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The Russian Federation-UNDP Trust Fund for Development

Graduation Based Social Protection (GBSP) Project

Cambodia

Annual Report 2021



Photo from World Vision International in Tuek Phos District on 27 December 2021

Distribution of poultry to Asset Group

The template of Project Annual Narrative and Financial Progress Report approved by the 6th meeting of the Trust Fund Steering Committee in 2017, technical update in 2020

The Russian Federation-UNDP Trust Fund for Development (TFD)
Project Annual Narrative and Financial Progress Report

Project title:	Graduation Based Social Protection
Atlas Project ID:	00118418
Implementing partner:	UNDP
Project partners	National Social Protection Council, Ministry of Economy and Finance, Ministry of Interior, Ministry of Planning, and Ministry of Social Affairs, Veterans and Youth Rehabilitation, World Vision International Cambodia
Project budget:	Total: USD 2,782,200 TFD: USD 1,000,000
Co-financing attracted since project start:	Direct contribution to project budget: Parallel co-financing: In-kind co-financing:
Project start and end date:	2019-2023
Reporting Period:	01 January – 31 December 2021
Date of the last Project Board meeting:	The first project board meeting was convened on 20 July 2020. The project board endorsed the constitution of the Co-Chairs and Project Board Members and approved the project workplan and budget 2019-2020, project target areas, and the menu of asset transfers.
SDGs supported by the project:	SDG 1, 4 5, 8 , 9 and 10

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ACRONYMS *(in alphabetical order)*

CSES: Cambodia Socio-Economic Survey
 GBSP: Graduation Based Social Protection
 HACT: Harmonized Assessment to Cash Transfers
 ID Poor: Identification Poor Households
 MoSVY: Ministry of Social Affairs, Veterans and Youth Rehabilitation
 NSPPF: National Social Protection Policy Framework
 PLIGs: Project Local Implementing Groups
 POM: Project Operation Manual
 RCT: Randomized Control Trial
 SNAs: Sub-National Administrations
 WVI: World Vision International

I. EXECUTIVE SUMMARY

The GBSP project has been designed based on the global experiences and the findings of a major research study - *Graduation Based Social Protection for Cambodia's Extreme Poor*, conducted in 2017. **This study and international experience generally confirms the positive effects of graduation programmes – especially with regard to household livelihood gains and poverty reduction¹.**

This four-year project aims to test the effectiveness and practicality of graduation-based approaches in the Cambodian context via a pilot experiment. Based on its proven practicality and viability, we expect the graduation-based approaches to be adopted as part of the Government's National Social Protection Policy Framework (NSPPF) and scaled-up nationwide.

The project comprises of 4 principal components: (1) Set-up and roll-out of the pilot, preparation of analytical instruments and institutional arrangements; (2) Delivery of the pilot to several thousand households at 2 localities (several villages within 2 specified rural/remote districts); (3) Delivery of a follow-on asset package (to a separate group of households) informed by the initial round; and (4) Review and reporting, including analysis and building a policy case.

This progress report provides the update from January to December 2021. Despite the significant disruption from Covid-19 from the first to the third quarter, the project actively rolled out Component 1. Several project implementation arrangement activities were completed, and enabled the start of the implementation of the first phase, called the Randomized Control Trial². As planned, the baseline survey with interviews of nearly 3,000 poor households was completed, and 2,448 households³ were selected to be project participants and assigned to treatment and control groups. Among 2,448 households, 799 households are assigned to the asset group and 788 households are assigned to the cash group, while the rest (827 households) are assigned to the control group. In addition, the project established two local working groups at the provincial level, as a mechanism to ensure smooth project implementation while building the capacity of Sub-National Administrations (SNAs) for scaling up or replication in the future.

In partnership with World Vision International (WVI), the first three-month training plan was executed to build/strengthen the livelihood foundation of the project participants (both treatment groups), and set up a poverty graduation vision. The completed training includes family visioning, business concept, entrepreneurship, and business plan for improving income generating capacity, while life skills include basic concepts on finance, saving, cash management, and basic concepts on hygiene. Home visits was conducted with all treatment households to discuss their concerns, challenges, and solutions; refresh lessons learned from training, and to encourage key household members to realize opportunities and come up with a vision/pursue their dream. Moreover, asset groups identified their income generating activities and selected their productive assets. In 2021, among the 799 households in the asset group, 485 households in the asset group already received poultry (chickens) and 57 households received vegetable seed as their

¹ <https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2017/04/Lamia-Rashid-BRAC-Ultrapoorest-Graduation-Paper-for-UN-Expert-Group-Meeting-May-2017-25Apr17.pdf>

² Randomized controlled trial (RCT) is an experimental form of impact evaluation in which the population receiving the programme or policy intervention is chosen at random from the eligible population, and a control group is also chosen at random from the same eligible population. It is quoted from https://www.unicef-irc.org/KM/IE/impact_7.php.

³ Please note that 2,448 households are selected and assigned but unfortunately 34 households are removed from the list because of whole family migration (23 households), death (3 households- single member household), and voluntary exit from the project as they are no longer poor.

productive assets for income generating activities. The remaining households will receive productive assets in January 2022 or a month before their planting season.

In partnership with the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY), 1,587 bank accounts were opened with Wing Bank, and cards distributed to all project participants in treatment groups. Cash for consumption support for October, November and December 2021 was transferred to all households in treatment groups.

For measuring project impact or monitoring works, the project completed the individual baseline survey (household livelihood analysis) vital to assess income generating capacity of those selected households (2,447) and study key behaviors/logics in decision making in their daily life.

In cooperation with the National Social Protection Council, a Policy Brief on Poverty Graduation Approaches was produced and released to the public. 84 government officials from provincial technical departments, district administrations and commune administrations were trained on key project concepts and improved their knowledge. WVI has engaged all these experiential officials to deliver training and coaching to project participants.

In 2021, the project budget was USD 1,236,372.65. However, the actual expense was only USD 668,124.73 (54% of the approved budget). The delivery is less than the target because of the prolonged outbreak of Covid-19 from Q1 to Q3 2021, resulting in lockdowns or travel and gathering restrictions. Due to the restrictions, the baseline survey took nearly two months longer than the proposed schedule, and local enumerators were recruited instead of sending a team from Phnom Penh. Once the households were selected and assigned into groups, another one and a half months was spent on household verification. The project faced a lot of challenges since some households live in the forest and hard-to-reach areas, especially during the rainy season (road conditions and a high level of river stream). This caused delay in the delivery of training, distribution of productive assets, and lump-sum cash transfers. Meanwhile, some costs are saved to some extent since many meetings with SNAs were held online.

For this year of implementation, the project gathered both good and negative lessons learned, and encountered various challenges, especially relating to the implementation of RCT at the field:

Successful lessons: the project could carry out a large-scale survey during lockdowns and outbreaks of Covid 19. The project capitalized on FAO's online survey experience in early 2021, to inform its data collection plan and build capacity of field enumerators. Good collaboration with local authorities in deciding on the best opportunities for interviews, and a flexible team arrangement with the research consulting firm is key to delivering this output.

In addition, the project promoted financial inclusion. With good cooperation from MoSVY, GBSP has built an inclusive cash transfer system. The system is user-friendly, convenient and beneficial as the project participants can keep their money securely and as savings in the bank, and can withdraw their cash anytime. The project participants can own their account and use it for a lifetime. This makes GBSP financially inclusive and connects poor households to financial institutions.

Negative lessons and challenges: the project spent much time conducting the baseline survey to assess the poverty level of poor households and verify households selected to be project participants. In both districts, there are many cases of migrant households moving out of their villages from time to time, and a few cases of deaths making the households no longer eligible for the Government's social assistance programme (i.e. IDPoor), and hence not eligible for the GBSP's intervention. The project needed to work closely with local authorities to identify and adopt the right procedure to remove these households from the list. Furthermore, there are around 30 households residing in deep forest areas which is off-road and hard to contact in Rovieng District. There are 40 households whose members are elderly (over 60 years) or have one member only, and are unable to identify the most appropriate asset from the asset menu. Some practice Dharma (Buddhism), spend most of their time in pagodas, or are physically weak or ill. Faced with such challenges,

the local project teams provided these households further time and conducted more consultations to help them select suitable assets and participate in the project.

The capacity of responsible parties largely influenced the speed of project implementation. The project invested additional time and resources to guide, support and build staff capacity of the responsible parties and improve their operations systems up to the required standard. This created some additional costs to the project, mainly for technical assistance, additional workload to UNDP, and costs related to capacity building and systems improvement. The delay in staff recruitment of the responsible party also overstretched their other staff and limited the speed of some activities. UNDP is working closely with the responsible parties for learning that prioritizing some activities over others is a way to deal with the workload, but not a solution. Having human resources that is commensurate with the scope of work should be the top priority, to ensure the work will be delivered at the expected quality and quantity.

II. Implementation Progress (5-10 pages)

1. Narratives

In 2021, the project built a solid foundation for rolling out the first round of the trial (RCT). In this phase, there are two components, of which the first component is almost completed, and the second component is moving as planned:

- (1) Component 1: The set-up and roll-out of a graduation-based social protection (GBSP) pilot, including the preparation of analytical instruments and institutional arrangements such as:
 - Randomized Control Trial (RCT) Protocol including experiment setting, methodologies, guideline, and detailed procedures were completed
 - GBSP Project Implementation Guideline which elaborates strategies, project governance, project monitoring, and knowledge management was completed
 - Project management and structure which include the establishment of the project board and two working groups at SNA levels
 - Concept note on local economy-wide impact evaluation was produced and consulted with technical experts in the country and with global think tanks
 - Partnership with MoSVY on cash transfer activities and WVI on implementing poverty graduation activities were formalized. The responsible parties have been executing activities as per the work-plan
 - A baseline survey in which nearly 3,000 poor households were interviewed was completed. Consequently, 2,448 households were randomly selected to be project participants.
- (2) Component 2: Delivery of pilot graduation packages to 1,600 households in two rural and remotely located districts
 - The 2,448 selected households were assigned into treatment and control groups as per the RCT protocol. 799 households were assigned into the asset transfer group, 788 households in the cash transfer group, and 827 households in the control group
 - An economic survey will be rolled out in the first quarter of 2022. The economic model is improved to adapt to the Covid 19 development context, measure contamination effects or treatment effects from the Government's Covid 19 cash transfer program, and at the same time, the project's impacts.
 - 542 households in the asset group received productive assets and technical assistance related to their productive assets (income generating activities) and asset management

- 240 households in the cash group received a lump sum cash for income generating activities and received training on a business plan, investment, entrepreneurship, and startup of income generating activities
- A total of 1,587 IDPoor households assigned into treatment groups have received:
 - Training on family visioning (poverty graduation)
 - Training on life skills- financial literacy, income management, saving,
 - Training on hygiene and village cleaning campaign
- For financial inclusion, the project opened bank accounts (Wing bank) and distributed the bank cards to 1,587 participating households of the treatment groups
- For consumption support via monthly cash transfer, cash for October, November and December 2021 was transferred to the treatment groups
- First home visits were conducted with the treatment groups to get feedback on training and discuss their income generating plan, as well as to encourage behavioral change (income increase, savings, hygiene, food consumption, family vision, etc.)

Towards the end of the first round, if additional funds are mobilized, the project will deliver follow-up asset packages to a second group of households informed by the initial pilot. This will be rolled out from Mid-2022 to 2023, subject to additional funding. The project will also review and report the pilot results, and produce analysis and policy documents aiming to inform the adoption and scale-up of the graduation-based models of social protection by the Government.

2. Progress Toward Project Outputs/Key Deliverables

Output Indicators	Baseline (2019)	Target (2021)	Current Status
Output 1: Institutional and management arrangements, and analytical tools are in place to deliver a graduation based social protection pilot (which is nationally affordable and capable of being scaled-up).			
1.1 RCT and scheme design, and selection of localities	One RCT scheme		Done RCT protocol was completed in 2020.
1.2 Pilot instruments and operating arrangements	Project operation guideline		Done Project Operation guideline was completed in 2020.
1.3 Set-up of management arrangements and institutional structures	Project implementation arrangement		Done The Project team/UNDP as well as consultants (Social Protection Specialist and Economist) were onboarded. The Project board was constituted, and the meeting was held. Key technical officials and experts of related ministries were involved to provide inputs and monitor project activities.
1.4 Local area economic survey design, with gender disaggregated data	Design of local economic evaluation tool	A set of tools	On-going Concept note developed. It will be rolled out in Q1 2022
1.5 Contract of specialized facilities (three related facilities)	Preparation is completed		Done The agreement with WVI was signed. WVI is working at field to deliver trainings on household visioning, livelihood, and life skills

			as well as technical assistance and asset transfer to treatment groups. The agreement with MoSVY was signed. MoSVY is delivering cash transfer activities to project participants. Two project local working groups at SNAs were constituted, and kick-off meetings were held.
1.6 Treatment and control group participants at the specified locations selected	Selection of localities and project participants	Selected localities 3,000 households	Done. Rovieng and Tuek Phos districts were selected as the project target areas. 2,966 households were interviewed. A baseline survey was completed. 34 households could not be interviewed because of migration, death, being elderly/disabled, or having no household representatives (only children/minors present at home during interview time).
Output 2: Delivery of a graduation-based pilot social protection programme with 3,000 extreme poor household participants (with 2,000 households receiving assets and/or cash transfers), with randomized selection (hence, delivering clear results on livelihood and poverty impacts).			
2.1 Number household (HHs)s allocated & enrolled in (assets/ cash/ nil) groups & surveyed (base line)	Random assignment and first baseline completed	800/800/800 households	Done. 2,448 households were selected to be project participants. After two rounds of field verification, a random assignment was done with the following results: - Asset group: 799 households in 22 villages

			- Cash group: 788 households in 21 villages. - Control group: 827 households in 23 villages
2.2 Delivery of local economy survey	Preparation	Economic survey is completed	On-going The consultant is working on the economic survey
2.2 Value (USD) of assets transferred to households	Asset package is developed	USD 240,000	70 percent of this activity is completed. The budget disbursement is approximately USD 134,160. 30 percent of households will receive their productive assets (rice package) in April 2022 in accordance with the rice planting season.
2.3 Gender sensitive training sessions received by households (& follow-up)	Trainings are delivered to participants	200 follow up	90 percent of project participants (treatment groups) attended the trainings. Gender aspects (joint family visioning, roles of men and women in income generating activities, gender relation, women entrepreneurship) were mainstreamed in five trainings.
2.4 The amount of cash transfers given – full cash & partial cash (USD) 2.4.1. HHs receiving cash transfer	0	Cash transfer for USD 120,000 in 2021 or 1,600 poor households	As planned, 1,587 households in treatment groups have received monthly cash transfers from the project for October, November, and December 2021. Meanwhile, 242 households in cash group have received one-off lump sum cash transfers for income generating activities. The total disbursement is USD 117,510.
2.5 The number of bank accounts opened (financial inclusion)	0	1,600 poor household receive coaching and mentoring	Done 1,587 households received bank accounts and cards to withdraw cash from the project's designated resources.

2.5.1 % of accounts opened in name of most senior woman in HH			The accounts were named based on household heads registered in the IDPoor Cards. Senior women in households were supported to manage cash.
Output 3: Output 3: Carry-out a follow-on graduation trial, of similar size and shape (but more efficiently), to ensure future RGC deliverability			
3.1 Report/ proposals for reshape graduation approach including cost direct reductions	0	Proposal (budget cut >10%)	Phase 2- Q3 2022
3.2 Number of participant households selected for the follow-on round, and surveyed 3.2.1 % where women HH members active within productive activities	0	800 households	Phase 2- Q3 2022
3.3 Deliver the follow-on round with similar facilities: 3.3.1 HHs provided with assets; 3.3.2 Cash transferred to HHs; 3.3.3 Households trained; 3.3.4 HHs with bank a/c 3.3.5 % of a/c in women's name	0	800 households	Phase 2- Q3 2022
Output 4: Review of pilot completed - with full account taken of the impacts at household and local economy-wide levels, and clear policy recommendations made.			

4.1 Surveys and feedback received	0	Midline survey 1st Endline survey 2nd Endline survey	Phase 2-2023
4.2 Operational Lessons learnt documented & reflected in follow-on, & reported at end-line	0	Completed project report	Phase 2-2023
4.3 Final report published 4.3.1 Social protection graduation model adjusted and provided to the government	0	Complete & model provided to RGC	Phase 2-2023
delivery <i>exceeds</i> plan	✓ delivery <i>in line with</i> the plan		delivery <i>below</i> plan

Note: Green: completed; Yellow: In progress; Grey: Phase 2 implementation

3. Progress Toward Country Programme Outputs

Output Indicators	Baseline (2020)	Target (2023)	Current Status
UNDAF: By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations; and participate in a growing, more productive and competitive economy that is also fairer and sustainable.			
UNDAF Outcome indicator 2.3.2: Economic inclusion of poor people living in remote locations and other marginalized group (number participating in RCG targeted UN supported poverty eradication/economic inclusion programmes- including social protection and mine action	0	>100,000 people	The project provides support to 1,587 households as project participants or approximately 7,935 people.
Applicable Output(s) from the UNDP Strategic Plan: 1.1.2 Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs			
Number of marginalized groups benefiting from the project	0	1,600 farmers receive cash, asset and capacity building 800 farmers receive cash transfer	As of December 2021, 1,587 households received: -Training on livelihood and life skills -Monthly cash transfer for consumption for three months 542 of households (asset group) received productive assets. 240 households in cash groups received one-off lump sum cash transfer to start/expand their income generating activities.

delivery <i>exceeds</i> plan	✓ delivery <i>in line with</i> the plan	delivery <i>below</i> plan
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4. Gender Mainstreaming and Women's Empowerment

The project's graduation approach aims to build the poor household as an economic entity in which members of the family cooperate, make joint decisions, commit, and work hand-in-hand to achieve their joint vision, plan their income generating activities, decide and resolve emerging issues understandingly, amicably, responsibly, and peacefully. Potential in women are unleashed and optimized to contribute to building prosperous and cohesive households.

Gender aspects have been systematically considered since the design and implementation of this project. Following the principles adopted in the RCT protocol, the project adopted random sampling methods to select project participants. This method provides equal opportunities for households to be selected, with no selection bias as the process is done by computer software. The selection of project participants is based on scientific methodology, and ensures equal treatment which is important for impact evaluation and fairness to all subjects/participants under this study.

From the field reports by WVI, a concern was raised as to the imbalance of participation by men and women in the project's activities in 2021. While 90 percent of trainees were females and they actively engaged in the training, this was because most of them work at home, look after children, or run businesses somewhere nearby their residents. Hence, they have more flexibility and could join the trainings. However, as men mostly work far from home doing jobs that are paid daily, they could not skip these mostly low paid jobs for the training. Since the graduation approach focuses on the household, men and women have equally important roles and should work together to set up a graduation vision, join forces to pursue their pathway, decide on household capital, and manage household affairs. To deal with these challenges and ensure the graduation approach is implemented as per methodology, home visits were conducted by local experts. All key household members were gathered to meet, discuss, and learn about graduation approaches, skills, and technical assistance provided by the project.

5. Capacity Development

Aiming to advocate for the adoption of poverty graduation approaches by the Government, the project has crafted a strategy to improve the institutional capacity of key government institutions and technical knowledge of champion officials/related stakeholders. There are four main elements which the project has been working to achieve this objective:

- **Introduction of poverty graduation approach and reliable evidence:** the project has engaged senior government officials and technical experts in the project board as well as project implementation. The project has created an inter-ministerial technical Telegram group to regularly share reports, invite those officials to join in field visits, and provide strategic and technical inputs. Furthermore, the project has tapped into their leadership and facilitation roles to coordinate with project implementers/local actors to address issues and improve project performance. A good example is the establishment of the two Local Project Working Groups at SNAs, which the ministries assisted to constitute and provide guidance for their functioning and operation as well as capacity building.
- **Improving the institutional capacity of MoSVY:** The project is investing some resources to address weak areas found in UNDP's mandatory (Harmonized Approach to Cash Transfers) assessment, and improve MoSVY's capacity to meet those requirements. This capacity support

will enable the ministry to enlarge its donor funding portfolio and implement large scale programs in the future.

- **Capacity building of SNAs:** Sub-National Administrations at all levels play important roles in project implementation, and particularly to encourage and facilitate the participation of selected project participants. The project has allocated some budgets to build the capacity of local officials in charge of this project, and who have mandates relating to the poverty graduation framework, in particular provincial departments, district offices, and commune administrations. This will reinforce the objectives of project replication and scalability through two possible means: 1). Using the national budget transferred to ministries, and/or 2). Using national budget transferred directly to local administrations. With capacity building and technical knowledge transfer, it is expected that SNAs will be capable of designing and implementing the GBSP approach in their own administrative areas.

- **Knowledge management:** knowledge products were produced to train and build capacity of the government staff and responsible parties to implement the project, and monitor project impacts as well as the trainings provided as part of capacity building. These include:

- Poverty graduation curriculum which provides the substantive details on activities and capacity/behavior change which should be done
- Training on RCT: concept, design of experiment, methods, rules, procedure, ethics
- Training on graduation approach: evidence, lessons learned, and successful experiences
- Training on data collection: interview guideline, ethics, data quality control
- Training on random sampling and random assignment
- Induction and training on GBSP, concept, governance, result framework, risk management (WVI and MoSVY)
- Training on roles and functions of the Sub-National Administration
- Training on cash transfer system established by MoSVY

6. Innovation

Building a financially inclusive cash transfer model, including a cash transfer app that links project participants to a financial institution:⁴ The project has assisted MoSVY to upgrade from a conventional cash transfer model to a more financially inclusive model. The project participants are offered bank accounts and cards, which enables them to keep their money as savings in the bank, withdraw cash any time and deposit more. Bank accounts are safe from theft and robbery, and convenient for e-commerce or electrically purchasing goods or paying bills. In this model, poor households are linked to financial institutions and improve digital literacy. This also aligns with the government's Covid prevention and protection measures to reduce direct contact between people whenever necessary. Importantly, With UNDP's assistance MoSVY has developed an app which transfers cash in a timely manner to project participants, fully track fund flows, and share information with Sub-National Administrations, such as Provincial Departments of Social Affairs, District Administrations and Communes.

⁴ For the details of the app, please refers to www.ngo.ctpkh.net



Exploring more applicable options to implement poverty graduation projects: Based on the decentralational framework charted by MoI and feedback from selected provincial administrations, the project is laying the groundwork for opportunities where SNAs can directly scale up the GBSP approach with their own resources. With fast improvement of rural roads/infrastructure, the national budget allocated to each administration can be diverted to invest in pro poor development or poverty reduction. SNAs are very interested in the GBSP approach and see this as opportunities for their local development priorities. They requested for capacity development on project management, technical skills and expertise, and monitoring.

7. Environmental and Social Safeguards

The project has identified environmental and social risks as well as corresponding safeguards and mitigatory measures to avert or minimize such risks during project implementation. As some poor households depend on natural and/or common resources resources to make an income, the project is helping them to diversify their income generating activities and be less dependent on them. Even though using natural resources at a small scale for day-to-day consumption does not have a notable adverse impact on the environment, the project nevertheless raises awareness and encourages them to use resources in a sustainable manner, for example, diversifying income generating activities in gold mining villages. For those involved in agriculture, the project provides training and on-site technical assistance to adopt and practice sustainable and smart agriculture.

Injecting assets and cash (capital) into poor households which experience domestic violence, an unstable income and unmanageable expenses, may possibly cause unprecedented externalities. For instance, it may lead to conflict over resources between husband and wife or household members, gambling, alcohol consumption, a dependency mindset envy, theft, robbery, bribes and/or corruption. In addition, while the participants in the treatment groups were selected randomly using a computerized programme, it is possible that other households not selected may feel disgruntled about the process. To address these potential impacts, the project has established complaint handling or grievance mechanisms as well as raised awareness with local stakeholders and project participants. Painstakingly, local authorities are engaged and trained about the project, and encouraged to implement the Village and Commune Safety Policy to maintain peace and order in their administrative areas and prevent unwanted disputes or situations. The local working groups that have been set up for each locality are required to closely monitor the situation and join the project team to immediately address emerging issues.

Procedures on complaint handling and grievance redressal have been produced, and structures established. Complaints, concerns and other matters can be informed directly to assigned focal points at village, commune and district levels, as well as directly to UNDP's project team. Also, anyone can inform via MoSVY's hotline or WVI's complaint boxes at commune offices and other accessible places.

8. South-South and Triangular Cooperation

The Russian Federation has important roles in this project for both financing and strategic guidance. Representatives from the Embassy of Russia in Phnom Penh are supportive and involved in project activities.

As deemed necessary, Russian experience and expertise on social protection will be mobilized to guide and support project implementation.

9. PARTNERSHIPS (1-2 pages)

Poverty graduation approaches are a combination of interventions in which activities should be carried out at the same time or in chronological order. Therefore, the project has partnered with relevant ministries to build a governance framework for strategic coordination, activity alignment, and impact monitoring.

Key ministries and organizations are included in the table below:

Key Partners	Areas of Partnership
National Social Protection Council, Ministry of Economy and Finance	The partnership aims to have graduation approaches adopted by the Government and scaled up nationwide. The project needs to demonstrate the practicality of delivery/implementation arrangements and return on investment, mainly poverty reduction (number of households graduating from poverty, and local GDP/economic outputs).
Ministry of Interior, National Committee for Sub-National Democratic Development	This partnership aims to set up the project implementation structure at local levels, and build capacities of SNAs through direct participation and leadership in project implementation. Roles and functions between ministries and SNAs will be identified, reviewed and assessed in order to build an integrated system which synchronizes operations and enables smooth cooperation, in which different kinds of multiple support/interventions can be carried out at the same time or in a well aligned complementary manner.
Ministry of Planning (MoP)	This partnership aims to reinforce UNDP's support to MoP on the ID Poor program through previous projects and during Covid-19 response and recovery, while making use of this program to identify project participants. The project expects that it can contribute to improve the system and make it more effective. In addition, it also aims to complement the ministry's on-going works on local GDP assessment. The project can contribute to the design and formulation of local economic survey tools and economic models.
Ministry of Social Affairs, Veterans and Youth Rehabilitation	The partnership aims to make use of the existing cash transfer system, which is already set up by MoSVY, especially a new arrangement which is established to transfer cash to poor households during Covid-19. The project also intends to upgrade and strengthen the ministry's

	financial system, which can result in increasing trust, use of the system, and effective public service delivery.
Ministry of Agriculture, Forestry and Fishery (MAFF)	The partnership with MAFF is critical as the project targets poor households depending on agriculture to earn their living. The project aims to capitalize technical knowledge, local resource people and extension systems to improve the project participants' farming productivity and manage on-farm risks.
Food and Agriculture Organization	FAO has substantial agriculture development experience, notably asset transfers to rural farmers. Partnership with FAO can provide technical assistance on improving farming productivity via access to knowhow on asset transfer arrangements.
World Vision International	Practical experience on graduation projects is needed and vital to factor in the project implementation as it is new to Cambodia. WVI has local offices in the project's target areas, and a capable field operations team which can set up a local ecosystem by mobilizing, engaging and facilitating all stakeholders. The partnership aims to implement the first round of the ICT trials.
Private Sector (Wing Bank)	Wing is a commercial bank having expertise in online money transfer. Wing has made business and transactions easier and more trustworthy. Its fin-tech system provides multiple options to subscribers or users for transactions online, and swift e-cash to cash through its nationwide branches and local kiosks. Partnership with Wing has two main purposes: 1) to transfer money in a timely manner, as planned and 2) to set up financial records of project participants as part of making them financially inclusive, along with cost efficiencies.

8. COMMUNICATION AND VISIBILITY *(1 page)*

To raise the visibility of the project and its donors, in particular the Russian Trust Fund, the project webpage was created on UNDP's website. Since the roll-out of activities in local communities, the project requested all responsible parties such as WVI and MoSVY to include the logo of the project's donors (UNDP and Russia) and convey key messages in all materials and communications. There are three main communications and visibility deliverables which have been completed:

- Project standard banners: the logos of relevant ministries, SNAs, UNDP and Russia are included. Messages about the roles of institutions are reflected.
- Video clip which is produced by MoSVY to raise awareness about GBSP's cash transfer activities.
- Cash transfer app, called Management Information System, produced by MoSVY
- MoSVY's Cash Transfer System, referred to as Management Information System, also acknowledges the RTF's support for GBSP.
- WVI's communication materials.

Please refers to Annex 10.4 for links.

9. Lessons Learned

Covid 19 posed a serious threat to the project in the first and second quarter of 2021, due to lockdowns in the capital and project target areas. Even so, the project accelerated its activities by adopting telecommunication and virtual meetings between the project team, technical consultants, and responsible parties. With flexible approaches and by building good cooperation with Sub-National Administrations, the project secured approval and support to carry out its activities in line with the government's covid 19 prevention and protection measures.

From this year of implementation, there is a lesson which is useful to replicate/adapt if faced with a similar situation when it comes to conducting a large-scale survey during a pandemic or other crises. These types of activities can be rolled out as planned, and achieved as per expected quality, despite travel restrictions, concerns of infection, and challenges of coordination with local authorities. The project started by learning FAO's survey experience in early 2021 and adopting their good practices. To ensure zero infection for the research team and enumerators, the project chose a 100 percent online field survey in which experiential enumerators living in the project areas were recruited and received one-month's training and on the job training. Only those meeting requirements and performance up to the standard and expectation were engaged to carry out interviews with selected poor households. Among them, outstanding enumerators were selected and trained to be trainers to support their peers. Meanwhile, the supervisors of enumerators were tasked to review and immediately clear data before the enumerators leave households. Computers and tablets were used to enter data into the system, while interviews took place at fields (Rovieng and Tuek Phos Districts) so the control team in Phnom Penh can assess the capacity of enumerators and supervisors, and spot check on data quality. In addition, all data was reviewed and analyzed for errors, outliers or illogical responses. Some skeptical cases or questions were reinterviewed via phone call, as well as re-interviewed in person, if needed. Strictly following the interview guide and research protocol, the survey was completed with assurance of data quality.

III. Project Implementation Challenges

1. Update Project Risks and Actions (0,5-1 page)

Risk 1: Covid 19 remains a threat to Cambodia despite the government reopening the country. The project adapted its implementation and relevant protocols to living with Covid 19 in a new normal. The Omicron Variant is becoming the dominant strain in the world, and is widespread at community level. Its overall effect on the project is potentially a high risk.

Action 1: Remind and alert responsible parties and stakeholders to follow Covid 19 health safety measures of the government and track health status of staff members

Detailed risks updates are in the annex.

2. Update Project Issues and Actions

Issue 1: Pending recruitment of WVI staff which creates overwhelming work for some staff and late completion of some activities

Action 1: Encourage WVI to adopt flexible recruitment approaches to get qualified staff onboard as soon as possible.

Issue 2: Third party review of the project management capacity of MoSVY rated moderate risk for accounting and finance. There is a need to develop relevant capacities as a prerequisite for financial advances to the ministry.

Action 2: Repurpose \$7,000 from the project budget to develop and implement a development and capacity building plan for the ministry in these areas.

Issue 3: Dropout of project participants due to migration, death, and request for voluntary exit from the project.

Action 3: Should work with the statistician/economist: 1). To revisit/calculate the statistical power/representativeness of data and attrition bias caused from the unequal loss of participants in each group, and 2). Identify practical solutions (replacement of the dropouts, etc.) to ensure accurate impact measurement/detection.

Issue 4: As of now, the project could mobilize funds to implement the first round only while the second round remains unfunded.

Action 4: Assess results and impacts of the first round; analyse and develop advocacy paper and proposals; based on the success of the first round, proactively explore with potential donors to mobilize fund for the second round as per designated timeline which provides adequate time for planning the second round.

IV. FUTURE PLANS (*1 page*)

In line with the government's Covid 19 Cash Transfer Program extended until October 2022, the project plans to complete poverty graduation activities by December 2022 as per its workplan. Since treatment groups receive double cash transfers from the project and the government, the project is promoting effective use of resources to expand and diversify income sources, and promote self-independent values for building sustainable livelihoods.

Component 1: Set-up and roll-out of the pilot

- As per RCT protocol, identify and track potential sources of project impact contamination potentially caused from other projects as well as review and record attrition (dropout of project participants)
- Organize the project board meeting to review project progress and endorse work-plan and budget
- Finalize and complete the design of local economic assessment tool
- Provide guidance, support, and monitor performance of WVI
- Provide capacity building and monitor performance of MoSVY
- Provide capacity building and monitor functioning of SNA working groups

Component 2: Delivery of the pilot to several thousand households at 2 localities (several villages within 2 specified rural/remote districts)

- Complete individual baseline survey
- Conduct a local economic survey
- Transfer monthly cash for consumption support for nine months to treatment groups
- Transfer one-off lump sum cash to remaining households in cash group
- Transfer productive assets to remaining households in asset group
- Provide training on livelihood, life skills and financial management to treatment groups in line with poverty graduation curriculum
- Conduce home visit to coach and mentor for behavior change
- Track and monitor livelihood progress of treatment and control groups against graduation pathway
- Produce and document knowledge products or lessons learned

Component 3:

- Assess results and impacts of the first round
- Analyse and develop advocacy paper and proposals

- Based on the success of the first round, proactively explore with Government and potential donors to mobilize fund for the second round as per designated timeline (which provides adequate time for planning the second round).

V. Financial Status and Utilization

Table 1: Contribution overview (2019-2023)

Allocated Resources	Committed fund (Prodoc)	Committed fund (Revise, BRV-G03)	Actual Fund Receive	Fund to be Received
• TRAC-00012 (2019-2023)				
• TRAC1-04000/00012	759,610.45	789,610.45	674,352.93	115,257.52
• TRAC2-04010/00012	40,389.55	40,389.55	120,389.55	(80,000.00)
Total-TRAC-00012	800,000.00	830,000.00	794,742.48	35,257.52
• Russian-TFD-00206:				
2020	400,000.00	400,000.00	400,000.00	
2021-2023	600,000.00	600,000.00		600,000.00
Total Russian TFD-00206	1,000,000.00	1,000,000.00	400,000.00	600,000.00
Funding Gap	500,000.00	1,317,101.90	-	1,317,101.90
Total Funding Gap	500,000.00	1,317,101.90	-	1,317,101.90
Total Project Resource	2,300,000.00	3,147,101.90	1,194,742.48	1,952,359.42

Table 2: Funding Balance up-to-date (24 Dec 2019- 31 Dec 2021)

Allocated Resources	Actual Fund Receive	Expense/commitment					Balance	Delivery rate (%)
		2019 CDR	2020 CDR	2021 CDR	Undepreciation Fixed Asset	Total		
• TRAC-00012:2019-2021	794,742.48	9,871.55	88,559.44	670,667.90	25,643.59	794,742.48	-	100%

TRAC1-04000/00012	674,352.93	-	86,228.20	588,124.73	-	674,352.93	-	100%
TRAC2-04010/00012	120,389.55	9,871.55	2,331.24	82,543.17	25,643.59	120,389.55	-	100%
• Russian-TFD-00206: 2019-2020	400,000.00	-	35.63	-	-	35.63	399,964	0%
Net	370,370.37	-	32.99	-	-	32.99	370,337	0%
GMS-8%	29,629.63	-	2.64	-	-	2.64	29,627	0%
Total	1,194,742.48	9,871.55	88,595.07	670,667.90	25,643.59	794,778.11	399,964	67%

Table 3: Accumulative expenditure by project activity Jan-December 2021

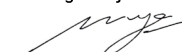
EXPECTED OUTPUT AND RESULT INDICATORS	Jan-Dec 2021			
	Approved budget (BRV-G03)	Expenses Jan-December 2021	Total Expenses	Delivery rate (%)
Output 1: Institutional and management arrangements, and analytical tools are in place to deliver a graduation-based social protection pilot (which is nationally affordable and capable, of being scaled-up)	266,889.76	184,037.10	184,037.10	33%
Output 2: Delivery of a pilot graduation-based social protection programme with 2,400 extreme poor household participants (with 1,600 households receiving assets and/or cash transfers), with randomized	813,014.54	427,415.22	427,415.22	25%
Output 3: Carry-out a follow-on graduation trial, of similar size and shape (but more efficiently), to ensure future RGC deliverability			-	0%
Output 4: Review and analysis of experiment and follow on round completed			-	0%
Project Management and Technical Support (Act5)	79,700.00	56,672.41	56,672.41	32%

A - Total Activities cost	1,179,604.30	668,124.73	668,124.73	27%
B- GMS (8%)	60,768.35			0%
Total Budget (A)+(B)	1,236,372.65	668,124.73	668,124.73	25%

In addition to the budget summary table please attach a Combined Delivery Report as an annex.

Submitted by Reathmana Leang, Project Management Specialist

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Cleared by Rany Pen, Assistant Resident Representative (CO Quality Assurance)

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Cleared by Sonali Dayaratne, Deputy Resident Representative (CO Official)

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Date 25-Mar-2022

Recommended length of the report – up to 15 pages (exclusive of the annexes)

Annex 1: Risk log

No.	Description	Date Identified	Type	Impact & Probability	Counter-measures / Mngt response	Owner	Last Update	Status
1	Outbreak of Covid-19 as a global pandemic and in Cambodia (three incidents)	In February 2021	Economic and health threat	Contract the economic growth and double poverty rate P = 5 I = 5	Update poverty profile Assess its impacts on the project localities Tailor graduation approaches to meet those challenges Adapt flexible working arrangement through virtual meeting, telecommuting and e-administration Implement a project governance framework which clear roles and responsibilities are divided and delegated (project operation manual)	Project Management Specialist Program analyst	December 2021	Cambodia reopens the country and adopts living with Covid 19 approaches

3. Annual Workplan 2022

Project Outputs	Project activities	2022				Key deliverables
		Q1	Q2	Q3	Q4	
Output 1: Institutional and management arrangements, and analytical tools are in place to deliver a graduation based social protection pilot	1.1. Design of the RCT & scheme design, & selection of localities					Done
	1.2. Design of pilot instruments & operating arrangements					Done
	1.3. Set-up of management arrangements & institutional structures	x			x	The second project board meeting is held in Q1 2022.
	1.4. Design of the local area economic survey	x				To be completed by Q1 2022
	1.5. Design and contracting/ setup of specialized components	x	x	x	x	Provide guidance and support, and monitor the performance of WVI, MoSVY and SNA working groups
	1.6. Selection of (2,400) treatment and control group participants, at the specified					Done
Output 2: Delivery of a graduation-based pilot social protection programme with 3,000 extreme poor household participants	2.1. Conduct random assignment (treatment and control groups)	x	x	x	x	Done Need to monitor attrition (drop out) and livelihood progress of
	2.2. Conduce a local economic assessment survey	x				Local economic survey is started. A partnered NGO collects data through the questionnaire provided by an expert.

(with 2,000 households receiving assets and/or cash transfers), with randomized selection	2.3. Work with asset groups to identity, select and transfer assets (ownerships)		x			A partnered NGO consults and work with project participants on asset menu, pre-capacity building, and asset transfer with ownership.
	2.4. Provide on-going trainings and technical assistance to asset/cash transfer groups		x	x	x	A partnered NGO provide livelihood trainings, especially asset management and accumulation vis a vis investment. As well, technical assistance is provided to them
	2.5. Transfer cash to asset and transfer groups monthly		x	x	x	Cash is transferred monthly as consumption stipend to both treatment group as well as one off lump sum to cash group
	2.6. Provide literacy training/financial inclusion to both treatment groups		x	x	x	Financial literacy training is delivered Saving in households or via other means are promoted
	2.7. Provide behaviour change communication to both treatment groups		x	x	x	Frequent home visit is carried out by field officers and experts to build family visions, pursue their livelihood plans, and adopt productive behaviours

Output 3: Project impact detection and resource mobilization	Assess results and impacts of the first round			x		Report on livelihood progress Survey on local economic impact
	Analyse and develop advocacy paper and proposals		x	x		Project concept note and proposal
	Proactively explore with Government and potential donors to mobilize fund		x	x	x	Identification of donors and resource mobilization

	for the second round					
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Note: Green: completed; yellow: in progress

3. Procurement Plan [following year / 2022]

Recruitment of Experts	Timeline
1). Accounting and Financial Expert	January to February 2021
2). Project Operation Manual	January to February 2021

5. Others [if needed] e.g. Management responses and/or updates of the MTR, audit, spot check, socio-environmental assessment, or other assessments

10. ANNEXES

10.1 Project performance data

Indicator disaggregated by gender when applicable can be organized in a table form following the results framework format:

Expected outputs	Output indicators	Data source	Baseline		Value for the previous year if different from baseline	Target for the reported year	Actual value for the reported year
			Value	Year			
Output 1: Institutional and management arrangements, and analytical tools are in place to deliver a graduation based social protection pilot	Constituting the project board	<i>Minute</i>	1 meeting	2021	<i>1 meeting</i>	<i>1 meeting</i>	<i>1 meeting</i>
	Key project strategic documents	<i>2 documents</i>	2	2020	2	2	2
	Partnership with specialized facilities	<i>3 Partnerships</i>	3	2020	4	4	4
	Monitoring tool (baseline survey)	<i>1 Survey</i>	1	2021	1	1	1
	local economic assessment tool (survey)	<i>1 Survey</i>	1	2021	1	1	1
	Selection of project participants	<i>RCT document & field works</i>	Around 3,000 poor households	2021	3,000	2,400	2,414
Activities					Results		
1.1. Design of the RCT & scheme design, & selection of localities 1.2. Design of pilot instruments & operating arrangements 1.3. Set-up of management arrangements & institutional structures 1.4. Design of the local area economic survey 1.5. Design and contracting/ setup of specialized components 1.6. Selection of (2,400) treatment and control group participants, at the specified locations					1.1. RCT and selection of localities were completed. 1.2. Project operation manual was completed 1.3. The project board was constituted and functioned 1.4. The concept note was drafted and consulted with the consultant. It will roll out in 2021 1.5. Partnership with WVI, MoSVY and two provincial administrations were completed. 1.6. Selection of project participants was done (2,414 poor households)		

Output 2: Delivery of a graduation-based pilot social protection programme with 3,000 extreme poor household participants (with 2,000 households receiving assets and/or cash transfers), with randomized selection	2.1. Allocation of participants to RCT group	RCT document	3 groups (asset, cash, Nil)	2021	3 trial groups	3 trial groups	3 trial groups
	2.2. Delivery of the local economy survey	Economic survey	1 survey	2021	1 survey	1 survey	1 survey
	2.3. Asset selection & distribution to the graduation (treatment) group	Report from a partnered NGO & field works	800 households	2021	800 households	800 households	799 households
	2.4. Deliver initial & follow-up training to graduation group households, & ongoing TA	Report from a partnered NGO & field works	1,600 households	2021-22	1,600 households	1,600 households	1,587 households
	2.5. Deliver cash transfer to the treatment (graduation) and first control (cash transfer) group	Reports from MoSVY & field works	1,600 households	2021-22	1,600 households	1,600 households	1,587 households
	2.6. Ensure financial inclusion of extreme poor participants	Reports from a partnered NGO & field works	1,600 households	2021-22	1,600 households	1,600 households	1,587 households
	2.7. Provide behavioral change communications (BCC) to graduation group HHs.	Reports from a partnered NGO & field works	1,600 households	2021-22	1,600 households	1,600 households	1,587 households
Activities					Results		

2.1. Analyze data from the baseline survey and select those meeting criteria to be project participants, and conduct random assignment (treatment and control groups)	2.1. Assignment of project participants into treatment and control groups were completed: asset group (799 households), cash group (788 households) and control group (827 households).
2.2. Conduct a local economic assessment survey	2.2. Will roll out in Q1 2022
2.3. Work with asset groups to identify, select and transfer assets (ownerships)	2.3. 542 out of 799 households already received their productive assets in December 2021 (485 households received chicken and 57 households received vegetable seed)
2.4. Provide on-going trainings and technical assistance to asset transfer groups	2.4. 799 households in asset groups received induction training about their selected income generating activities
2.5. Transfer cash to asset and transfer groups monthly	2.5. Monthly cash for consumption support for October, November and December 2021 were transferred to 1,587 households. 242 out of 788 households in cash group received one off lump sum cash to start/expand income generating activities
2.6. Provide literacy training/financial inclusion to both treatment groups	2.6. 1,587 households received basic financial management/saving. They receive bank account and card to receive cash from the project
2.7. Provide behavior change communication to both treatment groups	2.7. 1,587 households received trainings on family visioning (poverty graduation pathway), business plan and startup, living skill (hygiene, sanitation, household cleaning), and promoting children education. First home visit was done with all households to further guide about graduation vision, effective use of available resource for income generating activities, and teamwork within households to execute their plan.

10.4 **Communication** materials

- Project webpage: <https://www.kh.undp.org/content/cambodia/en/home/projects/graduation-based-social-protection.html>
- GBSP's cash transfer app developed by MoSVY: www.ngo.ctpkh.net
- Video clip on project activities produced by MoSVY: <https://youtu.be/9LP6qKcR6lw>
- Project banner

10.5 **Statistical annex** on main results since the project start (attached separately in Excel)

10.6 **Minutes of the last project board**



Minute-Workplan
budget 2021-22-Sign

10.8 **Evaluation reports** if available

10.9 - ... **Any other annexes** can be added if deemed necessary by the project team. Examples may include personal stories of project participants, outline of main projects supported under the area-based programmes, etc.

^[1] Ministry of Planning, Press Release on New Poverty Line and Poverty Incident in Cambodia 2019-2022 of the Ministry of Planning, Issued on 17 November 2021.

^[2] Ministry of Social Affairs, Veterans and Youth Rehabilitation, Press Release on the Implementing Outcomes of the Cash Transfer Programme for the Poor and Vulnerable Households during COVID-19, 25 October 2021. Accessed via: <https://web.facebook.com/swdmosvy> on 25 October 2021.

^[3] UNDP, Policy Brief on 2021 COVID-19 Economic and Social Impact Assessment in Cambodia, 20

Term of Reference Local Project Implementing Group

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1. Background

The GBSP project has been designed based on the global experiences and the findings of a major research study - *Graduation Based Social Protection for Cambodia's Extreme Poor*, conducted in 2017. Graduation-based approaches have proved the world over, that they can succeed by enabling poor households to boost their own incomes and secure a lasting exit from poverty. They expect to make a valuable contribution to Cambodia's social protection system.

This four-year project aims to test the effectiveness and practicality of graduation-based approaches in the Cambodia context via a pilot experiment. This will be done using a strict Randomized Control Trial (RCT) approach, which compares a graduation group versus cash transfer and nil intervention groups. This will be followed up by a further iteration of the graduation group to hone the deliverability of the arrangements. The aim of this project is to enable adoption of graduation-based approaches nationally as part of the Government's National Social Protection Policy Framework (NSPPF).

2. Purpose

To implement this project, two main mechanisms should be established as means to manage, oversight, monitor the project progress; support, facilitate and set up implementation arrangement as well as provide strategic direction to project team/partners and manage knowledge generated from the project.

Project Board: the body meets regularly to provide strategic guidance, monitor progress, and review/approve the project work-plan and budget. The project board convenes at least two times per year and ad hoc as deemed necessary or requested by the project team/project board members⁵.

Local Project Implementing Groups: the body needs to constitute at the project's target areas. It serves as mechanism connecting the project board to local stakeholders involving in the project implementation as well as merge the project team with Sub-National Administration's working structure to carry out project activities, particularly activities which SNAs can complement to the project.

3. Roles of the Local project Implementing Group

Local Project Implementing group plays pivotal roles as set forth in the followings:

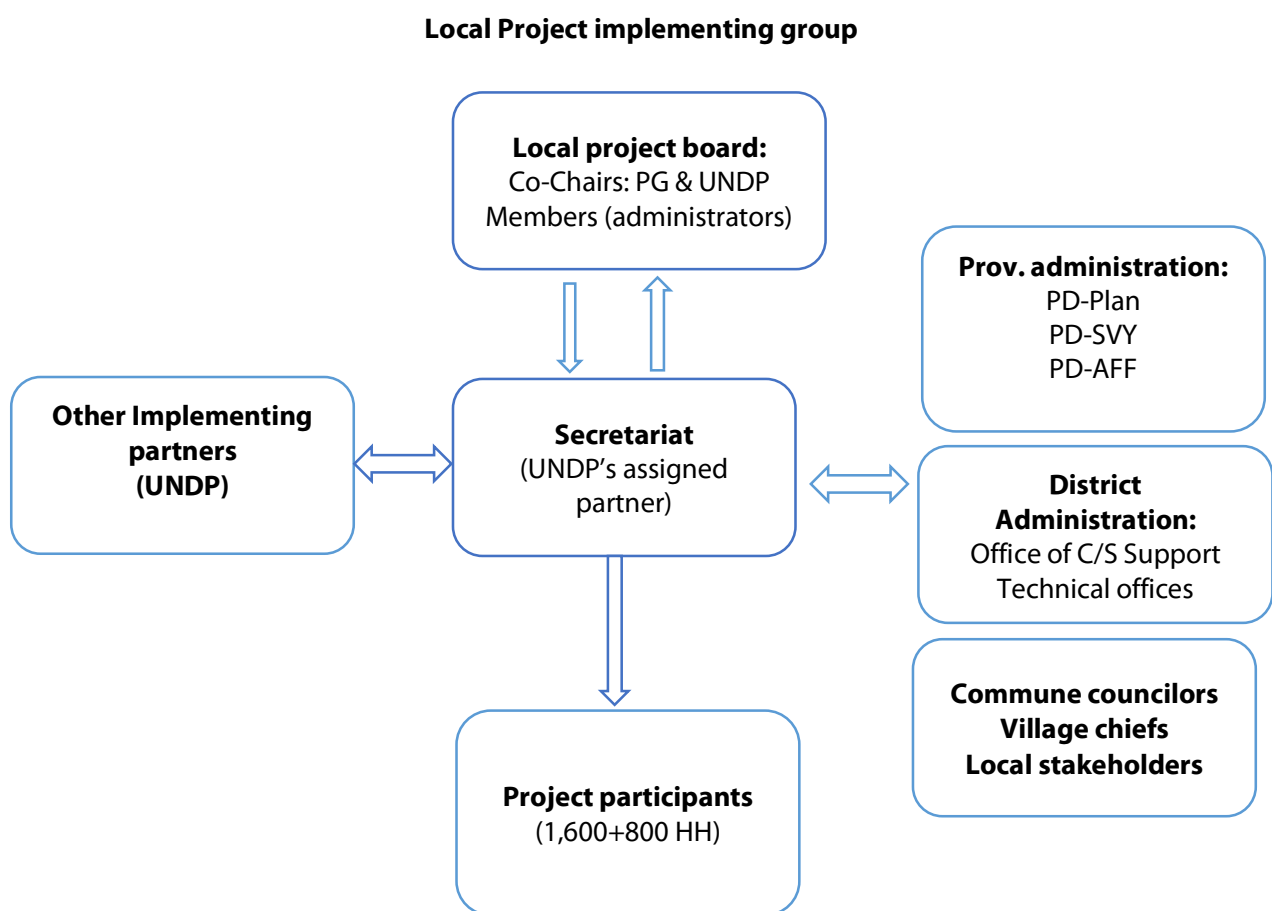
1. **Provide supports on the project implementation:** create enabling environment for the project team to work in their administrative areas, create collaboration between the project team, including its partners, contractors, consultants, with provincial departments, local authorities, and related stakeholders.
2. **Mobilize related stakeholders to carry out project activities:** identify and assign in-charge departments and officials to support and join in the project implementation. Based on the project cycle and the project progress, stakeholders should engage in selecting project participants (the poor), assigning them into treatment and control arms, and join/carry out project activities and/or activities which are in their mandates/complement to the project.
3. **Monitor the progress of activities at the ground:** update and track the progress of the project activities, monitor the performance of implementers and stakeholders, provide guidance and assure the smooth process of implementation, and gather feedback from project participants/implementors

⁵ The GBSP Project Board comprises representatives from UNDP and the National Social Protection Council of the Ministry of Economy and Finance as co-chairs; representatives from the Ministry of Interior; Ministry of Planning; Ministry of Social Affairs, Veterans and Youth Rehabilitation, the Russian Federation (as the major donor) and Cambodian Disabled People's Organization as members to be constituted.

4. **Address emerging issues affecting the project performance or mitigate risks:** provide guidance to local teams/partners to channel and proceed complaints to right responsible entities (the project and authorities), and address those complaints in a fair, just, transparent, accountable, and timely manner.
5. **Provide strategic inputs to the project board:** Capitalizing from expertise, knowledge on grassroots, and participation in the project implementation, the body represented by Co-Chair, nominee of the provincial administration, provides inputs, advices, and recommendations to the project board. Such contribution is worth to shape right strategies and effective implementation.

4. Structure of Local Project Implementation Group

LPIG is a governing body which composes of two entities: 1). Local Governing Board and 2). Local Secretariat which perform different functions but complement each other in nature to achieve the single purpose.



- 1) **Local Governing Board:** have roles to review, endorse and approve the work-plan which is submitted by the secretariat, monitor the project progress, and report/share inputs to the project board. The Local Governing Board composes of Co-Chairs which is a Provincial Governor/nominee and UNDP's project Manager, and members including District Governors/Nominees, Commune Councilors, and other stakeholders who will be defined later. Related stakeholders and implementers can participate in the local board meeting as observers and hold no voting power.
- 2) **Local Secretariat:** refers to an NGO, service provider and/or contractor which UNDP is recruited to carry out activities at the ground on its behalf and assigned to be a secretariat. The entity performing secretariat roles has its own management, staff and working system and complies its own rules and

regulations in terms of project administration and finance. The secretariat has roles: to formulate a work-plan, implement project activities, report the project progress to LPIC; and build the capacity of related stakeholders (provincial departments, district staff, commune staff, communities etc.) so that they can actively join in implementation or provide their complimentary supports as needed by the project.

In implementation process, the secretariat involves governors such as provincial administration, district administration and commune chiefs on monitoring and evaluation, and seek their supports on facilitation, cooperation, and conflict resolution. At the same time, the secretariat involves technical officers from the provincial departments (planning, social affairs, agriculture, districts (office of agriculture), commune clerks and village chiefs etc. to carry out project activities/work-plan. Most of the project works are in their mandates.

5. Expected outcomes of LPIC

LPIC expects to be a body which builds a local integrated system to implement the GBSP project while monitor its impacts. While it functions to document and disseminate knowledge and build capacity of the government/stakeholders to scale up and replicate graduation projects through a learning by doing approach.

Specific deliverables which LPIC should deliver include as below:

1. LPIC including Local Governing Board and Local Secretariat is constituted
2. Awareness raising and understanding on the project is done timely at field work areas
3. Procedure and institutional set up are ready to identify project participants
4. Assignment of project participants (treatment/control groups) are done smoothly
5. Alignment and synchronization among partners and stakeholders are made to develop and implement a joint work-plan
6. Poverty graduation strategy and work-plan (livelihood improvement) is formulated
7. Graduation strategy/livelihood improvement plan is implemented smoothly and effectively
8. Project progress/performance (baseline, mid-line and end-line surveys) is on track
9. Risks and complaints are aware of and addressed timely with satisfaction
10. Knowledge is generated, documented and disseminated such as institutional arrangement, identification of project participants, graduation strategy (cash transfer, asset transfer, skills and technical assistance, behavior change communication, financial literacy), and impact monitoring (graduation of poverty and economic growth/local productivity)
11. Capacity of government staff and stakeholders are improved and built which are capable to scale up

6. Operation procedure

UNDP's project team, with support from ministries which are the project board members, set up a procedure to constitute a LPIC in close consultation with and under the leadership of the Provincial Administration.

The process is proceeded in order as laid out below:

- Nominee of the provincial administration is assigned to be a project board member
- A meeting which the participation of all related stakeholders to review and endorse the ToR is convened
- The Local Governing Board and Local Secretariat of each province is announced once constituted
- LGB meeting is regularly convened at a quarterly basis, and ad hoc as per request and deemed necessary by its members and secretariat. The quorum of LPIC for adopting recommendations shall be 80 percent of the members. Co-chairs and members hold an equal voting power and the decision based on absolute majority. Number of board members should be odd which the absolute majority can easily reach. If a consensus cannot be established on any issues/matters, those must be reflected in the minute.
- Minute shall be written and ready for review and signed off by Co-Chairs within two weeks. The minute shall be shared by the secretariat to members one week prior the local board meeting.

- Secretariat shall provide regular update on the project progress and inform matters/concerns to the local governing board through a brief report, email or app at a monthly basis or ad hoc
- Field visit are organized to observe and assess progress, and gather feedback from participants and implementers
- Capacity building is organized for government staff members and related stakeholders
- Refresh/staff training is organized to reflect past performance and think of effective coordination/clear division of tasks
- Complaint redress mechanism should be established, and clear procedure should be made available.
- Documentation and filing system should be created to store and manage records

7. Scope and limitation of LPIC

LPIC is the mechanism which is established to implement the project in respect of using the government's existing structure alongside with the project's institutional arrangement. Decisions, authorities and effects made from this LPIC are applicable only in the context of the Graduation Based Graduation Project in its areas.

Within the project's framework, LPIC is a local mechanism serving to receive, review and address complaints made by project participants and other stakeholders. Complaints will be addressed by following the government's procedures and with the participation of UNDP, Sub-National Administration, and Line Ministries.

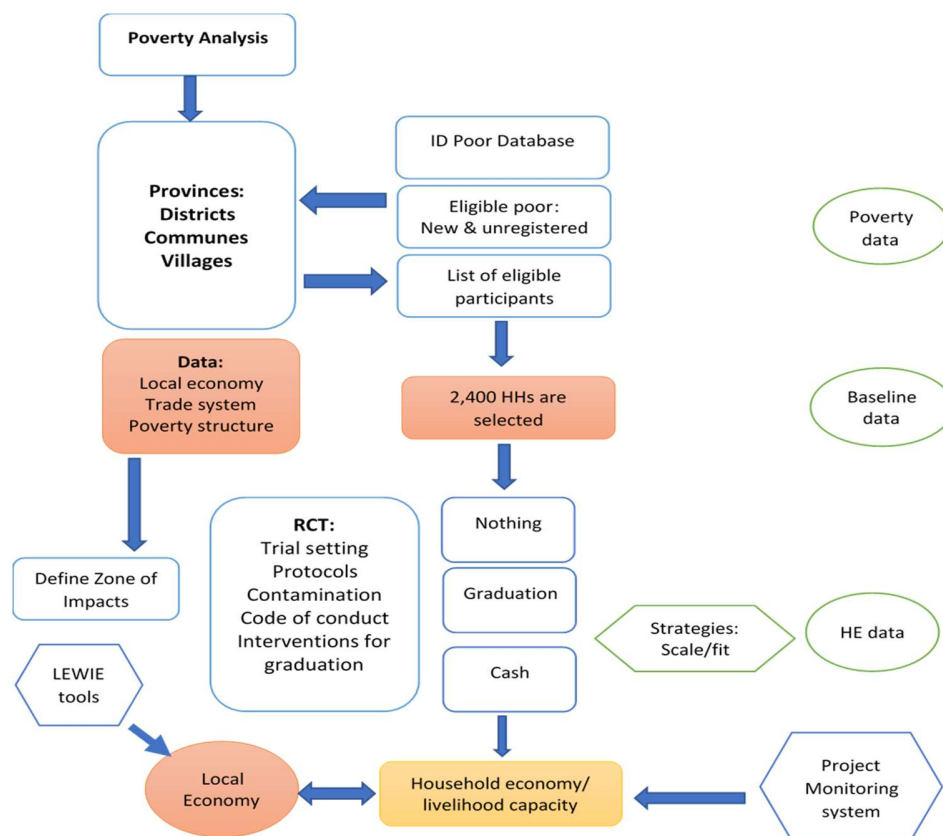
The project covers the cost of government and related stakeholders who join in the project implementation based on rules, regulations, and procedures of UNDP and/or UNDP's partners (NGO assigned to be a Local Secretariat). The project can cover the cost of only activities and missions which the stakeholders (government staff members) needs to involve. The secretariat, in consultation with stakeholders, will formulate a work-plan and define numbers of activities (time, scope of working, cost) which they need to involve either in implementation or monitoring. Contribution from partners/stakeholders (government and private sector) is highly appreciated and requested to fulfill the project's budget constraint.

8. Timeframe

The project takes 22 months to implement its activities which RCT is a core structure to measure project impacts. The mandate of LPIC has the same duration.

For the period, the timelines are set as the followings:

- First three months: capacity building before asset transfer
- Twelve months: implementation of social protection trial which include cash transfer, graduation and doing nothing
- Six months: lapse time is allotted to enable the measurement of project impacts (accumulation of cash and assets). End line survey will be conducted at Month 22

Picture: flow of the project activities

9. Dissolution

The ToR of LPIG will be reviewed by the local governing board at the mid-term of the project implementation (Month 7). The review will base on the reality of working arrangement, performance of stakeholders, project progress, feedback from participants/stakeholders and local development context/(unprecedented crisis). The Local Governing Board of LPIG owns discretion to adopt change to optimize the practicality of local implementation arrangement and flexibly adjust to achieve its expected outputs.

LPIG will be dissolved automatically at the final date of the project. The final local board meeting will convene to conclude and wrap out project work.