Project Document
United Nations Development Programme
Country: Cambodia

Project Title:	Policy and Innovation Hub for Sustainable Development
UNDAF/CPD Outcome:	1. By 2023, women and men in Cambodia in particular those marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations; and participate in a growing, more productive and competitive economy, that is also fairer and environmentally sustainable. 2. By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks 3. By 2023, women and men, including those underrepresented, marginalized and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes.
	Output 3.4: Mechanisms in place to generate and share knowledge about development solutions
Implementing Partner:	UNDP Cambodia under the Direct Implementation Modality (DIM)

Brief Description

This project aims to develop a new set of programmes, policies and interventions to support the RGC and its people. To respond to the development challenges facing Cambodia, and to ensure efficient delivery of the Rectangular Strategy 4, National Strategic Development Plan (NSDP) 4, and Cambodia Sustainable Development Goals (CSDGs) requires new agile and innovative approaches. This project develops such approaches aiming at timely and innovative policy solutions, with a view to contributing to Cambodia's transition towards a sustainable and inclusive upper-middle income country.

The project will focus on a range of development problems and operationalise SDG innovation and accelerator hub to serve as a start-up incubator. The aim is to create effective programmes and initiatives capable of producing measurable and valuable results. In particular, the project is structured around the following three pillars as given in UNDP CPD: (1) Prosperity – focusing on maximizing inclusive and sustainable growth; (2) Planet - focusing on preservation of the national environmental endowment, and combating climate change; and (3) Peace - improving the efficiency of governance by enhancing accountability.

Atlas Project ID:	00114485	Total resources required:	**$7,808,430**
Atlas Output ID:	00112488	Total allocated resources:	
		Regular	**$7,608,430**
		Other:	
Start Date:	01/01/2019	Interest income:	**$200,000**
		Government:	
End Date:	12/31/2023	Private sector (parallel):	**$120,000** (SUMAI)
		TRAC (parallel) :	**$190,000** (SUMAI)
PAC Meeting Date:	17/12/2018	In-kind Contributions	

Agreed by (UNDP): _[signature]_ Date: 19.12.18

Nick Beresford, Resident Representative, a.i.

Acronyms

3Rs	Reduce, recycle and reuse
ABS	Access and Benefit Sharing
AEC	ASEAN Economic Community
ASEAN	Association of Southeast Asian Nations
BRI	Belt and Road Initiative
CARD	Council for Agricultural and Rural Development
CCAP	Climate Change Action Plans
CCCA	Cambodia Climate Change Alliance
CCCSAP	Cambodia Climate Change Strategy and Action Plan
CCSP	Climate Change Strategic Plan
CDC	The Council for the Development of Cambodia
CDRI	Cambodia Development Resource Institute
CEDEP II	Cambodia Export Diversification and Expansion Programme II
CMDGs	Cambodian Millennium Development Goals
COWES	Collaborative Management for Watershed and Ecosystem
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CRDB	Cambodia Rehabilitation and Development Board
CSDGs	Cambodia Sustainable Development Goals
CSOs	Civil Society Organizations
DIM	Direct Implementation Modality
DREI	De-risking Renewable Energy Investment
EWS	Early Warning System
FCPF	The Forest Carbon Partnership Facility
GAEA	Global Action for Environmental Awareness
GCF	Green Climate Fund
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GNI	Gross National Income
H&M	Hennes & Mauritz company
IDP	Industrial Development Policy
IP	Implementing Partner
JPO	Junior Professional Officer
LPAC	Local Project Appraisal Committee
MAFF	Ministry of Agriculture, Forestry and Fisheries
MDG	Millennium Development Goals
MEF	Ministry of Economy and Finance
MIC	The Middle-Income Country
MoE	Ministry of Environment
MoI	Ministry of Interior
MoP	Ministry of Planning
MOWRAM	Ministry of Water Resources and Meteorology
MPWT	Ministry of Public Works and Transport
MRV	Measuring, reviewing and verification of carbon
NAMA	Nationally Appropriate Mitigation Action
NBC	National Bank of Cambodia
NCDDS	National Committee for Sub-National Democratic Development
NCSD	National Council for Sustainable Development
NDC	Nationally Determined Contribution
NHDR	National Human Development Report
NRM	Natural Resources Management

NSDP	National Strategic Development Plan
OAI	Office of Audit and Investigations
ODA	Official Development Assistance
PAB	Policy Advisory Board
PEB	Programme Executive Board
PES	Payments for Ecosystem Services
PFDR	Partnership for Development Results
PLHIV	People Living with HIV-AIDS
PPSEZ	Phnom Penh Special Economic Zone
PwDs	Persons with Disabilities
REDD+	Reducing Emissions from Deforestation and forest Degradation
RGC	Royal Government of Cambodia
RR	Resident Representative
RS4	Rectangular Strategy 4
RUPP	Royal University of Phnom Penh
SBAA	Standard Basic Assistance Agreement
SDGs	Sustainable Development Goals
SESP	Social and Environmental Screening Procedure
SEZ	Special Economic Zone
SIDA	Swedish International Development Cooperation Agency
SME	Small and Medium-sized Enterprises
SNEC	Supreme National Economic Council
SRL	Cambodian Rural Livelihood
SSC/TrC	South-South and Triangular Cooperation
SUMAI	Sustainable Urban Mobility for All Initiative
SWM	Sustainable Waste Management
TES	Towards Environmental Sustainability
ToR	Terms of Reference
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNIDO	United Nations Industrial Development Organization
UNSMS	United Nations Security Management System
UNV	United Nations Volunteers
VNR	Voluntary National Report

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1 DEVELOPMENT CHALLENGE

Over the last two decades, Cambodia has achieved remarkable results in terms of economic growth per capita income, poverty reduction, and human development. Cambodia's GDP has tripled since 2000 with annual economic growth averaging 7.4 per cent and the country attaining Lower Middle-Income status in 2017 with a GNI per capita of US$1,230.[1] Cambodia is rapidly modernizing, and the economy is shifting from an agricultural base towards industry and services. Strong economic performance has been translated into poverty reduction. This has helped deliver the MDGs and it lays a good basis for achieving the SDGs. The poverty rate declined from 53.2 per cent in 2004 to 13.5 per cent in 2014 and Cambodia has seen one of the fastest rates of Human Development Index growth in the region.[2]

Following on this strong performance, the Royal Government of Cambodia's (RGC) Vision 2030 targets achievement of Upper Middle-Income status. The recently published Rectangular Strategy IV for the period 2019 to 2023, which is the means to deliver this vision, elaborates on development policy in terms of securing sustainable and inclusive growth. The RGC has also developed the Cambodia Sustainable Development Goals (CSDGs), which are to be combined with RS4 to deliver the National Strategic Development Plan. This plan underscores the alignment between government plans and the Sustainable Development Goals, which the UN General Assembly including Cambodia adopted under the 2030 Agenda for Sustainable Development in September 2015.

In 2018, UNDP Cambodia developed its Country Programme Document (CPD) for the period from 2019 to 2023. The CPD is well-aligned with the United Nations Development Assistant Framework (UNDAF, 2019-2023) and focuses on development results across the following three pillars:
- **Prosperity**: inclusive and sustainable growth;
- **Planet**: environmental protection and climate change adaptation and mitigation;
- **Peace:** opportunities for all to contribute to and benefit from Cambodia's transformation.

Building on these three pillars, as well as on RS4 and CSDG priorities, the CPD seeks to assist Cambodia in attaining its developmental aspirations to ensure high levels of growth with shared prosperity, balanced with preservation of the environment and improved governance.

The following section outlines a specific set of developmental challenges under Pillar I, II and III of the CPD, which will be the focus of the Policy Project for the next 5 years. They draw on RS4's goals and priority issues and are based on the Policy Project's core areas of work and comparative advantage. In identifying issues, we recognize that opportunities are often the "flip side" of challenges. Thus, our approach must be holistic, taking up the former while tackling the latter. With this in mind, each of the focus areas is interconnected with the others.

Pillar I: Prosperity

Driven by the need to accelerate economic growth to *achieve Cambodia's longer-term transition to upper middle-income status* (as articulated by RS4), alongside a commitment to deliver this via *sustainable and inclusive pathways* (UNDP CPD), this pillar seeks to address a number of quality of growth issues, including:

Boosting productivity and competitiveness: These feature objectives in each 4 of the rectangles adopted by the RS IV (e.g. human resource development; economic diversification; promotion of private sector development and employment; inclusive and sustainable development).

Analysis undertaken by the World Bank in 2017 found that productivity growth, particularly in industrial sectors has been relatively slow in recent years.[3] Cambodia also faces growing competition and new trade threats, including those from a newly emergent Myanmar (notably in garment exports), Viet Nam's accession to a free-trade agreement with the European Union (removing Cambodia's tariff

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[1] World Bank country classifications, 2017.
[2] Progress is largely due to rising longevity, particularly in the remotest/poorest regions (UNDP HDR 2017).
[3] Cambodia Economic Update 2017.

advantages under EBA) and rapid technological changes around Industry 4.0, which will erode labour cost advantages (versus more developed countries).

Yet there are also opportunities for Cambodia to boost productivity and competitiveness and maintain its strong economic performance. A key opportunity is the growing regional integration within ASEAN, notably the single economic window, which will greatly facilitate trade. An additional opportunity is through engaging in China's "One belt and One road initiative," which opens up access to highways, railways, and other infrastructures within East-Asia and beyond.

The advent of Industry 4.0 and the digital economy offer further opportunities to transform productivity. Through adoption of new forms of production (3D printing, robotics/AI, biotech, etc.). Cambodia will be able to leapfrog legacy technologies, as it did with mobile telephony. Questions remain however, given that these technologies are not equally shared, and pose threats to high levels of employment. Crucially, they may threaten to undermine Cambodia's core comparative advantage, rooted in labour intensive production. For instance, if the labour force of the garment sector is replaced by machines through automation processes, millions of low-skilled garment factory workers may lose their jobs (and it is important to note that most of those employed in this sector are women).

While challenging, the growth of the digital economy in Cambodia suggests that these downsides can be overplayed. Additionally, e-commerce hubs and blockchain registries have already been transforming the way business and financial transactions take place. Nevertheless, securing the full gains and mitigating the threats will require effective policy responses that make it possible to maximise opportunities while ensuring equitable distribution of benefits.

Leaving no one behind in a rapidly changing middle income Cambodia: the intensification of inequalities and disparities is a feature of many middle-income transitions. While this has not yet happened in Cambodia – with ongoing poverty reduction (the headcount ratio declined from 53.2 per cent in 2004 to 13.5 per cent in 2014) and static, relatively low inequality (Gini coefficient of 0.3), some preconditions are still apparent.

A large proportion of the population remains vulnerable to risks, subsisting at just above the poverty line (women and other disadvantaged groups are over-represented); spatial disparities are also emerging, as the economy in the cities and the central economic corridor have accelerated; and it remains difficult to reach poor, who often live in rural peripheral areas. These conditions call for a series of measures to address inequities, including efforts to maintain high levels of employment and build appropriate social protection mechanisms.

CPD Pillar II: Planet

Economic growth in Cambodia has in part been fuelled by resource use, and with industrialization and urbanization, the national carbon footprint is also growing. Studies have shown that Cambodia is highly vulnerable to climate change and without adaptation there will be significant impacts. Using the UNDP-sponsored Cambodia Climate Economic Growth Impact model, researchers showed that ongoing climate change, exacerbated by limited adaptation, could significantly slow down economic growth, potentially causing Cambodia to miss the overarching Vision 2030 target of achieving High Middle-Income Country status. Equally, studies, including the forthcoming National Human Development Report 2018, have highlighted the socioeconomic gains offered by more effective and sustainable management of natural resources and environment.

The Policy Project will address the following set of environmental challenges, which include climate change, natural resources management, waste management, urban transport, and energy.

Tackling climate change risks: Cambodia is a very small contributor to global GHG emissions (less than 0.1%), but Cambodia is ranked among the countries most vulnerable to climate change (12th most vulnerable globally). This is due to a combination of its geography, relatively high reliance on agriculture, forestry and fisheries (30% of GDP) and low adaptive capacity resulting from the shortage of technically skilled human resources, institutional capacities and adaptation financing.

Over 80% of the population live in rural areas and are directly exposed to increasing and more unpredictable floods and prolonged droughts. More than 40% of Cambodian communes are ranked as either vulnerable or highly vulnerable to climate change. Women and children are among the most vulnerable groups. With urbanization and industrialization identified as major trends for the coming decade, additional climate change-related challenges are also emerging both in relation to adaptation and mitigation in urban areas.

A recent study led by the Ministry of Economy and Finance and the National Council for Sustainable Development indicated that without additional action, Cambodia's GDP could be 10% lower than planned by 2050, due to the impacts of climate change, with outdoor (agriculture, construction) and industry workers being particularly vulnerable to heat impacts.

Over the last decade Cambodia has made significant progress in developing plans to address climate change though the development of the National Strategic Development Plan (2014-2018), the Nationally Determined Contribution (NDC, 2015) and Climate Change Strategic Plan (CCCSP, 2014–2023). To implement the CCCSP, Climate Change Action Plans (CCAP) were adopted by 14 key ministries for the period up to 2018. While adaptation priorities are well reflected in these plans, the latest mitigation commitments and potential opportunities are not yet fully integrated. A national monitoring and evaluation framework for climate change is in place, but the national GHG emissions inventory system is not yet operational: the development of a monitoring, reporting and verification (MRV) system has been identified as a priority in the NDC.

Sustaining Cambodia's natural resources and biodiversity: In rural areas, the main environmental challenge relates to degradation of natural resources. The rapid pace of development has added mounting pressure on natural resources. This is exemplified by a significant decline in forest cover from 57 % to 47% between 2010 and 2014 (RGC). While there are several explanations for this, the increased amount of economic activities and demand for natural resource products is identified among the main reasons (see the national REDD+ strategy 2017). Degradation of natural resources has adverse effects on biodiversity as well as on the livelihoods of rural communities, especially women and the poor who are dependent upon environmental assets and services.

Recognizing these challenges, the RGC has taken several important policy measures that aim to promote new and more inclusive and holistic pathways for sustainable development, which take into account both the improvement of rural livelihoods and the importance of conserving natural resources and the environment. The next challenge facing the RGC is how to effectively implement these policy measures to sustainably manage natural resources. Specifically, these challenges relate to *a) limited human resources, b) limited financial resources, and c) limited incentives for communities to engage in sustainable production of forest resources.*

Promoting green growth:

Tackling the growing volume of waste: In urban areas, the combination of rapid population growth and industrial and economic development has led to a growing volume of municipal and industrial waste as well as increasing levels of traffic congestion and air pollution in major cities.

Current rates of solid waste disposal in municipal landfills is expected to double by 2029, reaching 2.1 million tons. This may exceed the capacity of all existing landfills in Cambodia. In Phnom Penh, 1.800 to 2.000 tons of waste is generated every day. More than 90 % of all this waste consists of recyclable materials (e.g. organic 55%, plastic 31% and paper 5%). However, the present waste management practices of Cambodia focus on collection and disposal. Waste is collected by private companies and disposed at landfills without any sorting, recycling, or reuse of waste. A minimal volume is collected informally by people who gather waste from landfills and sell recovered valuables to middle men, usually destined for Thailand or Vietnam.

There is a need to create a compatible policy environment to design and test a circular economy[4] model for Cambodia's waste management to recycle and reduce waste.

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[4] Circular economy refers to a system in which produced materials and energies rather than being disposed are reused and

Creating a sustainable urban transport system: Phnom Penh and other major cities now face a set of new challenges related to urban transport management, including issues such as traffic congestion, road safety, air quality and Greenhouse Gas (GHG) emissions. Due to the growing volume of traffic, travel time within and across the city has drastically increased in recent years. Traffic congestion adversely affects the mobility of people and goods and lowers service efficiency. As the number of vehicles increases, so does the volume of pollutant emission. While there is limited data on air quality, the rapid increase in vehicles leads to higher levels of air pollution in the cities. The fact that the majority of vehicles in Cambodia are second-hand cars, which consume more gasoline than new vehicles, further adds to the problems of air pollution and GHG emission. As in other Asian countries, air pollution is a significant public health concern.

Together these challenges point to the urgent need to build a sustainable urban transport system to 1) improve efficiency in traffic and transportation, 2) reduce GHG emission and air pollution and 3) improve road safety and mobility.

Ensuring access to clean and affordable energy for all: Cambodia has successfully assured 71.5 % of households are connected to grid electricity (World Bank 2018). This progress demonstrates that Cambodia is fully on the track to attaining the national electrification target of 90 % of households by 2030. Yet, the lack of an enabling policy framework for solar energy has constituted a major challenge in unlocking the potentials for clean, affordable and sustainable energy solutions, which contribute to the overall national energy goal.

Preparing for technological advancements and changes in the energy sector: Rapid technological advancements in the energy sector can be observed across the globe. This includes declining costs of renewable energy sources (in particular solar and wind), declining costs of energy storage technologies (such as batteries) and advancements in technologies and business models to reach off-grid communities (e.g. DC-power grids, solar power based productive use, etc.) which allows for providing energy at more affordable prices. These developments require governments to rethink their energy planning. A higher percentage of renewable energies in the national energy mix might lower generation costs, but at the same time it might require measures to stabilize the grid. Cambodia is expected to face some of these challenges in the near future, in particular as energy tariffs are relatively high, which means that renewable energy technologies are increasingly competitive or indeed already cheaper than the traditional power generation sources. In addition, energy demand is increasing by 15-20% per year.

Capacity development among various government agencies, private sector parties and other stakeholders is needed to keep abreast of the quickly changing conditions of in the energy sector and to facilitate the preparation of appropriate and up-to-date policies and regulations. This might include policies aimed at supporting more affordable off-grid renewable energy applications, policies aimed at increasing the use of renewable energies, and at the same time ensuring a stabilized grid, regulations aimed at quality standards of energy technologies and installations, and promotion of energy efficient technologies.

CPD Pillar III: Peace

Peace, participation, and accountability are central to the Government's Rectangular Strategy, which re-emphasizes the need to further strengthen the rule of law, democracy, peace culture, social morality, respect for human rights and dignity, as well as efficient functioning of public institutions.

Securing the full developmental benefits of SDG adoption and integration: With UNDP support to the MoP, Cambodia has completed a fully nationalized Agenda 2030 M&E framework – the Cambodia SDGs - *the CSDGs*. However, this has yet to be ratified and faces challenges in implementation and roll-out– ranging from their integration within planning and budgeting frameworks to the quality and availability of data to support M&E and reporting. Indeed, the latter is a core challenge, with Cambodia

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recycled as valuable resources in a closed system. The circular economy also promotes efficiency of production, the use of fewer materials and less energy, and sustainable waste management through sorting and reduction of waste volume, and by turning waste into reusable materials and energy.

lacking certain key datasets, notably of multi-dimensional poverty, and appropriate levels of disaggregation of existing datasets.

Institutions, especially outside the core ministries, have only limited understandings of the goals and reporting requirements of new data collections/compilations and forms of M&E. The implementation task is still more problematic on the delivery side, due to the sheer ambition of the adopted CSDG targets, which are considerably more demanding than the previous CMDGs. Among other things, this is because the modality of delivery depends on the of whole government and of society, and that achievement of the goals is thus the business of *all* actors.

Nevertheless, Cambodia has displayed a strong commitment to the SDGs, and showed considerable innovation in their adaptation and adoption, notably in adding a goal 18, which covers de-mining and the removal of explosives from the war. Cambodia also succeeded in meeting the majority of CMDG targets, many ahead of time, and has a track record of using these frameworks to affect positive development outcomes. This suggests that there are real opportunities for delivering success on the CSDG targets.

New forms of public participation: Over the past few years, public participation has taken a new form, with more and more people utilizing the Internet to express their views and to access to information. Still, as a result of negative social norms, including gender and disability norms, and the constraints of inequitable power structures, marginalized individuals and groups, including women, youth, people living with disabilities, people living with HIV, and LGBTQI, have not fully been enabled to exercise their rights.

Several labs have been made available for people to participate in decision-making, yet there is a need to foster greater culture of political, economic and social participation as well as a culture of accountability and responsibility among decision-makers. This can be facilitated by creating safe spaces that allow people, media and civil society to meaningfully participate and by making disaggregated data publicly available to support such participation.

Inclusive governance and public service delivery: Public institutions are crucial for delivering the services citizens need. However, to fulfil their functions effectively and in an inclusive manner, public institutions at both central and local levels need to be equipped with sufficient resources, autonomy, and knowledge. New approaches are thus required, that take into account the penetration of new technologies that may either disrupt or improve service delivery.

2 STRATEGY

2.1 Overall objective and priority areas of the Policy and Innovation Hub Project

Overall objective of the policy and innovation hub project: Building on two of the CPD three pillars (i.e. prosperity and planet), as well as on RS4 and CSDG priorities, the Policy Project and Innovation project seeks to contribute to the Country Office's overarching goal of assisting Cambodia in attaining its developmental aspirations to ensure high levels of growth with shared prosperity, balanced with preservation of the environment and improved governance.

The following outlines the key areas of the Policy and Innovation Hub Project (hereafter referred to as Policy Project) over the next 5 years, drawing on RS4's goals, sectoral policy goals and priority issues, and based on the Policy Project's core areas of work and comparative advantage. These areas are subject to regular updates in response to changing government priorities and emerging policy challenges.

CPD pillar I: Prosperity: inclusive and sustainable growth

- **Driving improved productivity and competitiveness via** 1) research on Industry 4.0 readiness and take-up of technologies, and measures to build and expand the digital economy 2) research and policy work to enable and promote Cambodia's further integration within the emerging ASEAN Economic Community (AEC) and 3) research and policy dialogue to enable the Belt and Road Initiative to promote better connectivity, reduce shipment costs and secure linkages (trade, investment and technology transfer) with China.

- **Combating inequality and eradicating poverty** via graduation-based social protection models with attention to the vulnerable population including the poor, women and ethnic minorities.

Pillar I activities correspond to the following RS4 rectangles

Core of RS4: Governance reform: (1) Institutional reform and capacity building
1. **Human resource development:** (4). Gender equality and social protection
2. **Economic diversification:** (1) Logistics, transport, energy and digital connectivity; (2) New sources of economic growth; (3) Digital economy and industry 4.0; (4) Financial and banking sector
3. **Private sector development and employment:** (2) SME and entrepreneurship; (3) Public-private partnerships; (3) Enhanced competitiveness.

In addition to RS4, the project aligns with and supports the following key sectoral policy documents related to inclusive development
- National Strategic Development Plan (NSDP) 2019-2023
- Cambodia Sustainable Development Goal Framework
- Cambodia Industrial Development Policy 2015-2025
- National Social Protection Policy Framework 2016-2025
- Financial Sector Development Strategy 2011-2020

CPD pillar II: Planet: environmental protection and climate change[5]

- **Tackling climate change risks** through policy and programming support for ongoing climate-change related initiatives within UNDP when and as required.

- **Sustaining Cambodia's natural resources and biodiversity** via policy, research and programming support for ongoing initiatives and activities related to community-based Natural Resources Management (NRM) and biodiversity conservation.

- **Promoting green growth** through research and policy support for ongoing initiatives related to 1) operationalizing circular economy to reduce waste and promote energy efficiency; and 2) sustainable urban transport for road safety and air quality improvement and 3) making solar energy visible as a clean, affordable and reliable energy option.

Pillar II activities correspond to the following RS4 rectangles:
Core of RS4: Governance reform: (1) Institutional reform and capacity building;
4. **Inclusive sustainable development:** (1) Agricultural and rural development; (2) **Sustainable national and cultural resources**; (3) **Management of urbanization**; (4) **Environment sustainability and climate change**

In addition to RS4, the project aligns with and supports the following key sectoral policy documents related to environment and climate change
- The Cambodia Climate Change Strategic Plan 2014 – 2023 (CCCSP),
- National Strategic Plan on Green Growth 2013-2030,
- Environment and Natural Resources Code (final draft),
- National Environmental Strategy and Action Plan (2017),
- National REDD+ Strategy (2017)
- National Protected Areas Strategic Management Plan (2017)
- National Production Forestry Strategic Plan (final draft).
- Cambodia Energy Sector Policy
- National Policy on Rural Electrification by Renewable Energy
- Strategy and Plan for Development of Rural Electrification in the Kingdom of Cambodia (2011-2030)
- National Energy Efficiency (2018-2035)
- Cambodia Sustainable Energy for All Readiness Plan (2013-2030)

CPD pillar III: Pace, Participation, and Accountability

The Policy Project will serve as an innovation hub allowing UNDP to test different ideas and approaches that address governance challenges.

- **Ensuring CSDG integration in planning and budgeting** through roll-out and operationalization of the national framework.

- **Strengthening participation and accountable public institution** through feedback mechanisms, capacity development of both right-holders and duty bearers, citizens' empowerment, safe space for participation, and through incentives structures within the Government.

- **Supporting rights and leaving no one behind** through improved and expanded access to the ID Poor card registration of people living with HIV or with disabilities.

- **Promoting CSDG outreach to business and civil society** through effective engagement of civil society, the private sector and youth in CSDGs achievement, and the wider Agenda 2030, and through forming of public-private partnership.

Pillar III activities correspond to the following RS4 rectangles

Core of RS4: Governance reform: (1) Institutional reform and capacity building
3. Private sector development and employment: (2) SME and entrepreneurship; (3) Public-private partnerships; (3) Enhanced competitiveness.

In addition to RS4, the project aligns with and supports the following key sectoral policy documents related to governance
- National Strategic Development Plan (NSDP) 2019-2023
- Cambodia Sustainable Development Goal Framework

2.2　Theory of change

The figure below shows how policy work aligns with the overall theory of change on which the CPD builds. The specific areas to which the Policy Project contributes are highlighted in red.
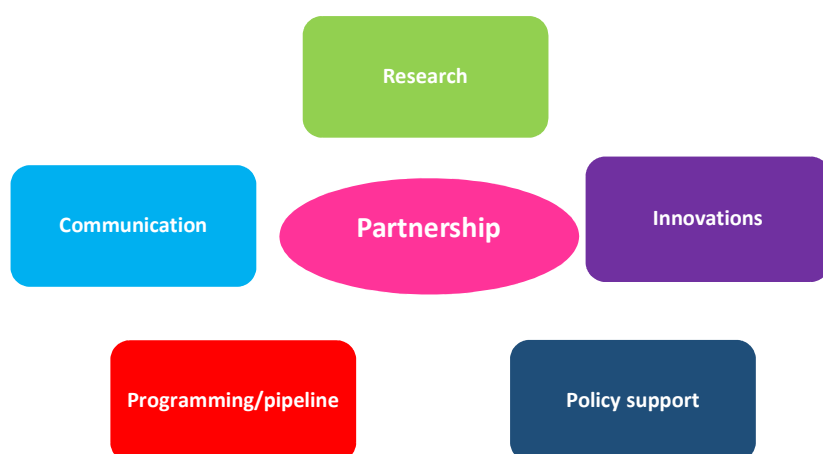
By 2030, all people living in Cambodia are free from poverty and exclusion, and enjoy their full socio-economic rights; better equipped to manage the natural resources in a sustainable way and to address the impacts of Climate Change; and state institutions at both national and sub-national level promote and strengthen the rule of law, are more transparent, inclusive, responsive and accountable to people who are able to express their needs and concerns and to claim their rights

Outcome Results

By 2023, women and men in Cambodia in particular those marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations; and participate in a growing, more productive and competitive economy, that is also fairer and sustainable

By 2023, women and men in Cambodia, in particular those marginalized and vulnerable, live in a safe, healthy, secure and ecologically balanced environment with improved livelihoods, and are resilient to natural, socio-economic and climate change related trends and shocks

By 2023, women and men, including the underrepresented, marginalized and vulnerable, actively participate and benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political process

Enabling conditions: Global economic environment remains favorable. On-going economic growth and growth in revenues. National political context sufficiently stable and RGC commitment to SDG agenda. Resources for programming made avaihuble from DPs.

Enabling conditions: Laws, policies and programmes and emerging philanthropic entrepreneurship support the country's efforts to address NRM and Climate Change issues. Technical expertise is gradually improving and standards are in place. Environmental awareness improving.

Enabling conditions: social norms do not undermine human rights either good governance principles discriminatory attitudes and behaviours are not tolerated.

Duty bearers: RGC, central and local, UNDP and DPs, Civil society

Rights holders: All Cambodian Esp. the poor and vulnerable and excluded groups (PWDs, PLWHIV. youth and women)

Duty bearers: Public institutions, law-makers, local administration, private sector. media

Rights holders: All Cambodians, esp. Climate vulnerable, rural, forest dependent communities

Duty bearers: Public institutions, law and policy-makers, sub-national administration and local authorities, media, DPs and

Rights holders: Females, males and other genders in Cambodia, PwDs, youth, marginalized and under-represented group

CPD Results

1. Extreme poor population, including PLHIV have access to improved social protection programmes
2. Government fosters greater productivity alongside inclusive and sustainable growth
3. Left-behind, poor, & mine affected, communities have access to safe land for better livelihoods
4. Young women & men have opportunities to progress through employment and skill development information and policy environment to promote employment opportunities

1. Targeted cities and urban centers prepare and operationalize solid waste management (SWM) plan to reduce environmental pollution impact from solid waste
2. Climate and weather information is available for public and utilized by policy makers for national, sectoral and sub-national planning as well as for transboundary communication in the region
3. Rules and regulations formulated and adopted for forest/natural resource management and market solutions developed for conservation and renewable energy.
4. Climate smart/proofed (rural) infrastructures and services available and benefit rural population, especially the poor and vulnerable

1. Government builds an evidence-based monitoring, evaluation and reporting system supportive of delivering SDGs
2. Women have improved status in leadership & decision making
3. Sub-national administrations (elected and appointed) are able to deliver services in a transparent and inclusive manner and are responsive to the needs of their constituents
4. Capacity of PwD organization and network is improved to advance disabilities rights (especially access to justice) and to represent the needs and interests of PwDs in the development and implementation of policy and programme

Key Interventions

1. Develop graduation based-models of social protection to eradicate extreme poverty; increase access to social protection services for PwDs and PLHIVs
2. Provide economic policy support and TA to foster greater competitiveness, LDC graduation and productivity alongside sustainability (IDP, NSDP, renewable energy, industry 4.0)
3. Develop an evidence base to support policymaking, resource allocation, and mechanisms to assist left behind households and groups (MDP metrics, gender based analysis).
4. Foster rural livelihoods through improving agriculture value chains, productivity/profitability, esp. cassava sector.
5. Assist accelerated clearance of mine and ERW contaminated land.
6. Promote entrepreneurship and employment via access to information, training and use of innovative social media tools

1. Support the decentralization of SWM function and adoption/ implementation of SWM plans in at least five urban centers
2. Formulate and strengthen evidence-based climate change and disaster policies and advocacy. Improve data system and analytical/communication capacity of RGC on natural disasters.
3. Support development and implementation of production forest strategy; REDD+ implementation, test/scale-up alternative livelihoods and facilitate solutions to reduce pressure on forest and NR including watershed restoration and biodiversity conservation.
4. Support to policy formulation and capacity development for environmental governance including enforcement of the environmental code and other related laws and regulations.
5. Improve rural livelihoods and food security through CCA works and climate sensitive investments.

1. Support consultative planning and legislative and policy making process through SDG focused 1) research; 2) facilitated dialogues btw duty bearers and rights holders; and 3) monitoring, evaluation and feedback.
2. Support SDG localization and monitoring
3. Enhance RGC capacity to implement the UNCRPD in the areas of access to justice and services delivery for PwDs.
4. Strengthen RGC mechanisms to advance the status of women, increase representation of women and strengthen women leadership in civil service
5. Advocate and raise awareness to change discriminatory social norms and social stigma esp. those against women, LGBT, PwD and PLWHIV.
6. Design, test and scale up innovative and collaborative approaches to improve public service delivery

Cross cutting approaches: Gender equality, human rights based approaches, SDG integration, policy research and advocacy, innovation, private sector partnership, alternative financing models, stakeholder engagement

2.3   Key Strategy of the Policy Project

The Policy Project aims to fulfil its overall objective to further advance policy dialogues and innovation in support for Cambodia's developmental efforts through deployment of three sets of strategies 1) research, policy and innovation, 2) communication and 3) programming.

Developing adequate responses to these issues and challenges defined as priorities of the government requires a solid base of scientific knowledge. In addition, such knowledge is also integral to formulating innovative solutions for guiding Cambodia towards inclusive and sustainable development pathways. However, policy advice and innovative proposals have to be translated into action and to demonstrate scalable impacts that address the developmental challenges. Accordingly, the success of policy and innovation depends on the collective uptake of policy and innovation by all relevant stakeholders, central among them key policy-makers. Hence, it is crucial to raise awareness among stakeholders about issues and policy solutions and about advisable courses of action. This highlights the strategic importance of ongoing communication and partnership-building with relevant stakeholders. It also indicates the importance of ensuring that there are appropriate financial and human resources to test and scale-up the proposed policies and innovations.

Hence, the policy project's activities build upon the following set of strategies 1) research, policy and innovation 2) communication and 3) programming.

1. **Research, Policy and Innovation**: The Policy Project will continue to carry out its core functions of research and policy advisory services in order to generate new knowledge and to provide solutions for the identified issues.

    - **Generate new knowledge, and identify opportunities for innovation, pilots and policy engagement**: Integral to our policy-based approach is the generation of new knowledge through systematic engagement with the government, as well as with research institutions, development partners, civil society organizations, and the private sector. The Policy Project will develop, maintain, and update its research agenda and facilitate research activities on emerging policy issues identified as priority areas by the Government and CPD.

    - **Facilitate policy engagement activities**, including pilots, with relevant government counterparts and development partners. Policy engagement will primarily involve working with relevant government counterparts, development partners, research institutions, and the private sector. This will require the drafting of concept notes, formulation of policy dialogues, and mobilization of external funding when possible. Opportunities for policy engagement will

be guided, among others, by government priorities, research activities and the identification of priority areas for innovation, the evaluation of ongoing programmes, research, and the results of communications and advocacy activities. Policy engagement can take forms that include high-level policy dialogue and fora, the development of policy roadmaps, evaluation and review of policy and legislation, and the generation of evidence-based policy options as instruments for capacity development.

In addition to the policy engagement outlined above, the core function of the Policy Project is to provide strategic advice on the direction of the Country Office. The project team will therefore take the lead in updating the Theory of Change and CPD, and in designing and evaluating key country office policy-oriented initiatives such as a country programme document. It will also conduct evaluations of the country office in key thematic areas.

- **Operationalise an SDG innovation and accelerator hub:** To achieve acceleration and scaling up to assist Cambodia in implementing their RS4 and NSDP4 priorities and CSDGs requires moving beyond piloting and proof of concepts towards more agile, innovative, and responsive approaches. For this reason, the project will operationalize an SDG innovation and accelerator hub at the country office. This hub will leverage and combine global, cutting-edge thinking in development to build on and invest in local solutions and partners, thereby accelerating SDG implementation in these countries. The Hub will be connected and supported by a global learning network, as well as a wide array of partners, making it possible to build on work already done by UNDP in incubating policy and innovation in hubs in over a dozen countries.

- **Form strategic partnerships to foster innovation**: Based on the priorities of the Country Programme, the Policy Project will explore the possibility of establishing development partnerships with key donors and development partners from other programme countries.

Such partnerships will include regular dialogue and the mobilization of support relating to policy engagement, programming, and SDG research. Furthermore, the next project phase will explore the establishment of public-private partnership and blended financing, as well as possibilities for wider engagement with other stakeholders, including the private sector, at the national and regional levels. This will happen as part of south-south arrangements and trilateral arrangements when possible. The Policy Project will maintain a partnership database and coordinate partnership surveys.

2. **Communication**: besides day-to-day communication activities to inform the public about key activities supported by UNDP, the Policy Project will seek ways to enhance communication as a tool for influencing public discourses, by articulating and disseminating shared values and understandings of Cambodian development issues and solutions.

The communication team of the policy project will develop an annual calendar of communication and knowledge management activities at the programme, portfolio, and project levels. The communication team will identify key themes and goals of the year and develop roadmaps for communication activities in coordination with the policy and programme units. The team will also carry out communication activities, using media and multi-media channels (i.e. CO website and social media hubs), National Goodwill Ambassador/Influencers, and communications products (i.e. reports, photo/video stories, video/photo banks). These communication activities will be framed with due consideration for government priorities, and in consultation with the policy and programme units.

3. **Programming**: The Policy Project will work closely with the RGC and programme unit to mobilize resources in order to scale up priority actions in support of the government priorities.

The Policy Project and Programme Team are both expected to generate a portfolio of development interventions designed to meet the priorities of the 2019-2023 Country Programme (CPD). Currently, the CPD has a resource mobilization target of $65 million, of which some $10 million has

presently been mobilized. Among others, the Policy Project aims to mobilize resources through 1) vertical funds (GEF, GCF), 2) ODA, and 3) blended financing.

Within the framework of the Country Programme Document and the Theory of Change, the Policy Project will identify opportunities for programming from the ongoing research, policy engagement, engagement with development partners, private sector, research institutions, and innovation hub.

The Policy Project is expected to work closely with colleagues in the relevant programmes, as well as with government counterparts and development partners.

3   RESULTS AND PARTNERSHIPS

3.1   Expected results

In line with our Theory of Change of the Country Programme Document, the project is expected to deliver three sets of specific outputs relevant to the priority issues defined by RS4:

- **Output 1:** Government policies and innovative measures/initiatives formulated in support of sustainable and inclusive development (related to the CPD pillar I: **Prosperity**).
- **Output 2:** Government policies and innovative measures/initiatives formulated in support of preservation of the national environmental endowment and combating climate change (related to the CPD pillar II: **Planet**).
- **Output 3:** Government policies and innovative measures/initiatives formulated to foster greater participation and accountability (related to the CPD pillar III: **Peace**).

The following areas will guide the core activities of the Policy Project, subject to regular updates in response to changing government priorities and emerging policy challenge.

For the planning and implementation of activities, the project seeks to ensure complementarity and synergy among these pillars. For example, activities under the prosperity pillar will be facilitated in a manner that ensures environmental sustainability. The project will identify means to minimize, avoid, and eliminate possible adverse environmental impacts while maximizing co-environmental benefits. On the other hand, activities under the pillar II planet will identify ways to promote green growth, to create an economy that fosters sustainable development without degrading the environment a, and natural resources while reducing environmental risks. The full and effective participation of all relevant stakeholders and accountable, and inclusive governance is a key guiding principle for implementing activities under all the three pillars.

Output 1: Government policies and initiatives formulated in support of sustainable and inclusive development (related to the CPD pillar I: **Prosperity)**

The Policy Project will engage in policy, research, and innovation works in support of the following specific sets of policy goals.

- **Improve productivity and competitiveness:**
  - Working with national stakeholders, the Policy Project will support research on **Industry 4.0 readiness and adoption of innovative technologies and measures to build and expand the digital economy**. This will include: a major survey of enterprises; publishing research studies and subsequently carrying out policy dialogues; and piloting practical mechanisms to enable transfer of technologies and take-up of related know-how.
  - Efforts will be made to **enable and promote Cambodia's further integration within the emerging ASEAN Economic Community (AEC)** via initiatives such as the ASEAN single window. The Policy Project will conduct research, facilitate policy dialogue, provide policy advice for effective integration strategies for AEC.

- The Policy Project will utilize the **Belt and Road Initiative to promote better connectivity, reduce shipping costs and secure linkages (trade, investment and technology transfer) with China.** To boost social as well as economic benefits this will include supporting research and enabling dialogue on the BRI and enabling keystone projects linked to BRI investments. The Team will do a feasibility assessment of e-commerce in Cambodia with policy recommendations and develop an e-commerce project with a blended financing in support of digital economy in Cambodia.

- **Reduce inequality and poverty:** The Policy Project will continue to provide research and policy support for the development of graduation-based models of social protection to eradicate extreme poverty and boost the productivity of the poorest households. to test the benefits of the graduation approach to extreme poor households (including women headed households) and to the regional and national economies. To test the benefits of the graduation approach to extreme poor households (including women headed households) and to the regional and national economies, this will include development and roll-out of a large-scale pilot covering 2000 households in concert with RGC.

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Output 2: Government policies and initiatives formulated in support of preservation of the national environmental endowment, and combating climate change **(**related to the CPD pillar II: **planet)**

The Policy Project will engage in policy development support, research, and innovation in support of the following specific sets of policy goals:

- **Tackle climate change risks**: This activity is primarily led by the Programme Unit. The Policy Project will only support and complement ongoing climate-change related initiatives within UNDP including CCCA, early warning systems, and FCPF when and as required.

- **Sustain Cambodia's natural resources and biodiversity:** The Policy Project will provide policy and research support for ongoing initiatives and activities related to community-based Natural Resources Management (NRM) and biodiversity conservation, including sustainable financing mechanisms such as Payments for Ecosystem Services (PES), piloting and promoting sustainable consumption, and production of natural resource products. These activities will also pay due attention to the roles of women and men in managing natural resources and, wherever relevant, promote measures to ensure equal participation of women and men in decision-making and benefit distribution.

  The Policy Project will launch a Human Development Report on sustainable natural resources management and support the Government in operationalizing two pilot sites for the implementation of PES as a sustainable financing option for protected areas.

  The Policy Project will work on communication and programming to scale up priority policy measures, for example through formulation of Global Environmental Facility (GEF) projects and further cultivation and creation of existing and new partnerships.

- **Promote green growth**: The Policy Project will provide research and policy support for ongoing initiatives related to 1) operationalizing circular economy to reduce waste and promote energy efficiency; 2) creating sustainable urban transport for road safety and air quality improvement and 3) making solar energy visible as a clean, affordable and reliable energy option.

  1) For the circular economy, the Policy Project will work with the government and private sector to pilot circular models for selected municipalities as well as for key industries. Based on the demonstrated results, the Team mobilize resources to replicate the successful measures at a wider scale through the formulation of proposals targeted among others at donors, GEF, NAMA, GCF and others.

  2) For sustainable urban transport system, the Policy Project will work with the government and relevant stakeholders to make available public information on air quality in Phnom Penh and other cities, develop a traffic data management system, and scale-up a project with blended financing in support of urban mobility and smart city development in Cambodia.

  3) For the solar initiative, the Policy Team will build an evidence base that supports decision making for on and off-grid solar and the development of a socially and economically optimal

energy mix, through the launch of a De-risking Renewable Energy Investment (DREI) report and research on the economics of solar. This will be followed up by presentation of detailed policy proposals to create an enabling investment environment in the various solar sub-sectors (utility scale, distributed on-grid, and off-grid) as well as productive use applications targeted at poor and women-headed households and, potentially (for distributed on grid and off-grid solutions), by pilot projects to demonstrate the viability and applicability of these technologies.

The Project will provide technical assistance to support the government of Cambodia in its preparation for potential (rapid) changes in the energy sector. It is notable that technological advancements have significantly reduced the costs of renewable energy generation (solar and wind) and energy storage technologies and increased levels of variable renewable energies delivering power to the grid. These changes have encouraged governments in many countries to rethink their approach to power generation and management as well about what constitutes an optimal energy mix.

These technological advancements also offer opportunities in the off-grid energy sector. Support will be provided to innovative business models facilitating increased access with higher service levels and lower costs.

In addition, support will also be provided to the government to build capacities and put appropriate regulations in place to promote energy efficient technologies.

Output 3: Government policies and initiatives formulated to foster greater participation and accountability **(**related to the CPD pillar III: **peace)**

The Policy Project will engage in the design of new governance initiatives, in expanding the access of marginalized groups to social service and greater participation, in improving national data, and in monitoring development programmes.

- **Ensure CSDG integration in planning and budgeting:** Going forward and working with proposals developed by the Ministry of Planning for SDG roll-out6, the Policy Project will work to roll-out and operationalize the national framework building on the overachieving goal of "leaving no one behind" and promoting equitable participation of men and women in all the relevant processes. This includes: embedding or linking the CSDGs to national planning, sector planning and ministry budget systems; developing data collection/analysis mechanisms to monitor progress; building reporting mechanisms; ensuring application within policymaking by helping to prioritize SDG targets and actions; enabling effective resource planning; and extending the goals to the subnational level.

- **Strengthening participation and accountable public institutions:** The Policy Project will explore innovative approaches to strengthen public service accountability and feedback mechanisms, which can inform RGC reforms and implementation and monitoring of the SDGs. Similarly, UNDP will explore innovative ways to empower citizens and to create safe spaces for participation, and work with incentives structures within the Government to help build demand for better service delivery and respect of human rights.

- **Supporting rights and Leaving No One Behind:** The Policy Project will continue its existing effort to ensure that the ID Poor card registration does not leave behind people living with HIV or disabilities and ensure that they benefit from social protection measures, especially free access to health care.

- **Operationalise an SDG innovation and accelerator hub:** The goal of the hub is to promote CSDG outreach to the government, business and civil society, and to leverage CSDG financing. The Communication Team and Private Sector sub-teams within the Policy Project will establish and operationalise an SDG innovation and accelerator hub to promote public-private partnership and blended financing, as well as wider promoting engagement with other stakeholders including private sector at the national and regional levels.

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1.   [6] As per Chapter 4 of the CSDG Framework Report (MoP, RGC, 2018)

This SDG innovation and accelerator hub will surface and reinforce locally sourced solutions while mobilizing a wide partnership of actors who will contribute their knowledge, resources and experiences.

The hub will design and deliver integrated solutions to complex development problems that require multisectoral action across economic, social and environmental issues. This responds to the growing demand for greater collaboration amongst a wide range of actors (United Nations, government, civil society, private sector, IFIs, etc.) in recognition of the fact that the SDGs, and the aspirations that underpin them, cannot be achieved through stand-alone sector or issue-based approaches. These collaborations will be carried out under south-south arrangements and trilateral arrangements when possible.

The hub will help craft country- and context-specific solutions to a range of challenges. It will address critical bottlenecks and identify potential accelerators, and it will support Governments to strengthen the alignment of national development plans, budgets and implementation systems with the SDGs and creating effective mechanisms for multi-stakeholder, "whole-of-society" approaches to the Goals.

The hub further aims to share, and advance **innovation agendas** related to emerging SDG policy issues in partnership with relevant stakeholders such as the government, research institutions, development partners, civil societies, and the private sector.

The Private Sector team will work to further cultivate and mobilise public and private partnerships; to leverage blended finance (including social impact investments) for development and SDG related projects (e.g. for low cost housing, SME development, clean energy and waste recycling).

The Communication Team will explore the setting up of SDG CSR and community funding and delivery mechanisms; it will build a CSDG social media application; help to develop think tank networks and data resources; and conduct CSDG campaigns and dialogues both with stakeholders and the wider public. In doing so, the Team will explore opportunities to promote and ensure women leadership and equal participation of men and women in policy dialogues related to CSDGs.

The engagement with impact hubs may lead to the establishment of public-private partnership and blended financing, as well as to wider engagement with stakeholders including the private sector at the national and regional levels, preferably under south-south or trilateral arrangements.

Examples of key steps facilitated for innovation by the private sector

1. **Ecosystem Support** – foster the ecosystem under a particular topic (e.g. industry 4.0, digital economy, solar energy, circular economy), by supporting the connections, linkages, access to knowledge and ideas between policy makers, development partners, thinktanks, private sector, investors, financiers, entrepreneurs and students. This support entails:
   - Supporting the enabling environment (policy, regulations, investment); human capacity (current and student future);
   - Profiling innovations, trends and policy from the region and around the world.

2. **Ideation** - to develop a pipeline of potential ideas that could become start-ups– ideation is supported through 1) Awareness Raising events, 2) Hackathons, and 3) Challenge Funds.

3. **Incubation** - Support process from ideas to start-up businesses – through mentoring and capacity building (businesses and technical), seed funding, peer to peer learning and integration into the ecosystem.
   - Open Call for Incubation Program/Challenge Fund – Expression of Interest:
     - **Awareness of the Challenge Problem** – to define the challenge and raise awareness of the issue and the problem – both within and outside the industry.
     - **Challenge Workshop**- to gain an in-depth understanding of the problems and issues and bring together individuals to form teams and select a problem to work on.
     - **Hackathon** – to stimulate ideas for solutions and embed teams supported by business, technical and specialists to prototype a business plan.

- Pre-Incubation/ springboard
    - Investment committee select top ideas or teams to participate in pre-incubation
    - 6-week process with 4-6 half day sessions to support business model development. Provide business and technical assistance with mentors and advisors. This really test their commitment and push them deeper into defining their business model and understanding plan forward.
    - At this stage many of those not committed or who don't have time drop out (which is fine).
- Incubation Program
    - Investment committee select top ideas or teams to participate in Incubation. Teams/start-ups must have at least 1 customer or strong customer interest.
    - Seed funding: co-working space; access to mentors.
    - 10-week program with half day workshop focusing on refine aspects of business model; weekly coaching, matched mentors
    - Remaining Seed funding released to those with excellent progress, those with poor progress dropped.
    - Support growth phase– acquiring customers and taking responsibility - fortnightly coaching, incubation space, access to mentors, investor introduction, technical assistance. Roadshow to profile companies

4. **Scale up and acceleration** - Support start-ups to access resources to grow and thrive, especially investment via equity, debt, grant support; mentoring and technical support. And ensure these businesses are incorporated and supported by the ecosystem.

Information source: Energy lab

3.2 Resources Required to Achieve the Expected Results

Resources required to achieve the expected results include

	Title	Sub team	Post	Policy	Other sources	Details on other sources
1	Assistant RR- Policy	Private Sec	NoC	100%	0%	
2	Country Economist	Econ	P5	50 %	50%	PFDR
3	Senior Energy Policy Advisor	Env	P5	60 %	40%	2019 TRAC II and SIDA 2020 GEF 7
4	Environmental Policy Specialist (NRM & green growth)	Env	P4	70 %	30%	SIDA
5	Environmental Policy Specialist (climate change and environment)	Env	P4	0%	100%	SIDA secondment
6	Policy analyst (economist)	Econ	NoB	100 %	0%	
7	Policy analyst (climate change)	Env	NoB	100 %	0%	
8	Communication analyst	Com	NoA	100 %	0%	
9	Communication associate	Com	G6	100 %	0%	
10	Programme associate		G7	100 %	0%	
11	Private Sector Project Manager	Private Sector	UNV	100 %	0%	
13	Policy Specialist SIDA (NRM)	Env	SB5	20%	80%	SIDA
14	Energy and Green Growth Officer SIDA (Energy)	Env	SB4	20%	80%	SIDA
15	Project assistant	Env	SB3	100 %	0%	
16	Communication associate	Com	SB1	100 %	0%	
17	Communication associate	Com	SB1	100 %	0%	
18	Private Sector Associate	Private	SB1	100%		

3.3   Partnerships

The project will be implemented in partnership with the government, development partners and private sector.

In particular, the project ensures close coordination and alignment with the activities of the project unit for the attainment of the CPD objectives as follows.

CPD pillar I: Prosperity

		Proposed Partners	Linked to existing projects
1	Industry and human capital		
	• Industry 4.0	RUPP, MEF, CDRI, SNEC, Ministry of Post and Telecommunication, and Ministry of Planning	Youth employment (Russia) PFDR
	• ASEAN+ China	MPWT, national logistics council, MEF, SNEC	AI-CMD (Cassava Project) PFDR
	• Digital economy	MEF, National Bank of Cambodia Ministry of Post and Telecommunication	BRI, AI-CMD (Cassava Project)
2	Social protection	MEF, SNEC	Disability Project, LWGE II (Gender Project)

CPD pillar II: Planet

		Proposed Partners	Linked to existing projects
1	Climate change	NCSD/MoE/MAFF MOWRAM	CCCA, SRL Early Warning, FCPF
2	Sustainable NRM	NCSD, MOE, MAFF, GERES, RECOFTC	COWES, TES, FCPF
3	Green growth		TES
	• Circular economy (waste management and energy efficiency)	NCSD, NCDDS, MoE, Twin Agri, private sector	TES
	• Sustainable transport	MPWT, MoE, Grab, Impact hub, PIN, CKS, EnergyLab	SUMAI
	• Solar energy	NCSD, MEF, MoE, private sector, Solar Energy Association of Cambodia (SEAC)	TES

CPD pillar III: Peace

		Proposed Partners	Linked to existing projects
1	CSDG	MoP and CDC	Partnership for Development Results
2	People with Disabilities' rights	MoP, MoSVY, DAC, CDPO	A2J for People with Disabilities
3	Local governance	MoI, MoE, ASAC	Inclusive Governance
4	SDG innovation and accelerator hug & Private sector engagement for development financing	Impact hub/ energy lab Private sector	
	• PPSEZ	PPSEZ	
	• World Bridge	World Bridge UNIDO	Youth Employment (Russian Trust Fund)
	• BRI/E-commerce	Chinese Government/BRI 4PX, Alibaba Green Leader ShopRunBack	CEDEP II (Cassava project)

List of ongoing projects which the policy and innovation project will align and cooperate with:

CPD pillar I: Prosperity

Partnerships for Development Results (PFDR): Partnerships for Development Results works to promote the Royal Government of Cambodia's (RGC) development finance management capacities and partnership practices in order to achieve improved development results. The 2030 Sustainable Development Agenda brings many new challenges and UNDP is supporting the Royal Government to localize the Goals by managing development finance flows and ensuring that resources are aligned with the achievement of sustainable and equitable economic growth. As Cambodia was confirmed as being reclassified as a Lower Middle-Income Country in 2016, UNDP is also working with Government and its partners to prepare for graduation from the Least Developed Country group by focusing on promoting trade and economic completeness. Expected results include

- Government capacity to mobilize and manage all sources of development finance has been strengthened.
- The Royal Government's Industrial Development Policy has become an effective tool for coordinating action across Government, and with private actors, to move Cambodia up the global value chain and provide for improved livelihoods for the population.
- The Government has formulated and implemented its Development Cooperation and Partnerships Strategy to promote effective policy dialogue between all development stakeholders and to align resources with RGC priority programmes.

Accelerating Inclusive Cassava Market Development (AI-CMD): The cassava sector in Cambodia has undergone significant expansion over the past decade to become the second most important agricultural sector. Appreciating the market opportunities and the high potential benefits to national economic development, the Government of Cambodia has identified the cassava sector as one of the national priority sectors. The global and regional demand for cassava has opened opportunities for Cambodia to increase its crop productivity, upgrade its products lines while ensuring resilience and sustainability of farming systems.

Leveraging on the achievements of UNDP support to the Cassava sector and its experience in strengthening the Ministry of Commerce's institutional capacity, the project adopts an integrated approach with the view to achieve concrete transformational impacts in improving productivity, profitability, and sustainability of the nascent Cambodia cassava industry.

The overall objective of the project is to enhance prosperity of Cassava Smallholder farmers through increasingly profitable links to agri-business and markets. In line with this, the project focusses its interventions in:
- Increasing farmers' profits through inclusive cassava value chain development
- Leveraging mutual benefits of farmers and private sectors by creating reliable market-led supply chain

Enhancing capacity of national and sub-national institutions to design and implement sustainable cassava value chain development strategies

Partnership for Gender Equity Phase IV: The project aims to strengthen the Cambodian Ministry of Women's Affairs and the national gender machinery to promote gender equality and women's empowerment in Cambodia. The focus is on building their advocacy and coordination capacity for mainstreaming gender across government; developing, implementing and monitoring national gender policies (i.e. First National Gender Policy, Neary Rattanak V and Cambodia Gender Assessment); overseeing the localization of SDG 5; undertaking public behavioural change for gender equality; promoting women in leadership and decision-making positions; and facilitating the socio-economic inclusion of women and girls from disadvantaged groups.

United for Youth Employment in Cambodia: The relatively low productivity levels in Cambodia stem from the agriculture sector, which absorbs about 54 percent of all workers and produces about 30 percent of GDP. Hence the challenge of youth employment is twofold: (i) to diversify the economy away

from its traditional agriculture base providing productive employment opportunities for the 270,000 new workers that enter the labour-force every year and (ii) to modernize the agricultural sector in order to provide higher returns to young people who remain employed in agriculture. Meanwhile, skills remain inadequate to service the industrial sector. As cited in the Government's Industrial Development Policy (IDP) 2015-2025, it has become essential for the burgeoning young labour force to gain the bevy of technical and technological skills demanded in order for Cambodia to industrialize competitively. To respond to the problem, this United Nations Joint Programme will support the implementation of the recently launched National Employment Policy, which intends to increase decent and productive employment opportunities.

CPD pillar II: Planet

Cambodia Climate Change Alliance (CCCA) Phase II 2016-2020: The CCCA-II builds on the achievements of the first phase (2010-14) and aims to strengthen national systems and capacities to support the implementation and coordination of Cambodia's climate change response. CCCA is a partnership between UNDP, the European Union and the Swedish Government. It is anchored to the National Council for Sustainable Development (NCSD) and managed by its Climate Change Department. The project will ensure the following three key results to be achieved:
- Strengthening the governance of climate change (monitoring and evaluation framework, legal framework, institutional arrangements);
- Public and private, domestic and external resources oriented in support of the Cambodia Climate Change Strategic Plan vision (climate-responsive planning and budgeting at national and subnational levels, policy dialogue with private sector and other partners); and
- Human and technological capital developed for the climate change response (research and development grants, curriculum development, linking academia and practitioners, knowledge management system on climate change).

Reducing the vulnerability of Cambodian rural livelihoods through enhanced subnational climate change planning and execution of priority actions (SRL): This project aims to reduce the vulnerability of rural Cambodians, especially land-poor, landless and/or women-headed households through investments in small-scale water management infrastructure, technical assistance to resilient agricultural practices, and capacity building support, especially targeting poor women, for improved food production in home gardens. The Project is being implemented in 89 communes and 10 districts of Siem Reap and Kampong Thom provinces. Expected results include
- Climate sensitive planning, budgeting and execution at sub-national level strengthened;
- Resilience of livelihoods of the most vulnerable improved against erratic rainfall, floods and droughts; and
- Incentive mechanism is in place at sub-national level to manage greater volume of climate change adaptation financing aligned with local development plans.

Strengthening climate information and early warning systems in Cambodia to support climate resilient development and adaptation to climate change: The project is supporting the Royal Government of Cambodia to bridge existing gaps in institutional capacity, inter-ministerial coordination, and infrastructure through three complementary expected outputs:
- Increased institutional capacity to assimilate and forecast weather, hydrological, climate and environmental information
- Climate and weather information available and utilized for national, sectoral and sub-national planning as well as for transboundary communication in the region
- Strengthened institutional capacity to operate and maintain EWS and climate information infrastructure, both software and hardware in order to monitor weather.

Forest Carbon Partnership Facility Phase 2 (FCPF 2): Building upon the earlier REDD+ readiness efforts, the main goal of the FCPF II project is to prepare Cambodia for implementation of REDD+ under the UNFCCC. Being ready for REDD+ is a precondition for the RGC to move to the next phase of REDD+, that is, to implement REDD+ policies and measures to effectively reduce emissions from deforestation and forest degradation, and promote the role of conservation, sustainable management of forests and enhancement of forest carbon stocks. Successful REDD+ implementation, in terms of reduction in GHG emissions from the forest. The main objective of the FCPF project phase II is to develop and enhance the

Cambodian government's capacities for tackling deforestation and forest degradation as well as for measuring, reviewing and verifying emission reduction.

Collaborative Management for Watershed and Ecosystem Service Protection and Rehabilitation in the Cardamom Mountains, Upper Prek Thnot River Basin conventions 2018-2020: To reduce pressures on upland watershed areas from competing land uses by demonstrating collaborative management and rehabilitation of agriculture lands and forest in Upper Prek Thnot River Basin GEF5

Integrated Natural Resource Management in the productive, natural and forest landscape of the northern Cambodia; To conserve biodiversity and safeguard natural resources and the ecosystem services they provide though protected area management and sustainable land and forest management in the Northern Region of Cambodia

Developing a Comprehensive Framework for Practical Implementation of the Nagoya Protocol; To strengthen the conservation and sustainable use of genetic resources and associated traditional knowledge in Cambodia by developing and implementing a national Access and Benefit Sharing (ABS) framework, policy and legislation consistent with the CBD and its Nagoya Protocol

Towards Environmental Sustainability (TES): The overall project objective is to strategically position Cambodia's path towards achieving the Sustainable Development Goals related to *1) natural resources management (NRM); 2) circular economy; and 2) clean, affordable and sustainable energy.*

To achieve this overall objective, the project designs and tests *innovative* environmentally sustainable models in the targeted areas through public and private partnerships. Based on evaluating results, the project further identifies venues for scaling-up workable models by linking initiatives to existing and future programmes.

Sustainable Urban Mobility for All Initiative (SUMAI): The overall objective of the project is to contribute to the building of a sustainable urban transport system by 1) improving the quality of transport and air quality data in Phnom Penh and 2) by building a mechanism and capacity for informed decisions on transport policies and investments that are in line with sustainability objectives. The project will focus on the following interventions:

- Enhancing the Ministry of Public Works and Transportation (MPWT)'s capacity in traffic management and urban transportation (to improve mobility and safety in existing urban traffic and transport system);
- Promoting clean vehicles and fuels (to reduce urban transport GHG emission and air pollution); and
- Improving awareness and supporting innovations in smart transport solutions for road safety and mobility.

3.4 Risks and Assumptions

Table 1 summarizes key sets of anticipated risks and countermeasures to address each type of risk (See Annex 3: risk log for more details).

Table 1. Types of risks and counter measures to be taken by the project

No	Types of risks	Counter measures
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	The project's Policy Advisory Board is a critical element in ensuring that UNDP remains engaged in critical SDG priorities, by supplying the valuable medium to long-term perspective. The project investment knowledge-based partnerships and partnerships for social innovation will be key to ensure the quality of policy dialogue and programme design.

	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 project maintains and update the data on partnership and lead partnership surveys to monitor how well the country office responses to the needs and interests of partners and suggests improvements if and whenever relevant.
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 2022 and 2023 as election years, as a consequence the project runs the risk of being unable to deliver on its commitments for policy dialogue.	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 SDG 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.	To address this concern, the policy project will undertake four measures. First, maximize the available ODA grants and opportunities for climate financing and environmental protection. Second, the project will invest in establishing knowledge-based partnerships as a means to mobilize funding for policy research. Third, the investment in partnerships for innovations is meant to explore opportunities from the emerging "social impact investment" and private sector funding for "impact-driven organizations". Lastly, when feasible, opportunities for government cost-sharing as a means to support policy engagement will be explored.
4	The private sector does not cooperate and coordinate activities effectively	The project will work with actors within the private sector who have demonstrated commitments to integrate SDGs into their business operations. These partners include Phnom Penh SEZ, H&M and GAEA. Based on the demonstration of successful results, the project seeks to influence and transform other actors in the private sector to adopt sustainable practices in their business operations (e.g. other municipalities, other SEZs and other types of industry).
5	Governments do not commit to promoting new models such as renewable energy or circular economy	For both renewable energy and circular economy, the project unpacks the political and economic context concerning energy and waste management and provides solid evidence to determine cases for which adoption of innovative waste management and renewable energy models will bring significant benefits to Cambodia and for cases in which the new models are not (yet) feasible or attractive.

Below is listed the set of assumptions central to project success:

- The Policy Project's in-house group will consist of a set of highly skilled human resources, specialized in the issues of the project focuses. The in-house core policy group will be able to offer value for money based on benefiting from and utilizing 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.
- Domestic and international high-quality technical expertise is available to assure the highest quality of project deliverables.
- Government representatives as well as non-governmental stakeholders such as representatives from IPs, Civil Society, and academics and the private sector have sufficient interests and capacities to engage in discussions to address the relevant concerns

3.5 Stakeholder Engagement

The key guiding principle of the project is to ensure the **full and effective participation of all relevant stakeholders**. Stakeholders include government, civil society organizations, the private sector, academic institutions, local communities, indigenous peoples and women, with particular attention to the rights of socially marginalized groups.

The main target groups for the project include

- National and subnational governments for sharing new knowledge and upscaling policy solutions, and programming
- Citizens for raising awareness of key issues and collective uptake of solutions for developmental and environmental solutions
- Local and poor communities as focal populations for activities related to social protection, sustainable NRM, assuring access to clean, affordable and sustainable energy, and
- Private sector, development partners, and civil society for creating an enabling policy environment

3.6 South-South and Triangular Cooperation (SSC/TrC)

The project will promote South-South and Triangular Cooperation through close coordination with UNDP regional and global offices. The UNDP CO will coordinate with regional and global offices in disseminating best practices and lessons learned from Cambodia and in connecting Cambodia with other countries in order to share lessons and experiences related to activities facilitated under the Policy Project and country office.

When and if required, the project will organize regional level learning events to foster knowledge sharing of developmental challenges and devising common and regional level solutions and strategies to tackle these challenges among the ASEAN countries including Laos, Myanmar, Thailand, Vietnam, and China.

The Policy Project will promote public-private partnership and blended financing as well as wider engagement with other stakeholders including private sector at the national and regional levels, under south-south arrangements and trilateral arrangements when possible.

3.7 Knowledge

This project places a strong focus on the use of existing knowledge and the generation and dissemination of new knowledge.

As described earlier, developing adequate responses to these issues and challenges requires a solid base of scientific knowledge. In addition, such knowledge is also integral to formulating innovative solutions guiding Cambodia towards inclusive and sustainable development pathways. However, policy advice and innovative proposals also have to be translated into action and to demonstrate scalable impacts that address the developmental challenges. Accordingly, the success of policy and innovation depends on the collective uptake of policy and innovation by all relevant stakeholders, central among them key policy-makers. Hence, it is crucial to raise awareness among stakeholders about issues and policy solutions and about advisable courses of action. This highlights the strategic importance of ongoing communication and partnership-building with relevant stakeholders. It also indicates the importance

of ensuring that there are appropriate financial and human resources to test and scale-up the proposed policies and innovations.

The research agenda will be guided by the present government's priorities and needs. The Policy Project will strive to establish joint research agendas on emerging SDG 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 project will not re-invent the wheel but build on existing practices and lessons learned from Cambodia and other countries. The project consolidates and applies lessons learned from Cambodia and elsewhere about mainstreaming innovative solutions and practices. Examples include circular economy initiatives promoted in Sweden, EU and Japan and solar heating systems adopted by rural households in China.

Knowledge generation and dissemination plays a central role in the project given that its main focus is on piloting and disseminating innovations in the CPD priority areas of prosperity, planet and peace. Through the innovation and SDG hub, the project will reflexively test and learn from what works and what does not work from tested models and adopt the lessons to improve the business models for replicability and scaling up.

This project entails the development of a communication strategy and materials. It entails consolidation and dissemination of information on CO activities and information materials relevant to project themes.

The project will ensure all relevant information available on our UNDP country website. Furthermore, the project conducts awareness-raising activities (i.e. events and campaigns) to ensure that relevant stakeholders fully understand key concepts through the creation of strategic information materials.

3.8   Sustainability and Scaling Up

Financial sustainability: Financial sustainability will be achieved by developing mechanisms to self-generate finances for future activities such as PES and by profits generated by recycling and improved energy efficiencies. The project also ensures mainstreaming interventions into the regular operations and budgets of involved government and private sector partners. Following the completion of the project these institutions and authorities will be empowered and better equipped to exercise their mandates, without the need for additional external resources.

Institutional sustainability: will be improved through systematic capacity development measures for government partners at the level of national and subnational government officials. The project supports the leadership of the government agencies in further developing and facilitating inter-ministerial mechanisms for information sharing and decision making on environmental issues.

Social sustainability: will be improved through the development of effective stakeholder engagement mechanisms.

Environmental sustainability: will be achieved through a coordinated approach involving a wide range of government, private sector and civil society organizations and communities to address deforestation and forest degradation at both national and subnational levels. The project targets actors within the private sector who have demonstrated commitment to SDG integration. Their adoption of sustainable practices will impact the supply-chain as well as other business actors in the industry.

Innovation and scaling up: innovation and scaling up are central to the project. The project will pioneer a number of innovative approaches not currently widely applied or practiced in Cambodia. These innovations include Industry 4.0, digital economy, PES, sustainable charcoal, solar, sustainable waste management & 3Rs, and energy efficiency.

The project strategy is to establish localized pilot initiatives, which will test new approaches and models for adaptation of new technologies and knowledge, social protection, the management of natural resources, waste and energy that are amenable to replication and scaling-up. Knowledge and good practices from the pilot initiatives will be demonstrated and scaled up to national level implementation.

# 4 PROJECT AND RISK MANAGEMENT

A. Cost Efficiency and Effectiveness

The project's budget is informed by the result framework put forward for an implementation period of 5 years shadowing the upcoming UNDP Country Programme cycle 2019-2023. The project resource envelope built around the establishment of a highly skilled human resource 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 utilizing 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 outputs of the project will generate a sub-set of activities that will frame a wide range of engagement patterns with identified stakeholders.

Figure 3: Outputs are organized into activities of engagement

1 Key Deliverble

n Activities
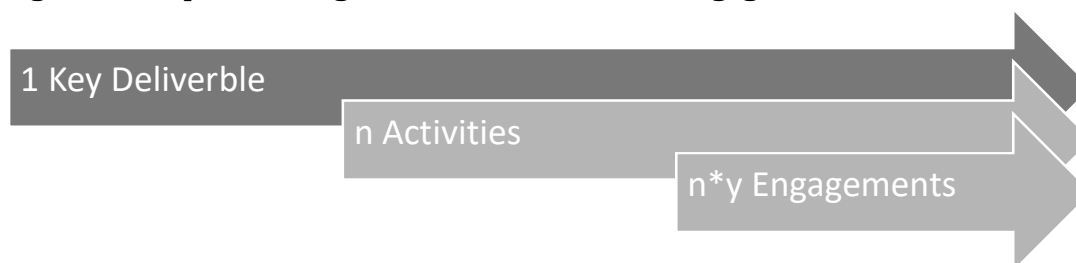
n*y Engagements

The project document Annual Work Plan and result framework will necessarily hold it 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.

Project Management
The project will follow the Direct Implementation modality of UNDP and will be managed under the delegated authority of UNDP Resident Representative. 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 2019-2023.

5   RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:
1. #2: by 2023, women and men in Cambodia in particular those marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations; and participate in a growing, more productive and competitive economy, that is also fairer and environmentally sustainable

2. #3: by 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks

3. #4: by 2023, women and men, including those underrepresented, marginalized and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
SP 1.1a. Proportion of men, women and children of all ages living in poverty in all dimensions, by selected measures of multi-dimensional poverty: Baseline: 33% (2014) Target: TBC
2.2.1 RGC economic strategy fully integrates SDGs/ 2030 approach & socioeconomic rights, via adoption of: (i) CSDG-based NSDP Baseline (2018): No Target: Fully
2.3.1 Improved official statistics on gender & vulnerability adopted: (i) Gender – adjusted wage gap men/women; (ii) Gender - time use/valuation of unpaid work; & (iii) Cambodia-specific multi-dimensional poverty metric Baseline: Not in place Target: Developed and in place
2.3.2 # participating in Government targeted UN-supported poverty eradication/economic inclusion programmes - including Social Protection and mine action) Baseline (2018): Target: at least 100,000
3.1.1. Extent of land and natural resources tenure security measured in: (ii). % of total members of registered community fisheries and forestry with tenure rights to fisheries and forestry resources Baseline (2017): 43%   Target:58%
3.2.3: Extent to which natural resources are protected, conserved and sustainably managed, measured in: (i). %forest cover; (ii). %protected area (SP 2.9a); Baseline: 48.14% (2016); 41% (2018) Target: TBD
3.2.4: Adoption of innovation, clean technology, sustainable energy and sound chemical management, minimizing GHG, wastes and pollution generation, measured in: (i). GHG emission saving from the manufacturing industry (Gg CO2eq) (ii). Percentage of POPs reduction release Baseline: 405 (2015); 0% (2017) Target: 508; 5%
4.1.1: # public laws and policies developed with support from UN that involve participation of rights-holders, especially women and discriminated groups Baseline (2018): 13 Target: 37

Applicable Output(s) from 2018-21 Strategic Plan:
1.1.1.   Capacities developed across the whole of government to integrate the 2030 Agenda in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions (SP1.1.1)
1.2.2.   Enabling environment strengthened to expand public and private financing for the achievement of the SDGs
1.4.1   Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains
1.5.1   Solutions adopted to achieve universal access to clean, affordable and sustainable energy[7]
CPD outputs
Output 1.1: Extreme poor, disadvantaged populations, including PLHIV and PwDs, have access to improved RGC social protection.
Output 2.3: Rules and regulations formulated and adopted for forest/natural resource management and market solutions developed for conservation and renewable energy
Output 3.1: Government builds an evidence-based monitoring, evaluation and reporting system supportive of delivering SDGs
Project title and Atlas Project Number: Policy and Innovation Hub and ID: 00114485

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[7] Includes renewable energy as well as clean fuels and technology.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS
			Value	Year	Y1	Y2	Y3	Y4	Y5	FINAL	
Output 1 Prosperity	1.1 Number of knowledge products/ events for policymakers (per year) to promote/ enable adoption of industry 4.0 technologies, development of a digital economy and other productivity/ competitiveness improvements (e.g. via BRI and ASEAN etc.) – referencing also the impacts on disadvantaged groups and women.	UNDP	1 *(I4.0 Policy Work-shop)*	2018	1	1	1	1	1	At least 4 of 5	Document & event review
	1.2 Undertake pilot activities (mechanisms, surveys, tech. centers etc.) to enable take-up of know-how, test and implement transfer of Industry 4.0 technologies and build digital economy. 1 existing & 5 new illustrative activities listed, but success measured on a three-point scale: 0= Low extent: work initiated (1/5 activities) 1= Moderate extent: some mechanisms in place (2/5 activities) 2= Great extent: most mechanisms in place & lessons generated (4/5 activities	IR4 Group Records	Rating 0 *(Helped set-up of IR4 Group)*	*2018*	*I4.0 Read-iness (I4R) Survey*	*Pilot I4R support. facility*	*Assist set up of I4.0 tech. centre*	*Help set up 1 SEZ I4.0 hubs*	*Replica te hub in other SEZs*	Rating 2	Document review, RGC reports Risk: IR4 Group maintained, RGC and others' buy-in
	1.3 Deliver large-scale SP graduation programme pilot, as part of wider support to the National Social Protection Policy Framework (SPPF). 3 phases given, but success measured on a completion scale: 0= Low extent: work initiated (1/3 phases) 1= Moderate extent: work progressed (2/3 phases) 2=Great extent: Testing completed (3/3 activities)	MoEF	Rating 0 *(Base case made)*	2018	*Phase 1: Core case for pilot; Detail ed pilot propos als*	*Phase 2: Pilot implem ented*	*2 Cont.*	*Phase 3: Report & lessons learnt*	*3 Cont. Make scale-up propos als*	Rating 2	Document review, RGC reports Risk: RGC buy-in not assured

Output	Indicator	Source	Baseline	Year						Target	Means of verification
Output 2 Planet	2.1 Number of knowledge products for policy makers to adopt effective strategies for climate change, NRM and green growth (such as waste management, renewable energy, energy efficiency and sustainable transport)	*UNDP*		2018	DREI NHDR. Solar economics	1	1	1	1	6	
	2.2 Number of rules, regulations and standards developed and adopted for forest, natural resource management, and green growth recognizing leave no one left behind issues (gender, ethnicity etc.) (such as waste management, renewable energy, energy efficiency and sustainable transport) (CPD 2.3) (jointly reported by the project, "FCPF" & "TES")	*MoE*	3	2018	2	2	2	2	2	8	Document reviews Field monitoring
	2.3 Number of market solutions and/or innovative business models/technologies for conservation and green growth (such as renewable energy, energy efficiency, waste management and sustainable transport) in place (CPD 2.3) recognizing leave no one left behind issues (gender, ethnicity etc.) (jointly reported by the project, "TES")	*MoE*	3	2018	0	1	0	1	1	3	Document reviews Field monitoring
	2.4 Extent to which a circular economy pilot is designed and implemented (municipality) Measured on a three-point scale: 0= None extent: Work has not been initiated 1= Moderate extent: Initial business models proposed and consulted with stakeholders 2=Great extent: Business models tested for lessons generated (jointly reported by the project, "TES")	Project report (annual and quarterly report)	0	2018	0	1	2	2	2	2	Document reviews Field monitoring

Output 3: Peace	Indicator	Source									Means of verification
	2.5 Extent to which a circular economy pilot is designed and implemented (industry) Measured on a three-point scale: 0= None extent: Work has not been initiated 1= Moderate extent: Initial business models and investment plans proposed and consulted with stakeholders 2=Great extent: Business models endorsed and implemented (jointly reported by the project, "TES")	Project report (annual and quarterly report)	0	2018	0	1	2	2	2	2	Document reviews Field monitoring
	2.6 Number of people reached for raising awareness on advantages of proper waste management practices and use of renewable energy and energy efficient technologies Measured by number (jointly reported by the project, "TES")	- Project progress reports	1	2018	100[8]	400	600	1,000	1,500	1,500	Document reviews
	2.8 Number of air quality monitoring systems installed and functional (jointly reported by the project, "SUMAI")	Project report	1	2018	1[9]	5	15	15	15	15	Document reviews Field monitoring
	2.9 Number of economic and policy incentives proposed to promote usage of clean vehicles and fuel (jointly reported by the project, "CCCA" and "SUMAI")	Project report	0	2018	0	1	0	1	2	4	Document reviews
	2.10 Number of households benefiting from clean, affordable and sustainable energy access, including energy efficient applications (SP indicator 1.5.1) recognizing leave no one left behind issues (gender, ethnicity etc.); (jointly reported by the project, "TES")	- Project report	0	2018	0[10]	50	100	200	250	*250 (at least 50 headed by women); Programmatic data*	Document reviews Field monitoring
Output 3: Peace	3.1. Number of People Living with HIV and People with Disabilities having IDPoor card	-									
	3.2. Number of innovative governances initiatives designed	- Project report	0	2018	1					*1*	

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[8] Numbers are cumulative
[9] Numbers are cumulative

3.3. Ensure development and alignment of development plans and budgets with SDGs/ SDG agenda across government (SP1.1.1), recognizing leave no one left behind issues (gender, ethnicity etc.) 1 existing & 6 illustrative activities/ milestones listed, but measured on a three-point scale: 0= Low extent: work initiated (2/6 activities) 1= Moderate extent: some models in place (3/6 activities) 2=Great extent: Most models in place & tested (5/6 activities)	- MoP, MoEF	Rating 0 (*CSDG Frame-work adopted*)	2018	*NSDP complete & Aligned to SDGs; VNR complete (2 acts.)*	*Enable SDG alignment of BSPs (>25%)*	*Cont. SDG alignment of BSPs (>50%)*	*Enable roll-out/ SDG alignment of local plans, base model (2 areas)*	*Cont. local SDG plans replicate in other areas*	Rating 2	Document review, UN & RGC reports Risk: RGC buy in, resourcing constraints
3.4. Enable SDG data collection/ sharing mechanisms and SDG delivery outreach, with appropriate disaggregation (gender, geography). 5 new illustrative activities listed, but success measured on a three-point scale: 0= No delivery 1= Moderate extent: some mechanisms proposed and operational (2/5 activities) 2=Great extent: Most mechanisms operationalized (4/5 activities)	- MoP, CSOs, Business	0	2018	*CSDG App. in place & open to public*	*New data plat-form enabled & tested*	*Pilot SDG 1-2 themed C4D campaigns*	*Model for private sector SDG out-reach*	*First SDG M&E rept. complete*	End rating 2	Document review, RGC reports Risks: Resourcing constraints
3.5. Number of new innovations supported by the innovation hub	-	0	2018	*At least 2*	*At least 2*	*At least 2*	*At least 2*	*At least 2*		Document review

6   MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners	Cost
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	MEF/CDC/SNEC	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MEF/CDC/SNEC	Audit cost
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	MEF/CDC/SNEC	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	MEF/CDC/SNEC	

	inform management decision making to improve the project.				
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	MEF/CDC/SNEC	
Project Report	A progress report will be presented to the Project Board and key stakeholders, 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 long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		MEF/CDC/SNEC	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. 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 and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	MEF/CDC/SNEC	US$10,000 (Cost of PEB meetings)

Evaluation Plan

Evaluation Title	Planned Completion Date	Cost and Source of Funding	Key Evaluation Stakeholders	Related Strategic Plan Output	UNDAF/CPD Outcome
Mid Term Evaluation	June 2020	$35,000 (Project budget)	MEF/CDC/SNEC	2.11.1. Capacities developed across the whole of government to integrate the 2030 Agenda in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions (SP1.1.1) 1.2.2. Enabling environment strengthened to expand public and private financing for the achievement of the SDGs 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains 1.5.1 Solutions adopted to achieve universal access to clean, affordable and sustainable energy[11]	#2: by 2023, women and men in Cambodia in particular those marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations; and participate in a growing, more productive and competitive economy, that is also fairer and environmentally sustainable #3: by 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks #4: by 2023, women and men, including those underrepresented, marginalized and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes.

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[11] Includes renewable energy as well as clean fuels and technology.

7 MULTI-YEAR WORK PLAN

Expected outputs	Planned activities	Planned budget by year						Responsible parties	Planned budget		
		Y1-2019	Y2-2020	Y3-2021	Y4-2022	Y5-2023	Total		Funding Source	Budget Description	Amount
Output 1. Prosperity	1.1 Improve productivity and competitiveness	253,562	259,741	266,228	273,039	280,192	1,332,762	UNDP	UNDP	Personnel	682,762
									UNDP	Contract	450,000
									UNDP	Travel	100,000
									UNDP	Meeting/conference	100,000
	1.2. Reduce inequality and poverty	147,896	152,042	156,394	160,964	165,763	783,059	UNDP	UNDP	Personnel	458,059
									UNDP	Contract	300,000
									UNDP	Meeting/conference	25,000
	Sub-total for output 1	**401,458**	**411,783**	**422,622**	**434,003**	**445,955**	**2,115,821**				**2,115,821**
Output 2. Planet	2.1. Climate Change	72,993	76,643	80,476	84,499	88,724	403,335	UNDP	UNDP	Personnel	403,335
	2.2. NRM and Biodiveirty	215,689	128,373	128,192	40,722	41,258	554,234	UNDP	UNDP	Personnel	312,234
									UNDP	Contract	210,000
									UNDP	Meeting/conference	10,000
									UNDP	Translation/publication	20,000
									UNDP	Communications equipment	2,000
	2.3. Green Growth	818,498	478,974	453,797	228,670	230,254	2,210,193	UNDP	UNDP	Personnel	881,193
									UNDP	Contract	1,034,500
									UNDP	Grants	46,500
									UNDP	Meeting/conference	127,000
									UNDP	Translation/publication	88,000
									UNDP	Communications equipment	8,000
									UNDP	Travels	25,000
	Sub-total for output 2	**1,107,180**	**683,990**	**662,465**	**353,891**	**360,236**	**3,167,762**				**3,167,762**
Output 3. Peace	3.1. Ensure CSDG integration in planning and budgeting	70,150	73,658	77,341	81,209	85,270	387,628	UNDP	UNDP	Personnel	387,628

	3.2. Promote CSDG outreach to business and civil society and CSDG financing	139,481	141,956	144,554	147,281	150,145	723,417	UNDP	UNDP	Personnel	273,417
									UNDP	Contract	350,000
									UNDP	Meeting/conference	100,000
	Sub-total for output 3	**209,631**	**215,614**	**221,895**	**228,490**	**235,415**	**1,111,045**				**1,111,045**
Project management	Project management	278,263	273,874	233,909	248,195	244,746	1,278,987	UNDP	UNDP	Personnel	529,902
									UNDP	Policy board	10,000
									UNDP	Information technology equip	23,000
									UNDP	Travel	150,000
									UNDP	Communic & Audio Visual	38,400
									UNDP	Common Service Premise	120,000
									UNDP	Miscellaneous & ISS	65,185
									UNDP	Supplies	2,500
									UNDP	DPC	340,000
	Sub-total for project management	**278,263**	**273,874**	**233,909**	**248,195**	**244,746**	**1,278,987**				**1,278,987**
Evaluation	Evaluation	-		60,000	-	60,000	120,000	UNDP	UNDP	Evaluation	120,000
	GMS (8%)	1,055	1,040	5,840	1,040	5,840	14,815	UNDP	UNDP	GMS (8%)	14,815
	Sub-total for Evaluation & GMS	**1,055**	**1,040**	**65,840**	**1,040**	**65,840**	**134,815**				**134,815**
TOTAL		**1,997,587**	**1,586,301**	**1,606,731**	**1,265,619**	**1,352,192**	**7,808,430**				**7,808,430**

The above project budget includes US$200,000 of the interest fund generated by the country office.

The policy will host and manage related initiatives including the SUMAI project which has the budget of US$470,000 from 2018 to 2021 (See Annex 3). The SUMAI project budget is not a part of the above project budget but will be managed under the policy and innovation hub team.

8   GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project is implemented under the Direct Implementation Modality with UNDP as the Implementing Partner.

The **Policy and Innovation Hub 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 Ministry of Economy & Finance (MEF)/the Supreme National Economic Council (SNEC) and Oxfam Cambodia. When necessary and possible, MEF/SNEC 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

Project Organisation Structure		
Policy Advisory Board (Governance Mechanism)		
Ministry of Economy and Finance/the Supreme National Economic Council	**Executive UNDP RR**	**Oxfam Cambodia**
Project Assurance MSU	**Policy and Innovation Team**	

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 government and SDG policy priorities as regard to inclusive and sustainable development. 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 its 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 Project

Policy and Innovation Project Organizational Structure
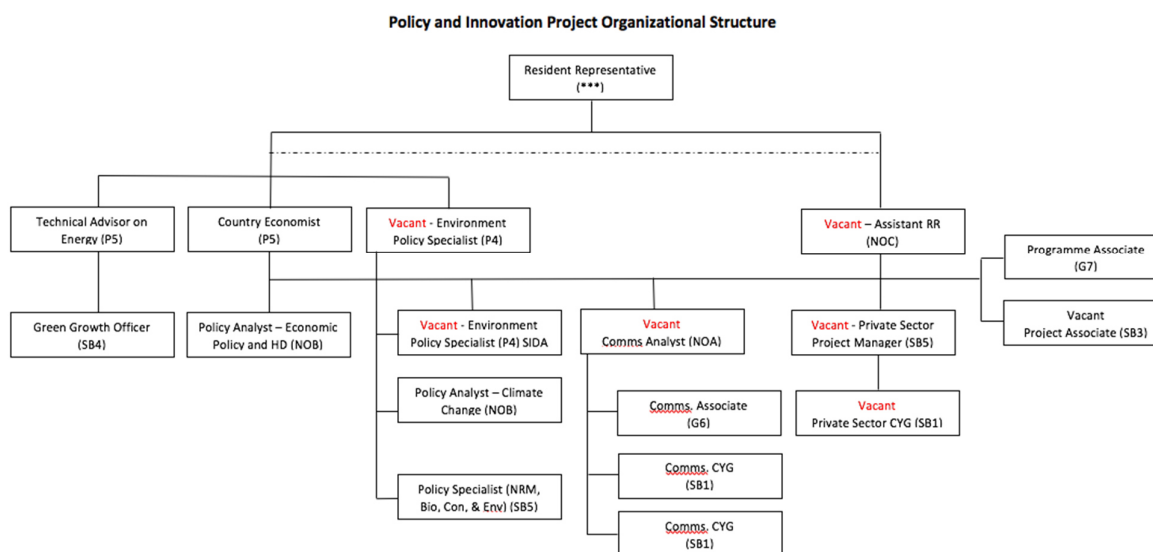
A project manager, under the overall guidance of UNDP RR manages the Policy Project. The Policy Project is composed of international and national staff, consultants, JPOs, and UNVs by establishing annual work plans, budgets, monitoring and implementation, and presentation of plans and results to the Policy and Advisory board. The project manager establishes development plans and coordinates unit functions such as regular team meetings, annual and quarterly work planning, project reporting, and organization of policy board meetings.

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

The Policy Project establishes a network of policy experts and development agents (the academia, media, etc.) for policy options and innovation, as well as advice to government counterparts and facilitation of knowledge building and sharing on emerging development issues. The Policy Project 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 Project will also explore potential partnerships on social innovation with the national, regional, and international networks of social labs.

The Policy Project works in close collaboration with UNDP Programme and Operations teams 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.

9   LEGAL CONTEXT

Option a. Where the country has signed the **Standard Basic Assistance Agreement (SBAA)**
This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Cambodia and UNDP, signed on (date).   All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

10   RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][12] [UNDP funds received pursuant to the Project Document][13] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.   This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

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[12] To be used where UNDP is the Implementing Partner
[13] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

    i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

    ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

    Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

g. *Choose one of the three following options:*

    Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by

UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

<u>Note</u>: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

11   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. **SUMAI budget**

4. **Project Board Terms of Reference and TORs of key management positions**

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 Principled 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

- **APPROVE** – the project is of sufficient quality to be approved in its current form. 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
For all questions, select the option that best reflects the project

STRATEGIC

	Evidence
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) ◉ 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, 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. It has an explicit change pathway that explains how the project intends to contribute to outcome-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/CPD's theory of change.	Evidence The project aligns with (uses) the overall Theory of Change (TOC) of the Country Programme Document (CPD) 2019-2023. (Page 12)
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) ◉ 3: The project responds to one of the three areas of development work as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas; 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) ○ 2: The project responds to one of the three areas of development work 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 work 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	Evidence The project contributes to Output SP 1.1.1, 1.2.2, 1.4.1, and 1.5.1 of the Strategic Plan. See Result Framework section p. 29.

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.	46

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) ◉ 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (all must be true to select this option) ◉ 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (both must be true to select this option) ◉ 1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. 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. ◉ Not Applicable	Evidence The project targets different groups as to uphold the principle of leaving no one behind. These groups include the poor, women, youth, ethnic minorities, people with disabilities, people living with HIV, etc. (Page 6, 10, 11, 25)
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) ◉ 3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, 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.	Evidence The project is developed based on the knowledge and lessons learnt from the current policy project and based on the different discussions, research and assessments conducted with different stakeholders.
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) ◉ 3: A participatory 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	Evidence Gender analysis and concerns have been reflected throughout the project document. Sections on Development Challenge p.6, p.7, Expected Results p.15, p.16, Results Framework p. 28-32

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.

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 the option from 1-3 that best reflects this project) ◉ 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. (all 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.	Evidence The project highlights throughout the document engagements with different stakeholders including government, development partners, private sector, civil society organization, citizen engagement, research institutions as well as youth group. The project also highlights engagement through South-South Cooperation and Triangular Cooperation.
SOCIAL AND ENVIRONMENTAL STANDARD	
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) ◉ 3: Credible evidence that the project aims to further the realization of human rights, 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 identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all 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 identified and assessed as relevant, 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.	Evidence The project uses rights-based approach as indicated in the ToC and the Strategy section on CPD pillar III.
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) ◉ 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, 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. (all 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	Evidence One of the three pillars that the project aims to address is the Planet – focusing on preservation of the national environmental endowment and combating climate change; under which green growth is one of the key areas of focus.

impacts have been identified and 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.	The project also aims at building prosperity – focusing on maximizing inclusive and sustainable growth.
9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? [If yes, upload the completed checklist as evidence. If SESP is not required, provide the reason(s) for the exemption in the evidence section. Exemptions include the following: • Preparation and dissemination of reports, documents and communication materials • Organization of an event, workshop, training • Strengthening capacities of partners to participate in international negotiations and conferences • Partnership coordination (including UN coordination) and management of networks • Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes) • UNDP acting as Administrative Agent ☐ Yes ☐ No ◉ SESP not required	Evidence The project aims to develop a new set of programmes, policies and interventions to support the government and its people through research, policy and innovation, communications and programming.
MANAGEMENT AND MONITORING	
10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project) ◉ 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. (all must be true to select this option) ☐ 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.	Evidence The project results and resources framework correspond to the TOC and clearly defines baselines and targets. P.29-32
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? ◉ Yes	Evidence Yes – refer to M&E and Evaluation Plan on page 33-35

☐ No

	Evidence
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) ◉ 3: The project's governance mechanism is fully defined in the project document. 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.	Evidence The project has a clear governance and management arrangements (page 38-39). Terms of reference of the Policy Advisory Board is annexed to the prodoc (Annex III)
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) ◉ 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (both must be true to select this option) ☐ 2: Project risks related to the achievement of results 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 evidence of analysis and 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.	Evidence The detailed project risk log and management responses are clearly defined in the project document - Risks and Assumptions section page 23-25 and Offline Risk Log in Annex II
EFFICIENT	
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. ◉ Yes ☐ No	Evidence The project has analysis on the cost efficiency and effectiveness which can be found in the Project and Risk Management section (Cost efficiency and effectiveness on page 27)
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?) ◉ Yes ☐ No	Evidence The project clearly identified the relevant projects and partners that the project links up with; and share resources with relevant projects. See Resources required to achieve the expected results page 19 and

	Partnerships section page 20-23.
16. Is the budget justified and supported with valid estimates? ⦿ 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. ☐ 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. ☐ 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.	Evidence Multi-year workplan and budget plan can be found in the prodoc page 36-37. The budget plan is prepared based on the current budget plan with anticipation of different potential changes.
17. Is the Country Office fully recovering the costs involved with project implementation? ⦿ 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) ☐ 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. ☐ 1: The budget does not reimburse UNDP for direct project costs. UNDP is cross-subsidizing the project and the office should advocate for the inclusion of DPC in any project budget revisions.	Evidence The budget is prepared taking into considerations of all costs for the project to be fully covered.
EFFECTIVE	
18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project) ⦿ 3: 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) ☐ 2: 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. ☐ 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.	Evidence Providing the nature of the project – which requires flexibility and innovation, the project will be directly implemented by UNDP.
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? ☐ 3: 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	Evidence Through the different consultations during the development of the country programme document, representatives (especially through CSOs) of marginalized

incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. ⦿ 2: 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. ◻ 1: 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. ◻ Not Applicable	and vulnerable groups have been involved and their view/comment/suggestion have been incorporated in the document.
20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation? ⦿ Yes ◻ No	Evidence Yes – see the M&E and evaluation plan
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. ⦿ Yes ◻ No	Evidence See Gender checklist of the project
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) ⦿ 3: The project has a realistic work plan & budget covering the duration of the project at the activity level to ensure outputs are delivered on time and within the allotted resources. ◻ 2: The project has a work plan & budget covering the duration of the project at the output level. ◻ 1: The project does not yet have a work plan & budget covering the duration of the project.	Evidence See Multi-year workplan page 36-37
SUSTAINABILITY AND NATIONAL OWNERSHIP	
23. Have national partners led, or proactively engaged in, the design of the project? ◻ 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. ⦿ 2: The project has been developed by UNDP in close consultation with national partners. ◻ 1: The project has been developed by UNDP with limited or no engagement with national partners. ◻ Not Applicable	Evidence The project is designed based on the different consultations with government and other relevant stakeholders, for example, National Circular Economy Workshop, CPD consultations with Government and CSOs, etc.

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): ☐ 3: 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. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. ☐ 2.5: 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 to monitor and strengthen national capacities. ☐ 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. ☐ 1.5: 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. ☐ 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. ◉ Not Applicable	Evidence The project is a DIM project.
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? ☐ Yes ☐ No ◉ Not Applicable	Evidence Project is a DIM project. POPP will be followed.
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)? ◉ Yes ☐ No	Evidence The project aims to develop different initiative/pilot/pipeline and incubate them and handover them to the national partners. See section on Sustainability and Scaling up.

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) ◉ 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, 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.	Evidence The project aligns with (uses) the overall Theory of Change (TOC) of the Country Programme Document (CPD) 2019-2023. (Page 12)

☐ 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-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/CPD's theory of change.	
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) ◉ 3: The project responds to one of the three areas of development <u>work</u> as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging <u>areas</u>; 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) ☐ 2: The project responds to one of the three areas of development <u>work</u> 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 <u>work</u> 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.	Evidence The project contributes to Output SP 1.1.1, 1.2.2, 1.4.1, and 1.5.1 of the Strategic Plan. See Result Framework section p. 29.

RELEVANT	

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) ☐ 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (all must be true to select this option) ◉ 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (both must be true to select this option) ☐ 1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. 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. ☐ Not Applicable	Evidence The project targets different groups as to uphold the principle of leaving no one behind. These groups include the poor, women, youth, ethnic minorities, people with disabilities, people living with HIV, etc. (Page 6, 10, 11, 25)
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) ☐ 3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, 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.	Evidence The project is developed based on the knowledge and lessons learnt from the current policy project and based on the different discussions, research and assessments

⊙ 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.	conducted with different stakeholders.
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) ☐ 3: A participatory 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.	Evidence Gender analysis and concerns have been reflected throughout the project document. Sections on Development Challenge p.6, p.7, Expected Results p.15, p.16, Results Framework p. 28-32
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 the option from 1-3 that best reflects this project) ⊙ 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. (all 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.	Evidence The project highlights throughout the document engagements with different stakeholders including government, development partners, private sector, civil society organization, citizen engagement, research institutions as well as youth group. The project also highlights engagement through South-South Cooperation and Triangular Cooperation.
SOCIAL AND ENVIRONMENTAL STANDARD	
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) ⊙ 3: Credible evidence that the project aims to further the realization of human rights, 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 identified and	Evidence The project uses rights-based approach as indicated in the ToC and the Strategy section on CPD pillar III.

assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all 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 identified and assessed as relevant, 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.	
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) ◉ 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, 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. (all 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 identified and 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.	Evidence One of the three pillars that the project aims to address is the Planet – focusing on preservation of the national environmental endowment and combating climate change; under which green growth is one of the key areas of focus. The project also aims at building prosperity – focusing on maximizing inclusive and sustainable growth.
9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? [If yes, upload the completed checklist as evidence. If SESP is not required, provide the reason(s) for the exemption in the evidence section. Exemptions include the following: • Preparation and dissemination of reports, documents and communication materials • Organization of an event, workshop, training • Strengthening capacities of partners to participate in international negotiations and conferences • Partnership coordination (including UN coordination) and management of networks • Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes) • UNDP acting as Administrative Agent ◻ Yes ◻ No ◉ SESP not required	Evidence The project aims to develop a new set of programmes, policies and interventions to support the government and its people through research, policy and innovation, communications and programming.
MANAGEMENT AND MONITORING	
10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project) ◉ 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-	Evidence The project results and resources framework correspond to the TOC and clearly defines

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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. (all must be true to select this option) ⊡ 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.	baselines and targets. P.29-32
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? ◉ Yes ⊡ No	Evidence Yes – refer to M&E and Evaluation Plan on page 33-35
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) ◉ 3: The project's governance mechanism is fully defined in the project document. 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.	Evidence The project has a clear governance and management arrangements (page 38-39). Terms of reference of the Policy Advisory Board is annexed to the prodoc (Annex III)
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) ◉ 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (both must be true to select this option) ⊡ 2: Project risks related to the achievement of results 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 evidence of analysis and 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.	Evidence The detailed project risk log and management responses are clearly defined in the project document - Risks and Assumptions section page 23-25 and Offline Risk Log in Annex II

EFFICIENT	
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. ◉ Yes ☐ No	Evidence The project has analysis on the cost efficiency and effectiveness which can be found in the Project and Risk Management section (Cost efficiency and effectiveness on page 27)
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?) ◉ Yes ☐ No	Evidence The project clearly identified the relevant projects and partners that the project links up with; and share resources with relevant projects. See Resources required to achieve the expected results page 19 and Partnerships section page 20-23.
16. Is the budget justified and supported with valid estimates? ◉ 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. ☐ 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. ☐ 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.	Evidence Multi-year workplan and budget plan can be found in the prodoc page 36-37. The budget plan is prepared based on the current budget plan with anticipation of different potential changes.
17. Is the Country Office fully recovering the costs involved with project implementation? ◉ 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) ☐ 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. ☐ 1: The budget does not reimburse UNDP for direct project costs. UNDP is cross-subsidizing the project and the office should advocate for the inclusion of DPC in any project budget revisions.	Evidence The budget is prepared taking into considerations of all costs for the project to be fully covered.
EFFECTIVE	
18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project)	Evidence Providing the nature of the project – which

⦿ 3: 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) ⦾ 2: 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. ⦾ 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.	requires flexibility and innovation, the project will be directly implemented by UNDP.
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? ⦾ 3: 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 of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. ⦿ 2: 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. ⦾ 1: 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. ⦾ Not Applicable	Evidence Through the different consultations during the development of the country programme document, representatives (especially through CSOs) of marginalized and vulnerable groups have been involved and their view/comment/suggestion have been incorporated in the document.
20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation? ⦿ Yes ⦾ No	Evidence Yes – see the M&E and evaluation plan
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. ⦿ Yes ⦾ No	Evidence See Gender checklist of the project
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) ⦿ 3: The project has a realistic work plan & budget covering the duration of the project at the activity level to ensure outputs are delivered on time and within the allotted resources.	Evidence See Multi-year workplan page 36-37

☐ 2: The project has a work plan & budget covering the duration of the project at the output level.	
☐ 1: The project does not yet have a work plan & budget covering the duration of the project.	

SUSTAINABILITY AND NATIONAL OWNERSHIP

23. Have national partners led, or proactively engaged in, the design of the project? ☐ 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. ◉ 2: The project has been developed by UNDP in close consultation with national partners. ☐ 1: The project has been developed by UNDP with limited or no engagement with national partners. ☐ Not Applicable	Evidence The project is designed based on the different consultations with government and other relevant stakeholders, for example, National Circular Economy Workshop, CPD consultations with Government and CSOs, etc.
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): ☐ 3: 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. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. ☐ 2.5: 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 to monitor and strengthen national capacities. ☐ 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. ☐ 1.5: 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. ☐ 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. ◉ Not Applicable	Evidence The project is a DIM project.
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? ☐ Yes ☐ No ◉ Not Applicable	Evidence Project is a DIM project. POPP will be followed.

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)? ⦿ Yes ◯ No	Evidence The project aims to develop different initiative/pilot/pipeline and incubate them and handover them to the national partners. See section on Sustainability and Scaling up.

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

Project Title: Policy and Innovation Hub Project	**Award ID:** 00114485	**Date:** 3 October 2018

#	Description	Type	Impact & Probability	Countermeasures / Mngt response
1	**The risk of being badly positioned and unable to respond to demands of government for policy advice.** The positioning of UNDP's policy engagement, programming, and the quality of its knowledge and innovations networks matter.	Strategic Organizational	UNDP could end up being irrelevant and end up unable to engage the government effectively. P = 3 I = 5 Enter probability on a scale from 1 (low) to 5 (high) Enter impact on a scale from 1 (low) to 5 (high)	<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.
2	**Policy engagement is closely linked to the electoral cycle**	Political Strategic	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 dialogue. P = 5 I = 4	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 ways political parties could reach a consensus on a minimum policy platform.
3	**The Middle-Income Country transition will have consequences on the ability of UNDP in Cambodia to access regular/core resources and ODA grants.**	Financial Operational Strategic	As Cambodia transitions to MIC status, the availability of UNDP regular/core resources and ODA grants could decline, as domestic	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

			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 =5 I = 4	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".
4	**The private sector does not cooperate and coordinate activities effectively**	Financial Operational Strategic	P =5 I = 4	The project will work with actors within the private sector who have demonstrated commitments to integrate SDGs into their business operations. These partners include H&M and GAEA. Based on the demonstration of successful results, the project seeks to influence and transform other actors in the private sector to adopt sustainable practices in their business operations (e.g. other municipalities, other SEZs and other types of industry).
5	**Governments do not commit to promoting new models such as renewable energy or circular economy**	Political Strategic	P =5 I = 4	For both renewable energy and circular economy, the project unpacks the political and economic context concerning energy and waste management, and provides solid evidence to determine cases for which adoption of innovative waste management and renewable energy models will bring significant benefits to Cambodia and for cases in which the new models are not (yet) feasible or attractive.

ANNEX 3: SUMAI BUDGET

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1-2018	Y1-2019	Y1-2020	Y1-2021	Total		Funding Source	Budget Description	Amount
Output 1: MPWT's capacity in traffic management and urban transport planning reinforced	1.1 Establish a Traffic Data Management System 1.2 Reinforce research and urban transport planning capacity 1.3 Develop a Smart Urban Mobility investment proposal capacity	22,000	42,778	21,000	5,000	90,778	UNDP	UNDP & GRAB	Contract	31,980
								UNDP & GRAB	Communications equipment	19,259
								UNDP	Travel	6,000
								UNDP	Meeting/conference	32,000
									GMS	1,539
	Sub-total for output 1	**22,000**	**42,778**	**21,000**	**5,000**	**90,778**				**90,778**
Output 2: Air pollution monitoring and clean fleet management solutions applied	2.1: Reinforce air quality monitoring capacity 2.2: Launch incentive programme for use of clean Grab vehicles fleet 2.3: Introduce clean Fleet Management system and tools	89,131	37,821	26,600	0	153,552	UNDP	UNDP & GRAB	Grants	44,756
								UNDP	Contract	88,654
								UNDP	Meeting/conference	10,000
								UNDP	Communication and marketing materials	5,000
									GMS	5,142
	Sub-total for output 2	**89,131**	**37,821**	**26,600**	**0**	**153,552**				**153,552**
Output 3: Innovative urban transport solution launched	3.1: Produce communication materials to promote clean fuels and vehicles and road safety 3.3: Develop and launch a national Innovation challenges and hackathons on smart transport solutions	41,015	46,401	0	0	87,416	UNDP	UNDP & GRAB	Grants	47,090
								UNDP	Contract	34,000
								UNDP	Meeting/conference	4,000
								UNDP	GMS	2,326
	Sub-total for output 3	**41,015**	**46,401**	**0**	**0**	**87,416**				**87,416**
Project management	Project management	7,854	40,000	42,104	22,000	111,958	UNDP	UNDP	Personnel	97,854
								UNDP	DPC3	6,000
								UNDP	ISS	6,000
								UNDP	GMS	2,104
	Sub-total for project management	**7,854**	**40,000**	**42,104**	**22,000**	**111,958**				**111,958**

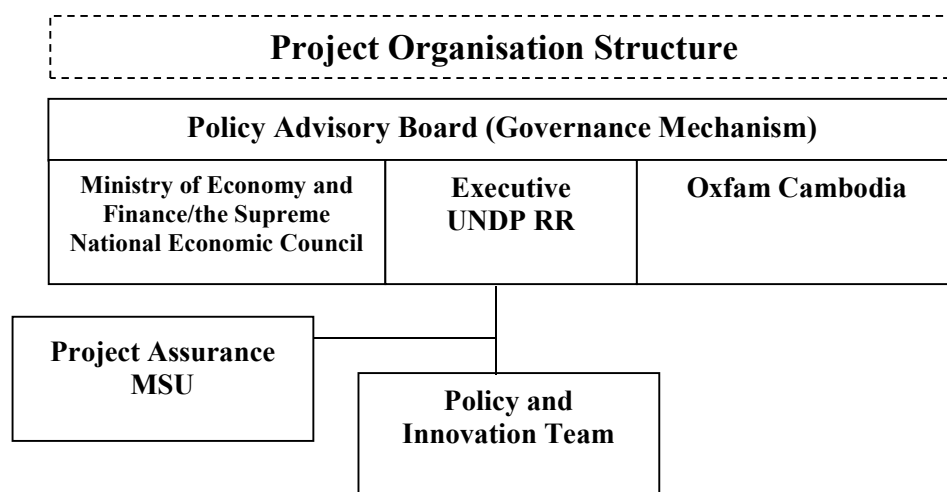| Evaluation | Evaluation | - | - | 26,296 | | 26,296 | | UNDP & GRAB | Evaluation | 26,296 |
| | Sub-total for Evaluation | - | - | 26,296 | - | 26,296 | | | | 26,296 |
| TOTAL | | 160,000 | 167,000 | 116,000 | 27,000 | 470,000 | | | | 470,000 |

Terms of Reference of the Policy Advisory Board

The **Policy and Innovations Hub 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 Ministry of Economy & Finance (MEF)/the Supreme National Economic Council (SNEC) and Oxfam Cambodia. When necessary and possible, MEF/SNEC 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; and
  v.   Review evaluations/review findings and recommendations of the project.