



PROJECT DOCUMENT
Cambodia

Project Title: Project for Strengthening Transparency and Accountability in Local Governance through Civic Engagement

Project Number: 00114112

Implementing Partner: Direct Implementation Modality (DIM)

Start Date: 01 October 2022 **End Date:** 31 March 2025

PAC Meeting date: 28 June 2022

Brief Description

Various strategic documents such as the Rectangular Strategy Phase IV, United Nations Development Assistance Framework, and UNDP Country Programme Document informed that development challenges concerning 'Peace' of the 2030 Agenda include obstacles to participate effectively in development and public institutions, limited performance in transparency and responsiveness to the public, and lack of trust from the people in public services. Limited accountabilities and many remaining challenges in public sector reforms are identified as a part of the causes of the challenges.

The project will address limited accountability and many remaining challenges in public sector reform by supporting the Sub-National Democratic Development reform. The National Programme on Sub-National Democratic Development from 2021-2030 identified remaining key challenges and relevant ones for the project are as follows.

- Vertical accountability and trust (National–Sub-National Administrations–People)
- People's knowledge about their rights and how to hold SNA councils and SNA accountable
- Mainstreaming of cross-cutting issues such as digital governance, climate change, gender equality and social equality and inclusiveness.
- Monitoring and reporting of Cambodia Sustainable Development Goals at the sub-national level

The project's expected results are as follows.

Output 1: Women and men, including the under-represented, marginalized, and vulnerable have more accessible information, especially on local services, development projects and rights to hold SNA accountable in three provinces

Output 2: Women and men, including the under-represented, marginalized, and vulnerable have more opportunities and increased capacity and confidence to express their needs in local planning and monitoring

The project applies the following three approaches:

- Human rights-based approach: The project strengthens accountability and participation, which are two of human rights principles. For accountability works, there must be transparency/openness in the processes and procedures in performing and reporting on designated function, too. Other human rights principles (universality, indivisibility, inter-relatedness, and equality) are also integrated in the project.
- Adaptive programming: In recognizing needs to understand and learn more existing initiatives and local contexts, and test a new solution, the project includes activities gathering and analysing data and evidence as well as experimenting a new idea. The findings and learning will inform and adapt programming.
- Strategic innovation: For adaptive programming, innovation is needed to find out what works through ideation, prototyping, testing with collective intelligence. The project integrates this approach in all activities.

Contributing Outcome (UNSDCF, CPD):

UNDAF Outcome 4/ CPD 3: By 2023, women and men, including those underrepresented, marginalized and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that

Total resources required:	\$2,541,104.47 ¹
Total resources allocated:	\$2,541,104.47
	UNDP TRAC:
	Donor: JPN
	Government:

¹ The total contribution from the Government of Japan is \$2,566,515.51 including the coordination levy (one percent of the total contribution, i.e. \$25,411.04). The amount for the coordination levy is paid to the fund the United Nations Resident Coordinator system. Therefore, it is not included in the total resource amount required for the project.

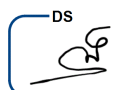
United Nations Development Programme
Project Document

ensure meaningful and informed participation in economic and social development and political processes.
Indicative Output(s) with gender marker: 2

	In-Kind:	
Unfunded:		

Agreed by (signatures):

Government	UNDP
Print Name: H.E. Chan Sothea Acting Head of NCDD Secretariat	Print Name: Ms. Alissar Chaker UNDP Resident Representative
Date:	Date: 01 October 2022

I. DEVELOPMENT CHALLENGE

Implementation of governance reform such as the Public Administration Reform, Public Financial Management Reform and Sub-national Democratic Development Reform delivered significant gains.² Women's representation in public institutions also improved particularly at the sub-national level.³ Proportion of women in the government senior position is about 16 percent (as of February 2020) and in the overall civil servant is 41 percent (as of 2018)⁴.

Regardless of the achievements, further progress can be made to ensure responsiveness of public institutions to the rights of people, compliance with the highest standards of transparency, and participation of women, men including the marginalized in public affairs and democratic decision-making.⁵ Governance is the lynchpin to achieving the 2030 Agenda and thus it is critical to accelerate attaining the Cambodian Sustainable Development Goals (CSDGs). The Rectangular Strategy Phase IV places acceleration of governance reform at its center and identified a lack of trust from the public in the provision of public and judicial services as a challenge⁶. The Rectangular Strategy attributed the lack of people's trust to the public sector's human resource ability, structure arrangement and resource to sub-national administration (SNA) that is not aligned to the needs of democratic development at sub-national level.⁷

1.1 Overall development challenges concerning 'Peace' of the 2030 Agenda

Cambodia is a state party to eight out of nine core human rights treaties⁸. According to [Universal Human Rights Index](#), there are 188 Universal Period Review (UPR) recommendations directly linked to SDG16 on Peace, Justice and Strong Institutions (408 recommendations/observations among 10 mechanisms including UPR). The Cambodia's Voluntary National Review 2019 included three indicators and targets from the Sustainable Development Goal (SDG) 16 as the Cambodian SDG Framework: rule of law (16.3), responsive and inclusive participation in decision making (16.7) and legal identify for all (16.9). However, Target 16.7 is the only one on track, measured by 'proportion of female government official in ministries/agencies' and there is no other available data (e.g. proportion of population who believe decision-making is inclusive and responsive by sex, age, persons with disabilities, and population groups).

Target 5.5 (women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic, and public life) demonstrates below the target⁹. Social norms and

² UN, United Nations Development Assistant Framework 2019-2023, P13

³ EU, 2021, Gender mainstreaming and analysis for Cambodia

⁴ Ibid. p.78. Senior position is from Under Secretary of State to Deputy Prime Minister

⁵ UN, United Nations Development Assistant Framework 2019-2023, P13

⁶ A study on 'Cambodia's Young and Older Generation: Views on Generational Relations and Key Social and Political Issues'⁶ found that 'trust in institutions was generally low' (p23). Out of five options, media, local institutions, police/courts, hospitals/schools and politicians, young and older generations ranked service providers (hospitals/schools) as most trusted (38 and 36 percent respectively) and local institutions as 2nd (28 and 33 percent).

⁷ RGC, 2018, Rectangular strategy Phase IV, P6-7 (1.2.2. Challenges, point 6)

⁸ The eight human rights treaties are (i) International Convention on the Elimination of All Forms of Racial Discrimination (ICERD), (ii) International Covenant on Civil and Political Rights (ICCPR), and its Optional Protocol, (iii) International Covenant on Economic, Social and Cultural Rights (ICESCR), (iv) Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and its Optional Protocol, (v) Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT) and its Optional Protocol, (vi) Convention on the Rights of the Child (CRC) and its two Optional Protocols, (vii) Convention on the Rights of Persons with Disabilities (CRPD) and its Optional Protocol, (viii) Convention for the Protection of All Persons from Enforced Disappearance (CED). Cambodia is not yet a party to the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families.

⁹ RGC, June 2019, Cambodia's Voluntary National Review 2019

'unequal power relations between women and men in the household and Cambodian society' are identified as root causes for the challenge of women's representation in leadership.¹⁰

Youth participation opportunities increased with access to the internet/Facebook and more civil society organizations (CSO) providing youth-focused programmes related civic engagement.¹¹ SDG 9 target 9.c (increase access to information and communications technology and provide universal and affordable access to internet) is ahead of the target. In 2020, 99 percent of population is covered by a mobile-cellular network and 91 percent of population access to at least a 4G mobile network¹². Percentage of internet user in total female and male population is same, i.e. 79 percent. As for younger populations, age 15-24 years, 86 percent of population uses internet¹³. A study by BBC Media Action on young Cambodians' usage of media and information demonstrated differences between women and men (women 86 percent; men 90 percent) as well as urban and rural areas (urban 92 percent; rural 86 percent)¹⁴. However, youth participation and inclusiveness are still limited due to the legacy of war, a lack of support from parents and communities and the hierarchy in the society based on the age¹⁵.

The UN has identified obstacles to participating effectively in development and public institutions and limited performance in transparency and responsiveness to the public as development challenges concerning Peace, one of the 'five P's' of the Agenda 2030. Limited accountability, constrained political participation, slow public sector reform, limited access to justice, limits to fundamental freedoms and negative social norms are highlighted as causes.¹⁶

In this context, the project supports the Sub-national Democratic Development Reform to address root causes identified in the above-mentioned strategic documents, i.e. many remaining challenges in public sector reform and limited accountability.

1.2 Challenges for Sub-National Democratic Development (SNDD) Reform

The Sub-National Democratic Development (SNDD) Reform progressed in the areas of sub-national administrations (SNA) institutional establishment, staff management, functional transfer, fiscal decentralization, and reform implementation management during the first phase of the National Programme on Sub-National Democratic Development from 2010-2020 (NP1)¹⁷. Gender mainstreaming was one of NP1's priorities. Gender audit was conducted in 2013 and 2016. Women and Children Consultative Committees (WCCC) have been established in all sub-national administrations. Proportion of women in management position is higher at the sub-national level (43 percent in 2017) than at the national level (31 percent in 2017)¹⁸. The level of women's representation in governors of Capital, Province, Municipality, District, and Kham increased to 20 percent (four percent in 2007).¹⁹ The Royal Government of Cambodia (RGC) covered 84 percent of the NP1 budget while development partners supported 16 percent.

¹⁰ EU, 2021, Gender mainstreaming and analysis for Cambodia

¹¹ OECD, <https://www.oecd.org/countries/cambodia/youth-issues-in-cambodia.htm>

¹² ITU, <https://www.itu.int/en/ITU-D/Statistics/Dashboards/Pages/Digital-Development.aspx>

¹³ Ibid

¹⁴ BBC Media Action, May 2021, Understanding how young Cambodians (15-30 year old) use media and information

¹⁵ OECD, <https://www.oecd.org/countries/cambodia/youth-issues-in-cambodia.htm>

¹⁶ UN, "United Nations Development Assistant Framework 2019-2023" <https://cambodia.un.org/en/38874-united-nations-development-assistance-framework-2019-2023> (p114 -115)

¹⁷ RGC, December 2021, National Programme on Sub-National Democratic Development Phase 2 (2021-2030), p3 (1.3 Achievements)

¹⁸ EU, 2021, Gender mainstreaming and analysis for Cambodia

¹⁹ ibid

Despite the achievements, key challenges remain, and they are presented in the National Programme on Sub-National Democratic Development from 2021-2030 (NP2)²⁰. Some of the relevant ones for the project are as follows.

- Limited vertical accountability and trust (National–SNA-People) due to SNA structures and systems
- SNA and CSO have limited knowledge and understanding about social accountability.
- People’s limited knowledge about their rights and how to hold SNA councils and SNA accountable to them.
- Limited mainstreaming of cross-cutting issues such as digital governance, climate change, gender equality, and social equality, inclusiveness, and serious infectious diseases.
- Although CSDG framework is mentioned as a part of key policy documents used for designing NP2, monitoring and reporting alignment is limited.

1.3 Accountability Framework in SNDD Reform

Support for strengthening accountability framework commenced early in the SNDD reform. Ombudsman offices in Capital, Province, District, Municipality and Khan have been opened throughout the country²¹. Social accountability framework was introduced to improve local service delivery (health centers, primary schools, and administrative services) at communes and Sangkat first in 2016 with various development partners and NGOs’ support (please find more details in Section III). The social accountability framework has three main components: access to information and budget, citizen monitoring with community scorecard, and facilitation and capacity development.

Regardless of the progress through implementation of social accountability framework, still challenges remain. One of them concerns limited knowledge about their rights as mentioned above in NP2. Other causes are related to Cambodia’s social, political, and cultural contexts. Dr. Eng et al. pointed out importance of existing power dynamics within society and state-society relations in which social accountability takes place.²² The same report explained challenges concerning people’s participation in the governance of public services using the political economy approach. In the Impact Evaluation of Cambodia’s Implementation of the Social Accountability Framework,²³ it is also mentioned that the notion of social accountability contradicts to Cambodia’s hierarchical society and ‘accountability in Cambodia is traditionally defined as someone with low status being accountable to someone with high status’. Regarding youth participation, Ang and Young reviewed three different types of CSO’s strategies and their effectiveness in promoting youth participation (one of the organizations is implementing social accountability framework at the commune level)²⁴. It informed challenges with young people’s active participation because of the way in which the organizations mobilized youth through local authorities. In Cambodian culture, obeying and listening to old people is a very important value and thus contribution by young people who were identified by a local authority would be passive. In addition, it found out the motivation for young people to participate was looking for employment opportunities rather than improving democratic participation and service delivery although there were young people who were committed to contributing to local development, governance, and service delivery.

II. STRATEGY

²⁰ National Committee for Sub-National Democratic Development, 09 December 2021, “National Programme on Sub-National Democratic Development 2021-2030”

²¹ RGC, December 2021, National Programme on Sub-National Democratic Development Phase 2 (2021-2030), P4

²² Eng Netra, Yong Mun and Hort Navy, June 2015, Social accountability in service delivery in Cambodia

²³ The World Bank, September 2020, Impact Evaluation of Cambodia’s Implementation of the Social Accountability Framework

²⁴ Ang Len and Young Sokphea, October 2021, Civil Society Organizations and Youth Civic Engagement in Cambodia

As briefed in the last section, various strategic documents informed that obstacles to participate effectively in development and public institutions, limited performance in transparency and responsiveness to the public, and lack of trust from the public in public services are development challenges. Limited accountabilities and many remaining challenges public sector reforms are identified as a part of causes of the challenges. The project will strengthen accountability and transparency in supporting the SNDD reform to address the development challenges. Before explaining the project's theory of change, the reasons why the project focuses on accountability and how it promotes accountability will be briefed.

2.1 Why focus on accountability and how?

In general, 'accountability is the obligation of powerholders to take responsibility for their actions and explains the rights and responsibility that exists between people and the institutions/power holders including governments, civil society and market actors'²⁵. Accountability is one of human right principles. Together with other principles (universality, indivisibility, inter-relatedness, equality, and participation), it has to guide all phases of the programming process in taking the human rights-based approach (HRBA)²⁶. Furthermore, for accountability works, there must be transparency/openness in the processes and procedures in performing and reporting on designated function, too.

The National Programme on Sub-National Democratic Development from 2021-2030 (NP2) lexicon explains different types of accountability relationships. According to it, social accountability is defined as 'the process of engagement between citizens and government, allowing citizens and their representatives to advocate for their interests and to check the performance of politicians, officials, and service providers as they make, implement and enforce public decisions relating to rights, regulations, resources and service delivery'. As explained by the definition, social accountability is the operationalization of key principles upheld in HRBA: the duty-bearer/the government is responsible for commitments made under international treaties and national legislations while rights-holders are entitled to hold the government account for such obligations with different measures.

Social accountability can be supported with various approaches and tools.²⁷ As briefed in the previous section, ombudsman offices were established at all sub-national levels to promote accountability. Social accountability frameworks were also introduced to improve health, education and administration services with participatory planning and budget allocation processes. The process and results are monitored using community scorecard (one of social accountability tools) at commune, Sangkat and district (please find more details in section III). There are evaluations and reviews on social accountability application in service delivery, which are referred to in the previous section (e.g. by the World Bank²⁸ and Dr. Eng et al.).

Based on the available lessons learned and in complementing existing initiatives in Cambodia, this project will apply following approaches and tools:

- Integrating a social accountability tool at the monitoring and evaluation stage, i.e. citizens satisfaction survey (please refer to Figure 1). UNDP will facilitate more people's voice reflected in NP2 monitoring and evaluation supporting the Governance Survey on (i) service delivery, (ii)

²⁵ UNDP, September 2010, Fostering Social Accountability

²⁶ Human Rights-Based Approach, <https://unsdg.un.org/2030-agenda/universal-values/human-rights-based-approach>

²⁷ For example, the World Bank '[Glossary of Social Accountability tools & Approaches](#)' and UNDP 'Fostering Social Accountability' p25-27

²⁸ The World Bank's impact evaluation of ISAF informed that ISAF's impact on citizen awareness, citizen engagement and service quality was not detectable. However, information dissemination increased, which led to some improvements in school and health center services. It also recommended using modern modalities for information dissemination since physical modes such as posters is not effective as expected. Additionally, more research needs were proposed to understand how social accountability tools reconfigure existing power dynamic and relationship between citizens, village chiefs, commune council members and other local leaders.

responsiveness, (iii) civic engagement, (iv) transparency and (v) accountability²⁹. It will add value by identifying any data gaps, adding qualitative and quantitative citizen-generated data³⁰ by using the collective intelligence approach and providing technical support for CSDG localization through alignment of monitoring and reporting data, improved data analytics and analysis.

- Implementing activities enhancing social accountability principles, e.g. access to information, strengthening civil society's ability to engage in policy making and SNA planning (including budget) processes.

Application of different social accountability tools through the policy and budget cycle⁴⁸

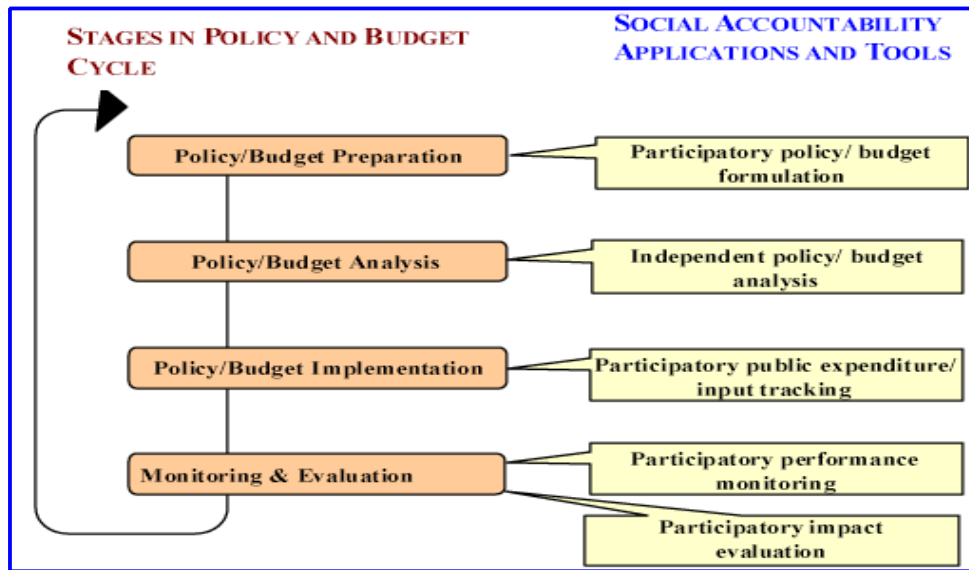


Figure 1 Application of Different Social Accountability Tools Through the Policy and Budget Cycle

The above approaches are proposed due to the following reasons. First, it is sustainable to support social accountability tools (e.g. Governance Survey) that already exist. Second, the Governance Survey collects data anonymously and randomly. Then, people may feel more open to share their feedback and opinions about SNA performance given Cambodia's social context such as top-down, very hierarchical and patronage (please refer to the World Bank's Impact Evaluation³¹ and Dr. Eng et al.³²). Third, NP2 highlights the importance of SNA accountability to people. Therefore, SNA performance monitoring by people would be critical information for all stakeholders of SNDD reform as well as incentives for SNA to demonstrate changes/improvement. Fourth, activities to promote social accountability principles are still identified as gap and there is a commitment by the Government to support improved access to information and CSO's engagement in policy development and SNA planning in NP2. Lastly, the approach would be able to contribute to address UPR recommendations on good governance and rights to participation in public affairs (e.g. Recommendations #110.103 and 110.128) and SDG localization, particularly on monitoring.

2.2 Project Theory of Change (ToC)

²⁹ These are five dimensions of the Governance Survey mentioned in NP-2 (p95). The NCDD M&E Manual (June 2019) informs eight indicators (p10)

³⁰ Here citizen-generated data is used broadly including 'any information that can be collected from people either by active involvement (e.g. videos, reports, ideas – usually using digital platforms) or passively (e.g. transactions data, call detail records, wearables)', UNDP and NESTA, Collective Intelligence for Sustainable Development (p16)

³¹ The World Bank, September 2020, Impact Evaluation of Cambodia's Implementation of the Social Accountability Framework

³² Eng Netra, Vong Mun and Hort Navy, June 2015, Social accountability in service delivery in Cambodia. The study reviewed the social accountability initiatives in clean water and solid waste services, education, and local healthcare using the political economy analysis. One of their observations is that people didn't participate because the costs of participation were bigger than perceived benefits.

Based on the above-mentioned social accountability approaches, the project theory of change is as follows:

IF

- Women and men, including the under-represented, marginalized, and vulnerable have more accessible information on services and access rights,
- Women and men, including the under-represented, marginalized, and vulnerable have more opportunities and capacity to express their needs and participate in local policy, planning, budget planning and monitoring at sub-national level, and
- CSO including ones led by women, youth, marginalized groups are empowered to advocate in evidence-based policy making, local planning and budgeting.

THEN

- Sub-national administrations (SNA)' transparency and downward accountability to women and men, including the under-represented, marginalized, and vulnerable will improve over time, which will increase people's trust in local institutions. This may also have some positive spillover effects on increasing the responsiveness of public institutions to local priorities at the national level.

BECAUSE

- Women and men, including the under-represented, marginalized, and vulnerable will be more willing to take an active part in local development.
- SNA can better manage public resources for impact based on clear information about people's demand and feedback on public services.
- CSO will be able to play their transformational role in raising public awareness; providing solidarity mechanisms for marginalized groups; directly engaging in service delivery; encouraging feedback, participation, supporting redress mechanisms; and monitoring progress on local governance and local development.

The ToC is further elaborated as follows:

Pathway 1: Improved people's access to info and analytical and critical thinking

In this pathway, UNDP takes an approach of promoting social accountability principles (e.g. access to information, strengthening civil society's ability to engage in policy making, planning and budgeting processes) and supports both the duty bearers (municipal administrations) and rights holders (CSO including ones led by women, youth, marginalized groups, and people). Although the draft Law on Access to Information has not been adopted as yet, the right of access to information held by public bodies is recognized by the Universal Declaration of Human Rights (Article 19), and the International Covenant on Civil and Political Rights (Article 19). In addition, SDG 16 has a specific target concerning access to information (SDG 16.10). The Organic Law on Administrative Management of Capital, Provinces, Municipalities, Districts and Khans says the (development) plan is to be made available to the public at the council office and to be distributed without charge, as well as public financial management is to be transparent and accountable (Section 2). Also, the plan, medium-term expenditure framework and an annual report on performance are distributed to public (Section 5). Providing information to people on the budget, services and performance of the SNAs is a part of priority activities (2.6.1 and 2.7.3) in NP2.

In addressing challenges on people's limited awareness of their rights and knowledge on local administration, UNDP starts with an information ecosystem assessment by taking lessons learnt from other development partners' initiative (e.g. Information for Citizen materials and posters, and other modalities to share and

disseminate info such as notice board, apps and other technology applied solutions)³³. The assessment will find out (i) what information is available now in target municipalities, (ii) if the contents are relevant to people's interests/needs and (iii) how different groups of people (e.g. men and women, young people, indigenous peoples, persons with disabilities) access to info, and (iv) effective ways to reach out to people in understanding how people access info (e.g. posters, Community Accountability Facilitators, radio, TV, Facebook, apps etc). The National Committee for Sub-National Democratic Development (NCDD) and World Vision's review of ISAF data had similar recommendations of more research and analysis about the contents and methodology of access to information³⁴.

Based on the information ecosystem assessment, targeted three municipal administrations and network NGOs on the ground will co-design a prototype of platform (e.g. Facebook, website, notice board etc) for municipal administrations to share/disclose information on local services, budget, plans, policies, monitoring results etc. Through the co-design process, CSO's awareness raising strategies will be designed with clarification of target populations, topics and messages concerning local planning, budgeting, rights and SDG localization etc. The information ecosystem assessment will inform different population groups' needs of awareness raising. The co-design process will be organized together with NCDD-S and a network NGO. UNDP will support development/improvement of information sharing platforms of three municipality administrations in responding to people's information needs. Additionally, UNDP supports CSO's information dissemination initiatives in line with the co-created strategies on local planning process (including budgeting) and policymaking, and rights awareness activities.

In the pathway, strengthening people's analytical and critical thinking is also important since the competency is required for people to use information as knowledge (please see Figure 2). Improved access to information would not guarantee improved knowledge. With the analytical and critical thinking competency, people will be able to use information as knowledge, participate more meaningfully, express their opinions and feedback to services and policies, and discern credible and mis- and disinformation.³⁵ Due to more people's access to internet, challenges in online space and importance of information verification are also emerging³⁶. According to the Cambodia Digital Economy and Society Policy Framework (2021-2035), only about 30 percent of Cambodians have basic digital skills. Strengthening people's media, information, and digital literacy (MIDL) is a part of the Digital Economy and Society Policy Framework in transforming Cambodians into digital citizens.

Therefore, the project supports building competency on MIDL in the three municipalities. It will target youth (women and men (50/50)) because of youth's higher usage of internet. Additionally, other groups (women, indigenous peoples etc) who face challenges in access to info will be included. Such information specific to the target geographical location will be collected during the information ecosystem assessment. The MIDL competency assessment will be conducted before and after to monitor changes in competences. The intermediate outcome is enhanced people's knowledge and analytical/critical thinking, which is important/a condition for people's meaningful participation.

This pathway will directly contribute to the following NP2 activity results: mechanisms to provide information to citizens strengthened (Priority activity 2.6.1), participation of CSO promoted (Priority activity 2.6.3), and Information dissemination to citizens through IT (Priority activity 2.7.3).

³³ ISAF Phase 2 (2021-2024) and ISAC (2019-2024) have objectives of improved access to info on public service, services standards, budget allocation.

³⁴ NCDD and World Vision, 2020, ISAF Analysis of data generated during ISAF phase I (2016-2018)

³⁵ RGC, May 2021, Cambodia Digital Economy and Society Policy Framework 2021-2035. The basic digital skills refer to the ability to use digital systems for internet search, communicate and sharing information (p15)

³⁶ BSR, December 2019, "Human Rights Impact Assessment Executive Summary: Facebook in Cambodia",



Figure 2: A path towards Interdisciplinary literacy approach (Source: UNESCO³⁷)

Pathway 2: SNA's accountability to people is strengthened

In this pathway, UNDP supports the Government/ the duty bearer to be accountable about the progress of NP2 and people/ the rights holder to express their satisfaction and feedback through participatory monitoring and evaluation tools. As for support to the duty bearer, UNDP will work with the NCDD Secretariat (NCDD-S), which acknowledges importance of monitoring and evaluation of the National Programmes as a part of its accountability and for implementation and achievement of results.³⁸ The Governance Survey measures the Governance Index and Service Delivery Index covering five dimensions of SNA performance: (i) service delivery, (ii) responsiveness, (iii) civic engagement, (iv) transparency and (v) accountability. It is a good opportunity for the Government to integrate SDG targets and collect data with sex, age and geographically disaggregated. Thus, the project will support this existing accountability tool and further improvement.

The NCDD-S has conducted the Governance Survey in 2013 and 2016 to monitor NP1 implementation. The last survey covered 192 villages, 45 DMK in 12 provinces. In the Governance Survey, a service provider will ask people who are selected by random sampling about 'their knowledge of powers and functions SNAs, their experience with the SNA governance processes, their experience using SNA services and their satisfaction with the quality of services provided by SNAs'³⁹. Because of this methodology, some of the challenges concerning political, social, and cultural identified by various evaluation of social accountability initiatives for service delivery could be avoided. Through the project, the survey will cover 24 provinces and Phnom Penh Capital and data will be disseminated and made available in accordance with NCDD Information Disclosure Policy and NCDD procedures for the NCDD-S and it will be disseminated in NDCC dashboard after approval from the Head of NCDD-S for others to use them for their analysis, local planning participation, evidence-based policy formulation. In considering sustainability, publications, data and analysis will be produced in a digital format.

In the NP2, NCDD-S is committed to continue monitoring NP2 (priority activity 1.3.6 and its approaches are explained in NP2 Chapter 4.2 (programme monitoring and evaluation). The NCDD-S has its database and

³⁷ UNESCO, 2013, Global Media information literacy assessment framework

³⁸ NCDD, June 2019, NCDD M&E Manual and NP2

³⁹ RGC, December 2021, National Programme on Sub-National Democratic Development Phase 2 (2021-2030), p95.

share information (e.g. [ISAF M&E database system](#)) as well as information dissemination to people through information technology is a priority in NP2.

UNDP will support the Governance Survey with different approaches.

- Innovation: UNDP applies the collective intelligence approach as enabler of both pathways. Collective intelligence is 'the enhanced capacity that is created when people work together, often with the help of technology, to mobilize a wider range of information, ideas and insights'.⁴⁰ It would facilitate identifying data gaps with stakeholders who are collecting various data relevant to the SNDD reform and SDG monitoring and reporting. It could engage more people, particularly those who are traditionally excluded like women, youth, and people with disabilities in co-designing the NP2 monitoring framework. The collective intelligence approach is also applied to information ecosystem assessment to better understand the needs of local governance info by people and inform the prototype of municipality administrations information sharing platform (Pathway 1).
- Open data: From NCDD dashboard, UNDP promotes open data that is freely available without restrictions from copyright and other control since data-driven decision making is expected to deliver desired outcomes. This is the reason for UNDP's support to monitoring NP2 and data collections. For data to be open, it has to be easily accessible and usable. Therefore, UNDP supports NCDD-S's management information system and establishment of a web-based data service platform.
- SDG localization: As reviewed in Section I, currently there is no data available from sub-national levels for monitoring and reporting CSDGs. Governance survey will provide a good opportunity to align its methodologies, integrate relevant SDGs and monitor and report results at the sub-national level. UNDP will provide technical support to NCDD-S on monitoring and reporting localized SDGs.

Pathway 2 also includes strengthening civil society's ability to engage in policy, local planning and budgeting processes using open data including Governance Index to further promote social accountability principles. For this purpose, CSO initiatives will be supported through grant in three provinces (municipalities) and at the national level to participate in policymaking and SNA planning process based on evidence and data. In order to support CSO coordination initiatives, the grant will be managed by a network NGO. In order to ensure women's participation in policy development and their capacity development, at least 30 percent of each grant amount will be allocated to support women's empowerment in their participation and voice to be reflected and at least one monitoring criteria on women's participation. There is commitment from the RGC to promote participation of CSO in SNDD reform processes, policy development process, and SNA planning. And a network NGO, the Coalition for partnership in Democratic Development (CPDD) welcomed the NP2's support of CSO's participation in policy development process⁴¹.

This pathway will deliver timely and recurrent citizen-generated data and analysis on Governance Survey and Index through the NCDD dashboard, which is publicly available, and more CSO participation in evidence-based policy making, budget and local planning processes. These results are expected to incentivise SNA to be accountable to people. The RGC stressed importance of SNA accountability to people in NP2 so it is assumed that higher performance of SNA assessed by people will be recognized and rewarded by other layers of SNA and national level. The results from this pathway will directly contribute to NP2 activity results: Implementation of monitoring and evaluation of NP2 (Priority activity 1.3.6), information dissemination to citizens through information technology (priority activity 2.7.3), and promotion of CSO participation in policy development process and SNA planning (priority activity 1.5.4, 2.6.3 and 4.1.2).

⁴⁰ UNDP and NESTA, May 2021, Collective Intelligence for Sustainable Development, Getting smarter Together P4

⁴¹ Coalition for Partnership in Democratic Development Organization, 24 September 2021, Interventions and Inputs to the Draft of National Programme on Sub-National Democratic Development Phase 2

The project's long-term outcome is people's more trust in SNA. As assumed in NP2, participation of the people in local governance will improve people's trust in SNA (NP2 Output 2.6)

2.3 Assumptions

Assumptions related to project design are explained in the above theory of change and those are listed here, too.

- People are interested in contributing to local development.
- The government's commitment to strength relations with the people through public forums, and meetings, provide information on the budget, services and performance of the SNA, and respond to people's request remains⁴².
- Less people will do self-censorship in participating the Governance Survey since it's anonymous and a service provider collect data (not local administrations) compared to cases in which people have to voice out directly to local administrations.
- Transparency in the process of monitoring NP2 including the Governance Index will provide incentives for SNA to be more accountable and responsive to people's needs because the RGC is committed to improve the SNA's downward accountability.
- SNA can better manage public resources for impact based on clear information about people's demand and feedback on public services.
- CSO will be able to play their transformational role in raising public awareness, encouraging feedback, participation, supporting redress mechanisms, and monitoring progress on local governance and local development.

The success of the project depends on other SNDD reform progress since the project supports only small part of the NP2 priority activities.

- It is assumed that the RGC keeps its commitment of contributing 90 percent of the required budget for the NP2.
- Additionally other development partners will continue to support the implementation of the NP2 (please refer to the next section).

⁴² For example, NP2 Priority activity 2.4.4, 2.6.1, 2.6.3, 2.7.3

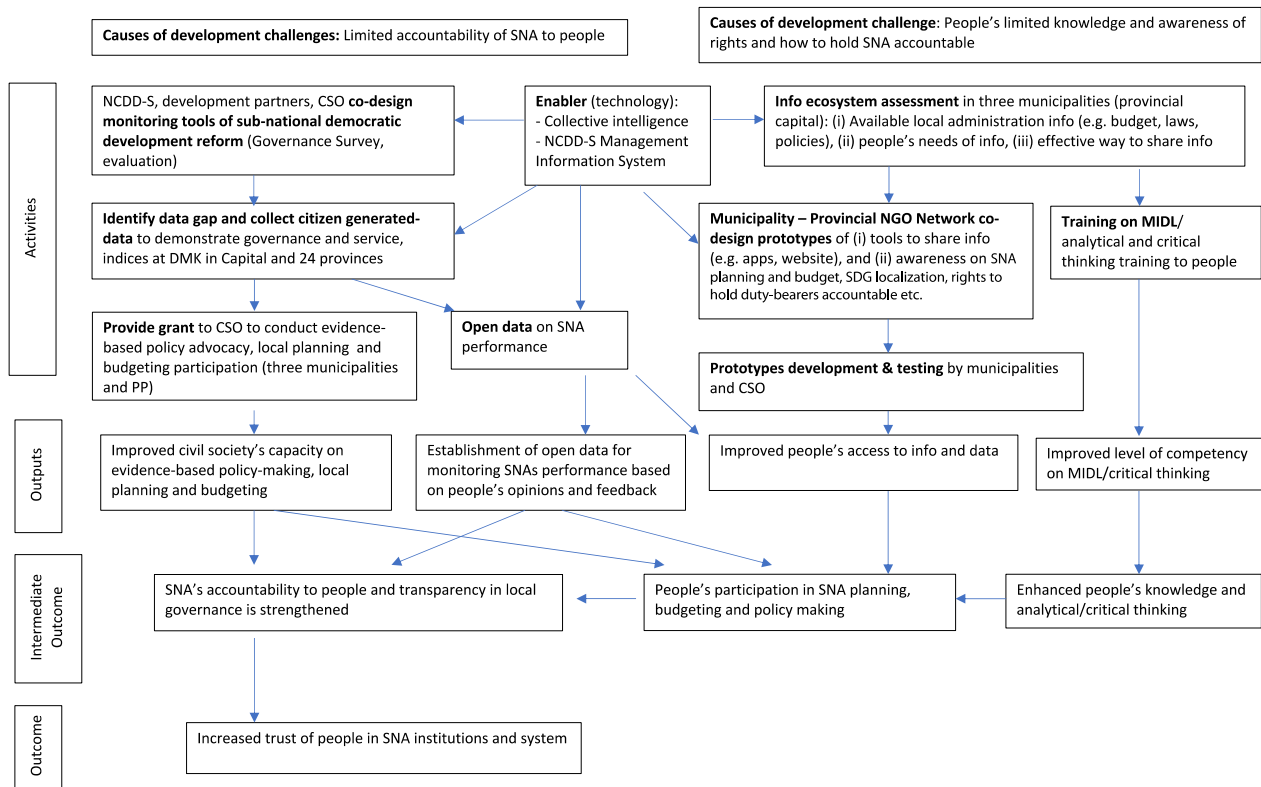


Figure 3 Diagram for Two Pathways Relationship

2.4 Alignment of UNDAF ToC

The project ToC, above, is aligned to the ToC for UNDAF Outcome 4, which is described in UNDAF p114-115 by addressing UNDAF root causes and aligning its proposed strategies. For example, the UNDAF ToC strategies include the UN will support towards 'people are better informed, capable and use open channels for participation, collaborative decision-making and dialogue' and 'CSOs, including worker organizations operate independently'. Those strategies are integrated in the project ToC.

2.5 Adaptive management and strategic innovation in programming

In recognizing needs to understand and learn more existing initiatives and local contexts, and test a new solution, the project includes activities gathering and analysing data and evidence as well as testing and experimentation. The findings and learning will inform and adapt programming. For adaptive programming, innovation is needed to find out what works through ideation, prototyping, testing with collective intelligence. The project integrates this approach in all activities.

III. RESULTS AND PARTNERSHIPS

3.1 Expected Results

In taking the strategy described in the previous section, the project will contribute to the development change expected in Cambodia and UNDAF Outcome 4/ UNDP Country Programme Document Outcome 3⁴³. By 2023,

⁴³ The current UNDAF cycle ends by the end of 2023. The proposed interventions in this proposal will go beyond 2023 and relevant UNDAF outcome will be identified in the next UNDAF cycle.

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. UNDAF Outcome 4 has intermediate outcomes, and the project will contribute to UNDAF Intermediate Outcome 4.1: By 2023, women and men, including the under-represented, marginalized and vulnerable, enjoy their human right to participate, directly and through representative organizations, in public and civic affairs through collaborative decision-making processes and to monitor public programmes, seek accountability from democratic institutions, and access functional grievance mechanisms.

The UNDAF results are aligned to the national development priorities including democratic development in Cambodia and the CSDGs, i.e. UNDAF results are shared commitment by the RGC and UN system. The project's specific interventions and expected results are as follows.

Output 1: Women and men, including the under-represented, marginalized, and vulnerable have more accessible information, especially on local services, development projects and rights to hold SNA accountable in three provinces

Activity 1.1: Making local governance information such as public services, local plans, budget allocations and SNA's performance more accessible to people

UNDP will support three municipal administrations and CSO in three provinces in contributing to NP2 priority activity 2.6.1 (strengthening mechanisms to provide information to citizens), 2.6.3 (promoting the participation of CSO as part of civic engagement) and 2.7.3 (information dissemination to citizens through IT). The target municipalities are provincial capitals of Kampong Cham (Kampong Cham), Ratanakiri (Banlung) and Siem Reap (Siem Reap). The three provinces were identified based on the following criteria: (i) multidimensional poverty index, (ii) poverty headcount ratio at national poverty line, (iii) presence of Provincial NGO Network/NGO coordination, and (iv) presence of UNDP's projects.

Given other initiatives to support access to information for citizens through ISAF (please refer to the following 'Partner' section for more details), an assessment on information ecosystem will be conducted. It will map (i) what information is available now in target municipalities, (ii) if the contents are relevant to people's interests/needs and (iii) how different groups of people (e.g. men and women, young people, indigenous peoples, persons with disabilities) access to info, and (iv) effective ways to reach out to people in understanding how people access info (e.g. posters, Community Accountability Facilitators, radio, TV, Facebook, apps etc). Differences of women, men of different age groups and those vulnerable and marginalized in accessing and consuming information will be paid attention in the assessment. The collective intelligence approach will be applied to engage different population groups, too. The terms of reference for the assessment will be developed together with the target municipal administrations, NCDD-S, Provincial NGO Networks and CPDD. Provincial NGO Networks in target provinces play critical roles in coordinating CSO on the ground including CSO led by women, representing indigenous peoples and persons with disabilities. The assessment will inform the municipal administrations and CSO about missing information and effective ways to share and disseminate information and raise awareness targeting younger populations, both men and women.

Based on the assessment findings, NCDD-S, CPDD and UNDP will organize co-design workshops between the target municipal administrations and Provincial NGO Networks using design thinking approach (target 50 percent women's participation in co-design process). Municipal administrations and Provincial NGO Networks will develop prototypes to share info about the budget, services, and performance of the SNA (e.g. Facebook account, website, apps, communication strategy) and CSO's awareness activities in target

municipalities in line with I-SAF standard⁴⁴. Experimentation of prototypes will be supported (Letter of Agreement through NCDD-S, and grant to CSO through CPDD). In providing grant to CSO for awareness raising and access to info, UNDP with CPDD will target 50 percent of women's participation or including activities specifically targeting women's awareness raising to ensure at least 30 percent of the grant will benefit women-specific activities.

For SNA's disseminating information to people through information technology, the SNA's digital management system is critical; currently a lot of information is available only manually and held by different database systems (e.g. Financial Management Information System). In order to facilitate SNA's sharing information, strengthening of the SNA management information system will be supported by the project.

Activity 1.2: Provide media, info, and digital literacy (MIDL)⁴⁵ training

Activity 1.2 will cultivate the media-, info- and digital literacy of the population in the target three municipalities (Same municipalities for activity 1.1). 'Media literacy, information literacy, ICT and digital literacy are no longer seen as separate, but as interconnected and overlapping'.⁴⁶ This activity will improve people's competence in analytical and critical thinking. As briefed in the previous section, such competence is critical for people to participate more meaningfully with knowledge, express their opinions and feedback to services and policies, and discern credible and mis- and disinformation. The competence is also required for participation planned in Output 2.

The activity will target youth (both men and women (50/50)). The information ecosystem assessment (from activity 1.1) will also inform stakeholders/specific population groups at the target municipalities (e.g. indigenous peoples) and functions/roles who would need MIDL competencies as the project's target. To maximize the impact, existing institutions (e.g. universities), networks (e.g. youth organizations or networks) that actively support or engage in local governance and SDG localization will be prioritized.

Output 2: Women and men, including the under-represented, marginalized, and vulnerable have more opportunities and increased capacity and confidence to express their needs in local planning and monitoring.

Activity 2.1: Support people's monitoring of SNA performance

Among various social accountability tools,⁴⁷ UNDP will support one focusing on inclusion of people's voice in monitoring and evaluation of NP2 and local planning using digital technology (Priority activities 1.3.6 and 4.1.2). For this purpose, UNDP will support implementation of the Governance Survey and NP evaluations (NP1 evaluation and NP2 mid-term review). They inform the Governance and Service Delivery Indices that are indicators for NP2 monitoring. The Indices cover dimensions of (i) service delivery, (ii) responsiveness, (iii) civic engagement, (iv) transparency and (v) accountability⁴⁸.

The NCDD-S conducted Governance Survey in 2013 and 2016. The project will support the Governance Survey in 2022 and 2025. The NCDD M&E Manual (2019) informs the survey and report process. In conducting the Governance Survey, it is important to engage stakeholders in the survey/monitoring process from the onset since such data is critical for stakeholders such as CSO and the development partners. The data on five

⁴⁴ NCDD-S implements I-SAF at DMK level to improve the performance and services at SNA

⁴⁵ 'MIL is defined as a set of competencies that empowers citizens to access, retrieve, understand evaluate and use, to create as well as share information and media content in all formats, using various tools, in a critical, ethical and effective way, in order to participate and engage in personal, professional and societal activities. (P29, UNESCO MIL assessment framework)

⁴⁶ UNESCO MIL assessment framework

⁴⁷ UNDP, August 2010, Fostering Social Accountability: From principle to Practice, P25-27

⁴⁸ The five dimensions are mentioned in NP-2 (p95). The NCDD M&E Manual (June 2019) informs eight indicators (p10)

dimensions would be critical information not only for monitoring development partners' support to NP2 but also for people's participation in local planning and monitoring and reporting CSDGs. For this purpose, a working group will be formed to closely work with the NCDD-S and assist the overall Governance Survey process. The working group consists of key stakeholders from CSO and development partners. It will discuss methodologies (e.g. sampling framework and questionnaire), data collection, alignment of localized SDGs data, data analytics disaggregated geographically and different social groups (men/women (50/50), youth, rural-urban, economic level, minority groups), and support to review analysis reports in consideration of data privacy⁴⁹.

UNDP will further contribute to the Governance Survey by applying collective intelligence approach to engage more people to monitoring of NP2 and SNA planning in complementing the Governance Survey. The approach would help integrating diverse stakeholders, identifying data gap required for NP2 monitoring, develop a prototype to collect additional data in complementing the Governance Survey. Collective intelligence methods vary depending on the country context and results to be delivered. UNDP and Nesta, an innovation foundation, mapped 15 collective intelligence methods commonly used for the SDGs globally: citizen-generated data, citizen science, combining data sources, computer vision, crowd forecasting, crowdmapping, crowdsourcing, microsurveys, natural language processing, open data, open-source repository, peer-to-peer exchange, predictive analysis, remote or in-situ sensing, web scraping'. Nesta has extensive knowledge of collective intelligence methods and will be able to facilitate the process to better use of diverse perspective, new sources of data and digital technologies appropriate in the context of Cambodia and consideration of data privacy. Nesta also developed Collective Intelligence Design Playbook to help to design a collective intelligence project. Building on UNDP's previous partnership with them and taking advantage of their expertise, UNDP will work with Nesta as a responsible party in this project.

The datasets from the Governance Survey and NP evaluations will be included in the SNDD database. NCDD-S has its [website](#) and [database system](#). The improved management information system (included in output1) will ensure more data storage, data security, accessibility to the public, and data analytics with improved visualization and an interactive dashboard on website. A prototype of a web-based data services platform will be co-designed by the working group. The project supports consultants in NCDD-S to develop the platform based on the prototype.

Activity 2.2: Empower civil society organizations to advocate in policy making, SNA planning and budgeting

This activity is in line with NP2 priority activities 1.5.4 (Promoting participation of CSOs in Policy Development Process), 2.6.3 (promoting the participation of CSOs as part of civic engagement) and 4.1.2 (SNA planning systems reviewed and revised). CSO participation is promoted in gathering people's opinions on policy formulations, SNA planning including services and budget, and suggestion for SNA performance. This activity will be implemented by [Coalition for Partnership in Democratic Development \(CPDD\)](#)⁵⁰ as a responsible party. CPDD is the only network NGO that focuses explicitly on SNDD reform. Thus CPDD, a network NGO, is identified as a responsible party for this activity based on its collaborative advantage. CPDD's mission as well as CPDD's strategic objectives (2021-2030)⁵¹ is in line with the STA project's objective.

⁴⁹ The right to privacy is recognized in article 12 of the Universal Declaration of Human Rights, article 17 of the International Convention on Civil and Political Rights and other international human rights instruments. The right to privacy extends 'not only to the substantive information contained in communications but equally to metadata as when analysed and aggregated, such data "may give an insight into an individual's behaviour, social relationship, private preference and identity that go beyond even that conveyed by accessing the content of a communication"' (please see A/HRC/39/29, para 5 and 6)

⁵⁰ CPDD's website: <https://cpddcambodia.org>

⁵¹ CPDD's mission: Nurturing democratic accountability and good governance through promotion of a common voice and meaningful engagement of civil society. CPDD has the following three strategic objectives:

CPDD has grant management experience with support from GIZ, PACT and the East-West Management Institute (EWMI). CPDD is in the unique position to focus on sub-national democratic development reform working closely with NCDD-S, the association for sub-national councils (ASAC) and SNA. Currently CPDD has 117 members of national and international NGOs and in 24 provinces and Phnom Penh Capital.

CPDD will conduct advocacy and policy dialogue at the national level in representing people's opinions using the Governance and Service Delivery Indices (Activity 2.1) and influencing national budget development and allocation to sub-national levels. In addition, CPDD supports and coordinates advocacy, policy dialogues, and participation in SNA planning in the three provinces (same provinces targeted in Output 1). At least one CSO/province/year is supported on their evidence-based advocacy and SNA planning in the three provinces. In order to ensure women's participation in policy development and their capacity development, at least 30 percent of each grant amount will be allocated to support women's empowerment in their participation and voice to be reflected and at least one monitoring criteria on women's participation.

3.2 Partnerships

As mentioned in Section II 'Strategy', the project will complement ongoing efforts by development partners, CSO and international organizations, thus UNDP will seek partnerships for better impact. There are many initiatives supporting the NP2 and many of them started during the NP1 implementation period.

(a) Implementation of Social Accountability Framework (ISAF)

ISAF is a programme to promote social accountability approaches and implemented by the Government and CSO. ISAF phase I was implemented from 2016 to 2018 in all communes of 98 districts with the budget of nearly USD 13 million. ISAF phase II started from 2019 and continues until 2024.

Various development partners support ISAF:

The World Bank established a Social Accountability and Service Delivery Trust Fund in 2019 with support from Australia, the German Ministry for Economic Cooperation and Development, and the Swiss Agency for Development and Cooperation. The Trust Fund supports both demand side and supply side. Demand side is coordinated by World Vision, which awards grants to local implementing partners⁵². Supply Side is implemented by NCDD-S. The Trust Fund covers 17 provinces Banteay Meanchey, Siem Reap, Preah Viher, Kampong Thom, Kampong Chhnang, Kandal, Prey Veng, Svay Rieng, Preah Sihanouk, Kep and Phnom Penh, Battambang, Kampong Cham, Pursat, Kampot, Oddar Meanchey, Pailin, and Tbong Khmum (please see Map 1)⁵³.

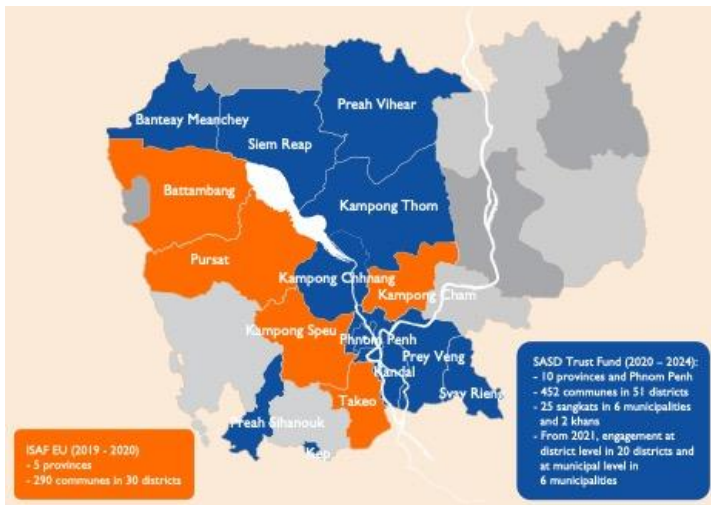
EU supports demand side (2016-2018, 2019-2020) and implemented by NGO⁵⁴ (Please see Map 1 and 2).

-
- Strategic goal 1: Increase capacity of the network members and the secretariat on SNDD reform practices through engaged learning initiatives
 - Strategic goal 2: Enhance democratic accountability for responsive public services through utilization of CPDD-Knowledge database, partnership building, and effective networking
 - Strategic goal 3: Influence the national policies and decisions that inform SNA transparent, responsive and accountable public services

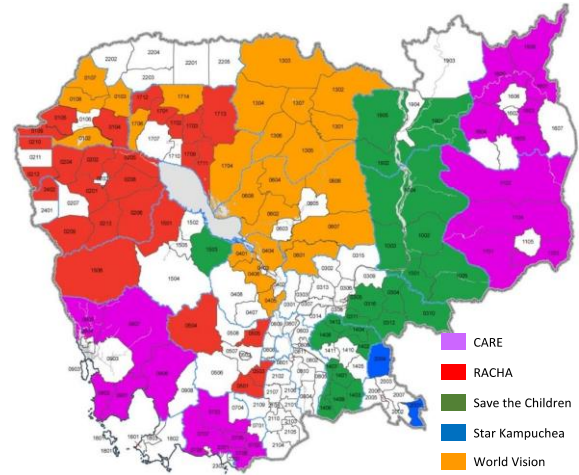
⁵² Buddhism for Social Development Action, Organization Sovann Phoum, Cambodian Civil Society Partnership, Peace and Development Aid Organization, Cambodian Agency Development of Disability and Poor, Coalition for Integrity and Social Accountability, Phnom Srey Organization for Development, Reproductive and Child Health Alliance, Community Development Center, Genesis Community of Transformation Organization, Nak Akphivath Sahakum, Youth Council of Cambodia Organization, Ponleu Kumar, STAR Kampuchea, Action for Development

⁵³ Map 1 is from World Vision International, 2020, ISAF Booklet: Citizen voices for better essential services, and Map 2 is from NCDD and World Vision, 2020, Analysis of the data generated during ISAF phase I (2016-2018)

⁵⁴ 2016-2018 Ratanakiri, Mondul Kiri, Koh Kong and Kampot; 2019-2020 Battambang, Pursat, Kampong Speu, Takeo and Kampong Cham



Map 1 ISAF Phase II (Source: World Vision)



Map 2 ISAF 2016-2018 (Source: World Vision)

Innovation for Social Accountability in Cambodia (ISAC) is a USAID funded project from 2019-2024 implemented by FHI 360 in parallel with the second phase of ISAF. ISAC supports accountability activities from demand side in six provinces: Banteay Meanchey, Battambang, Kampong Chhnang, Kampong Speu, Kandal, Siem Reap (64 Sangkats in seven municipalities and two Khans) and Phnom Penh Capital. It has four objectives:

- Objective 1: Improved access to information on government decisions and processes, and the planning, spending and investment of public funds
- Objective 2: Increased citizen participation and collective initiative to increase accountability for public services
- Objective 3: increased utilization of new or existing technologies enabling citizen engagement to increase accountability for public services
- Objective 4: Education and outreach to raise awareness of accountability and integrity in public administration

ISAC NGO partners: Reproductive and Child Health Alliance (Siem Reap), Phnom Srey Organization for Development (Banteay Meanchey), Cambodian Women's Network for Development (Battambang), STAR Kampuchea (Kampong Chhnang), Youth Council of Cambodia (Phnom Penh Capital), Advocacy and Policy Institute (Kandal), Cambodian Civil Society Partnership (Kampong Speu)

(b) Decentralization and Administrative Reform Programme (DAR)

Decentralization and Administrative Reform Programme (DAR) is a project implemented by GIZ to improve citizen-focused service delivery and support to sub-national administration in Battambang Province. CPDD and an NGO in Battambang worked with GIZ in this project. The project started from 2019 and last until 2022.

(c) Human Resource Management/Development

ADB, GIZ, JICA, KOICA, and UNDP support capacity development of civil servants both at the national and sub-national levels. For example, UNDP's Public Service Innovation has improved civil servants' performance in the areas of health and education service delivery in partnership with the Ministry of Civil Service. Another project to promote civic engagement in partnership with the Government of Japan has a component to strengthen capacity of the Ministry of Interior and provincial governments on inclusive and meaningful stakeholder engagement.

(d) Strengthening media development and freedom of expression in Cambodia

UNESCO supports media and information literacy funded by SIDA. The Ministry of Post and Telecommunications is developing a national MIDL competency framework and strategy with technical support from UNESCO and Asia Media Infor and Communication (AMIC). The MIL competency framework and strategy will be developed by mid 2022. Based on this framework, UNESCO builds capacity of stakeholders who provide MIDL competency development on the ground. UNESCO globally supports development of media and information literacy competencies among people through curricula development, policy guidelines and articulation and assessment framework.

(e) Coordination mechanism

There is a Technical Working Group for Decentralization and Deconcentration (D&D), led by NCDD Secretariat. UNDP will work with development partners and CSO working for D&D reforms and support coordination through the TWG. For ISAF, the ISAF Partnership Steering Committee was established. It is chaired by the Ministry of Interior. Its membership includes ministries of Interior, Education, Youth and Sport, Health, Economy and Finance, Industry and Handicrafts, and Ministry of Public Works and Transport, and civil society representatives.

3.3 Risks

UNDP initially identified the following risks (the risk category follows the UNDP Enterprise Risk Management Policy). The Social and environment risks are informed by the social and environment screening (please refer to Annex 2). Strategic risks are informed by the assumptions briefed in Section II. In order to navigate risks, UNDP will conduct horizon scanning at least once a year. Management of identified risks is explained in the risk register table (please refer to Annex 3), which is updated at least quarterly during the project implementation (please refer to monitoring plan in Section V).

Risk category	Brief description of risks
1. Social and Environmental	<ul style="list-style-type: none"> • Transmission of COVID-19 during project activities (e.g. meetings organized by UNDP, responsible parties, contractors) • GBV/SH in meetings organized by UNDP, responsible parties, contractors • Data privacy • Exclusion: limited participation by women, persons with disabilities, indigenous peoples or other vulnerable groups. It could be due to social norms, application of technologies and tools in the project, self-censorship, and political environment.
2. Financial	<ul style="list-style-type: none"> • Funding gap that may be caused by needs of administrative and operational costs by responsible parties
3. Operational	<ul style="list-style-type: none"> • Delay of project implementation caused by responsible parties' capacity • No activity implemented physically due to COVID-19 or any other contagious diseases • Slowdown in implementation few weeks before and after the national elections
4. Organizational	<ul style="list-style-type: none"> • UNDP's implementation capacity hampered by project staff turnover
5. Political	<ul style="list-style-type: none"> • Changes in government commitment and policies (e.g. disclosure of information and data, engaging CSO in policy formulation and NSA planning, digital strategy) • Political volatility during the election period
6. Regulatory	N.A.

7. Strategic	<ul style="list-style-type: none"> Potential challenges in implementation of NP2 (e.g. due to lack of financial resources from the RGC budget and development partners' support, resistance from relevant ministries to transfer functions) Limited synergies and cooperation within the UN
8. Safety and Security	N.A.

3.4 Stakeholder Engagement

Stakeholders	Stakeholder's interests	Engagement methods		Timeline
		Method	Responsibility	
Core decision makers (e.g. Government agencies and local authorities directly responsible for approval process, responsible parties, project board members)				
NCDD-S	Responsible for coordination and monitoring of implementation of NP2 Recipient of project funding Project Board member (Senior Beneficiary and co-chair)	Meetings Workshops	UNDP, Government of Japan	Project design Project implementation
Government of Japan	Share project goal to strengthen transparency and accountability Donor of project funding Project Board Member (Senior Supplier)	Meetings Workshops	UNDP	Project design Project implementation
Provincial NGO Networks	Enhance CSO voice in policy and decision-making Coordinate CSO in provinces including CSO led by women, representing indigenous peoples Project Board member (Senior Beneficiary)	Meetings Workshops	UNDP, CPDD	Project design Project implementation
Targeted municipal administrations	Recipient of project funding Responsible for providing services Project Board member (Senior Beneficiary)	Meetings Co-design workshop	UNDP NCDD-S	Project initiation Project implementation
Directly affected (e.g. intended beneficiaries, adversely affected persons and groups)				
CPDD	Promotion of a common voice Meaningful engagement of civil society	Meetings Co-design workshop	UNDP	Project design Project implementation

United Nations Development Programme
Project Document

	Recipient of project funding			
Nesta	Recipient of project funding	Meetings	UNDP	Project design Project implementation
Grantee CSO	Empower people Claiming their rights Recipient of project funding	Meetings	UNDP, CPDD	Project implementation
Target populations and CSO of project activities	Claiming their rights	Meetings Collective Intelligence Project Grievance Mechanisms	UNDP, Responsible parties (NCDD-S, CPDD, Nesta)	Project implementation
Others with interest or influence (e.g. other organizations contributing to the project, CSOs, traditional leaders, relevant private sector, academia, and research organizations)				
The World Bank	Share goals of their project (ISAF)	Meetings	UNDP NCDD-S	Project initiation Project implementation
GIZ	Share goals of their project (ISAF)	Meetings	UNDP NCDD-S	Project design Project implementation
SDC	Share goals of their project (ISAF)	Meetings	UNDP NCDD-S	Project design Project implementation
USAID	Share goals of their project (ISAF)	Meetings	UNDP NCDD-S	Project initiation Project implementation
EU	Share goals of their project (ISAF)	Meetings	UNDP NCDD-S	Project initiation Project implementation
World Vision	Share goals of their project (ISAF) Coordinate ISAF NGOs/demand side	Meetings	UNDP NCDD-S	Project initiation Project implementation
CCC	Support ISAF approach ISAF Partnership	Meetings Workshops	UNDP NCDD-S CPDD	Project initiation Project implementation
CDPO	Enhance voice of persons with disabilities	Meetings	UNDP	Project implementation
GADC	Enhance voice of women	Meetings	UNDP	Project implementation
CDRI	Share same objectives, i.e. promoting civic engagement, local governance, decentralization through	Meetings Surveys	UNDP	Project implementation

	examination of policy challenges Hold extensive knowledge on implementation of social accountability			
FHI360	Share goals of their project (ISAC) Member of ISAF steering committee	Meetings	UNDP NCDD-S	Project initiation Project implementation
UNESCO	Common interests in support freedom of information as fundamental human rights Recipient of project funding	Meetings UNDAF Outcome Groups	UNDP	Project design Project implementation
RCO	Coordinated and strategic UN interventions in governance	Meetings	UNDP	Project design Project implementation
OHCHR	Interest in using a human rights-based approach to development projects	Meetings UNDAF Outcome Groups	UNDP	Project design Project implementation

3.5 Digital Solutions

UNDP will use the collective intelligence approach as the enabler of two pathways of change as well as support information dissemination to people through IT. As explained in Section II, collective intelligence often uses technology to mobilize a wider range of information, ideas, and insights. Appropriate digital technologies will be identified in the context of Cambodia. The project will also apply digital solutions to improve data management and data analytics.

In doing so, UNDP applies the following principles as committed in UNDP Digital Strategy 2022-2025⁵⁵.

- Place human rights at the centre including data protection/privacy.
- Promote inclusive and gender-sensitive approaches that leave no one behind.
- Contribute to shared global standards and frameworks that protect people's rights.
- Advocate for open digital standards and open data.
- Work to strengthen local digital ecosystems.
- Leverage strategic partnerships to catalyse inclusive approaches to digital development.

3.6 Knowledge

⁵⁵ UNDP, 2022, Digital Strategy 2022-2025

The project will contribute to knowledge management for SNDD. First of all, the information ecosystem assessment at municipalities will inform ((i) what information is available now in target municipalities, (ii) if the contents are relevant to people's interests/needs and (iii) how different groups of people (e.g. men and women, young people, indigenous peoples, persons with disabilities) access to info, and (iv) effective ways to reach out to people in understanding how people access info (e.g. posters, Community Accountability Facilitators, radio, TV, Facebook, apps etc). Differences of women, men, indigenous peoples, people with disabilities and age in accessing and consuming information will be paid attention in the assessment. Secondly the project will develop knowledge on implementation of SNDD reforms through NP reviews and evaluation and governance survey. Innovation using collective intelligence approach is an enabler to integrate different people's views, opinions and feedback to those knowledge products.

Separately, any lessons learnt from approaches that the project applied will be shared using blogs, newsletters and any other communication means,

3.7 Sustainability and Scaling Up

Sustainability and scaling up is built in the project's strategy explained Section II. Firstly, UNDP supports implementation of SNDD reform in supporting national ownership (both government and civil society) by leveraging national operational and implementational capacities and networks. UNDP's contribution is to bring additional technical expertise (e.g. innovation, SDG localization) and initial investment (e.g. data collection) but not to support the counterparts' recurrent operational costs to implement SNDD reform. Technical expertise supported by the project aims at strengthening counterparts' existing capacity (e.g. consultants deployed to NCDD-S, grants to CSO) and institutionalize the process (e.g. monitoring of NP2). In doing so, the project exit/transition will start during the implementation of the project. Secondly, SNDD reform is supported by various development partners and CSO in the SNDD TWG. The TWG members are in partnership to continue and scale up the reform initiatives. Lastly, UNDP supports improvement of existing tools and mechanisms (e.g. monitoring, data/information sharing) with innovation and digital solutions.

IV. PROJECT MANAGEMENT

4.1 Cost Efficiency and Effectiveness

Cost efficiency and effectiveness are planned in three ways. During the project implementation, UNDP and NCDD continue to explore cost effective modalities to maximize results and benefits to people.

- A same project management team will implement two projects, 'Building Capacities for Civic Engagement, Peacebuilding and Inclusive Dialogue: Towards Inclusive and Participatory Governance' (Civic Engagement Project, Project Number 0090594) and this project (Project Number 00114112). In doing so, the project personnel costs will be shared by two projects (Admin and finance officer will be shared more than two projects if possible). This also has implication for creating synergies and more impact. For example, this project stakeholders could benefit from capacity development activities by the Civic Engagement Project.
- The project will target the same geographical locations supported by the Civic Engagement Project. In doing so, operational costs (e.g. travel) could be saved and the project could take advantage of partnership/relationship with local partners built through the Civic Engagement Project.
- UNDP will work with responsible parties based on their mandate, collaborative advantage, cost effectiveness and sustainability. In doing so, the project will benefit from their expertise and usage of their mechanisms for implementation and operations.
- NCDD is responsible all NCDD activities implementation and financial management to ensure effective implementation of the project.

4.2 Project Management

The project activities will take place in Phnom Penh and the three provinces of Kampong Cham, Ratanakiri and Siem Reap. All project team members, Technical Coordinator, M&E and Reporting Officer, and Admin and Finance Assistant are based in Phnom Penh. NCDD-S works with all levels of SNA and CPDD has members in all provinces.

UNDP Country Office (e.g. teams of finance, communications, human resource, procurement, admin, ICT, results-based management) will provide relevant support services to the project. Such support will be cost recovered based on actual work time required by the project implementation (Please refer to DPC 2/ ISS charge in the multi-year budget).

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

UNDAF Outcome 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

UNDAF Intermediary Outcome 4.1: By 2023, women and men, including the under-represented, marginalized, and vulnerable, enjoy their human right to participate, directly and through representative organizations, in public and civic affairs through collaborative decision-making processes and to monitor public programmes, seek accountability from democratic institutions, and access functional grievance mechanisms.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

UNDAF Indicator 4.1.1 Number of public laws and policies developed with support from the UN that involve participation of rights holders, especially women and discriminated groups (Baseline: As of 2018, the UN has been promoting participatory processes in the development of 13 legal instruments and policies; Target: The UN will support participatory process in the review, amendment, or formulation of at least 37 laws and policies)⁵⁶

Other indicators:

- Level of SNA performance (e.g. accountability, transparency, participation) based on people's perception– Covered by NP-2 baseline (2022) and mid-term evaluation (2025), which is supported by the project.
- Accessibility of information on issues of public concern based on people's perception – covered by governance survey, which is supported by the project in 2022 and 2025.

Applicable Output(s) from the UNDP Strategic Plan (SP):

SP Outcome 2: No-one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development

Output: 2.4 Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement

Output indicator: 2.4.5 Number of regional, national and sub-national initiatives, policies, and strategies to protect and promote

- Civil society to function in the public sphere and contribute to sustainable development
- Access to information on issues of public concern

Project title and Atlas Project Number: Project for strengthening transparency and accountability in local governance through civic engagement (Project Number 00114112)

⁵⁶ UNDAF 2019-2023, p99

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE (Responsible Party)	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
Output 1 Women and men, including the under-represented, marginalized, and vulnerable have more accessible information, especially on local services, development projects and rights to hold SNA accountable in three provinces	1.1 Level of people's knowledge on info and media digital literacy (disaggregated by sex, age, ethnicity and persons with disabilities)	Survey	N.A.	2022	TBC	TBC	TBC	TBC	Use a Cambodia MIDL competency framework. The scale for measuring the level will be identified after the framework is finalized.
	1.2 # of relevant/ important topics for women identified and shared (on services, budget, policies)	Information ecosystem assessment and project report (UNDP and NCDD-S)	N.A.	2022		3			Information ecosystem assessment, Report from a responsible party (NCDD-S), at least one topic/municipality
	1.3 # of topics covered by CSO for awareness raising including on (i) SNA planning and budget, (ii) SDG localization, (iii) rights to hold duty-bearers accountable	Project report (CPDD and UNDP)	0	2022			3	3	Report from a responsible party (CPDD) Report includes types of CSO that conducted awareness raising (e.g. women led CSO, indigenous group CSO, organizations for persons with disabilities).
	1.4 # of improved platforms for SNA to share info to its constituents	Project report (NCDD-S/target municipalities and UNDP)	0	2022		3		3	Report from a responsible party (NCDD-S). One platform/municipality, supporting 3 municipalities

Output 2 Women and men, including the under-represented, marginalized, and vulnerable have more opportunities and increased capacity and confidence to express their needs in local planning and monitoring.	2.1 # of civil society organizations supported by the project	Project report (CPDD and UNDP)	0	2022		4	4	8	Report from a responsible party (CPDD). 3 CSO from provinces and CPDD at the national i.e. 4 organizations/year Report includes types of CSO that conducted awareness raising (e.g. women led CSO, indigenous group CSO, organizations for persons with disabilities).
	2.2. # of opportunities/ products /processes supported by CSO for gender responsive policymaking, local planning, budgeting and monitoring	Project report (CPDD and UNDP)	0	2022		8	8	16	Report from a responsible party. At least 2 opportunities/products/processes per year/org
	2.3 # of tools developed for people (women, men, others) contributing to inclusive and gender-responsive local governance planning and monitoring (e.g. governance survey, collective intelligence methodologies)	Project report (NCDD-S and UNDP)	0	2022	1		1	2	Report from responsible parties (NCDD-S and Nesta)
	2.4 # of open digital platform to share governance indexes (disaggregated by geographical location, sex, age)	Project report (NCDD-S and UNDP)	0	2022		1			Report from a responsible party (NCDD-S)
	2.5 % of women's participation in the governance survey	Project report (NCDD-S and UNDP)	0	2022	50%	50%	50%	50%	Report from a responsible party (NCDD-S)

VI. 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 (if joint)	Cost (if any)
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 (for activity monitoring), Annually (for output monitoring).	Slower than expected progress will be addressed by project management.	NCDD-S, CPDD	Integrated in activities
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.		
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.		
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 inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
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.		

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
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)			
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.	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.		

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final evaluation		SP output 2.4	UNDAF Outcome 4/CPD Outcome 3	March 2025	Responsible parties, Grant recipients (CSO), participants in project activities	\$20,000

VII. MULTI-YEAR WORK PLAN

Outputs	Key ATLAS activities	Actions	Responsible Party	Donor	Budget Description	Budget Estimation					
						2022 (July)	2023	2024	2025	Total Budget [USD]	
Output 1: Women and men, including the under-represented, marginalized and vulnerable have more accessible information, especially on local services, development projects and rights to hold SNA accountable in three provinces	1.1 Make local governance information more accessible to people	info ecosystem study at provincial level	UNDP	JPN	Service provider	30,000				30,000.00	
		Co-design workshops in three municipalities	UNDP	JPN	Venue		3,750			3,750.00	
			UNDP	JPN	Fuel cost + DSA		4,014			4,014.00	
		Develop MIS for NSA	NCDDS	JPN		Contractual service for designing MIS		60,000			60,000.00
				JPN		Training workshop		20,000			20,000.00
				JPN		Travel cost for participants		5,000			5,000.00
				JPN		Server equipment		75,400			75,400.00
		Prototype development/experimentation	UNDP	JPN		Individual consultant	2,500	2,500			5,000.00
				NCDDS	JPN	Municipality administrations (development of prototypes)		75,000			75,000.00
				JPN		Equipment to municipalities (e.g. IT equipment to facilitate prototype development)		6,000			6,000.00
	JPN				HACT assessment	2,500				2,500.00	
1.2 Provide MIDL training	Info and media literacy training at provincial level	TBC	JPN	Contractual service - implementing partner (NGO/UN Responsible Party)	25,000	150,000	175,000		350,000.00		
		Sub-total for output 1					60,000	437,664	211,000	0	708,664
Output 2: Women and men, including the under-represented, marginalized, and vulnerable have more opportunities and confidence increased capacity to express their needs in local planning and monitoring.	2.1 Support people's monitoring on SNA performance	Implement collective intelligence methodologies (e.g. Crowdsourcing ideas and opinions from citizens during policy making)	NESTA	JPN	Prototype development (NGO Responsible Party)	75,000	75,000			150,000.00	
		NP1 evaluation	NCDDS	JPN		Advertisement	450				450.00
				JPN		Service provider		60,000			60,000.00
				JPN		Travel cost (Fuel)	550	550			1,100.00
				JPN		DSA	510	510			1,020.00
				JPN		Meeting & workshop		1,000			1,000.00
		Governance survey	NCDDS	JPN		Miscellaneous	250	250			500.00
				JPN		Advertisement	450				450.00
				JPN		Service provider		130,000			130,000.00
				JPN		Travel cost (Fuel)	660	660			1,320.00
				JPN		IT equipment (2 PC + 1 printer)	4,200				4,200.00
				JPN		DSA	612	612			1,224.00
		NP2 Mid-term review	NCDDS	JPN		Meeting & workshop	1,000	3,000			4,000.00
				JPN		Miscellaneous	250	250			500.00
				JPN		Advertisement			450		450.00
				JPN		Service provider				60,000	60,000.00
				JPN		Travel cost (Fuel)		550	550		1,100.00
		Governance survey	NCDDS	JPN		DSA		510	510		1,020.00
				JPN		Meeting & workshop		500	500		1,000.00
				JPN		Miscellaneous		250	250		500.00
				JPN		Advertisement			450		450.00
				JPN		Service provider				250,000	250,000.00
		Technical Assistance to the NCDD-S (including developing a web-based dashboard development)	NCDDS	JPN		Travel cost (Fuel)		1,320	1,320		2,640.00
				JPN		DSA	1,224	1,224			2,448.00
				JPN		Meeting & workshop		1,000	3,000		4,000.00
				JPN		Miscellaneous			250	250	500.00
		2.2 Empower CSO to advocate in policy making, SNA planning and budgeting	Grants to CSOs (e.g. evidence-based policy products, policy recommendations)	CPDD	JPN	Grants		120,000	120,000		240,000.00
Sub-total for output 2					111,532	458,072	165,144	317,604	1,052,352		

United Nations Development Programme
Project Document

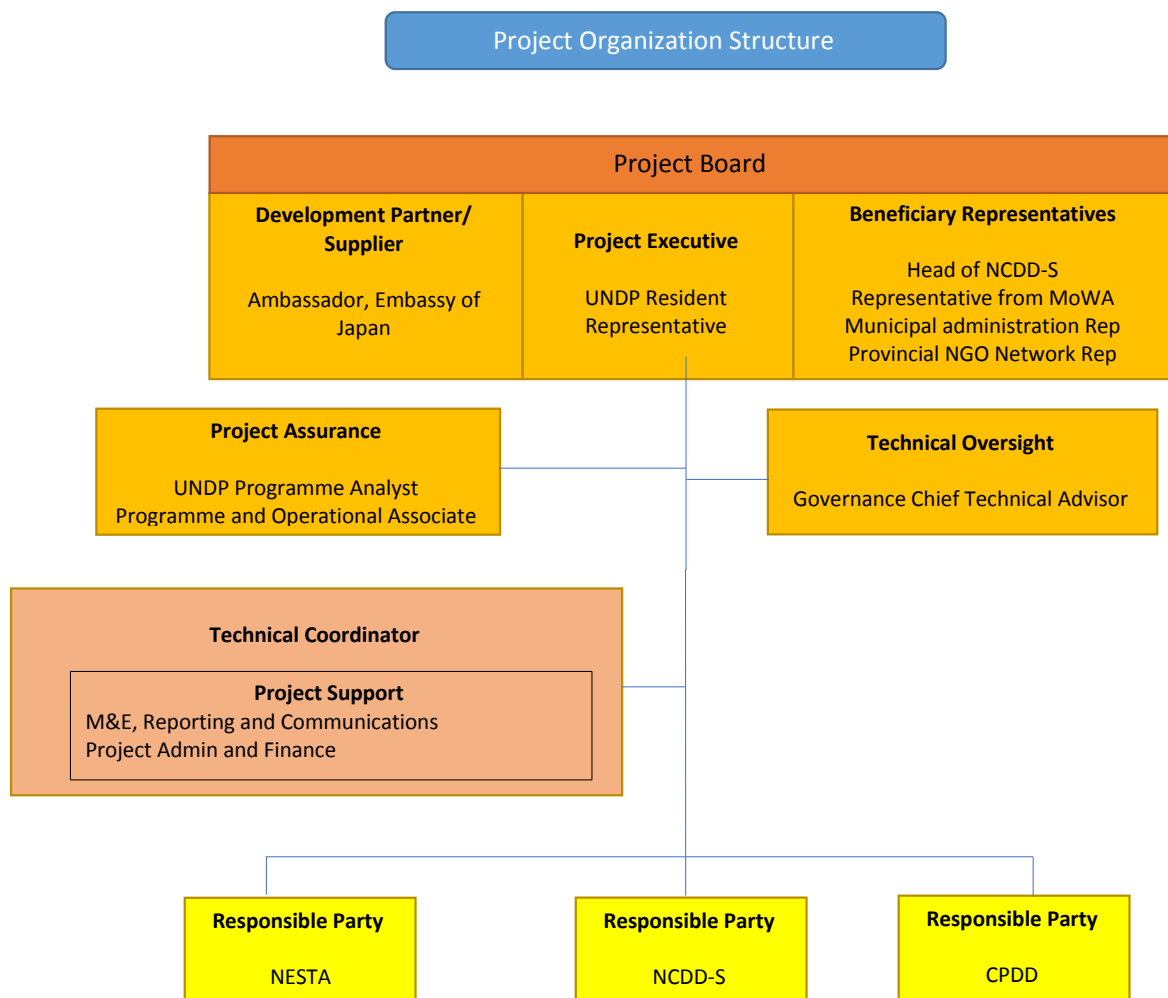
Project management	3.1 UNDP project management	Direct project support cost	UNDP	JPN	Programme Support Services_DPC3	6,500.00	13,000.00	13,000.00	6,500.00	39,000.00
			UNDP	JPN	Programme Support Services_DPC1 (25%)	9,525.00	19,050.00	19,050.00	9,525.00	57,150.00
			UNDP	JPN	Programme Support Services_DPC1 (25%)	7,375.00	14,750.00	14,750.00	7,375.00	44,250.00
			UNDP	JPN	DSA for quality assurance officer			1,000.00	1,000.00	2,000.00
			UNDP	JPN	Cost Recovery (DPC2 or ISS Charges)	7,000.00	10,500.00	10,500.00	5,250.00	33,250.00
			UNDP	JPN	Cost Recovery (DPC2 or ISS Charges)	1,500.00	3,000.00	3,000.00		7,500.00
			UNDP	JPN	Communications and media outreach	1,500.00	3,000.00	3,000.00	1,500.00	9,000.00
		Project implementation cost	UNDP	JPN	Technical advisory service (IPSA 11/P4 equivalent)		38,923.60	116,770.80	29,192.70	184,887.10
			UNDP	JPN	Technical Coordinator@ NPSA9	8,578.92	17,157.84	34,315.63	8,578.92	68,631.31
			UNDP	JPN	IUNV	8,100.00	16,200.00	32,400.00	8,100.00	64,800.00
			UNDP	JPN	Admin and Finance (NPSA5)	3,094.44	7,390.17	14,780.33	3,695.07	28,960.01
			UNDP	JPN	Office space	2,691.60	5,383.20	10,766.40	2,691.60	21,532.80
			UNDP	JPN	DSA for project staff			3,000.00	1,500.00	4,500.00
			UNDP	JPN	Office supplies			400.00	200.00	600.00
			UNDP	JPN	Communication (staff telephone)	240.00	480.00	960.00	240.00	1,920.00
			UNDP	JPN	Miscellaneous	1,000.00	1,200.00	1,200.00	477.29	3,877.29
			Sub-total for output 3						57,104.96	150,034.81
Evaluation	Final evaluation		UNDP	JPN	Service provider				20,000.00	20,000.00
Total programme Budget (excluding GMS)						228,636.96	1,045,770.81	655,037.16	423,429.58	2,352,874.51
GMS (8%)						18,290.96	83,661.66	52,402.97	33,874.37	188,229.96
						246,927.92	1,129,432.47	707,440.13	457,303.95	2,541,104.47

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project is implemented under Direct Implementation Modality. UNDP project implementation team consists of (i) Technical Coordinator, (ii) M&E, Report and Communication Officer, and (iii) Admin and Finance Assistant. Those TORs are found in Annex 6.

The project is governed by a Project Board, which is co-chaired by Head of NCDD-S and UNDP Resident Representative as described in the diagram below (Please refer to Annex 5 for the Project Board TOR). As noted in the diagram below, the Project Board has three categories of formal members. The following members represent those three categories in the Project Board of the Project for Strengthening Transparency and Accountability in Local Governance through Civic Engagement.

- Beneficiary Representatives: NCDD-S, Ministry of Womens Affairs, three municipal administrations, three provincial NGO Networks
- Development partner (Supplier): Embassy of Japan
- Project Executive: UNDP



The two main roles of the project board are as follows.

- 1) **High-level oversight of the project.** This is the primary function of the Project Board. It reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The Project Board is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project, and related

decisions/agreements on any management actions or remedial measures to address them effectively.

- 2) **Approval of key project execution decisions.** Another role of the Project Board is to approve certain adjustments above provided tolerance levels⁵⁷, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

The Project Board also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. Project Assurance has to be independent of the Technical Coordinator; therefore, the Project Board cannot delegate any of its assurance responsibilities the Technical Coordinator. This function is performed by UNDP Programme Analyst and Programme and Operational Associate. These roles are cost recovered as the project direct cost (DPC 2). Governance Chief Technical Advisor also provide technical/substantial oversight.

The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans, and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not "creeping upwards" unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board's decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

Initiating a project

- Ensure that project outputs definitions and activity definitions including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting.
- Ensure that people concerned are fully informed about the project.
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out.

Running a project

⁵⁷ The tolerance level for the project will be set in the first project board meeting.

- Ensure that funds are made available to the project.
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated.
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular.
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality.
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board.
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”.

Closing a project

- Ensure that the project is operationally closed in Atlas.
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures.
- Ensure that project accounts are closed and status set in Atlas accordingly.

IX. LEGAL CONTEXT**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 19 December 1994. 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.

X. RISK MANAGEMENT**UNDP (DIM)**

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 are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. 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. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.
6. 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.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
 - a. Consistent with the Article III of the SBAA, 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 (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
- (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
- (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
- (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
- (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
- (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
- (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, 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, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
- h. 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 (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) 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.
- i. 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.
- j. 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, corruption other financial irregularities 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.
- k. 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 corruption or other financial irregularities, 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, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: 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.

- l. 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.
- m. 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.
 - n. 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.

United Nations Development Programme
Project Document

XI. ANNEXES

Annex 1. Project Quality Assurance Report

Annex 2. Social and Environmental Screening

Project Information

Project Information	
1. Project Title	Project for Strengthening Transparency and Accountability in Local Governance through Civic Engagement
2. Project Number (i.e. Atlas project ID, PIMS+)	00114112
3. Location (Global/Region/Country)	Cambodia
4. Project stage (Design or Implementation)	Design
5. Date	April 2022

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the project mainstreams the human rights-based approach

The project applies the human rights-based approach (HRBA). The project is based on international human rights standards and operationally directed to promoting and protecting human rights principles, i.e. strengthen accountability and participation. Limited accountabilities and obstacles to participation are also identified as causes of development challenges in UNDAF. Other human rights principles are also integrated in the project as follows.

- Universality: The project results are specifically promoting human rights, i.e. access to info and participation.
- Indivisibility: In respecting human rights are indivisible, the project respects all human rights have equal status as rights.
- Inter-relatedness: In understanding the realization of one right depends on other rights, the project will work closely with other stakeholders and other UNDP projects that promote human rights. This is a reason for considering other UNDP's interventions in identifying target geographical locations.
- Equality: Equality and non-discrimination are guiding principles in project design (results, activities and monitoring)

The project has two main results: (i) improved access to information and (ii) capacity for participation in local planning and monitoring, which will contribute to the further realization of human rights and achievement of SDGs. In doing so, it will address UPR recommendations on good governance and rights to participation in public affairs (e.g. Recommendations #110.103 and 110.128). The project identified both duty-bearers (national government and target municipal administrations) and rights-holders (CSO) relevant to the project results and support capacity development of both rights holders to make their claims and duty bearers to meet their obligations through project activities. The project is expected to benefit people by improving access to information and giving them the tools needed to express their needs and participate in local planning decisions and monitoring. The project specifically targets marginalized groups so that they can benefit from project activities. The project includes measures to assist the government to fulfil human rights by enhancing accountability in local governance.

Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment

The project mainstreams gender and integrates gender analysis, results and monitoring. Each activity included target level of women's participation (50 percent) and/or budget allocation for specifically women targeted activities (30 percent). The project is proactive in its need to ensure women benefit from project activities. The project is designed to have a meaningful participatory process for engaging women's voices.

Briefly describe in the space below how the project mainstreams sustainability and resilience

Sustainability and scaling up is built in the project's strategy. Firstly, UNDP supports implementation of SNDD reform. The RGC, CSO, development partners in the D&D TWG are in partnership to continue and scale up the reform initiatives. Secondly, UNDP supports improvement of existing tools and mechanisms (e.g. monitoring, data/information sharing) with innovation and digital solutions. Thirdly, UNDP works with NCDD-S and CPDD to enhance their ownership and sustainability by leveraging national operational and implementational capacities and networks.

Briefly describe in the space below how the project strengthens accountability to stakeholders

The project seeks to improve accountability of local institutions and supporting local communities to be part of the development process, raise their needs and concerns and monitor the implementation of government activities. As such, ongoing stakeholder engagement and disseminating clear information is at the core of the project's objectives. The project supports meaningful participation and inclusion of all stakeholders and involves them in the needs analysis, trainings and monitoring. A stakeholder engagement plan is integrated in the project document, which is managed by the UNDP project team and project board members. UNDP is going to establish a project level grievance redress mechanism, i.e. identify a contact to submit grievances and share publicly the information and process to address grievances and this will be communicated to all project stakeholders.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
<i>Risk Description (broken down by event, cause, impact)</i>	<i>Impact and Likelihood (1-5)</i>	<i>Significance (Low, Moderate Substantial, High)</i>	<i>Comments (optional)</i>	<i>Description of assessment and management measures for risks rated as Moderate, Substantial or High</i>
Risk 1: Exclusion: limited participation by women, persons with disabilities, indigenous peoples or other vulnerable groups. It could be due to social norms, application of technologies and tools in the project, self-censorship, political environment	I = 3 L = 3	Moderate	The project is designed to be proactive and inclusive and is therefore unlikely to exclude vulnerable groups.	Set a target of women's participation Engage/support women's organizations in advocacy and policy development Set min budget allocated to women's specific activities Assessment of info ecosystem considers needs of women, Indigenous peoples, persons with disabilities, groups that may oppose government policies, etc. Project is inclusive of all CSO and will be proactive in engaging them in trainings and other project activities, including taking into account

United Nations Development Programme
Project Document

				accessibility issues (for example in delivering MIDL trainings)
Risk 2: Transmission of COVID-19 during project activities (e.g. meetings organized by UNDP, responsible parties, contractors)	I = 2 L = 3	Low	Covid-19 measures in place aligned with government directives	Preventive measures (e.g. masks, sanitizer, limiting # of people/room, asking those with symptoms to attend via online means, etc.)
Risk 3: GBV/SH in meetings organized by UNDP, responsible parties, contractors	I = 3 L = 1	Low		Code of conduct on behaviour for participants in project activities, including government and CSO partners.
Risk 4: Data privacy	I = 3 L = 2	Moderate		All data gathered will be anonymous and not to lead to identify any identity of individuals through analysis.
QUESTION 4: What is the overall project risk categorization?				
		Low Risk	<input type="checkbox"/>	
		Moderate Risk	<input checked="" type="checkbox"/>	
		Substantial Risk	<input type="checkbox"/>	
		High Risk	<input type="checkbox"/>	
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)				
Question only required for Moderate, Substantial and High Risk projects				
		<u>Is assessment required? (check if "yes")</u>	<input type="checkbox"/>	Status? (completed, planned)
		<i>if yes, indicate overall type and status</i>	<input type="checkbox"/>	Targeted assessment(s)
			<input type="checkbox"/>	ESIA (Environmental and Social Impact Assessment)

United Nations Development Programme
Project Document

		<input type="checkbox"/>	SESA (Strategic Environmental and Social Assessment)	
	Are management plans required? (check if "yes")	<input type="checkbox"/>		
	<i>If yes, indicate overall type</i>	<input type="checkbox"/>	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
		<input type="checkbox"/>	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
		<input type="checkbox"/>	ESMF (Environmental and Social Management Framework)	
	Based on identified risks, which Principles/Project-level Standards triggered?		Comments (not required)	
	Overarching Principle: Leave No One Behind			
	Human Rights	X		
	Gender Equality and Women's Empowerment	X		
	Accountability	X		
	1. Biodiversity Conservation and Sustainable Natural Resource Management	<input type="checkbox"/>		
	2. Climate Change and Disaster Risks	<input type="checkbox"/>		
	3. Community Health, Safety and Security	X	Mainly due to COVID-19	
	4. Cultural Heritage	<input type="checkbox"/>		

	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input checked="" type="checkbox"/>	
	7. Labour and Working Conditions	<input checked="" type="checkbox"/>	There are various agencies/responsible parties engaged to deliver project activities.
	8. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	Date	Description
QA Assessor (Ms. Amara Bou)		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver (Ms. Sonali Dayaratne, Deputy Resident Representative)		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair (Ms. Sonali Dayaratne, LPAC Chair)		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.		
Overarching Principle: Leave No One Behind Human Rights		Answer (Yes/No)
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	N
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	Y ⁵⁸
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	Y ⁵⁹
<i>Would the project potentially involve or lead to:</i>		
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	N
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ⁶⁰	Y ⁶¹
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	Y ⁶²
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	N
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	N
<i>Would the project potentially involve or lead to:</i>		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	Y ⁶³
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Y ⁶⁴
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	N
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	N

⁵⁸ Risks that the government cannot conduct surveys on time, disclose the results timely and engage CSO in policy formulation

⁵⁹ Risks that rights holders cannot examine and analyze the information shared, represent people's voice due to limited capacity on engaging constituent or analysis or evidence-based advocacy, or that they are excluded from project activities

⁶⁰ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

⁶¹ Risks that women's and other vulnerable groups' voice may not be reflected enough due to existing social norms, limited participation of women and youth in co-design process and policy formulation, limited participation of Indigenous people and other vulnerable groups, exclusion of groups seen as oppositional or critical of government policies.

⁶² Risks that tools and modalities may not be suitable and lead to restrictions to persons with disabilities or indigenous peoples (e.g. information created, technology used)

⁶³ Same as footnote #58. Also low risks that GBV/SH may take place in meetings/workshops organized by UNDP

⁶⁴ Same as footnote #58

Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
<i>Would the project potentially involve or lead to:</i>		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	Y ⁶⁵
P.14	grievances or objections from potentially affected stakeholders?	Y
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	N
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
<i>Would the project potentially involve or lead to:</i>		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	N
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	N
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	N
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	N
1.5	exacerbation of illegal wildlife trade?	N
1.6	introduction of invasive alien species?	N
1.7	adverse impacts on soils?	N
1.8	harvesting of natural forests, plantation development, or reforestation?	N
1.9	significant agricultural production?	N
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	N
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	N
1.12	handling or utilization of genetically modified organisms/living modified organisms? ⁶⁶	N
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ⁶⁷	N
1.14	adverse transboundary or global environmental concerns?	N
Standard 2: Climate Change and Disaster Risks		
<i>Would the project potentially involve or lead to:</i>		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	N
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	N
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)?	N

⁶⁵ Same as footnote #58⁶⁶ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).⁶⁷ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

	<i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	N
Standard 3: Community Health, Safety and Security		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	N
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	N
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	N
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	Y ⁶⁸
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	N
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	N
3.7	influx of project workers to project areas?	N
3.8	engagement of security personnel to protect facilities and property or to support project activities?	N
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	N
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	N
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	N
4.4	alterations to landscapes and natural features with cultural significance?	N
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	N
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	N
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	N
5.3	risk of forced evictions? ⁶⁹	N
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	N
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	Y
6.2	activities located on lands and territories claimed by indigenous peoples?	N

⁶⁸ Risks that project activities may transmit COVID-19 (due to groups of people together).

⁶⁹ Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk</i>	N
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	N
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	Y ⁷⁰
6.8	risks to the physical and cultural survival of indigenous peoples?	N
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	N
Standard 7: Labour and Working Conditions		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	N
7.2	working conditions that may deny freedom of association and collective bargaining?	N
7.3	use of child labour?	N
7.4	use of forced labour?	N
7.5	discriminatory working conditions and/or lack of equal opportunity?	N
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	N
Standard 8: Pollution Prevention and Resource Efficiency		
<i>Would the project potentially involve or lead to:</i>		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	N
8.2	the generation of waste (both hazardous and non-hazardous)?	N
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	N
8.4	the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention</i>	N
8.5	the application of pesticides that may have a negative effect on the environment or human health?	N
8.6	significant consumption of raw materials, energy, and/or water?	N

⁷⁰ It is not considered that there would be adverse impacts to development priorities, but there is a risk that priorities of Indigenous peoples are not taken into account unless the project takes proactive measures to include them.

Annex 3. Risk Analysis

Project Title: Project for Strengthening Transparency and Accountability in Local Governance through Civic Engagement			Project Number: 00114112	Date: April 2022	
#	Description	Risk Category Social and Environmental Financial Operational Organizational Political Regulatory Strategic Safety and Security	Impact & Likelihood = Risk Level (please see the risk scale below)	Risk Treatment / Management Measures	Risk Owner
1	Exclusion: limited participation by women, persons with disabilities. It could be cause by social norms, application of technologies and tools in the project; self-censorship	Social and Environmental	L = 3 I = 3 Risk Level: Moderate	<ul style="list-style-type: none"> Set a target of women's participation Engage/support women's organizations in advocacy, local planning and budgeting participation Set min budget allocated to women's specific activities Assessment of info ecosystem 	Technical Coordinator
2	Transmission of COVID-19 caused by project activities (e.g. meetings organized by UNDP, responsible parties, contractors)	Social and Environmental	L = 3 I = 2 Risk Level: Low	Preventive measures (e.g. masks, sanitizer, limiting # of people/room)	Technical Coordinator
3	GBV/SH in meetings organized by UNDP, responsible parties, contractors	Social and Environmental	L = 2 I = 3 Risk Level: Moderate	Develop a code of conduct	Technical Coordinator
4	Funding gap that may be caused by needs of administrative and operational costs by responsible parties	Financial	L = 3 I = 3 Risk Level: Moderate	Identify responsible parties based on advantages and cost effectiveness	Technical Coordinator
5	Delay of project implementation caused by responsible parties' capacity or COVID-19/any other contagious diseases or national elections	Operational	L = 3 I = 3 Risk Level: Moderate	<ul style="list-style-type: none"> Provide technical support to responsible parties Monitor their performance (at least every quarter) to take action proactively Adjust work plan or sequence of activities in considering planned elections 	Technical Coordinator
6	UNDP's implementation capacity hampered by project staff turnover	Organizational	L = 2 I = 2 Risk Level: Low	Organizational commitment to maintain staff functions and responsibilities	Technical Coordinator

United Nations Development Programme

Project Document

7	Changes in government commitment and policies (e.g. monitoring and disclosure of information and data, engaging CSO in policy formulation and NSA planning, digital strategy)	Political	L = 2 I = 4 Risk Level: Moderate	Advocacy with other stakeholders at the SNDD Technical Working Group	Technical Coordinator
8	Political volatility during the election period	Political	L = 3 I = 3 Risk Level: Moderate	Adjust work plan or sequence of activities	Technical Coordinator
9	Slow implementation of NP2 (e.g. due to lack of financial resources from the RGC budget and development partners' support, resistance from relevant ministries to transfer functions)	Strategic	L = 2 I = 4 Risk Level: Moderate	Advocacy with other stakeholders at D&D TWG	Technical Coordinator
10	Limited synergies and cooperation within the UN	Strategic	L = 2 I = 3 Risk Level: Moderate	Coordination through UNDAF Outcome Groups	Technical Coordinator Head of Programme

Impact	Negligible 1	Minor 2	Intermediate 3	Extensive 4	Extreme 5
Description ("If the risk materializes,...")	Negligible/no impact on project results, positive or negative. Negligible or no potential adverse impacts on people and/or environment.	5-20 % of the applicable and planned results affected, positively or negatively. Potential adverse impacts on people and/or environment very limited and easily managed.	20-30% of the applicable and planned results affected positively or negatively. Potential adverse impacts on people and/or environment of low magnitude, limited in scale and duration, can be avoided, managed or mitigated with accepted measures.	30-50% of the applicable and planned results/outcome affected positively or negatively. Potential adverse impacts on people and/or environment of medium to large magnitude, spatial extent and duration.	More than 50% of the applicable and planned results/outcome affected positively or negatively. Adverse impacts on people and/or environment of high magnitude, spatial extent and/or duration.

Likelihood	Not likely 1	Low likelihood 2	Moderately likely 3	Highly likely 4	Expected 5
Description ("The risk is expected to materialize....")	Every 5 years or less <u>and/or</u> very low chance (<20%) of materializing	Every 3-5 years <u>and/or</u> low chance (20% - 40%) of materializing	Every 1-3 years <u>and/or</u> chance of materializing between 40% - 60%	Once or twice a year <u>and/or</u> high chance of materializing (60% - 80%)	Several times a year <u>and/or</u> chance of materializing above 80%

Annex 4. Capacity Assessment: Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)

The following micro assessments have been conducted.

- Micro Assessment of the National Committee for Sub-National Democratic Development Secretariat (NCDD-S), January 2019
- Micro Assessment of the Coalition for Partnership in Democratic Development (CPDD), August 2022

Annex 5. Project Board Terms of Reference of the Project for Strengthening Transparency and Accountability in Local Governance through Civic Engagement

I. Background

The Project Board is the most senior, dedicated oversight body for a UNDP 'Development Project', which is defined in the Programme and Project Management (PPM) as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project."

II. Duties and Responsibilities

The two prominent (mandatory) roles of the Project Board are as follows:

High-level oversight of the project: This is the primary function of the Project Board. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The Project Board is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

The Project Board also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP programme to maintain independence from the Technical Coordinator regardless of the project 's implementation modality.

The Project Board reviews updates to the project risk log.

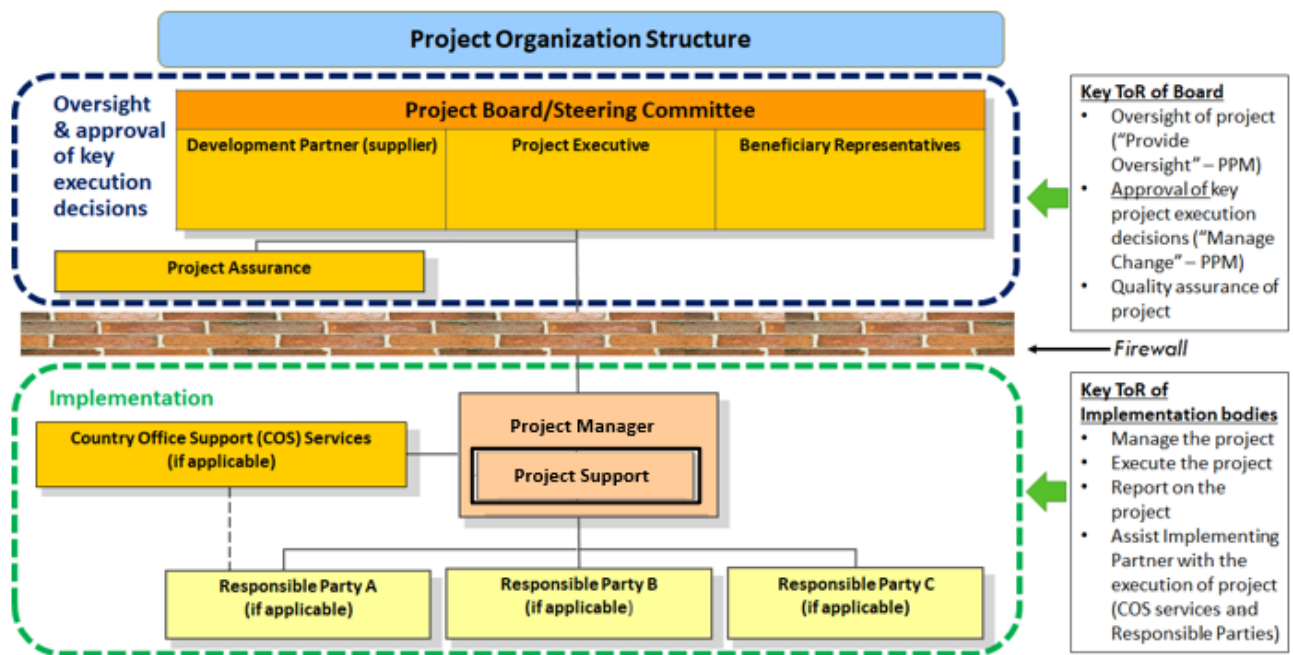
Approval of key project execution decisions: The Project Board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

The Project Board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the Technical Coordinator's tolerances. The Project Board approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the Project Board as regards these two key functions ('*High-level oversight of the project*' and '*Approval of key project execution decisions*') is distinct from the roles of entities involved in the implementation of the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.

The diagram below outlines the main entities involved (and their respective responsibilities) in the 'oversight/approval of key execution decisions' layer and the 'implementation' layer of the project structure.

Diagram 1 – Project Organization Structure vis-à-vis oversight & approval and implementation roles



In cases where UNDP or a national government entity are concurrently playing roles and represented in both layers of the project organization structure, the entity must seek to separate its project oversight and implementation duties and describe in the relevant project document a: 1) satisfactory internal institutional arrangement for the separation of oversight and implementation functions in different departments of said entity and; 2) clear lines of responsibility, reporting and accountability within the entity between their oversight and implementation functions.

In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance with [the Quality Standards for Programming⁷¹](#) that shall ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective Project Board needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Board). The Project Board also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the Project Board include the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;
- Address any high-level project issues as raised by the Technical Coordinator and project assurance;
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- Agree or decide on Technical Coordinator's tolerances as required, within the parameters set by UNDP ([Manage Change](#) in the PPM) and the donor, and provide direction and decisions for exceptional situations when the Technical Coordinator's tolerances are exceeded;

⁷¹ <https://popp.undp.org/SitePages/POPSubject.aspx?SBJID=446&Menu=BusinessUnit&Beta=0>

- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
- Agree or decide on a project suspension or cancellation, if required;
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project⁷².
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the [Low Value Grants – UNDP Operational Guide](#).

Additional responsibilities of the Project Board can include, but are not limited to, the following:

- Ensure coordination between the various donors and government-funded projects and programmes;
- Report to relevant inter-ministerial bodies or higher-level oversight bodies;
- Ensure coordination with multiple government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Act as an informal consultation mechanism for stakeholders;
- Approve the Project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up;
- Providing guidance or reporting protocols to technical committees or sub-bodies reporting to the Board (if applicable);

III. Composition of the Project Board

As noted in the diagram below, every Project Board in a UNDP project has three categories of formal members (e.g. voting members). The role of every formal Project Board member must correspond to one of these three roles and be identified accordingly in the project documentation.

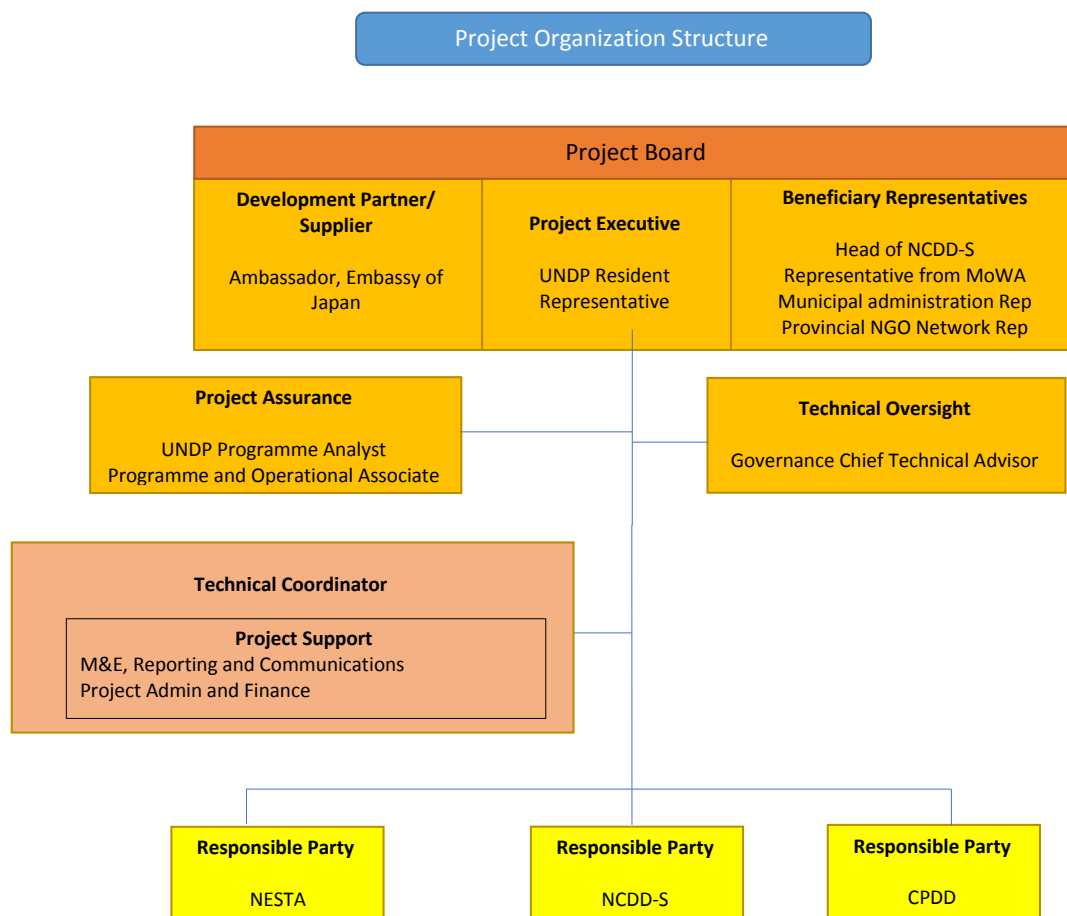
The three categories of Project Board members are the following:

- 1) **Project Director/Executive(s):** This is an individual(s) who represents ownership of the project and chairs (or co-chairs) the Project Board. The executive usually is the most senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the Project Board with a representative of another category, it typically does so with a development partner representative. The Project Executive is UNDP Resident Representative

⁷² The responsibilities of the board in this regard should follow [UNDP's Social and Environmental Standards](#) (SES) as codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.

- 2) **Beneficiary Representative(s):** This is an individual(s) representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, community groups or other government entities benefiting from the project can fulfil this role. If the project has a specific geographic focus, often representatives from the government entities in the targeted area/region will play this role. There can be multiple beneficiary representatives in a Project Board. The Beneficiary Representatives are Head of NCDD-S (Co-chair), Representative from the Ministry of Women Affairs, Municipal administration representatives, and Provincial NGO Network representatives
- 3) **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project⁷³. There can be multiple development partners representatives in a Project Board. The Development Partner(s) representative(s) is Ambassador, Embassy of Japan

Diagram 2 – Standard Figure for a Project Organization Structure



Where applicable, representatives from responsible parties to the project cannot sit on the Project Board as a formal voting member; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third party entities engaged by the project

⁷³ With the exception of responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies (see Section V of the ToR).

IV. Standard Project Board Protocols

The Project Board must meet one time annually at a minimum.

Project Board members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified expenses related to travel or lodging to attend board meetings. Such protocols are outlined in this ToR and the benefits are applicable to all eligible board members.

All Project Boards must have rules for quorum and documentation/minuting of board decisions. All board decisions and minutes should be kept by the project management unit and UNDP. Guidelines on decisions taken in between board meetings or virtually should be clearly elaborated in the Terms of Reference (ToR) of the Project Board (Find more detail in policy on Providing Oversight via this link in the footnote⁷⁴).

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the board.

All board members should be presented with a ToR for the Project Board, which will include the responsibilities already outlined and indicate agreed board practices and logistics.

V. Standard Outputs of Project Board Meetings

In its oversight function, the Project Board will (at a minimum) review and assess the following project-related evidence at each meeting:

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations⁷⁵
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicable) and steps taken to reduce funding gap identified at the project design stage

This will be in addition to the review and approval of any required project execution decisions.

⁷⁴ https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Implement_Provide%20Oversight.docx&action=default

⁷⁵ Including audit reports and spot checks.

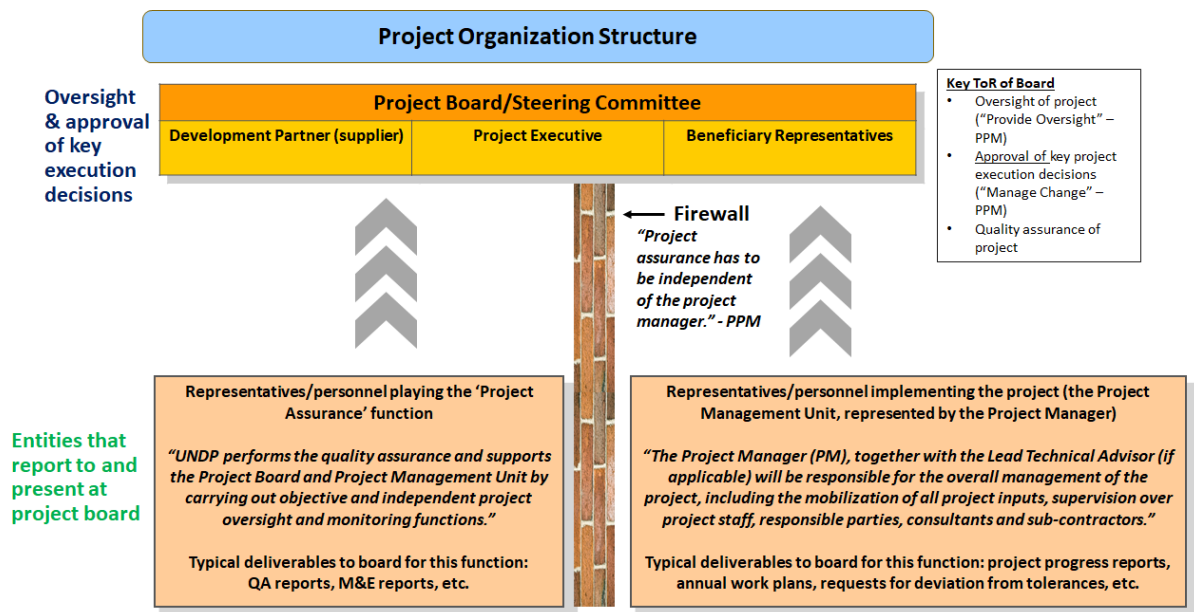
The output of every Project Board should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

VI. Support Functions to the Project Board

There are two main entities/functions outside the Project Board structure whose role is to report to the Project Board and support board members in effectively fulfilling their roles: project assurance and project management.

The diagram below explains the primary role of these two entities in the context of their support to Board operations. A description of these two entities follows.

Diagram 3 – Standard Figure of Project Organization Structure – Board Support Entities



Project Assurance: Project assurance is the responsibility of each Project Board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The Project Board cannot delegate any of its quality assurance responsibilities to the Technical Coordinator. Project assurance is totally independent of project execution. A designated representative of UNDP playing the project assurance role is expected to attend all Project Board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties.

The UNDP representative playing the main project assurance function is: Programme Analyst

Project Support, this function is often covered by the Project Management Unit: The Technical Coordinator is responsible for the overall implementation of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over UNDP project staff, coordination of responsible parties, consultants and sub-contractors to deliver results in line with the work plan approved by the Project Board. The Technical Coordinator typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

A designated representative of the PMU is expected to attend all board meetings and present the required progress reports and other documentation needed to support board processes as a non-voting representative. The primary PMU representative attending board meetings is Technical Coordinator.

The Project Board members would ensure that those matters shall be resolved in accordance with the appropriate provisions of the Project Document and any revisions thereof and in accordance with the respective provisions of the UNDP Programme and Operations Policies and Procedures.

Acknowledgement of this ToR by each designated official Project Board member

Signature	Signature
H.E Chan Sothea Acting Head of NCDD Secretariat, Co-Chair	Ms. Alissar Chaker UNDP Resident Representative, Co-Chair
H.E. The Chhunhak Director General Ministry of Women Affairs	H.E. Mikami Masahiro Ambassador Extraordinary and Plenipotentiary of Japan to the Kingdom of Cambodia, Embassy of Japan
Mr. Thou Kheur Governor, Banglung Municipal Administration	Mr. Leang Bunleap Ratanakiri NGO Network
Mr. Ly Sovan Governor, Kampong Cham Municipal Administration	Mr. Keut Theng Kampong Cham NGO Network
Mr. Nuon Putheara Governor, Siem Reap Municipal administration	Ms. Nhean Phoungmaly Siem Reap NGO Network