



PROJECT DOCUMENT
Cambodia

Project Title: National Graduation-Based Social Protection Project
Project Number: 01005364
Implementing Partner: UNDP
Start Date: 01 March 2026 **End Date:** 31 December 2030 **LPAC Meeting date:** 13 February 2026

Brief Description			
Nearly 80% of Cambodia’s poor population resides in rural areas, where they are predominantly engaged in subsistence farming. Almost all of the agricultural output they produce is used for household consumption and is highly vulnerable to weather extremes, economic and family shocks. The overall vision of the project is to build institutional capacity both at the central and sub-national level to implement the national Graduation Based Social Protection (GBSP) program and support a durable pathway out of poverty for participating poor households through basic cash transfers for subsistence and the acquisition of productive assets to develop their livelihoods, promote self-sufficiency, and enhance resilience. During the project period, 45,000 households (approx. 225,000 individuals) will be directly supported. To achieve this, the initiative will deliver comprehensive, integrated support, including: • Cash assistance to stabilise household income. • Cash assistance to purchase productive assets to enable income-generating activities. • Skills development and vocational training tailored to local market needs. • Individualised coaching and mentoring to guide families through the graduation process.			
Contributing Outcome (UNSDCF, CPD, RPD): Cooperation framework outcome involving UNDP #1 By 2028, people in Cambodia, especially those at risk of being left behind, are healthier and benefit from improved gender-responsive education and social protection. CPD Output 1.2: Inclusive social protection systems enhanced to increase the resilience of people. Indicative Output(s) with gender marker¹: GEN 2	Total resources required:	US\$ 24,360,700	
	Total resources allocated:	US\$ 3,095,131	
		Donor: GIZ	US\$ 176,056
		Co-Financing from Government:	US\$ 2,150,000
		Parallel Fund:	US\$ 769,075
	Total unfunded:	US\$ 21,265,569 (of which US\$ 2,000,000 is pipeline)	

Agreed by (signatures):

UNDP
Print Name: Enrico Gaveglia, Resident Representative
DocuSigned by: 5341BE539BD1458...
Date: 23-Mar-2026

¹ The Gender Marker measures how much a project invests in gender equality and women’s empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

DS MM DS DS

I. DEVELOPMENT CHALLENGE

Development and poverty context

Cambodia has made significant economic advancements in the past decades. The economy experienced an average annual growth rate of nearly 7 percent (World Bank, 2025). As a result, poverty rates have also fallen sharply. For example, poverty incidence declined from 33.8 percent in 2009 to 17.8 percent by 2019/2020 (World Bank, 2022). The UNDP's Multidimensional Poverty Index (MPI) also shows significant poverty reduction in Cambodia, falling by half from 36.7% in 2014 to 16.6% in 2021 (UNDP, 2023). Nonetheless, economic growth alone remains insufficient to address multiple drivers of poverty and vulnerability to shocks, as demonstrated by the deterioration of people's income security during the coronavirus pandemic (UNDP, 2020; UNDP, 2021; UNDP, 2022). Extreme poverty, and precariousness continue to affect a large swathe of the population, who remain highly vulnerable to extreme weather events, financial and other types of shocks (UNDP, 2021).

Poverty in Cambodia is concentrated in rural areas. Nearly 80% of Cambodia's poor populations typically live in remote rural areas and are engaged in small-scale, subsistence farming (Khoun, 2025). Most of the agricultural output they produce is used for self-consumption. They face multiple barriers to expanding production, meeting the demands of the market, and generating regular streams of income. These barriers include limited access to land, productive resources, capital, lack of skills and new technologies, social marginalization, and frequent exposure to shocks. Consequently, they are locked into 'high-risk' and low-return income-generation activities, mainly subsistence agriculture, leading to poor economic outcomes. These practices and conditions trap them in cycles of low productivity, poverty, and chronic vulnerability (UNDP, 2019; Khoun, 2025). Women-headed households as well as households with members suffering from chronic illness and disability encounter additional constraints.

In addition to structural poverty drivers, Cambodia faces new and evolving risks that threaten development gains. The recent Cambodia–Thailand border tensions have disrupted cross-border trade and labor mobility, with over 900,000 migrant workers returning to Cambodia in 2025 (Khmer Times, 2025). This has affected livelihoods of migrant workers and small businesses dependent on regional connectivity. Heightened insecurity in border provinces can exacerbate vulnerability among already marginalized populations, particularly those reliant on seasonal migration for income (UNDP, 2026). Other vulnerabilities include climate-related shocks such as floods and droughts, which continue to undermine agricultural productivity and food security. Global economic uncertainties, rising energy prices, and inflationary pressures further strain household budgets, increasing the risk of falling back into poverty (MoE, 2025). These overlapping crises highlight the fragility of Cambodia's progress and the urgent need for integrated social protection and resilience-building measures.

Based on this development context, there is a growing policy agreement that social protection is required to tackle the twin-track challenges of poverty and vulnerability to poverty in Cambodia through leveraging social assistance for productivity enhancement. Indeed, a combination of social protection and livelihood support would allow these households to break out of the poverty cycle through self-employment and livelihood development.

Graduation-based models offer a win-win for rural poverty reduction and local economy development.

Graduation-based social protection (GBSP) has an important role to play in addressing Cambodia's rural poverty. It offers opportunities for poor, working-age individuals to generate income and improve food security, while also stimulating local economies. A typical GBSP model involves a carefully sequenced bundle of benefits, including cash assistance for consumption, agricultural, financial literacy and other soft skills training, and productive asset transfers. Graduation generally

takes place after 18–36 months, depending on the level of poverty and productivity, and is defined as leaving poverty and achieving sustainable livelihoods (Sulaiman et al., 2016).

Global evidence also shows that GBSP can lift poor households out of poverty by improving their consumption, food security, health and nutrition outcomes, and increasing their asset accumulation (Bandiera et al., 2017; Andrews et al., 2021; Banerjee et al., 2021). The combination of asset transfers and cash grants allows poor households to make, accumulate and maintain investments, as well as increase and diversify asset holdings. These outcomes in turn result in greater income diversification, higher productivity, as well as longer-term resiliency in the face of economic shocks and natural disasters (Bandiera et al., 2017; Andrews et al., 2021; Banerjee et al., 2021).

This was corroborated by the General equilibrium analysis² and the GBSP pilot between 2020 and 2024 in two districts of Preah Vihear and Kampong Chhnang provinces, including a total of 2,400 poor households, to test the potential of time-bound, integrated programming to respond to the needs and the context in Cambodia. The pilot divided, as part of a randomised control trial, the households into three groups, two of which received a consumption allowance, with one group receiving, in addition, cash transfers for buying productive assets and the other group receiving an equivalent amount in cash, assets and training. The last group was the control group, which did not receive support from the pilot. Participating households also received livelihoods and business development, financial literacy, and life skills training to set participants on a sustainable pathway out of poverty.

The endline impact evaluation of the pilot confirmed that the graduation approach is an effective model to get poor households out of poverty. The intervention had positive effects on treatment households' livelihood resilience (via accumulation of assets, consumption +13%, income +38.6%, and savings +60%) and thereby contributed to a reduction of poverty rate by 18.8% among the participating households compared to households who did not receive the treatment/intervention. The project also promoted the adoption of positive, productive, and social practices through communication for behavioural change, resulting in reduced consumption of tobacco and alcohol, and increased spending on healthcare and education (UNDP, 2024). The pilot also demonstrated spillover effects on local economies and a high return on investments; for every USD invested, there is a return of 8.53 USD (UNDP, 2023). Overall, the pilot has facilitated momentum for poor households to move forward in their sustainable livelihood development and graduation from poverty.

The China-aided poverty alleviation project, in collaboration with UNDP Cambodia, was instrumental in strengthening the institutional and operational foundations for the implementation of the national GBSP program. The Accelerating COVID-19 Recovery for Vulnerable and Marginalised Groups in Cambodia through Providing Assets for Poverty Reduction and Resilience (ACRP) project, implemented by UNDP with funding from the Government of China, in 2024-2025, uplifted 5,500 poor households across five provinces. By providing productive assets to 2,500 households, enhancing health and sanitation for 3,000 households and 5,000 children, and supplying 89 semi-automatic cashew nut peeling machines to 27 agricultural cooperatives, the initiative boosted resilience, improved public health, and enhanced agricultural productivity, fostering hope and empowerment in vulnerable communities. This intervention helped households improve processing efficiency and enhance market competitiveness. It created new income opportunities—particularly for women—enabling them to contribute more actively to their family's livelihood.

Based on the positive results of the pilot, lessons learned from the ACRP project, and the demand for enhancing productivity and poverty reduction in rural areas, the RGC included the rollout of a national GBSP program among the 6 national priority programs of the Pentagonal Strategy. Guidelines

² In 2017, UNDP Cambodia conducted a general equilibrium analysis to test whether graduation-based interventions could bring about lasting impacts on poverty reduction among the extreme poor and boost economic growth (Levy, 2017).

on the Implementation of the National GBSP Program were developed, aiming to reach a cumulative number of 200,000 poor households over the next 10 years, between 2026 and 2036.

II. STRATEGY

The project will contribute to UNSCDF/ CPD Outcome 1: By 2028, people in Cambodia, especially those at risk of being left behind, are healthier and benefit from improved gender-responsive education and social protection and CPD Output 1.2: Inclusive social protection systems enhanced to increase the resilience of people.

The overall vision of the project entitled “National Graduation-Based Social Protection (GBSP)” program is to build institutional capacity both at the central and sub-national level to implement the national GBSP program and support a durable pathway out of poverty for participating households. GBSP is designed to respond directly to the needs through a sequenced package of interventions: cash assistance to stabilise consumption, productive assets to generate income, skills training to enhance employability, and individualised coaching to guide households toward self-reliance. The project objective is to support the national scale-up of Cambodia’s Graduation-Based Social Protection Programme by enabling 45,000 poor households (approx. 225,000 individuals) to achieve sustainable livelihoods. To achieve this, the initiative will deliver comprehensive, integrated support, including:

- Cash assistance to stabilise household income.
- Lump sum cash transfer for purchase of productive assets to enable income-generating activities.
- Skills development and vocational training tailored to local market needs.
- Individualised coaching and mentoring to guide families through the graduation process.

Beyond direct household support, the project will strengthen institutional capacities at both national and local levels, enhance digital monitoring and data systems for improved transparency and accountability, and foster coordination among stakeholders. These efforts align with Cambodia’s long-term vision of ending extreme poverty by 2035, contributing to inclusive growth and resilience.

The national GBSP program is expected to reach an estimated 200,000 poor households (holders of ID Poor 1 and ID Poor 2 cards)³ with at least one economically active member in rural areas during the first phase of the rollout from 2026 to 2036. UNDP will provide technical support to the RGC for the rollout and gradual expansion of the GBSP Program to ensure a successful delivery directly to 45,000 households and integration into the national social protection policy framework (NSPPF). UNDP will work closely with the General Secretariat of the NSPC and the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY), and Provincial Administrations to facilitate preparation of a national policy framework, institutional, governance and operational arrangements, organizational capacity building, monitoring and evaluation (M&E), and funding and budgeting. For the successful implementation of the national GBSP program, the project will contribute to ensure: (1) GBSP policy formulation and integration into NSPPF; (2) Institutional and operational system strengthening and multi-sectoral coordination; (3) Programme design and operations; (4) Capacity development; and (5) Monitoring and evaluation systems and capacities.

The project will contribute to achieving broader national development goals in human capital development and employment security set forth in the Pentagonal Strategy Phase 1, and will support Cambodia’s transition to an upper-middle-income country by 2030. The project will generate policy and operational evidence to demonstrate that investment in a graduation-based social protection approach is both relevant and desirable in the context of Cambodia.

³ IDPoor in Cambodia is a government mechanism that identifies poor and vulnerable households, with IDPoor 1 targeting extreme poverty and IDPoor 2 addressing slightly less severe but still significant vulnerabilities.

The project will be undertaken at regular intervals to assess the GBSP's results on household income, consumption, asset accumulation, and investment practices, with a special focus on empowering poor rural women. Process assessments and evaluations will examine the links between programme design, quality and efficiency of programme delivery to generate evidence and lessons to inform programme improvements and cost efficiency.

The project will also adopt a gender-responsive design and delivery to promote women's economic empowerment and ensure that they can fully use productive transfers and training and benefit from the Program. It will include measures to reduce practical and normative barriers to women's participation. The project will also integrate climate considerations in promoting and supporting livelihoods. The GBSP pilot highlighted climate externalities as critical to ensuring the success and sustainability of investments. The theory of change adopted in the elaboration of this proposal is as follows:

Project Theory of Change

IF

Poor households of working age are supported, in addition to cash transfer for consumption smoothening, with the productive assets, financial literacy and the technical and soft skills necessary to build and diversify their livelihoods

National institutions at national and subnational levels have the needed capabilities, effective systems to deliver and coordination mechanisms to manage social protection efficiently

Then

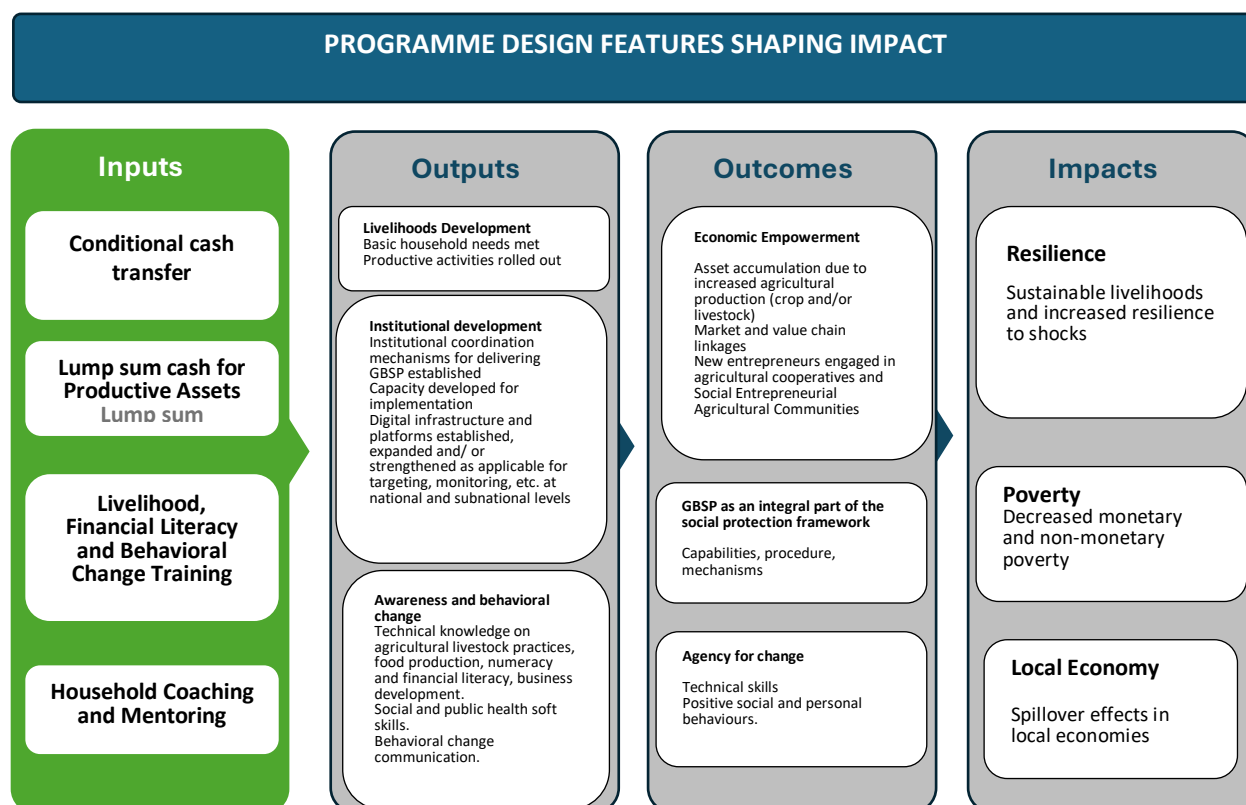
Poor households and their communities will be able to enhance their economic and social resilience, reduce their vulnerability to shocks, and graduate from poverty in a sustainable and self-reliant manner.

Because

When households are supported with the right combination of assets, knowledge and skills, they are empowered to accumulate the human, social, and financial capital needed to sustain their livelihoods, seize new opportunities, and cope with adversity. They become capable of planning for the future, engaging in productive activities, and making informed decisions that support long-term well-being.

At the same time, when institutions at all levels are equipped with strong systems, trained personnel, and effective coordination mechanisms, they are better able to identify the needs of IDPoor households, deliver timely and adaptive support, and accompany families along their pathway out of poverty. These strengthened systems ensure that social protection is accessible, responsive, and linked to complementary services, including livelihoods, skills development, and community support, enabling households to become self-sufficient and secure dignified, sustainable livelihoods.

Figure 2: National GBSP Conceptual Framework



Key assumptions

- **Securing budget for implementation through cost-sharing by the RGC and development partners to strengthen and scale-up social protection:** Ensuring the long-term implementation and expansion of social protection interventions requires a stable and diversified financing base. This includes strengthened government budget allocations complemented by strategic cost-sharing arrangements with development partners. Such joint investment not only enhances programme sustainability but also enables the scale-up of social protection services to reach more vulnerable populations with quality and consistency.
- **Continued government commitment and ownership – including through financial and human resources** – to implement the national GBSP programme at national and subnational levels, down to the community/Sangkat level: Continued and visible commitment from the RGC is essential for the successful rollout of the national Graduation-Based Social Protection (GBSP) program. This commitment will be demonstrated through the allocation of adequate financial, technical, and human resources. Strong national-level leadership, combined with effective coordination and implementation at provincial, district, and community/Sangkat levels, will ensure that the GBSP is institutionalised, well-managed, and responsive to local needs.
- **Active engagement at the commune level, including mobilisation of commune resources (financial and human) to support program implementation:** Commune administrations play a critical frontline role in the delivery and monitoring of GBSP interventions. Their active participation, including mobilisation of local financial and human resources, is vital for ensuring that programme activities are context-appropriate, timely, and aligned with community priorities. Empowering commune councils to take a proactive role contributes to more effective implementation, improved coordination with social service providers, and stronger accountability to community members.
- **Positioning community members as agents of change– active uptake and participation in the GBSP program:** The success and impact of the GBSP program ultimately depend on the meaningful participation of community members. Encouraging households and community groups to actively engage, adopt recommended practices, and participate in project activities

transforms beneficiaries into partners and drivers of change. When communities understand, trust, and actively support the project, the likelihood of sustained behavioural and socio-economic improvements is significantly increased.

Key risks

- **Insufficient financial resources and low efficiencies in managing the budget:** The project faces a significant risk of inadequate financial resources, which may limit the scope, timeliness, and quality of implementation. Even when funding is available, inefficiencies in budget planning, execution, and oversight can further reduce the project's effectiveness. Weak financial and procurement management systems, particularly at sub-national levels, could result in delays, under-utilisation of funds, or misalignment between allocated budgets and actual project needs. These constraints may compromise the continuity of support provided to beneficiary households and undermine long-term project sustainability.
- **Low uptake and limited capacities at the district and commune levels to ensure program quality and impact:** Project quality is threatened by varying levels of technical capacity, motivation, and institutional readiness among district and commune officials. Local implementers may lack sufficient training in coaching, supervision, data collection, M&E procedures, or project delivery protocols. Consequently, the quality and consistency of services offered to households may differ widely across locations. Low uptake of project approaches, such as individualised coaching, productive asset management, or behavioural change communication, could further weaken the intended outcomes. Without systematic capacity-building, supportive supervision, and clear operational guidance, the project may struggle to achieve impact at scale.
- **Structural limitations in public infrastructure and households' entrepreneurial capacity:** The programme faces risk stemming from inadequate public infrastructure. Limited access to essential infrastructure—such as rural roads, electricity, storage facilities, extension services, and functioning market-linkage systems—may prevent households from meaningfully translating programme inputs into sustainable livelihoods. At the same time, the GBSP assumes that cash transfer recipients, even with training and coaching, can successfully engage in entrepreneurial activities. In reality, not all households possess the necessary skills, risk tolerance, or enabling environment to operate micro-enterprises, especially in areas with weak market access. These structural constraints, combined with variable household capacities, may limit the programme's contribution to long-term economic resilience and make the ambition of supporting LDC graduation particularly challenging unless GBSP interventions are strongly connected to broader market-system, industrial, and productivity-enhancing investments.

III. RESULTS AND PARTNERSHIPS

The project contributes to achieving the UN Sustainable Development Cooperation Framework (UNSDCF)/ UNDP Country Programme Document (CPD) 2024-2028, outcome 1: By 2028, people in Cambodia, especially those at risk of being left behind, are healthier and benefit from improved gender-responsive education and social protection; and CPD output 1.2: Inclusive social protection systems enhanced to increase the resilience of people.

The project contributes to the 2030 Agenda for Sustainable Development, with a strong focus on SDGs 1, 8, and 10. It addresses poverty and inequality by strengthening social protection systems and promoting inclusive and sustainable livelihood opportunities. Under SDG 1 (No Poverty), the project supports efforts to eradicate extreme poverty (Target 1.1) and expand social protection coverage for vulnerable populations (Target 1.3).

In line with SDG 8 (Decent Work and Economic Growth), it promotes sustainable economic growth (Target 8.1) and supports job creation, entrepreneurship, and the growth of small enterprises (Target 8.3). The project also advances SDG 10 (Reduced Inequalities) by reducing income disparities (Target 10.1) and promoting social and economic inclusion of marginalised groups (Target 10.2).

The project responds directly to the national policy and strategic framework articulated in the Pentagonal Strategy Phase I and the National Social Protection Policy Framework 2024–2035. By aligning its objectives and interventions with these frameworks, the project contributes to national efforts to enhance social protection coverage, promote inclusivity, and support sustainable socioeconomic development.

A. EXPECTED RESULTS AND KEY ACTIVITIES

The project is expected to deliver three main outputs over a period of five years from 2026-2030:

- 1) Necessary policy frameworks are in place and institutional capacity strengthened for sustained and effective implementation of the national GBSP program;
- 2) Poor households received integrated support from the national GBSP program to enhance their skills and productive capacity, enabling them to move out of poverty and build long-term resilience;
- 3) Robust evaluation of the national GBSP program and other assessments completed to inform policy and program improvements.

The project begins in January 2026 and ends at the close of December 2030. The chart shows the key outputs of the project and the duration and timing of each including set-up and roll out; delivery of the national GBSP program in five intakes of project participants; policy development and advocacy; and research and reporting phase.

Table 1: Key phases of the roll out of national GBSP program (2025–2035)

Coverage expansion	The number of targeted households in the program cycle of 24 months		Total number of households by year
	Year 1 (New)	Year 2	
2026*	5,000	-	5,000
2027*	7,000	5,000	12,000
2028*	8,000	7,000	15,000
2029*	10,000	8,000	18,000
2030*	15,000	10,000	25,000
2031	15,000	15,000	30,000
2032	25,000	15,000	40,000
2033	25,000	25,000	50,000
2034	30,000	25,000	55,000
2035	30,000	30,000	60,000
2036	30,000	30,000	60,000
2037	-	30,000	30,000
Total number of households		200,000	

Note: the project document aims to support the roll-out of the national GBSP program in the first five years (2026-2030). UNDP will assess the technical and financial requirements in the subsequent years as the program evolves.

Output 1: Necessary policy frameworks are in place and institutional capacity strengthened for sustained and effective implementation of the national GBSP Program.

This output will involve supporting the RGC to develop targeting criteria and procedures for selecting the locations and participating households, hone programme design, establish research tools and institutional and operational arrangements for decentralised programme delivery.

Activity 1.1. Finalisation of targeting methods and selection of Program locations.

The National GBSP program is to be geographically targeted and expanded in a gradual manner, with specific intended beneficiaries to take part in the program. Hence, criteria to select geographical location and participating households are established to achieve the goal and objectives of the program and aligned with the guiding principles.

Geographical targeting criteria for assessing and ranking districts and communes are based on the following variables:

- High poverty rate, using IDPoor data⁴;
- High risks to climate shocks, using the Ministry of Environment's Climate Vulnerability Index; and
- Low food security rate, using food security data.

The project will prioritise communes and districts in close proximity to where the project has been piloted or implemented at the early stage to leverage institutional capacities that were strengthened. Additionally, the project will consider districts that have the Home-Grown School Feeding Program in place but lack a reliable local food supply. The provisional list of target districts and communes is to be prepared between 2026 and 2035, with the target districts and communes to be confirmed annually. In terms of household eligibility, the national program is eligible for IDPoor 1 and IDPoor 2 households in the selected communes and districts and have at least one person in the age bracket of 15 to 65 years with labour capacity to participate fully in the program.

Activity 1.2. Finalising training curricula, SOPs, and relevant operational manuals. The GBSP Program design will be reviewed to fine-tune and streamline all components and activities before delivery. GBSP operational manual will cover topics, such as procedures for registering, targeting and enrolling households, procedures for procurement and distribution of asset transfers, defining the menu of livelihood packages, setting up an optimal size of cash stipend and procedures for electronic payment of cash transfers, finalizing the content, and methodologies to deliver a streamlined livelihood and business development training, BCCs, and household coaching and mentoring visits.

Activity 1.3. Supporting the setting up of governance structures at national and sub-national levels. The overall focus of the institutional framework for the GBSP governance will be to decentralise Program delivery, develop clear institutional mandates and roles of key Program stakeholders, and strengthen the capacities of government structures to gradually take full ownership of the implementation. UNDP will provide policy and technical support to the GS-NSPC to establish and convene a steering and technical committee at the national and provincial levels. These committees will be responsible for guiding a multisectoral collaboration and coordination, and track and monitor overall progress of the program.

Activity 1.4. Upgrading and maintaining an MIS system and building inter-linkages with relevant referral services. These would entail a development of (1) a robust case management and referral systems to link GBSP participants and graduates to social assistance and social security schemes and other complementary Programs and policies; (2) a standardised and digital MIS modules (forms and procedures) to track the progress of implementation of different GBSP components—from identification of beneficiaries to payments and grievance redressal mechanisms, as well as case management and referrals and uptake of complementary support. Technical assistance will also be provided to ensure that GBSP MIS is harmonised and linked to other relevant databases to ensure data interoperability and management of referrals.

Activity 1.5. Communication and outreach of the national GBSP Program. To effectively communicate a national program, it is essential to implement a range of activities, including gender

⁴ ID poor screening considers the gender sensitivity and other social inclusion considerations.

sensitive multimedia awareness campaigns, and community engagement through meetings and partnerships, and digitalization of training packages. These efforts not only enhance program visibility but also highlight the contributions of donors.

Output 2: Poor households received integrated support from the national GBSP program to enhance their skills and productive capacity, enabling them to move out of poverty and build long-term resilience.

UNDP will provide technical, managerial, and capacity support to the RGC, at national and subnational levels to deliver the cash transfer and non-cash transfer related activities by the government to at least 45,000 households.

2.1. Administering households selection and enrolment. UNDP will support GBSP staff to undertake a comprehensive livelihood and family needs assessment, risk management profiling and gender analysis to inform benefits, asset selection and activities, designating women as recipients of cash electronically, and measures (e.g., flexible time of trainings/visits, safe and comfortable locations nearby, childcare support) to reduce barriers and encourage women's attendance. This data will be analysed and documented in the MIS.

2.2. Providing lump sum cash transfer to households for the purchase of productive assets. A lump sum of cash transfer of 240 USD will be provided by the National Social Assistance Fund (NSAF) to each household for the purchase of productive assets. Based on the National GBSP Guideline, Households will use the cash to purchase productive asset packages from a standardised menu, such as rice (seeds, fertilisers, pesticides), vegetables (seeds, cuttings, pesticides), mushrooms (growing kits), poultry (chickens or ducks with feed, housing, and vaccinations), crickets (farming kits), fishery inputs (motors, nets, lines, bait), irrigation (solar water pumps, drip irrigation systems), and basic agricultural tools. These packages are designed to support income-generating activities aligned with local livelihoods and household production capacity. To ensure compliance, a written contract will be signed by the households with endorsement from the local authority before the cash can be transferred to their bank account.

2.3. Providing technical and BCC training to households. The capacity development plan will be put in place to strengthen organisational and staff knowledge, skills, and capacities, particularly at the subnational level, to deliver the GBSP program successfully. UNDP will work closely with the NSAF/MoSVY and Provincial Administrations to conduct in-depth capacity assessments of the government in each selected locality, based on standardised templates, to prepare tailored capacity-development action plans taking into consideration gender diversity and other characteristics of the target group.

2.4. Recruiting social workers to support households. Training sessions will be conducted focusing on three key areas: livelihood-skills training, financial inclusion support, and behavioural change. The livelihood-skills training will help participants manage agricultural productive assets and run both farm and non-farm businesses. Financial inclusion support will enhance their ability to manage household budgets, make wise investments, manage risks, and maintain their businesses through financial literacy training and promoting a savings culture. Behavioural change training will address the psychosocial dimensions of poverty and promote human capital development, positive family and investment practices, with modules covering topics such as nutrition, preventive healthcare, hygiene, water and sanitation, children's education, disaster-risk management, climate change adaptation, and gender dialogues. Additionally, the program will include reflection meetings and refresher training sessions to ensure the effective utilisation of the training provided, thereby improving the capacity of the households.

2.5. Providing capacity development to the national partners and sub-national administrations (SNAs) – a gender balanced group of 450 youth volunteers will be recruited to provide household coaching/mentoring and provide backstopping support on concrete issues related to farming,

livestock raising and/or marketing/sales of produce. Each youth volunteer can cover approximately 100 households. They will work under the supervision of the District Administration.

2.6. Providing support for market access and value chain linkages. The GBSP program design will be periodically assessed to align with the dynamic poverty context and evolving demands. Over the next five years, the program will expand its components based on evidence of what works, and promote linkages with complementary programs and policies within the new NSPPF (2024-2030), as well as other relevant rural and agricultural services. In the short term (2026-2027), adjustments will be made based on monitoring and evaluation findings, including enlarging the menu of asset packages to offer more climate-resilient livelihood options, adding a village saving and lending modality, supporting farmers to form or join producer organizations and marketing cooperatives, and linking participants to complementary services to improve productivity, revenues, and income diversification.

Output 3: Robust evaluation of the national GBSP program and other types of research completed and evidence generated to inform policy and program improvements.

3.1. Undertaking impact assessment and process evaluation, draw lessons, and ensure that a more improved programmatic model can be rolled out in subsequent expansion phases. Quantitative and qualitative data will be collected at three survey points (baseline, midline and endline waves) using household questionnaires and qualitative narrative assessments. Key variables include changes in income/consumption, investment and savings, asset ownership, nutritional impacts, resilience, and reductions in poverty. Qualitative narrative assessment (and stories of change methodology) will be used to capture perceptions and experiences of beneficiaries with the program, and intermediate effects on productive behaviour, investment and social practices, intra-household dynamics, and key gender outcomes.

3.2. Conduct Field monitoring and households follow-up visits. This includes periodical monitoring visits and spot check by UNDP project staff, national and sub-national counterparts to training sites and to individual households for quality assurance, compliance and programmatic adjustments where required.

3.3. Review, update, and digitalise training curricula. Based on research and evaluations, training manuals and curriculum, both agricultural-based technical skills and BCC trainings will be periodically reviewed and updated to reflect change in socio-economic condition and market demand. Those training materials will be also digitalized to make it more accessible and cost efficient, especially for relevant officials and youth volunteers who will provide training and/or work directly with beneficiary households.

3.4. Conducting evidence-based research to support the policy advocacy and programmatic enhancements– this may include studies to examine the investment case for replicating graduation Program countrywide, and operational research to reshape and hone Program design and recommend more cost-effective delivery options. Micro simulations should be conducted to examine the return on investments in terms of the GBSP program's contribution to the local economy, its boost in employment, savings for the government, social returns, and higher quality consumption for healthcare and education.

B. RESOURCES REQUIRED TO ACHIEVE THE EXPECTED RESULTS

To ensure that the project can be fully implemented and achieve its intended outcomes and targets, a total budget requirement of US\$ 24.36 million has been estimated for the five-year implementation period. Securing this level of funding will be essential for delivering the project's integrated interventions, sustaining operations, and enabling adaptive management throughout its lifecycle.

A comprehensive resource mobilisation strategy is therefore critical. This strategy will identify and prioritise potential funding sources, including bilateral and multilateral development partners, UN agencies, philanthropic organisations, and private sector partners. In addition to mapping prospective

donors, the strategy will establish a clear pipeline that distinguishes between high probability (hard pipeline) and emerging funding opportunities.

To maintain momentum and ensure alignment with donor priorities, the resource mobilisation approach will include:

- Regular monitoring of funding pipelines and donor engagement progress.
- Proactive outreach and partnership building, grounded in evidence from GBSP's design and expected impact.
- Continuous updating of donor intelligence, including funding cycles, thematic interests, and potential co-financing options.
- Coordination with national stakeholders, ensuring that resource-mobilisation efforts reinforce government priorities under the national social protection framework.

By institutionalising these processes, the project will maintain a dynamic and responsive resource-mobilisation mechanism capable of securing the financing needed over the full implementation period.

C. PARTNERSHIPS

Partnership and engagement with key stakeholders will be critical to ensure the smooth transition and successful rollout of the national program. Throughout the project, UNDP will pursue partnerships with RGC, development partners and non-government/private sector actors across technical, operational, and financial areas. The UNDP will support government counterparts at the national and subnational levels. The primary counterpart for the project at a national level will be the GS-NSPC, MoSVY/NSAF, MoP, MAFF and MoLVT. The GS-NSPC, under the Ministry of Economy and Finance (MEF) will provide overall leadership, strategic guidance, and coordination of relevant stakeholders to successfully implement the National Guideline. UNDP Cambodia will work closely with the GS-NSPC to mobilise resources and evaluate the GBSP scale-up and implementation of the roadmap. UNDP will engage with the MoSVY/NSAF and Provincial Administrations to support its role in leading the national GBSP program implementation.

Key partnerships with development organizations will be pursued to ensure access to high-quality technical and policy support and financing. UNDP will collaborate with relevant United Nations agencies, such as FAO (regarding technical support with agricultural and rural development, farmer field schools, etc.), WFP (regarding shock-responsive programming), UNICEF (harmonization with the Family Policy and development of case management/referral system), ILO (regarding formalization of work). UNDP will also collaborate with other development partners, including GIZ, DFAT, IFIs, on the provision of technical assistance, support with policy formulation, capacity development, research, and resource mobilisation.

Where subnational capacities are deemed limited, UNDP may promote partnerships with private sector agents in the value chain – including sellers of inputs, buyers of produce, or agriculture cooperatives – will be facilitated to build linkages and supply chains between GBSP households and local markets. Finally, community structures and citizens will be informed about different services and government support, and mobilised and empowered to promote scaling up and to hold public agencies accountable for transparent and quality service delivery.

D. RISKS AND ASSUMPTIONS

UNDP consulted stakeholders and feminist CSOs on the design of this project, including on the potential for social and environmental risks. The project's overall social and environmental risk categorisation has been deemed to be 'low'. This project's principal objectives are targeted to support gender equality, a fundamental human right, and seek to make positive progress in shaping institutions that can make transformational change. As such, the risk of unintended negative impacts on women and other groups at risk of being left behind are low.

Risk category	Brief description of risks
1. Social and Environmental	Risk 1: There is a risk of limited participation by women and other marginalised groups in the program. Risk measurement: Develop an inclusive and continuous engagement strategy that targets women, marginalised communities, and vulnerable households. Ensure representation in decision-making processes and integrate gender-sensitive indicators into monitoring systems for timely corrective actions. Implement the government's existing Grievance Redress Mechanisms (GRM) and ensure communities know how to report concerns, including access to UNDP's Stakeholder Response Mechanism.
2. Financial	Risk: There is a risk that limited financial resources, combined with inefficiencies in budget management, may hinder the effective implementation of planned activities. Risk measurement: Strengthen national and subnational capacities in financial and procurement management to reduce risks of non-compliance, inefficiencies, and delays. This will include delivering targeted capacity-building interventions, clarifying roles and procedures, and introducing efficiency measures such as digital financial-tracking tools, standardised workflows, and streamlined procurement processes. These actions aim to mitigate operational and fiduciary risks by improving oversight, accountability, and timely execution of program activities.
3. Operational	Risk1: There is a risk that some households may struggle to convert assets and training into sustained livelihoods. Risk measurement: Strengthen coaching quality, ensure asset packages match local market opportunities, reinforce financial literacy modules, and provide additional follow-up support for high-risk households Risk 2: There is a risk that low uptake and limited capacities at the district and commune levels will affect program fidelity and impact. Risk measurement: Implement a structured capacity building approach for district and commune staff that includes targeted training, ongoing mentoring, and facilitated peer learning sessions to strengthen operational competencies. Establish a robust supervision and quality assurance system, combining routine field monitoring, performance checklists, feedback loops, and corrective action mechanisms, to detect deviations early and maintain high standards of implementation across all levels.

E. STAKEHOLDER ENGAGEMENT

The GBSP program introduces a “cash plus” model that strengthens Cambodia’s social protection system by pairing cash assistance with targeted livelihood support. This approach fills a critical gap for poor working-age households who remain vulnerable to unemployment, income instability, and limited economic opportunities. By focusing on hard-to-reach rural and climate-vulnerable communities, the project supports those most likely to be excluded from existing schemes.

Central to the model is a gender responsive and shock-responsive design that ensures interventions remain relevant and equitable across diverse groups. Women, youth, people with disabilities, and informal workers often experience unique barriers to productive employment and economic mobility. Through its tailored support packages, GBSP seeks to empower these groups by expanding access to training, building financial literacy, strengthening decision-making capacity, and supporting their entry

into viable and resilient livelihoods. Home-based training, coaching, and regular monitoring create a close, trust-based delivery system that allows livelihood plans to be adapted in real time. This proximity strengthens household resilience, enabling participants to better manage climate, health, or economic shocks and increasing their likelihood of graduating sustainably from poverty. A robust, inclusive, and trusted Grievance Redress Mechanism (GRM) is central to ensuring the GBSP's accountability, equity, and responsiveness to the diverse needs of project participants. A gender-responsive GRM strengthens this mandate by ensuring these groups have safe, accessible avenues to communicate concerns, discrimination, exclusion, misuse of power, or implementation challenges.

From a stakeholder engagement perspective, this model requires collaborative coordination among national social protection institutions, subnational authorities, civil society partners, and local service providers. Stakeholders play differentiated roles in enabling the program environment—from policy alignment and resource mobilisation to service delivery, community outreach, and case management. The program's integrated nature also demands strong vertical and horizontal linkages across institutions to ensure coherence with existing frameworks such as the National Social Protection Policy Framework (NSPPF) and ongoing reforms in employment, rural development, and climate resilience.

Stakeholders	Stakeholder’s interests	Engagement methods		Timeline
		Methods	Responsibility	
Core decision makers (e.g. Government agencies and local authorities directly responsible for approval process, responsible parties, programme steering committee members)				
Ministry of Economy and Finance (MEF)	Budget review and allocation	- Meetings - Workshops - Learning exchange	GS-NSPC/ UNDP	Throughout project implementation
General Secretariat for the National Social Protection Council (GS-NSPC)	Policy coordination	- Meetings - Workshops - Training - Providing Technical Assistance - Learning exchange	UNDP	Throughout project implementation
	Regulatory framework M&E			
	Program expansion			
Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY)	Cash transfer to beneficiary households	- Meetings - Workshops - Training - Providing Technical Assistance - Learning exchange	UNDP	Throughout project implementation
	Management and Information System development			
	Referral to other social assistance scheme			
Ministry of Planning (MoP)	Household identification and selection	- Meetings - Workshops - Training - Providing Technical Assistance - Learning exchange	UNDP	Throughout project implementation
	Program expansion			
Sub-National Administrations (SNAs)	Overall program implementation including training and coaching for households	- Meetings - Workshops - Training - Providing Technical Assistance - Learning exchange	UNDP	Throughout project implementation
Directly affected (e.g. intended beneficiaries, adversely affected persons and groups)				

Rural poor households	Main beneficiaries of the program	- Focus Group Discussions - Key Informant Interviews	UNDP	Throughout project implementation
Women-headed households	Beneficiaries of the program	- Focus Group Discussions - Key Informant Interviews	UNDP	Throughout project implementation
Youth	Beneficiaries of the program	- Focus Group Discussions - Key Informant Interviews	UNDP	Throughout project implementation
Persons with disabilities	Beneficiaries of the program	- Focus Group Discussions - Key Informant Interviews	UNDP	Throughout project implementation
Others with interest or influence (e.g. UN agencies, line ministries)				
GIZ	Climate-resilient social protection Just Transition	- Meetings - Workshops - Consultations	UNDP	Throughout project implementation
UNICEF	Family package	- Meetings - Workshops - Consultations	UNDP	Throughout project implementation
WFP	Shock responsive social protection	- Meetings - Workshops - Consultations	UNDP	Throughout project implementation
ILO	TVET program Informal economy and NSSF	- Meetings - Workshops - Consultations	UNDP	Throughout project implementation
FAO	Agricultural productivity-related activities	- Meetings - Workshops - Consultations	UNDP	Throughout project implementation
Ministry of Agriculture, Fishery and Forestry (MAFF)	Agricultural cooperatives network and market linkage	- Meetings - Workshops - Consultations - Partnership	UNDP	Throughout project implementation

Ministry of Commerce (MoC)	Market network and linkage	• Meetings • Workshops • Consultations • Partnership	UNDP	Throughout project implementation
Ministry of Labor and Vocational Training (MoLVT)	TVET program linkage	• Meetings • Workshops • Consultations • Partnership	UNDP	Throughout project implementation

F. SOUTH-SOUTH AND TRIANGULAR COOPERATION (SSC/TRC)

The national GBSP program is emerging from South–South Cooperation (SSC) in practice. As Cambodia moves toward its national goal of ending extreme poverty by 2035, learning from countries that have successfully lifted millions out of poverty, particularly China, provides timely and practical guidance. Through UNDP facilitated SSC exchanges, Cambodia is drawing on proven models of integrated livelihood support, capacity strengthening, and decentralised delivery systems, adapting them to the realities of the Cambodian context.

SSC is enriching GBSP not only technically but also strategically. It reinforces political ownership, strengthens institutional capacities, and broadens avenues for resource mobilisation. Many countries in the Global South, and China in particular, bring deep experience in areas that are directly relevant to GBSP's ambitions: largescale poverty eradication programs, rural economic transformation, agricultural cooperative development, and digital public service delivery. Joint learning missions, knowledge exchanges, and partnership mechanisms with China and other countries in the region are shaping the national scale-up strategy and positioning GBSP as a potential regional model for inclusive and sustainable development.

G. DIGITAL SOLUTION

The project will deploy a Management Information System under the government's Social Protection Registry platform ensuring interoperability with Cambodia's IDPoor database and the National Social Assistance Fund database through secure APIs, following government approved data sharing protocols. Digital cash transfers (where applicable) will be executed via licensed Payment Service Providers (PSPs) compliant with the National Bank of Cambodia's regulations, with Know Your Customer (KYC) security controls, transaction reconciliation, and unique beneficiary IDs.

The project will also promote the use of new technology to promote digital trading and marketing platforms, share information about the price of products and inputs, and promote access to financial products (e.g., credit, digital banking, safe deposits) to enable participants to expand their investments and engage in economic activities with a higher growth potential. Efforts will be made to refer beneficiaries who successfully exit the program to other agricultural measures and business advisory services to expand their production and boost income across time. Complementary services may include programs run by the MAFF and Ministry of Commerce (MoC) (e.g., high-level technical assistance, credit, inputs, small-scale insurance and livelihood grant schemes and access to larger markets. Finally, a study may be conducted to explore the feasibility of developing digital training and coaching content in future to reduce staffing costs and improve usability and access.

H. KNOWLEDGE

The GBSP project will generate a wide range of knowledge products across its three outputs, including the final training curricula, SOPs, operational manuals, capacity assessment reports, and digital learning modules under Output 1; upgraded MIS platforms, user manuals, interoperability frameworks, referral protocols, and communication materials.

Output 2, knowledge products may include household selection guidelines, digital enrollment tools, cash transfer manuals, productive asset catalogues, technical and BCC training packages, social worker

toolkits, capacity development plans for national partners and SNAs, market linkage strategies, and value chain analyses.

Output 3 will produce impact and process evaluation reports, baseline–endline studies, field monitoring toolkits, digital monitoring applications, updated digitalized curricula, e-learning content, policy briefs, thematic research papers, lessons-learned reports, advocacy notes, and an online knowledge repository. Collectively, these products strengthen governance, enhance implementation efficiency, support evidence-based decision-making, and expand digital capabilities for GBSP delivery and learning.

I. SUSTAINABILITY AND SCALING UP

The project is designed to deliver lasting impact by directly contributing to Cambodia’s national commitment on poverty reduction. Through a carefully sequenced package of cash assistance, productive assets, skills development and tailored coaching, the initiative enables poor and vulnerable households to build *durable* livelihoods rather than rely on short-term relief. By embedding strengthened governance structures, digital case management tools and standardised operational guidelines within government systems, the project ensures that these improvements become permanent features of the national social protection architecture. This institutionalisation positions the Royal Government of Cambodia to sustainably scale the Graduation-Based Social Protection (GBSP) approach to an estimated 200,000 households by 2035.

GBSP’s integrated approach also supports sustainable and inclusive economic growth. By increasing household productivity, catalysing microenterprise activities and linking producers to local markets, the project generates positive spillover effects in rural economies. Rising household income and savings stimulate local demand for goods and services, reinforcing economic dynamism. The program’s strong value for money—an estimated USD 8.53 in benefits for every USD 1 invested over ten years—demonstrates its long-term economic efficiency. By supporting productive assets and connecting households to market opportunities, the project creates pathways for job creation, entrepreneurship and more resilient local value chains that align with national development priorities. In partnership with the Ministry of Agriculture, Forestry and Fisheries (MAFF), the project promotes climate-smart and resilient livelihood options. Through farmer field schools, extension services and practical demonstrations, households will adopt sustainable agricultural practices such as soil and water conservation, climate-sensitive crop varieties, small-scale irrigation and hydroponic systems. These approaches strengthen the resilience of smallholder farmers to climate variability while improving productivity and resource efficiency.

To foster innovation and market integration, the project will introduce modern agricultural and business practices through field demonstrations by model farmers and targeted training. Viable farmers will be supported to form producer groups and marketing cooperatives, or be connected to existing ones, to access better market opportunities. These collective structures help farmers aggregate production, meet quality standards, negotiate higher prices and respond to increased demand from urban markets and public procurement initiatives such as home-grown school feeding. This strengthens local food systems and helps sustain income gains well beyond the life of the project.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

To maximise cost-effectiveness and operational efficiency, the project will adopt a strategic approach to resource allocation. This includes prioritising the use of existing capacities, leveraging complementarities across institutions, and pursuing cost-sharing or pooled financing arrangements whenever feasible. Collaboration with key government counterparts, such as the Ministry of Economy and Finance (MEF), General Secretariat of the National Social Protection Council (GSNSPC), Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY), National Social Assistance Fund (NSAF),

Ministry of Planning (MoP), and Ministry of Interior (Mol) will be central to ensuring that resources are directed toward areas of mutual interest and shared long-term benefit.

For example, the planned South-South study visit on the graduation model will be primarily financed through national budget allocations, while UNDP will provide targeted support in strategic areas to ensure that the mission delivers maximum value and learning outcomes. Similar cost-sharing and joint investment opportunities will continue to be explored throughout project implementation, especially in activities where government leadership and ownership are essential.

In addition, project management costs have been designed to remain as lean as possible. The project will utilise existing systems, personnel, and coordination structures to minimise the need for new financial commitments. This approach not only enhances efficiency but also strengthens sustainability by embedding core functions within national systems rather than creating parallel mechanisms.

Project Management

UNDP will implement the project under its Direct Implementation Modality (DIM), assuming full responsibility for achieving results and ensuring compliance with UNDP's programme, operational, and financial standards. Under this modality, UNDP will oversee all phases of the project cycle – planning, implementation, monitoring, reporting, and closure, ensuring that project activities are executed effectively, efficiently, and in alignment with UNDP quality assurance requirements. UNDP will also maintain close coordination with sub-national administrations and other key stakeholders to promote ownership, strengthen collaboration, and ensure that interventions remain responsive to local priorities.

To maintain robust project governance, UNDP will apply its internal monitoring and quality assurance systems. These include periodic progress reviews, risk and issue tracking, financial monitoring, and adherence to social and environmental safeguards. UNDP will provide continuous oversight to ensure timely delivery, identify bottlenecks, and take corrective actions where needed. The project's final evaluation will also be conducted according to UNDP evaluation policies to assess performance, document lessons learned, and guide future programming.

Operationally, day-to-day management will be carried out by the project team. They will be responsible for coordinating field activities, preparing progress reports, facilitating stakeholder engagement, and ensuring operational coherence across all components. The project team will support and supervise service providers and implementing partners, guiding them to collect, validate, and submit data related to the outputs and indicators. This includes cleaning, analysing, and cross-checking data against field evidence to ensure accuracy, consistency, and alignment with project deliverables.

In addition to the core team, the project will engage a range of contracted experts and service providers to deliver specialised technical assistance and support the implementation of targeted interventions. These may include consultants, field facilitators, research partners, and organisations delivering community-level services. Their work will be integrated into the project work plan and closely monitored by UNDP to ensure the quality and effectiveness of outputs and to contribute to the achievement of expected results.

V. RESULTS FRAMEWORK

Intended outcome as stated in the UNDAF/Country Programme Results and Resource Framework: Outcome 1: By 2028, people in Cambodia, especially those at risk of being left behind, are healthier and benefit from improved gender-responsive education and social protection. CPD Output 1.2: Inclusive social protection systems enhanced to increase the resilience of people.										
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Proportion of population covered by (nationally appropriate) social protection floors/systems (SDG 1.3.1): c) elderly persons; g) the poor and vulnerable. Indicator: Proportion of population covered by (nationally appropriate) social protection floors/ systems (Goals 1.3.1): c) elderly persons; g) the poor and vulnerable. Baseline (2022): c) 9% g) 30% (17.88% of all people living with HIV registered) Target (2028): c) 48.8% g) 30% (30% people living with HIV) CPD Output Indicator 1.2.1.: Number of households accessing social assistance. CPD Output Indicator 1.2.2: Number of new and revised policies, programmes, and tools to extend the coverage and comprehensiveness of national social protection system along the life cycle approach.										
Applicable Output(s) from the UNDP Strategic Plan: Output A. 1.2: Social services, social protection, and health services systems strengthened to better support people's capabilities and uphold human rights. A.1.2.1 Number of people who accessed government services: Social protection services d1) Total d2) Women d3) Men d4) Poor (income measure) d5) Informal sector workers d6) Youth, d6.1) Youth women d6.2) Youth men, d7) Persons with disabilities d7.1) Women with disabilities d7.2) Men with disabilities										
Project title and Quantum Project Number: Graduation-Based Social Protection Project (GBSP), 01005364										
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS % RISKS
			Value	Year	2026	2027	2028	2029	2030	
Output 1: Necessary policy frameworks are in place and institutional capacity strengthened for sustained and effective implementation of the national GBSP Program.	1.1.1 Target methods defined and selection of localities (Yes/No)	ID poor data based	0	2025	Yes	Yes	Yes	Yes	Yes	Project reports, documentation
	1.1.2 Training curricula, SOPs, and relevant operational manuals developed/ updated	Training curricula, SOPs	0	2025	Developed	Updated	Updated	Updated	Updated	Project reports, documentation
	1.1.3 Governance structure set up at national and sub-national levels (Yes/No)	Prakas or sub-decree to establish a governance structure	0	2025	Yes	Yes	Yes	Yes	Yes	Project reports, documentation
	1.1.4 GBSP MIS developed	MIS	Yes	2025		Upgrade		Upgrade		Project reports, documentation
	1.1.5 Communication plan developed and executed /	Project data	0	2025	Yes/ 3	Yes/ 3	Yes/ 3	Yes/ 3	Yes/ 3	Promotional video, leaflets, op-eds, factsheets

Intended outcome as stated in the UNDAF/Country Programme Results and Resource Framework: Outcome 1: By 2028, people in Cambodia, especially those at risk of being left behind, are healthier and benefit from improved gender-responsive education and social protection. CPD Output 1.2: Inclusive social protection systems enhanced to increase the resilience of people.										
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Proportion of population covered by (nationally appropriate) social protection floors/systems (SDG 1.3.1): c) elderly persons; g) the poor and vulnerable. Indicator: Proportion of population covered by (nationally appropriate) social protection floors/ systems (Goals 1.3.1): c) elderly persons; g) the poor and vulnerable. Baseline (2022): c) 9% g) 30% (17.88% of all people living with HIV registered) Target (2028): c) 48.8% g) 30% (30% people living with HIV) CPD Output Indicator 1.2.1.: Number of households accessing social assistance. CPD Output Indicator 1.2.2: Number of new and revised policies, programmes, and tools to extend the coverage and comprehensiveness of national social protection system along the life cycle approach.										
Applicable Output(s) from the UNDP Strategic Plan: Output A. 1.2: Social services, social protection, and health services systems strengthened to better support people's capabilities and uphold human rights. A.1.2.1 Number of people who accessed government services: Social protection services d1) Total d2) Women d3) Men d4) Poor (income measure) d5) Informal sector workers d6) Youth, d6.1) Youth women d6.2) Youth men, d7) Persons with disabilities d7.1) Women with disabilities d7.2) Men with disabilities										
Project title and Quantum Project Number: Graduation-Based Social Protection Project (GBSP), 01005364										
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS % RISKS
			Value	Year	2026	2027	2028	2029	2030	
	<i>Number of communication materials</i>									
Output 2: Poor households received integrated support from the national GBSP program to enhance their skills and productive capacity, enabling them to move out of poverty and build long-term resilience.	2.2.1 Number of selected households enrolled and profiled annually	ID poor data based	0	2025	5,000 (50% are women)	7,000 (50% are women)	8,000 (50% are women)	10,000 (50% are women)	15,000 (50% are women)	
	2.2.2 Number of households received cash transfer annually	ID poor data based	0	2025	5,000 (50% are women)	7,000 (50% are women)	8,000 (50% are women)	10,000 (50% are women)	15,000 (50% are women)	
	2.2.3. Number of households receiving BCC sessions, disaggregated by gender annually	ID poor data based	0	2025	5,000 (50% are women)	7,000 (50% are women)	8,000 (50% are women)	10,000 (50% are women)	15,000 (50% are women)	Project reports, documentation
	2.2.4. Number of youth volunteers recruited annually.	Project data	0	2025	50 (50% are women)	70 (50% are women)	80 (50% are women)	100 (50% are women)	150 (50% are women)	Project reports, documentation
	2.2.5. Number of government staff received (a) new trainings and (b)	Project data	0	2025	2.2.1.a = xx 2.2.1.b = xx	2.2.1.a = xx	2.2.1.a = xx	2.2.1.a = xx	2.2.1.a = xx	

Intended outcome as stated in the UNDAF/Country Programme Results and Resource Framework: Outcome 1: By 2028, people in Cambodia, especially those at risk of being left behind, are healthier and benefit from improved gender-responsive education and social protection. CPD Output 1.2: Inclusive social protection systems enhanced to increase the resilience of people.										
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Proportion of population covered by (nationally appropriate) social protection floors/systems (SDG 1.3.1): c) elderly persons; g) the poor and vulnerable. Indicator: Proportion of population covered by (nationally appropriate) social protection floors/ systems (Goals 1.3.1): c) elderly persons; g) the poor and vulnerable. Baseline (2022): c) 9% g) 30% (17.88% of all people living with HIV registered) Target (2028): c) 48.8% g) 30% (30% people living with HIV) CPD Output Indicator 1.2.1.: Number of households accessing social assistance. CPD Output Indicator 1.2.2: Number of new and revised policies, programmes, and tools to extend the coverage and comprehensiveness of national social protection system along the life cycle approach.										
Applicable Output(s) from the UNDP Strategic Plan: Output A. 1.2: Social services, social protection, and health services systems strengthened to better support people's capabilities and uphold human rights. A.1.2.1 Number of people who accessed government services: Social protection services d1) Total d2) Women d3) Men d4) Poor (income measure) d5) Informal sector workers d6) Youth, d6.1) Youth women d6.2) Youth men, d7) Persons with disabilities d7.1) Women with disabilities d7.2) Men with disabilities										
Project title and Quantum Project Number: Graduation-Based Social Protection Project (GBSP), 01005364										
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS % RISKS
			Value	Year	2026	2027	2028	2029	2030	
	<i>follow-up, at least xx% women</i>					2.2.1.b = xx	2.2.1.b = xx	2.2.1.b = xx	2.2.1.b = xx	
	2.5.2. Number of study tours organised	Project data	0	2025	1					Project reports, documentation
	2.6 Number of participating households are connected to market access/ referral service.	N/A	0	2025	1		2			Project reports, documentation
Output 3: Robust evaluation of the national GBSP program and other type of research completed and evidence informs policy and program improvements.	3.3.1. Number of impact and process evaluation conducted	Project data	N/A	2025	1 Baseline	1 Midline	2 Endline			Project reports, documentation
	3.3.2. Training curriculum periodically updated and digitalized	Training curriculum	0	2025	1	1	1	1		Project reports, Training curriculum document
	3.3.3. Number of operational research conducted annually	Project data	0	2025	1	1	1	1	1	Project reports, documentation

Intended outcome as stated in the UNDAF/Country Programme Results and Resource Framework: Outcome 1: By 2028, people in Cambodia, especially those at risk of being left behind, are healthier and benefit from improved gender-responsive education and social protection. CPD Output 1.2: Inclusive social protection systems enhanced to increase the resilience of people.										
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Proportion of population covered by (nationally appropriate) social protection floors/systems (SDG 1.3.1): c) elderly persons; g) the poor and vulnerable. Indicator: Proportion of population covered by (nationally appropriate) social protection floors/ systems (Goals 1.3.1): c) elderly persons; g) the poor and vulnerable. Baseline (2022): c) 9% g) 30% (17.88% of all people living with HIV registered) Target (2028): c) 48.8% g) 30% (30% people living with HIV) CPD Output Indicator 1.2.1.: Number of households accessing social assistance. CPD Output Indicator 1.2.2: Number of new and revised policies, programmes, and tools to extend the coverage and comprehensiveness of national social protection system along the life cycle approach.										
Applicable Output(s) from the UNDP Strategic Plan: Output A. 1.2: Social services, social protection, and health services systems strengthened to better support people's capabilities and uphold human rights. A.1.2.1 Number of people who accessed government services: Social protection services d1) Total d2) Women d3) Men d4) Poor (income measure) d5) Informal sector workers d6) Youth, d6.1) Youth women d6.2) Youth men, d7) Persons with disabilities d7.1) Women with disabilities d7.2) Men with disabilities										
Project title and Quantum Project Number: Graduation-Based Social Protection Project (GBSP), 01005364										
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS % RISKS
			Value	Year	2026	2027	2028	2029	2030	
	3.3.4. Final report published with recommendations for GBSP programme modifications (Yes/ No)	Final report	N/A	2025	No	No	No	No	Yes	Project final reports, documentation

VI. MONITORING & EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: [Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring plan

Monitoring activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track project performance & results	Track and assess progress against the results indicators towards GBSP programme implementation and enable staff and decision-makers to regularly review progress against targets, identify issues and gaps and make prompt decisions about corrective actions.	Quarterly.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results and put in place actions to mitigate risks and ensure project stays on track.	Quarterly.	Risk mitigation plan will be put in place and specific actions initiated to manage risk. The risk log should be maintained and updated regularly to document identified risks and actions taken.		
Learn	Good practices and key lessons will be regularly documented, reported, and actively used to inform policy and plan for the GBSP expansion and design & operational modifications.	At least annually, but main reflections and reporting will be undertaken at two points eg. mid term (YR3) and YR5.	Relevant lessons are captured by the project team and used to inform management decisions.		
Project Quality Assurance	Assess the quality of the project against UNDP's standards and indicators to identify strengths and weaknesses and to inform management decisions to improve the project.	At beginning, every two years, and at project closure	Review and assess strengths and weaknesses and inform management 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.		
Project Report	A progress report will be presented to the Project Board and key stakeholders demonstrating the key results achieved against expected targets at an annual level etc.	Annually and at project closure.			
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)			

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Project Review	GS-NSPC and UNDP	A.1.2 Social services, social protection, and health services systems strengthened to better support people's capabilities and uphold human rights.	Outcome 1: By 2028, people in Cambodia, especially those at risk of being left behind, are healthier and benefit from improved gender-responsive education and social protection. CPD Output 1.2: Inclusive social protection systems enhanced to increase the resilience of people.	2027	Households, Government partners, development partners, CSOs	Project budget
Final Project Terminal Evaluation	GS-NSPC and UNDP			2030	Households Government partners, development partners, CSOs	Project budget

VII. MULTI-YEAR WORKPLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR					RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET	
		2026	2027	2028	2029	2030			BUDGET DESCRIPTION	AMOUNT (USD)
Output 1: <i>Necessary policy frameworks are in place and institutional capacity strengthened for sustained and effective implementation of the national GBSP Program.</i>	1.1. Finalization of targeting methods and selection of programme locations.	5,000	5,000	5,000	5,000	5,000	UNDP	To be mobilised	Training, Workshops & Conference	25,000
	1.2. Finalizing training curricula, SOPs, and relevant operational manuals	37,667	42,667	44,667	44,667	44,667	UNDP	To be mobilised GIZ: 10,000	International consultant, Local consultant, Staff Mgmt Costs, Training, Workshops & Conference	214,333
	1.3. Supporting the setting up of governance structure at national and sub-national levels	37,000	37,000	37,000	37,000	37,000	UNDP	To be mobilised	Project staff cost, Travel and Meeting, Information Technology Equipment, Communication & Audio Visual Equip	185,000
	1.4. Upgrading and maintaining an MIS system and building inter-linkages with relevant referral services	20,000	20,000	11,825	10,000	10,000	UNDP	To be mobilised	International consultant, Local consultant, Travel and Meeting, Training, Workshops & Conference	71,825
	1.5 Communication and outreach of the	13,000	13,000	20,000	20,000	20,000	UNDP	To be mobilised	Firm-Video Production Case	86,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR					RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET		
		2026	2027	2028	2029	2030			BUDGET DESCRIPTION	AMOUNT (USD)	
	national GBSP program								study/Documentary, Printing and Publications		
Sub-total for Output 1		112,667	117,667	118,492	116,667	116,667	582,158				
Output 2: Poor households received integrated support from the national GBSP program to enhance their skills and productive capacity, enabling them to move out of poverty and build long-term resilience.	2.1. Administering HH selection and enrollment	29,000	31,000	35,000	35,000	35,000	UNDP	To be mobilised	Project staff cost, LoA: NGO or private sector contract	185,000	
	2.2. Providing cash transfer for training participation and the purchase of a productive asset	636,000	1,534,000	2,480,000	3,100,000	4,650,000	GS-NSPC	To be mobilised	LoA: NGO or private sector contract	12,400,000	
	2.3. Providing technical and BCC training to HHs		396,004	624,000	780,000	1,170,000	GS-NSPC	To be mobilised	LoA: NGO or private sector contract	2,970,004	
	2.4. Recruiting social workers to support HHs		188,998	231,000	420,000	630,000	GS-NSPC	To be mobilised	LoA: NGO or private sector contract	1,469,998	
	2.5. Providing capacity development to the national partners and SNAs	63,272	51,117	47,000	47,000	77,000	UNDP	To be mobilised GIZ: 27,606	Staff Mgmt Costs, Travel and Meeting, Training, Workshops & Conference	285,389	
	2.6. Providing support for market access and value chain linkages	27,750	27,750	13,875	13,875	13,875	UNDP	To be mobilised	Local consultant, Workshops & Conference	97,125	
Sub-total for Output 2		756,022	2,228,869	3,445,875	4,405,875	6,570,875	17,407,516				
Output 3: Robust evaluation of the national GBSP	3.1. Undertaking impact assessment	45,641	147,667	39,167	39,167	39,167	UNDP	To be mobilised GIZ: 33,474	Staff Mgmt Costs, International consultant, Local	310,808	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR					RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET	
		2026	2027	2028	2029	2030			BUDGET DESCRIPTION	AMOUNT (USD)
<i>program and other type of research completed and evidence informs policy and program improvements.</i>	and process evaluation								consultant, Contractual Services- Companies Training, Workshops & Conference	
	3.2.Field monitoring and HH follow-up visits	34,500	34,500	30,000	30,000	30,000	UNDP	To be mobilised	Project staff costs, travel costs	159,000
	3.3. Reviewing, updating, and digitalizing training curricula	15,000	60,000	15,000	15,000	150,000	UNDP	To be mobilised	Local consultant, Contractual Services- Companies	120,000
	3.4. Conducting evidence-based research to support the policy advocacy and programmatic enhancements	38,732	39,750	10,000	10,000	10,000	UNDP	To be mobilised GIZ: 38,732	International consultant, Training, Workshops & Conference	108,482
Sub-total for Output 3		133,873	281,917	94,167	94,167	94,167	698,290			
Total for project and technical support		1,002,562	2,628,452	3,658,533	4,616,708	6,781,708	18,687,964			
Project Management Support Cost		256,570	210,500	191,000	191,000	191,000	UNDP	To be mobilised GIZ: 51,589	Project management, M&E, operational support	1,040,070
GMS and Levy of Non-National Budget		70,271	224,121	349,538	436,540	633,122	UNDP	To be mobilised		1,713,591
Grand Total		1,329,403	3,063,073	4,199,071	5,244,248	7,605,830	21,441,625			

Parallel funding

Sources of Fund	Amount
Government of Cambodia	2,150,000
Early Warning 4 All (Green Climate Fund)	604,075
DJSP (MPTF-SDG)	115,000
Climate Finance Network (SIDA)	50,000
Total	2,919,075

DS

MMZ

DS

of

DS



VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented by UNDP Cambodia under the Direct Implementation Modality (DIM), ensuring full accountability for project management, financial oversight, and the delivery of results. Implementation will be carried out in close collaboration with key government counterparts who provide strategic guidance, policy leadership, and operational support.

At the policy level, UNDP will work closely with the General Secretariat of the National Social Protection Council (GS-NSPC) under the Ministry of Economy and Finance (MEF). GS-NSPC will serve as the primary government counterpart for policy dialogue, alignment with national social protection strategies, and coordination with other relevant national bodies.

At the programme implementation level, UNDP will partner with the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY), National Social Assistance Fund (NSAF), Ministry of Planning (MoP), Ministry of Interior (MoI), Ministry of Agriculture, Forestry and Fishery (MAFF), and selected Provincial Administrations. These institutions will play central roles in programme rollout, beneficiary engagement, local coordination, monitoring, and ensuring the integration of the Graduation-Based Social Protection (GBSP) approach into sub-national social protection mechanisms.

Throughout implementation, UNDP will maintain strong collaboration with these three entities to ensure effective project delivery, evidence-based policy engagement, strategic partnership development, and resource mobilisation aimed at supporting the national scale-up of GBSP.

The project is overseen by a Project Board, which serves as the central decision-making and accountability mechanism. The Project Board ensures that the project remains strategically aligned, technically sound, and responsive to evolving national priorities. The composition of the Project Board is as follows:

- 1) **Project Director/Executive(s):** The project is co-chaired by UNDP and GS-NSPC, ensuring collaborative leadership. UNDP will oversee overall reporting, conduct audits of the funds from development partners, and ensure quality assurance. Meanwhile, GS-NSPC will offer strategic guidance and institutional support throughout the project. UNDP will manage funds received from development partners, allocating them for conditional cash transfers aimed at productive activities, training, and other operational expenses.
- 2) **Beneficiary Representative(s):** Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Department of Operation Support of the GS-NSPC plays an important role in supporting the implementation of the national GBSP program, the Ministry of Planning (MOP) will identify poor households eligible for support by utilizing the ID Poor database in coordination with provincial and sub-national administrations. NSAF/MoSVY is responsible for providing and managing cash transfers to these households. The Ministry of Agriculture, Forestry and Fishery (MAFF) is responsible for providing technical support related to agricultural activities, while the Ministry of Interior (MoI) is tasked with strengthening the capacity of sub-national administrations.

- 3) **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project⁵. The Development Partner(s) representative(s) is: GIZ Representative. Other funding partners can also jointly hold this role. As noted below, responsible parties cannot play this role).

The Project Board meets at least once a year to review progress, approve workplans, validate key deliverables, assess risks, and provide strategic guidance to ensure that the project advances its objectives efficiently and sustainably.

There are two main 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.

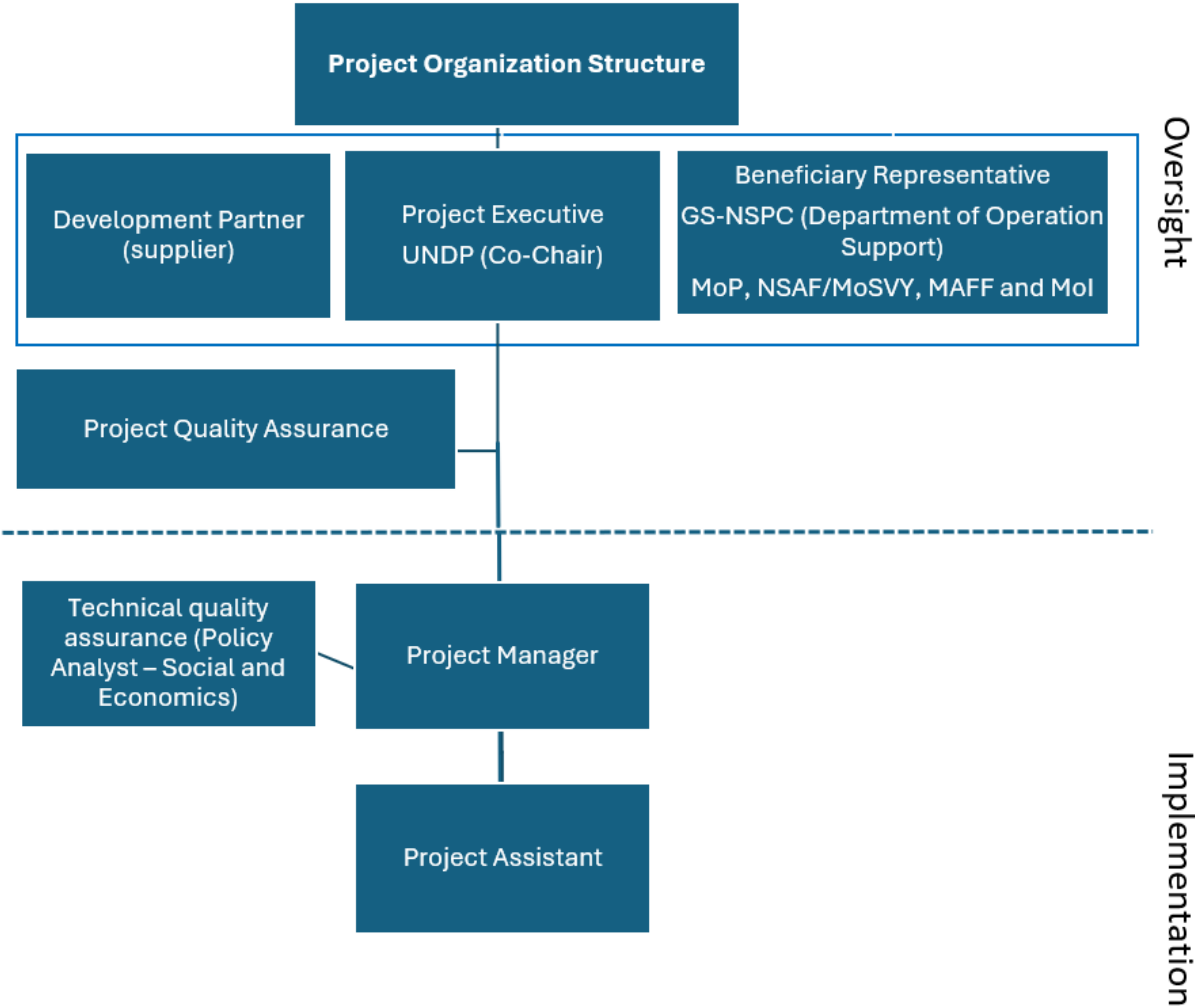
Project Assurance: UNDP Assistant Resident Representative and Programme Analyst will perform quality assurance and support the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle.

Project Management: The project management team includes a Project Manager and Project Assistant who will manage the day-to-day management of project activities and take part in field visits to districts and communes to oversee project delivery firsthand, provide technical support, and conduct monitoring activities. UNDP's Policy Analyst – Social and Economic deliver technical support in the implementation.

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.

⁵ With the exception of responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

Project organization structure



IX. LEGAL CONTEXT

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

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]⁶ [UNDP funds received pursuant to the Project Document]⁷ 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 [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

⁶ To be used where UNDP is the Implementing Partner

⁷ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- 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, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

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.

ANNEXES

1. Project Quality Assurance – Design
2. Social and Environmental Screening
3. Risk Analysis.
4. Project Board Terms of Reference and TORs of key management positions.

ANNEX 2. SOCIAL AND ENVIRONMENTAL SCREENING

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document at the design stage.

Note: this template will be converted into an online tool. The online version will guide users through the process and will embed relevant guidance.

Project Information

Project Information	
1. Project Title	Graduation Based Social Protection Project
2. Project Number (i.e. Quantum project ID, PIMS+)	01005364
3. Location (Global/Region/Country)	Cambodia
4. Project stage (Design or Implementation)	Design
5. Date	TBC

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 HRBA by ensuring inclusive participation and empowerment of marginalised households, particularly women, through gender-responsive interventions and livelihood support. It promotes non-discrimination by tailoring activities to address social and cultural barriers, such as low literacy and gender norms, and strengthens institutional mechanisms for accountability and transparency. Coaching and mentoring components foster agency and informed decision-making, while grievance redress systems and community engagement structures safeguard rights and enable beneficiaries to influence project outcomes.
Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment The GBSP project is designed with a gender-responsive approach to strengthen women's economic empowerment and promote gender equality. It prioritises the inclusion of women headed households and introduces measures to reduce practical and normative barriers that limit women's participation in programme activities. These measures include targeted training, mentoring, and gender dialogue sessions to foster positive changes in social norms and attitudes around women's ownership of assets, decision-making, and distribution of care responsibilities. The project also integrates behaviour change communication and ensures women can fully benefit from productive transfers and capacity-building opportunities. Regular impact evaluations will track gender-differentiated outcomes, enabling evidence-based adjustments to maximise benefits for poor rural women and advance gender equality at scale.
Briefly describe in the space below how the project mainstreams sustainability and resilience GBSP is a national programme. It supports the development of policy, institutional, and operational arrangements for decentralised delivery, ensuring long-term adoption and scale-up by the Royal Government of Cambodia. This includes creating targeting criteria, governance structures, and management systems at national and sub-national levels. GBSP equips poor households with integrated support—productive assets, skills training, and market linkages—enabling them to build sustainable livelihoods and withstand economic or climate

shocks. Continuous research and evaluation inform programme design and scale-up, ensuring adaptability to emerging risks such as pandemics or climate events. The GBSP framework includes robust monitoring and impact assessments to refine strategies for resilience and sustainability over time.

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

The project promotes active, meaningful, and culturally appropriate participation of stakeholders in planning and decision-making. It guarantees fair representation across thematic groups and provides access to technical assistance, peer learning, and capacity-building opportunities for all, including vulnerable groups. Timely and accessible information is shared about project activities, including potential social and environmental risks and mitigation measures. Stakeholders have channels to communicate concerns and access a rights-compatible complaints mechanism through the project board and the one window service of the sub national administrations and the ID poor complaint mechanism and commune complaint system. The project implements robust results monitoring, including participatory approaches where appropriate, and reports on safeguard risk management measures.

Stakeholders can also access the complaint-handling services provided at the sangkat or commune level. These mechanisms include designated complaint boxes where community members can confidentially submit their concerns, suggestions, or grievances for follow-up by the local authorities.

Part B. Identifying and Managing Social and Environmental Risks

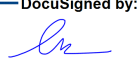
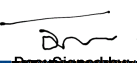
QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description <i>(broken down by event, cause, impact)</i>	Impact and Likelihood <i>(1-5)</i>	Significance <i>(Low, Moderate Substantial, High)</i>	Comments (optional)	Description of assessment and management measures for risks rated as Moderate, Substantial or High
Risk 1: There is a risk that Future pandemics, economic or climate shocks, can hinder implementation.	I = 3 L = 3	Medium		Incorporate periodic reviews into monitoring and evaluation (M&E) systems to enable adaptive management and rapid pivots in response to disruptions. This ensures the project can adjust implementation plans when shocks arise without derailing overall objectives. Promote adaptive social protection frameworks to cushion vulnerable populations during shocks.
Risk 2: There is a risk of limited participation by women and other marginalised groups in the programme.	I = 3 L = 3	Medium		Develop an inclusive and continuous engagement strategy that targets women, marginalised communities, and vulnerable households. Ensure representation in decision-making processes and integrate gender-sensitive indicators into monitoring systems for timely corrective actions. Implement the government's existing Grievance Redress Mechanisms (GRM) and ensure communities know how to report concerns, including access to UNDP's Stakeholder Response Mechanism.
	QUESTION 4: What is the overall project risk categorization?			
	Low Risk		☒	
	Moderate Risk		☐	

	Substantial Risk	☐	
	High Risk	☐	
	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>	☐	Status? (completed, planned)
	<i>if yes, indicate overall type and status</i>	☐	Targeted assessment(s)
☐		ESIA (Environmental and Social Impact Assessment)	
☐		SESA (Strategic Environmental and Social Assessment)	
	<u>Are management plans required? (check if "yes")</u>	☐	
	<i>If yes, indicate overall type</i>	☐	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)

		☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
		☐	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	☐		
	Gender Equality and Women's Empowerment	☒		
	Accountability	☒		
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐		
	2. Climate Change and Disaster Risks	☐		
	3. Community Health, Safety and Security	☐		
	4. Cultural Heritage	☐		
	5. Displacement and Resettlement	☐		
	6. Indigenous Peoples	☐		
	7. Labour and Working Conditions	☐		
	8. Pollution Prevention and Resource Efficiency	☐		

Final Sign Off

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

Signature	Date	Description
QA Assessor DocuSigned by: 	23-Mar-2026	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 286AA20D3D024DD... DocuSigned by: 	23-Mar-2026	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 DocuSigned by: 	23-Mar-2026	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		Answer (Yes/No)
Human Rights		
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)?	No
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?	Yes
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
<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?	No
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? ¹⁶	No
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?	No
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
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)?	No
<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?	No
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
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>	No
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>	No

¹⁶ 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.

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?	No
P.14	grievances or objections from potentially affected stakeholders?	No
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?	No
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>	No
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?	No
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)	No
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
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>	No
1.12	handling or utilization of genetically modified organisms/living modified organisms? ¹⁷	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ¹⁸	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
<i>Would the project potentially involve or lead to:</i>		

¹⁷ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

¹⁸ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
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>	No
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)? <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>	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
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)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
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)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		No
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
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)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
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)?	No

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)?	No
5.3	risk of forced evictions? ¹⁹	No
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
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)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
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 Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above. *</i>	No
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?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
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>	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
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>	No
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?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No

¹⁹ 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.

* Note: revised July 2022 modifying presumption of risk significance from Substantial or higher to Moderate or higher.

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?	No
8.2 the generation of waste (both hazardous and non-hazardous)?	No
8.3 the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
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 <u>Montreal Protocol</u>, <u>Minamata Convention</u>, <u>Basel Convention</u>, <u>Rotterdam Convention</u>, <u>Stockholm Convention</u></i>	No
8.5 the application of pesticides that may have a negative effect on the environment or human health?	No
8.6 significant consumption of raw materials, energy, and/or water?	No

ANNEX 3: RISK ANALYSIS

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual team accountable for managing the risk)	Risk Treatment and Treatment Owner
1	There is a risk that insufficient capacity of sub-national administrations in financial management, procurement, and budget management could negatively affect the timely and effective implementation of the national GBSP program.	As a result of the preliminary capacity assessment, the risk is driven by capacity gaps within sub-national administrations, identified during the selection of priority provinces, which may limit their ability to assume delegated responsibilities for the effective implementation of the national GBSP program	This would cause the delay in delivering the expected milestone for rolling out the national GBSP program at the sub-national level, and delay the national expansion, which links to all the project outputs.	3. OPERATIONAL (3.2. Leadership and management) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 01-Jun-25 To: 29-Nov-30	Programme Analyst	Risk Treatment 1: Strengthen national and subnational capacities in financial management to reduce risks of non-compliance, inefficiencies, and delays. This will include delivering targeted capacity-building interventions, clarifying roles and procedures, and introducing efficiency measures, standardized workflows, and budget management processes. Risk Treatment 2: Implement a structured capacity-building approach for district and commune staff that includes targeted training, ongoing mentoring, and facilitated peer-learning

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual team accountable for managing the risk)	Risk Treatment and Treatment Owner
								sessions to strengthen operational competencies. Risk Treatment 3: Establish a robust supervision and quality assurance system, combining routine field monitoring, performance checklists, feedback loops, and corrective-action mechanisms, to detect deviations early and maintain high standards of implementation across all levels. Risk Treatment Owner: UNDP
2	There is a risk that external systemic shocks, such as future pandemics, economic crises, or climate-related events, could	The risk is driven by exposure to unpredictable external systemic shocks, such as pandemics, economic	Which will impact the programme's duration and result in a budget reduction due to emerging priorities and new	1. SOCIAL AND ENVIRONMENTAL (1.5. Climate change and disaster risks) - UNDP Risk	Likelihood: 2 - Low likelihood Impact: 2 - Minor Risk level:	From: 01-Jun-25 To: 29-Nov-30	Programme Analyst	Risk Treatment: Incorporate periodic reviews into M&E frameworks to allow for flexibility and pivot should disruptions arise.

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual team accountable for managing the risk)	Risk Treatment and Treatment Owner
	disrupt program implementation, resulting in delays and reduced achievement of intended results.	instability, and climate-related hazards, combined with dependence on national systems and limited control over crisis-driven policy and resource shifts.	commitments, which link to all the project outputs.	Appetite: CAUTIOUS	LOW (equates to a risk appetite of MINIMAL)			Risk Treatment Owner: UNDP
3	There is a risk that some households may struggle to convert assets and training into sustained livelihoods.	Due to the increase in the consumption productive capital and failing to “graduate” based on the lessons learnt from the UNDP GBSP pilot.	Which will impact in promoting the households to graduate from poverty, which links to the project output 2.	3. OPERATIONAL (3.8. Capacities of the partners) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 01-Jun-25 To: 29-Nov-30	Programme Analyst	Risk Treatment: Strengthen coaching quality, ensure asset packages match local market opportunities, reinforce financial literacy modules, and provide additional follow-up support for high-risk households Risk Treatment Owner: Government
4	There is a risk that the national GBSP program may face a national budget gap to implement the	Due to the recent changes in government priorities, driven by the evolving	This will impact the program implementation to scale up nationwide, which links to the	2. FINANCIAL (2.6. Budget availability and cash flow) - UNDP Risk	Likelihood: 3 - Moderately likely Impact:	From: 01-Jun-25 To: 29-Nov-30	Department of Operation of GS-NSPC	Risk Treatment: Develop a resource mobilisation strategy, mapping the potential donors and

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual team accountable for managing the risk)	Risk Treatment and Treatment Owner
	whole 5-year program	national situation, the Thai border conflict, and ongoing global uncertainties, have altered the external environment and may have implications for programme planning and implementation.	project outputs 1 and 2.	Appetite: MINIMAL TO CAUTIOUS	3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)			increasing engagement with the private sector Risk Treatment Owner: Government
5	There is a risk that women and other marginalised and vulnerable groups may have limited and/or unequal participation in programme activities and decision-making processes.	This risk may be driven by prevailing social and gender norms, structural inequalities, limited accessibility of consultation and implementation modalities, weak or irregular stakeholder engagement, capacity constraints among implementing partners, and	Limited participation of women and marginalised groups may reduce the inclusiveness, effectiveness, and sustainability of programme results, reinforce existing inequalities, weaken local ownership and social cohesion, and undermine the programme's contribution to gender equality,	1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jun-25 To: 29-Nov-30	Programme Analyst	Risk Treatment 1: Develop a gender action plan and closely monitor the programme implementation via the digital M&E system Risk Treatment 2: Develop and implement an inclusive stakeholder engagement strategy that proactively targets women, marginalised groups, and households at risk of being left behind, using accessible

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual team accountable for managing the risk)	Risk Treatment and Treatment Owner
		insufficient integration of inclusive and gender-responsive approaches in programme design and delivery.	human rights, and the “leave no one behind” principle, which links to the project output 2					and culturally appropriate modalities. Risk Treatment 3: Establish and strengthen accessible feedback and grievance redress mechanisms (GRM) to identify and address exclusion risks in a timely manner. Risk Treatment 4: Track participation and benefit distribution using sex-, age- and vulnerability-disaggregated indicators, and use findings for adaptive management and corrective actions. Risk Treatment Owner: UNDP and Government

ANNEX 4: PROJECT BOARD TERMS OF REFERENCE

Terms of Reference Project Board of Graduation Based Social Protection

I. Background

Cambodia's poor (nearly 80%) typically reside in rural areas, where they are predominantly engaged in subsistence farming. Almost all of the agricultural output they produce is used for household consumption and is highly vulnerable to weather extremes, economic and family shocks. The overall vision of the project is to support the implementation of the National Graduation-Based Social Protection Program (GBSP), which will provide basic cash transfers to households for subsistence and the acquisition of productive assets to develop their livelihoods, promote self-sufficiency, and enhance resilience. As such, the overall objectives of the project are as follows:

- Support the government in providing integrated social assistance in combination with productive assets for developing the productive capacity and economic empowerment of selected IDPoor households, including women-headed households, and connecting the national GBSP program to existing TVET and social protection programs and referrals to complementary services;
- Coordinate among local authorities and service providers at the local level for designing and delivering training to enhance production, entrepreneurial capacity, soft skills and resilience of poor households;
- Promote market access and opportunities for low-income households, connecting them to local markets and value chains as applicable.

II. Duties and Responsibilities

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

- 1) **High-level oversight of the project** (as explained in the “Provide Oversight” section of the PPM). 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 project manager regardless of the project's implementation modality.

The Project Board reviews updates to the project risk log.

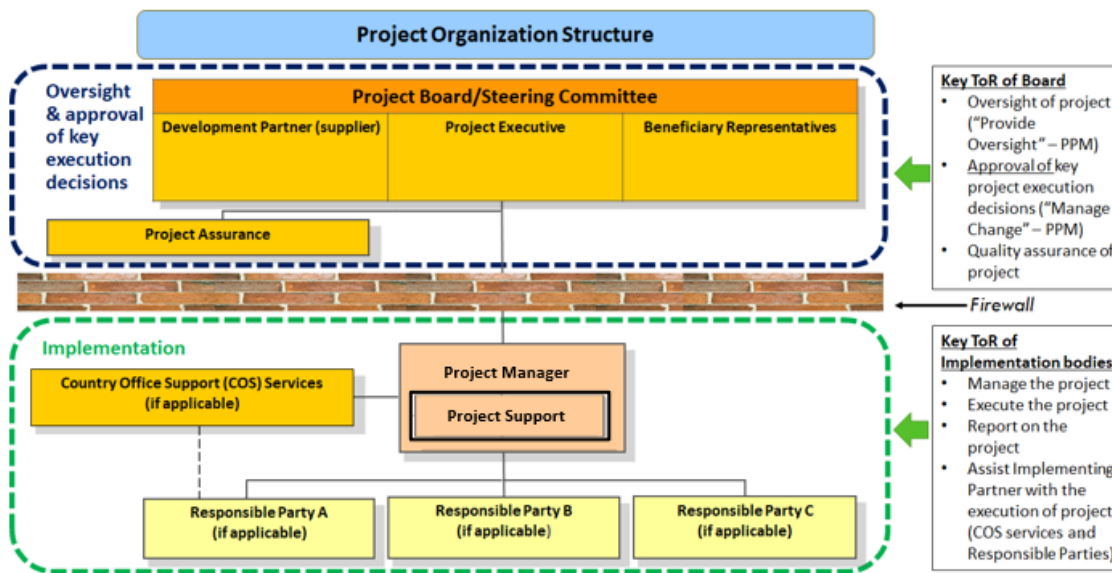
- 2) **Approval of key project execution decisions:** The Project Board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension 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 project manager'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 – Standard Figure of Project Organization Structure vis-à-vis oversight & approval and implementation roles



In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance with the Quality Standards for Programming 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 project manager 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 project manager's tolerances as required, within the parameters set by UNDP and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;

- 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 project⁸.
- 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);

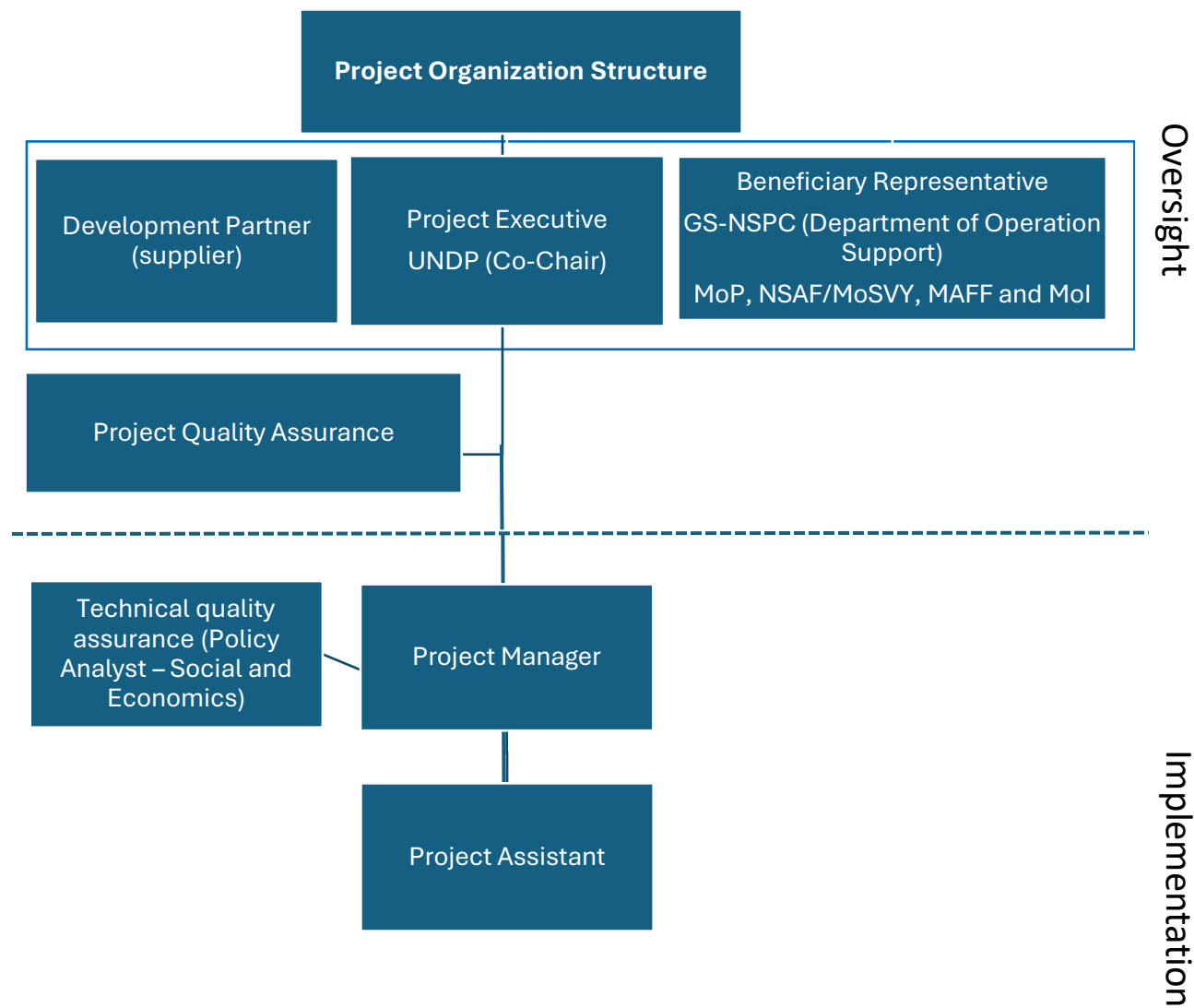
III. Composition of the Project Board

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.

Diagram 2 – Standard Figure for a Project Organization Structure

⁸ 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.

Project organization structure



The three categories of Project Board members are the following:

- 4) **Project Director/Executive(s):** The project is co-chaired by UNDP and GS-NSPC, ensuring collaborative leadership. UNDP will oversee overall reporting, conduct audits of the funds from development partners, and ensure quality assurance. Meanwhile, GS-NSPC will offer strategic guidance and institutional support throughout the project. UNDP will manage funds received from development partners, allocating them for conditional cash transfers aimed at productive activities, training, and other operational expenses.
- 5) **Beneficiary Representative(s):** Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Department of Operation Support of the GS-NSPC plays an important role in supporting the implementation of the national GBSP program, the Ministry of Planning (MOP) will identify poor households eligible for support by utilizing the ID Poor database in coordination with provincial and sub-national administrations. NSAF/MoSVY is responsible for providing and managing cash transfers to these households. The Ministry of Agriculture, Forestry and

Fishery (MAFF) is responsible for providing technical support related to agricultural activities, while the Ministry of Interior (Mol) is tasked with strengthening the capacity of sub-national administrations.

- 6) **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project⁹. There can be multiple development partners representatives in a Project Board. The Development Partner(s) representative(s) is: GIZ Representative. Other funding partners can also jointly hold this role. As noted below, responsible parties cannot play this role).

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 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 will meet 2 times annually, as agreed upon in advance, and corresponds to key project reporting or work planning milestones.

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.

The Project Board 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.

Unless otherwise specified, Project Board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Board or a UNDP staff member with delegated authority as the programme manager.¹⁰

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.

⁹ With the exception of responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

¹⁰ UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

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.

Note: Designated Board members must sign or otherwise indicate written acceptance of the final ToR (via formal signature of the ToR, an exchange of letters or e-mail acknowledgment) for the [Project Board] as a precondition for serving on the [Project Board]. Please see Annex A for possible options to codify this acceptance (which preferably would be done at the appraise and approve stage but which could also be done early in implementation). The formal written acceptance of the ToR by all board members will be documented and kept by UNDP.

V. Standard Outputs of Project Board Meetings

In its oversight function, the Project Board will meet twice a year to 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 evaluations¹¹
- 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.

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).

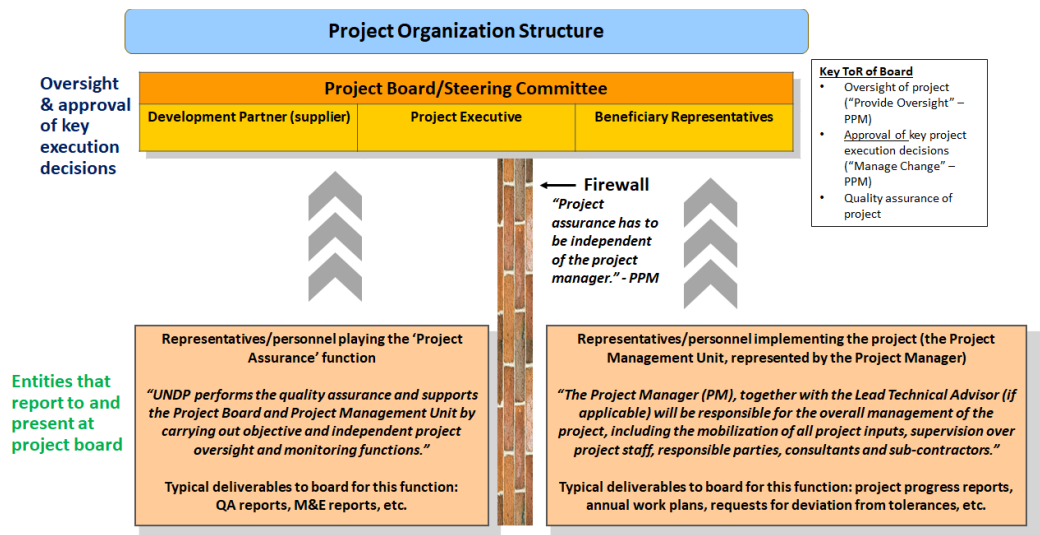
VI. Support Functions to the Project Board

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.

¹¹ Including audit reports and spot checks.

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 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 project manager. 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: the project team includes a Project Manager and Project Assistant who will provide a day-to-day management of project activities and take part in field visits to districts and communes to oversee project delivery firsthand, provide technical support, and conduct monitoring activities. The project team will work closely with the UNDP expert team led by the Policy Analyst – Social and Economics to provide technical assistance and oversight, and carry out research/analytical work and final reporting. The expert team may also contract consultants to provide specialised knowledge/technical assistance, as required. UNDP personnel will be based in Phnom Penh (UNDP Cambodia office) but will be travelling frequently to Programme locations.

The project manager 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 project 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.

Annex 4.1 – Acknowledgement of this ToR by each designated official [Project Board or Project Steering Committee] member

Note: The form/evidence for this acknowledgement must be included as an annex or codified in other ways (e.g. note to file or minutes of a board meeting)

The formal acknowledgement of the ToR by board members can be done via various procedures, including the following options:

- 1) Having copies of the ToR be signed by each appointed board member at the Appraise and Approve stage (LPAC) and then having all signed copies attached as an annex to the Project Document
- 2) Having the final ToR be signed by each appointed board member at the first project board meeting after Project Document signing with the approvals recorded in the minutes of the meeting

In both cases, the signature or acknowledgement should include the name, title and category of board representation for the person signing