based research, data quality, filling data gaps by surveys, policy advice and policy options, and programming on critical social and economic development challenges. The results to be achieved is impact of UNDP programme in Cambodia at a policy and outcome level as well as development of new projects with resource mobilization and strategic partnerships. The post increases visibility of UNDP in the policy dialogues on human development, social and economic policies and analyses.

V. Competencies and Critical Success Factors

Functional Competencies:

Advocacy/Advancing A Policy-Oriented Agenda

Level 2: Analysis and creation of messages and strategies

- Creates effective advocacy strategies
- Performs analysis of social, economic and political situations and scenarios, and contributes to the formulation of institutional responses

Results-Based Programme Development and Management

Level 1.1: Contributing to results through provision of information

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

Building Strategic Partnerships

Level 2: Identifying and building partnerships

- Effectively networks with partners seizing opportunities to build strategic alliances relevant to UNDP's mandate and strategic agenda
- Identifies needs and interventions for capacity building of counterparts, clients and potential partners
- Promotes UNDP's agenda in inter-agency meetings

Innovation and Marketing New Approaches

Level 2: Developing new approaches

- Seeks a broad range of perspectives in developing project proposals
- Identifies new approaches and promotes their use in other situations
- Creates an environment that fosters innovation and innovative thinking
- Makes the case for innovative ideas from the team with own supervisor

Resource Mobilization

Level 2: Implementing resource mobilization strategies

- Analyzes information on potential bilateral donors and national counterparts to recommend a strategic approach
- Identifies and compiles lessons learned
- Develops a resource mobilization strategy at the country level

Promoting Organizational Learning and Knowledge Sharing

Level 2: Developing tools and mechanisms

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms

Job Knowledge/Technical Expertise

Level 2: In-depth knowledge of the subject-matter

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments

Global Leadership and Advocacy for UNDP's Goals

Level 2: Analysis and creation of messages and strategies

- Performed analysis of political situations and scenarios, and contributes to the formulation of institutional responses
- Uses the opportunity to bring forward and disseminate materials for global advocacy work and adapts it for use at country level

Client Orientation

Level 2: Contributing to positive outcomes for the client

- Anticipates client needs
- Works towards creating an enabling environment for a smooth relationship between the clients and service provider
- Demonstrates understanding of client's perspective
- Solicits feedback on service provision and quality

Core Competencies:

- Promoting ethics and integrity, creating organizational precedents
- Building support and political acumen
- Building staff competence, creating an environment of creativity and innovation
- Building and promoting effective teams

- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Leveraging conflict in the interests of UNDP & setting standards
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning. **Promoting learning and knowledge management/sharing is the responsibility of each staff member.**
- Fair and transparent decision making; calculated risk-taking

VI. Recruitment Qualifications	
Education:	Master's Degree in Economics, Political Sciences, Social Sciences or related field.
Experience:	10 years of relevant experience at the national or international level. Relevant experience in research and policy-level analysis. Some experience in design, monitoring and evaluation of development projects. Experience in the usage of computers and office software packages, experience in handling of web-based management systems and advanced programmes for statistical analysis of data.
Language Requirements:	Fluency in the UN and national language of the duty station.

VII. Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date

Minutes of Local Project Appraisal Committee (LPAC) Meeting
For Policy, Communications, and Social Innovations for Human Development
Project

23 November 2015, 14:00 – 16:00 hours

UNDP Office, LAD Conference Room

1. Opening Remarks and Introduction

Ms. Yamazaki welcomed the participants to meeting and appreciated their time to participate in the meeting. Project being appraised is the third project for the UNDP Country Programme 2016-2018. The first one was the Partnership for Development Results phase 2 project and the second one was Mine Action for Human Development project. The policy project which is the subject of the meeting focuses at providing policy support to Cambodia in response to changing development landscape and emerging development priorities in the context of Lower Middle Income Country transition. It is the successor project of the Linking Policy and Practice for Accelerating MDG 1 (LPP). The purpose of the meeting is to review and appraise this project in consideration of the strategic direction, relevance to the national priorities among other criterion and to reach a consensus to on the next steps for the project.

2. Presentation of the Project

The project was designed in response to key development challenges in Cambodia including vulnerability and inequality, dominance of vulnerable employment given dependence on low-skilled and low-value added industries; vulnerability to climate change and environmental degradation and declining Official Development Assistance.

The project is the introduction of a policy-based approach to programming, following the recommendation of the Mid-Term Review of the current country programme, where policy dialogue on emerging strategic issues guides the identification, design and implementation of programme. The project aims to contribute to a human development perspective to the quality of public discourse, the design of policies and the design of institutional capacity development strategies. These are to be achieved through policy engagement, programming, human development research, strategic communications and building strategic partnership.

The ultimate objective of the project is to help the poor move-up the ladder of well-being and the gains are resilient to economic, social, environmental and climate shocks. This involves tackling the issues at three levels:

- **Tackle chronic poverty: build up the assets of the poor** through incentives and opportunities to invest in human capital and transform subsistence agriculture
- **Stop impoverishment: protect the assets of the poor** through expanded access to social & market provisioning and to ecosystems under sustainable management arrangements
- **Sustaining poverty escapes: increase returns to assets of the poor** through expansion of employment and livelihood opportunities of better quality

The project will approach these issues from four angles:

- Building resilience: coordination of policies, public investment, social and market provisioning and environment & natural resource management strengthened
- Strengthening voice and participation: accountability for realizing commitments to focal groups through voice mechanisms strengthened
- Upgrading value chains: investors enter higher value added markets, upgrade the skills of the labor force and invest in backward linkages
- Sustaining development finance: state able to optimize ODA, secure and manage climate change financing and mobilize FDI for higher value-added industries

Four instruments will be used: policy engagement, partnership & capacity building.

The project has five key deliverables:

- **Key Deliverable 1 (Policy engagement):** Policy engagement that contributes to the design and enactment of new policies, or legislation that work for the poor and focal populations.
- **Key Deliverable 2 (New programmes):** Programming and portfolio development.
- **Key Deliverable 3 (Research):** Human Development research and publications that generates knowledge and evidence for policy engagement and programme design.
- **Key Deliverable 4 (Communications):** Strategic communications contribute HD perspective to public discourse, supporting portfolio level communications strategy, and developing mechanisms for Citizen's feedback.
- **Key Deliverable 5 (Partnerships):** Strategic partnerships are mobilized to generate financial and technical support for communications, HD research, policy engagement, and capacity development.

Resources: The project requires total resources of \$3.8 million of which \$1.65 million comes from UNDP regular resources, \$0.15 from interest income and the rest is unfunded.

Governance structure: As a policy engagement, research and programme development facility of the country office, the project will be under direct implementation modality and managed by the Senior Policy Advisor. The project will be governed by a Policy Advisory Board with representations of eminent people from the government, civil societies, the academia and UNDP.

3. Discussion of key issues

Following the presentation, questions and comments were invited from the meeting. The below summarizes the comments raised and responses:

1. Strategic

The project concept defines poverty as the target. However the project does not intend to approach the issues from the traditional poverty/livelihood programme. Rather, the aim is to engage in policies that foster the creation of decent employment opportunities from value chain angle.

The project should provide a clearer connection to the national strategies such as the NSDP and RS III in the project strategies to tackle chronic poverty, stop impoverishment and sustain poverty escape. A framework to reflect the lineage to different strategies might be an option.

The project should focus on bringing best practices from other countries and be careful not to bring ideas that has not succeeded elsewhere.

Concern was raised that the scope of the project is very broad. The project should provide more details the project directions, strategies, solutions that the project brings in, and key sectors. There is also a need to develop clearer linkages between the key deliverables. The project should be proactive in identifying the sectors/areas to work on and proactively response to new opportunities/challenges as they emerge. Key partners should also be identified. It was clarified that the project should be viewed as the UNDP's policy, programming and advocacy facility which operates in parallel to and complements other project interventions in the country programme. It serves the visioning function whereas other projects serves functioning function. Therefore, having too much specificity from the beginning limits the opportunity for the project to capture emerging issues. It is necessary to leave some flexibility for the project. By nature, it is expected that, focus will be generated as the project progresses.

In communications, it is suggested that the project consider capacity building of young journalists.

Suggestion was provided for UNDP to support PFM reform through the strengthening of transparency and accountability of the budget law. One particular issue is the lack of capacity of the parliamentarians. However, it was noted that PFM is not UNDP comparative advantage. UNDP works from human development angle – equitable distribution of economic growth. The closest UNDP has worked on public finance has been in the field of ODA with CDC. The next phase of the CDC partnership will specifically look into the how Cambodia could strengthen the management of other resource flows, such as FDI, remittances, etc. UNDP might consider engaging this area from the IDP angle if there is request from the government partner.

2. Relevant

The project concept is very relevant to Cambodia development context by looking at addressing the development challenges faced by countries in transition from low income countries and middle income status particularly in addressing vulnerabilities. It is obvious that Cambodian people face different forms of vulnerabilities that are either the side effect of development or part of structural problems. The project comes at the right time. Among other priorities is the intensification of public investment that is crucial for addressing economic vulnerabilities. It was proposed that the project provide support in finding innovative solutions to effective spending of domestic resources. The project delivery should be more specific and bring best practices particularly in the area of value chain in support of the Industrial Development Policy.

Clarification was requested on the detail of citizen's feedback mechanism as the government of the fifth mandate also focus on getting citizen's feedback on government policy through different form of public forum. The citizen's feedback is an on-going mechanism used by the project to engage citizens in the work of UNDP to enable them to understand our work and able to comment on the work. It is important to note that citizen feedback is different from public relation.

3. Management & Monitoring

The members of the Project Advisory Board will be representatives of government entities and civil societies that the project engages with. The details of the members of project board will be provided.

The Project Advisory board will serve to provide strategic policy direction for the project. The project has considered including private sector representative but we so far we have not identified any individual who can best represent the private sector.

In building the policy space, the project could consider doing analysis on the factors that drive specific policy changes and incentive behind those drivers. While working on policy engagement/development, there should also be a framework that can assess if the policy is in the right track.

4. Efficient

The project is set to explore partnership with donors in the Mekong Sub-region. It was clarified that the donors include the ones that have offices at the regional level but not in Cambodia and work in similar areas. Some donors like the USAID have offices in Cambodia but there are regional facility which operate outside of the parameter of local office. The objective of the project is to forge partnerships with those regional donors and bring them to Cambodia.

The project can consider partnerships with on-going initiative. At RUPP, the Cambodia Policy Study unit has been established, a budget review of the RUPP is being conducted, the initiative on STEM and a \$20 million project with funding from the government for 2016-18 focusing on agriculture.

The current scope of the project on AEC is limited to development financing and value chain. Therefore the proposed engagement with Cambodia, Laos, Myanmar and Vietnam (CLMV) might not be feasible.

It was suggested that the project explore partnership with the Private Sector given its important role in poverty reduction, specifically in strengthening of the private sector accountability, for example in the case of Economic Land Concession. As a response, the project can look into building Public Private Partnership if there is request form the government. With regards to ELC, the project aims to engage the issues from the current engagement in the environmental legal code with the Ministry of Environment.

The partnership with Mekong Strategic Partner has been established and will be further explored after the study on solar energy they are conducting for the Ministry of Environment is completed.

4. Conclusion

The appraisal committee approved the project in principle including the proposed management arrangement. Ms. Yamazaki concluded the meeting by summarizing the points for further elaborations and amendments in the project document as follows:

- Clarification on the project board mechanism is to be made to provide specific information on the members and the process for selection of project priorities
- Further explore the partnerships in the region and sub-region and with the academia
- Engage in the capacity building of young journalist
- Capacity building of the parliamentarians with regards to the PFM will be considered upon request from the government

Minutes approved by:



Ms. Setsuko Yamazaki
Country Director
UNDP

7/12/15

Annex 1: Participants List

No.	Name	Title	Organizations
1.	H.E. Mr. Rith Vuthy	Deputy Secretary General of the Council for the Development of Cambodia (CRDB/CDC)	CRDB/CDC
2.	H.E. Ros Seilava	Secretary General	Ministry of Economy and Finance
3.	H.E. Mey Kalyan	Senior Advisor	SNEC
4.	Mr. Leang Sovichea	Technical Staff of Department of Green Economy	Ministry of Environment
5.	Mr. Ouk Vannara	Deputy Executive Director	NGO Forum on Cambodia
6.	Ms. Setsuko Yamazaki	Country Director	UNDP
7.	Mr. Enrico Gaveglia	Deputy Country Director	UNDP
8.	Mr. Napoleon Navarro	Senior Policy Advisor	UNDP
9.	Ms. Phearanch Hing	Policy Analys	UNDP
10.	Ms. Nimnuon Iv Ek	Oversight Analyst	UNDP
11.	Ms. Moeko Saito Jensen	Policy Specialist	UNDP
12.	Mr. Taesang Kim	Climate Change Knowledge Management Officer	UNDP
13.	Mr. Sovannarith Hang	Project Coordinator	UNDP
14.	Mr. Sovanny Chhum	Programme Analyst	UNDP

**Local Project Appraisal Committee (LPAC) Meeting for Policy, Communications,
and Social Innovations for Human Development Project**

Monday, 23 November 2015, 14:00 – 16:00 hours

LAD Conference Room

AGENDA

1. Opening Remarks and Introduction

Ms. Setsuko Yamazaki
Country Director, UNDP Cambodia

2. Presentation of the project

Mr. Napoleon Navarro
Senior Policy Advisor, UNDP

Mr. Enrico Gaveglia
Deputy Country Director, UNDP

3. Discussion of key issues

4. Consensus: Recommendation of PAC members to approve, reject or revise the
proposed project

5. Conclusion and Closing Remarks

Ms. Setsuko Yamazaki
Country Director, UNDP Cambodia

Annex 3: Presentation of the proposed project

Annex 3: Local Meeting Agenda

Local Project Approval Committee (LPAC) Meeting for Policy, Communications, and Social Inclusion for Human Development Project

Monday, 22 November 2022, 14:00 – 15:00 hours

LAD Conference Room

AGENDA

1. Opening Remarks and Introduction

Mr. Carlos Yaneza

County Director, UNDP, Guatemala

2. Presentation of the project

Mr. Mauricio Rivera

Senior Policy Advisor, UNDP

Mr. Enrico Gonzalez

County Director, UNDP

3. Discussion of key issues

4. Committee Recommendation of LPAC members to approve, reject or refer the proposed project

5. Conclusion and Closing Remarks

Mr. Carlos Yaneza

County Director, UNDP, Guatemala

Policy, Communications, and Social Innovations for Human Development Project

Presentation for Local Programme Appraisal Committee (LPAC)

23 November 2015

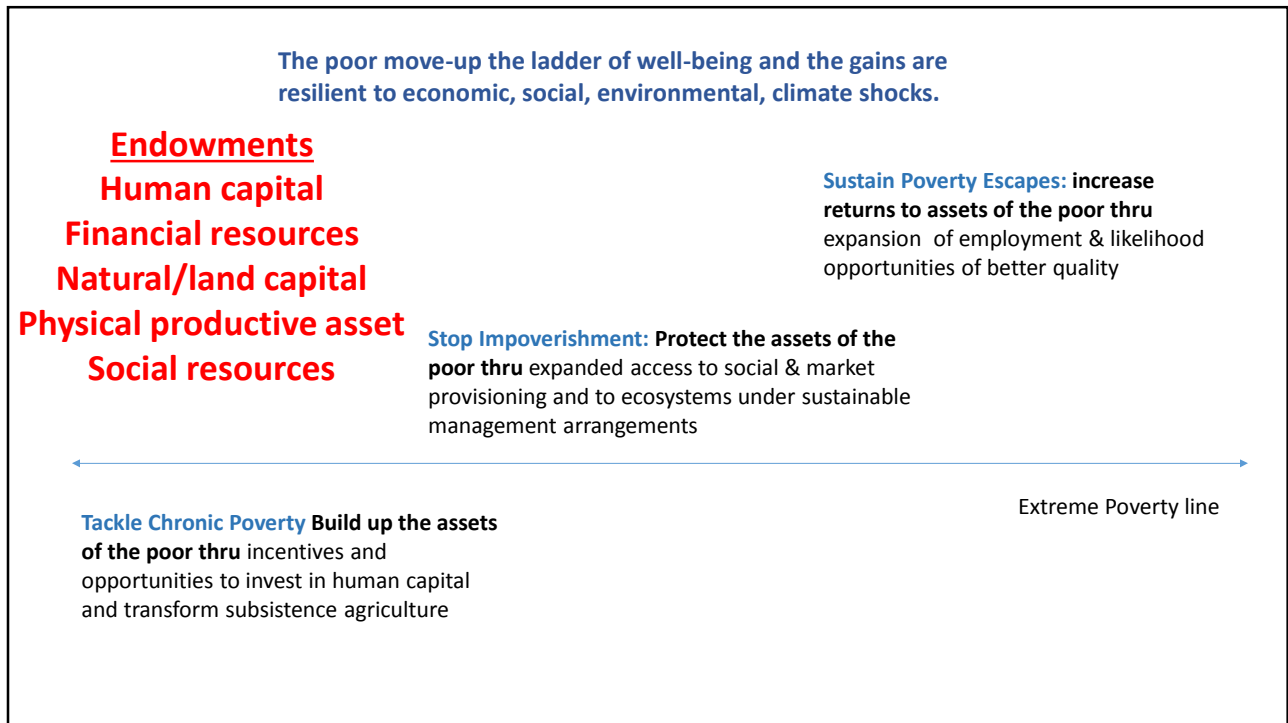
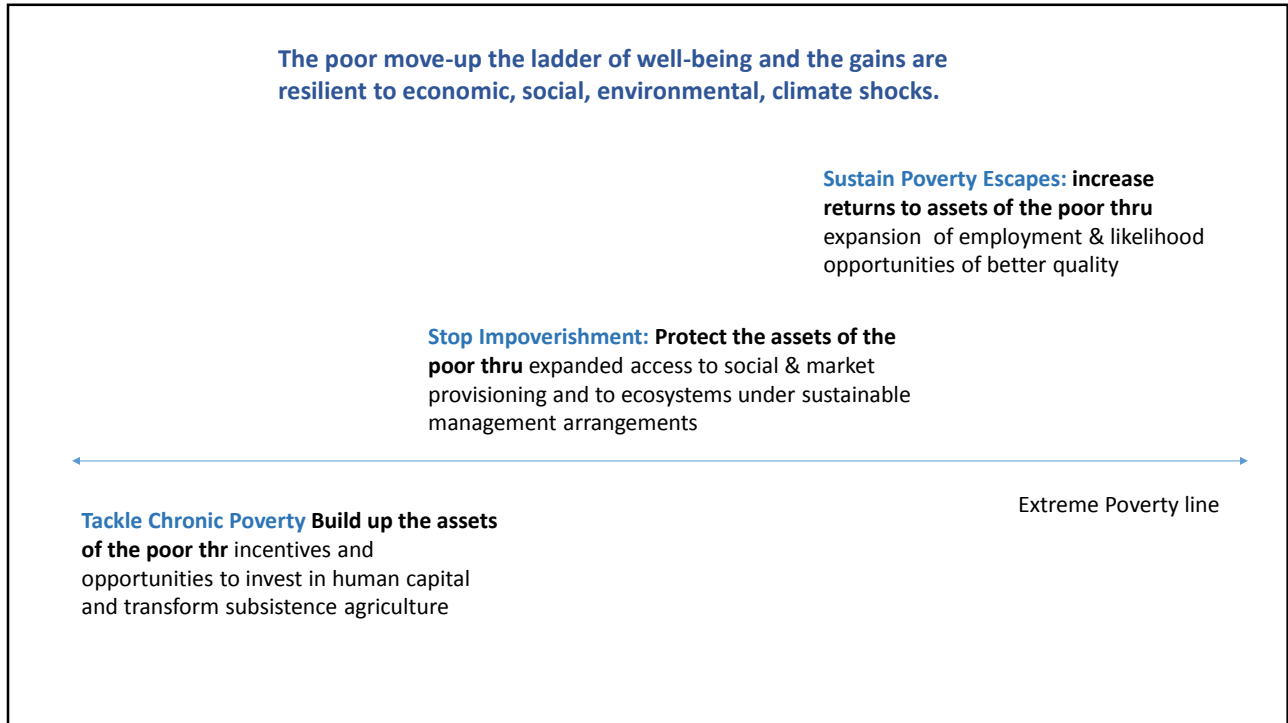
Development Challenges

- Cambodia has done well in terms of economic growth, per capita income, poverty reduction, and human development
- While extreme poverty levels is the key human development challenge in LDCs, for MICs like Cambodia vulnerability and inequality are key
- Dominance of vulnerable employment given dependence on low-skilled and low-value added industries
- Vulnerability to climate change and environmental degradation
- Cambodia is also *like* an MIC in that its access to ODA grants has likewise started to decline. Yet, Cambodia is still an LDC considering the level of public spending.

Programme Rationale

- The project reflects the introduction of a policy-based approach to programming, where policy dialogue on emerging strategic issues guides the identification, design, and the implementation of programmes.
- In line with overall goal of sustaining the gains in poverty reduction, the project aims to contribute a Human Development perspective **to the quality of public discourse, the design of policies, and the design of institutional capacity development strategies.**
- These are to be achieved through: **policy engagement, programming, human development research, strategic communications, and building strategic partnerships.**

The poor move-up the ladder of well-being and the gains are resilient to economic, social, environmental, climate shocks.



The poor move-up the ladder of well-being and the gains are resilient to economic, social, environmental, climate shocks.

Tackle Chronic Poverty Build assets of poor thru Incentives and opportunities to invest in human capital and transform subsistence agriculture

Stop Impoverishment Protect assets of the poor Expanded access to social & market provisioning and of ecosystems under sustainable management arrangements

Sustain Poverty Escapes Increase returns to assets of the poor thru Expansion of employment & livelihood opportunities of better quality

Building resilience + Strengthening voice and Participation = Expanding Scope for public action

Goal: Expansion of social & market provisioning, fiscal redistribution, and environmental/natural resource management.

- Building resilience:** Coordination of policies, public investment, social and market provisioning, and environment & natural resource management strengthened.
- Strengthening Voice and Participation:** Accountability for realizing commitments to focal groups thru voice mechanisms strengthened.

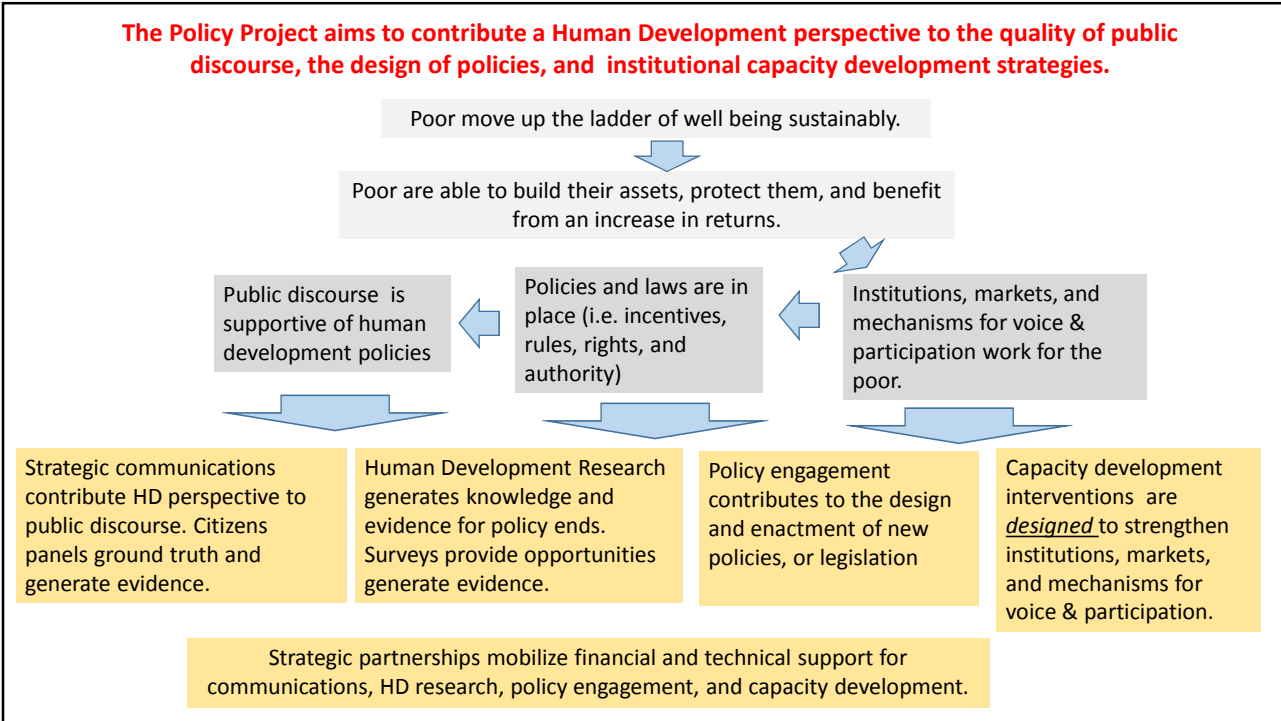
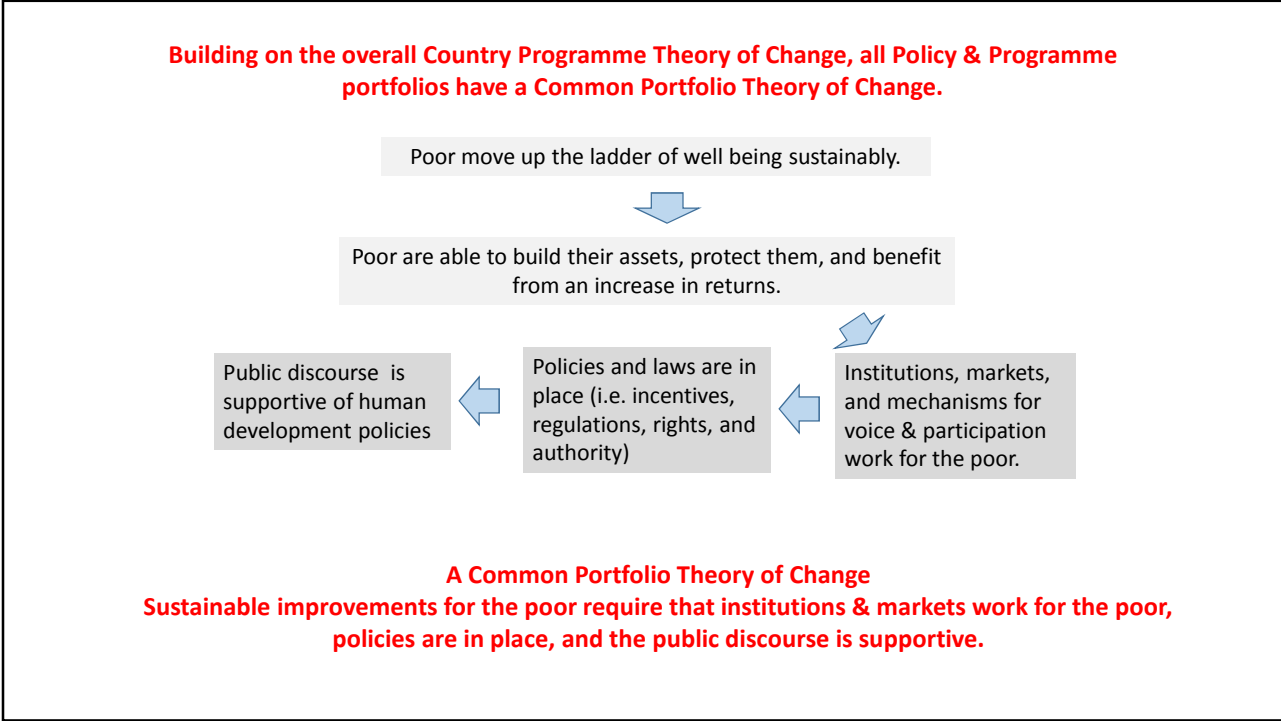
Upgrading Value Chains + Sustaining development finance = Building Sustainable pathways out of poverty

Goal: Economy shifts to higher value added and more sustainable production, employment and livelihoods, and able to finance development, in the post MIC transition LDC graduation.

- Upgrading value chains:** Investors enter higher value added markets, upgrade the skills of the labor force and invest in backward linkages.
- Sustaining development finance:** State able to optimize ODA, secure and manage climate change financing, and mobilize FDI for higher value-added industries.

Instruments: policy engagement, partnerships, & capacity building

A Theory of Change for the Policy Project



UNDAF Outcome 1: By 2018, people living in Cambodia, particularly youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being or natural or cultural resources of future generations

Output 3.4: Mechanisms in place to generate and share knowledge about development solutions

- **Key Deliverable 1:** Policy engagement that contributes to the design and enactment of new policies, or legislation that work for the poor and focal populations.
- **Key Deliverable 2:** Programming and portfolio development.
- **Key Deliverable 3:** Human Development research and publications that generates knowledge and evidence for policy engagement and programme design.
- **Key Deliverable 4:** Strategic communications contribute HD perspective to public discourse, supporting portfolio level communications strategy, and developing mechanisms for Citizen's feedback.
- **Key Deliverable 5:** Strategic partnerships are mobilized to generate financial and technical support for communications, HD research, policy engagement, and capacity development

Policy Engagement

Key Deliverable 1: Policy engagement that contributes to the design and enactment of new policies, or legislation that work for the poor and focal populations.

- **Activity 1.1:** In each of the portfolios, identify policy engagement opportunities to meet the priorities of the Country Programme Document, in line with the Theory of Change
- **Activity 1.2:** Manage policy engagement activities with the relevant government counterparts and development partners, as and when required.

New Programmes

- Key Deliverable 2:** Programming and portfolio development.
- Activity 2.1: Identify opportunities for programming for inclusion in the programme pipeline.
 - Activity 2.2: Facilitate the design and formulation of programming opportunities into programme documents.
 - Activity 2.3: Updating the Theory of Change of UNDP in Cambodia as a guide to policy engagement and programming.

Research

- **Key Deliverable 3:** Human Development research and publications that generates knowledge and evidence for policy engagement and programme design.
- Activity 3.1: Develop, maintain, and update a Human Development research agenda and a publication strategy for generating National Human Development Reports.
- Activity 3.2: Organize, maintain, and update a statistical framework to establish a baseline and to measure progress for the 2016-2018 Country Programme Document and the Theory of Change.

Communications

Key Deliverable 4: Strategic communications contribute HD perspective to public discourse, supporting portfolio level communications strategy, and developing mechanisms for Citizen's feedback.

- Activity 4.1: Country Programme and portfolio level communications and knowledge management strategy designed, resourced (i.e. human resources and funds), and rollout initiated.
- Activity 4.2: Communication activities, multi-media channels, and communication products are aligned, implemented, and updated with overall communications and knowledge management strategy.
- Activity 4.3: Design and rollout a citizen's feedback mechanism to ground policy engagement and programming activities with the aspirations of the poor and focal populations, in partnership with the network of social innovations labs.

Partnerships

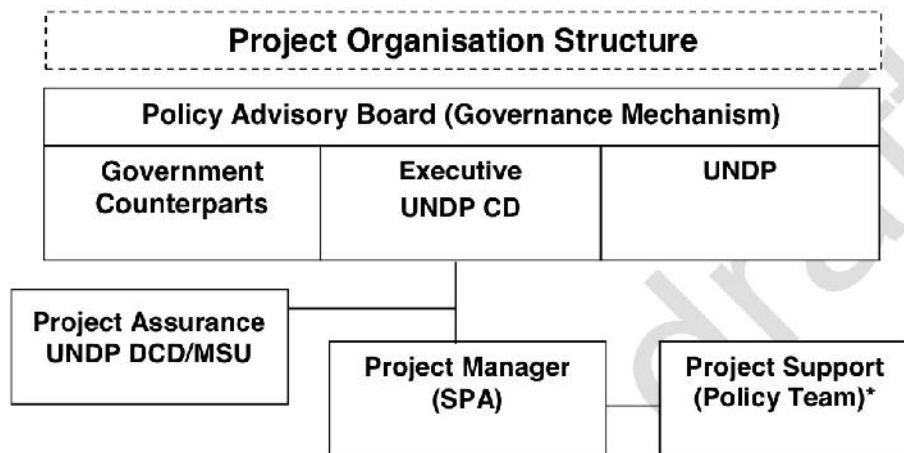
Key Deliverable 5: Strategic partnerships are mobilized to generate financial and technical support for communications, HD research, policy engagement, and capacity development

- Activity 5.1: Support development partnerships with donors based in Cambodia and in the Mekong sub-region.
- Activity 5.2: Identify, establish, and maintain knowledge partnerships with research and academic institutions.
- Activity 5.3: Explore, identify, establish partnerships, and maintain network with the emerging social innovations network.

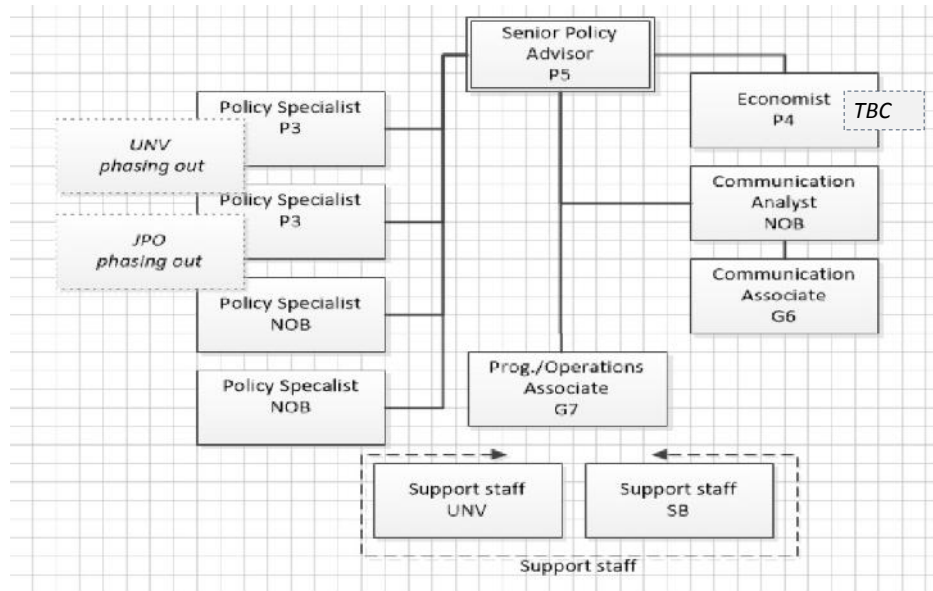
Funding Requirements

Total resources required:	\$3,820,260
• Regular	1,650,000
• Interest income:	750,000
• Unfunded:	1,420,260

Governance structure



Project team



Risk Management

- The positioning of UNDP's policy engagement, programming, and the quality of its knowledge and innovations networks matters
- Policy engagement is closely linked to the electoral cycle.
- The Middle-Income Country transition will have consequences on the ability of UNDP in Cambodia to access regular/core resources and ODA grants.

Building sustainable pathways: Upgrading value chains priorities for 2016

Key Deliverable 1: Engagement with CDC on Value Chain Mapping initiated.

Key Deliverable 2: Define Support to Medium Term Plan for Aid for Trade – inclusive value chains under Enhanced Integrated Facility (EIF)

Key Deliverable 3: National Human Development Report launched; Value Chain Mapping research initiated; statistical baseline established.

Key Deliverable 4: Communication and knowledge management strategy in place (e.g. inviting ITC to speak on Trans Pacific Partnership)

Key Deliverable 5: Formalize knowledge-based partnership with Asia Growth Research Centre of the University of Adelaide and Graduate School of Human Development & Environment, Kobe University; Establish development partnerships with remaining development partners; explore human development research networks

Building sustainable pathway: Sustaining Development Finance priorities for 2016

Key Deliverable 1 & Key Deliverable 3: Contribute inputs to Public Investment Planning for IDP

Key Deliverable 2: Support to Localization of SDGs defined

Key Deliverable 3: Statistical baseline established.

Key Deliverable 4: Communication and knowledge management strategy in place

Key Deliverable 5: Establish development partnerships with remaining development partners; explore human development research networks

Expanding scope for public action: Building Resilience priorities for 2016

Key Deliverable 1: Financial Inclusion Roadmap launched, Environmental governance reform launched; Ecosystems mapping exercise completed.

Key Deliverable 2:

- Watershed and Ecosystems Services protection programme appraised by LPAC (GEF5)
- Review of programme design for Early Warning System completed (GEF5)
- Design of Integrated Natural Resource Management Programme completed & appraised (GEF6)
- Design of Nagoya protocol project completed and appraised (GEF6)
- Environmental Governance Reform formally launched and funded (USAID)
- Design of Solar Energy programme initiated (Green Climate Fund)

Expanding scope for public action: Building Resilience priorities for 2016

Key Deliverable 3: Research micro & macro impact of social protection on financial inclusion; statistical baseline established.

Key Deliverable 4: Communication and knowledge management strategy in place

Key Deliverable 5: Partnerships

- Establish development partnerships with remaining development partners
- Establish partnerships with UN agencies, development partners and NGOs for generating scientific knowledge and database for ecosystem mapping
- Formalize knowledge based partnership with researchers from London School of Economics, Asia Growth Research Center, and University of Kobe on social protection and financial inclusion.
- Explore knowledge partnerships with Australian National University, University of Copenhagen, and Kyoto University on ecosystems and livelihood related research.
- Explore partnerships for social innovation with social labs network
- Explore human development research networks

Expanding Scope for public action: strengthening voice & participation priorities for 2016

Key Deliverable 2: Joint Programme on Gender Equity launched; KIhaan9 Phase II defined and launched

Key Deliverable 3: Statistical baseline drafted.

Key Deliverable 4: Communication and knowledge management strategy in place.

Key Deliverable 5: Support to partnerships for women in leadership and governance, and mainstreaming gender into ODA; explore human development research networks