

Project Document Revision Cover Page

Project Title: Building Capacities for Civic Engagement, Peacebuilding and Inclusive Dialogue: Towards Inclusive and Participatory Governance

Project Number: 00090594

Implementing Partner: UNDP Cambodia (Direct Implementation Modality)

Start Date: 01 March 2020 **End Date:** 31 December 2023 **PAC Meeting date:** 18 November 2019

Brief Description

The project revision (*Annex 1: detail prodoc revision*) was made to clarify the project's targets and approaches through consultation with stakeholders during the inception phase as planned (*Annex 2: Minute of the inception Consultation Workshop*). The consultation resulted in the following changes:

Strategy:

- Approaches to capacity development have been changed. Capacity development does not imply 'training' to strengthen skills, expertise, and knowledge. Rather, it takes an innovative approach driven by design thinking. It provides opportunities for both civil servants and CSO members to design jointly modalities, topics, and implementation of capacity development, which will be used in civic engagement (output 2) and social innovation challenge (output 3). The approach will be embedded in public institutions (e.g. NASLA and RSA) to ensure sustainability. Capacity development will also look into the CSO sector's sustainability. Social cohesion assessment and foresight will be applied to make the voices of marginalized populations heard.
- Approaches of dialogue and civic engagement have been changed. Dialogues will be facilitated by mediators and support of civic engagement will target existing mechanisms, not a one-off meeting.

Results:

- The number of outputs has been changed from two to three. The original outputs/results of capacity development (output 1) and dialogue support (output 2) remain the same. However, their languages were changed to make them more tangible and measurable. Furthermore, the output indicators were introduced in the RRF. The last output, partnership development, was added. It used to be an activity under output 1, but it is not technically the activity level result. Hence, it is now turned to be an output level with additional activities.
- The target infrastructure for civic engagement mechanisms was added to reflect the commitment in building the RGC-CSO Forum and the Provincial Dialogue.
- Target provinces are clearly defined: Siem Reap, Ratanakiri, Kampot, Kampong Cham.
- Due to its dynamic nature, it was also agreed that both target civic engagement mechanisms and target provinces will be reviewed and confirmed annually.

Project management:

- Members of the project board have been specified.
- A technical committee will be established to review context, update risk analysis, and identify the target infrastructure of civic engagement based on the context/needs.

With the same total budget for the project, and the same duration the project objective has not been changed: The overall objective of the project is to promote democratic governance and peaceful, inclusive, and equitable society through expanding opportunities for inclusive civic engagement using tools such as dialogue. The revision to the project document is officially approved by the project board on 3rd December 2020 (*Annex 3: Minute board meeting*).

Contributing Outcome (UNDAF/CPD, RPD or GPD): UNDAF Outcome 4: By 2023, women and men, including those underrepresented, marginalized and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes.

Indicative Output(s) with gender marker: GEN2

Total resources required:¹	2,489,584.44	
Total resources allocated:	UNDP TRAC:	500,000
	Donor:	1,661,098.73 ²
Unfunded:	328,485.71	

Agreed by UNDP:



31-Dec-2020

Date: _____

Nick Beresford, Resident Representative



¹ 1% coordination levy will be taken out from donors' contribution. The total resources required includes 1% levy.

² This is the actual amount UNDP has received from the Government of Japan.

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I. DEVELOPMENT CHALLENGE

Over the past two decades, Cambodia has made significant progress in reducing poverty and improving access to education, health, and other services. With support from the UN and the international community, it has put in place and strengthened institutional mechanisms as well as laws and policies to address the country's development needs. Cambodia has also maintained its growth at above 7 percent for over two decades. The country graduated from low income to lower middle-income country status in 2016. The Royal Government of Cambodia (RGC) aims to reach higher middle-income country status by 2030 and high-income country status by 2050.

Economic growth and stability can be sustained if it is built on trust, people are able to participate in public life, and their voices are heard by decision-makers, recognizing their voices are not monolithic. Young people have different views from older generations and their ways of engaging in public life are shaped by new elements of the modern-day society, including technology. Women's participation in political and economic decision making is still not equal regardless of their potential roles. There are groups, e.g. migrant workers, indigenous communities, ethnic minorities, people with disabilities, LGBTQI who have not been benefiting equally from positive development regardless of the rapid economic growth and improvement in the human development index³. And there are evolving threats such as the pandemics and climate change. A key finding from the economic and social assessment of the COVID-19 pandemic indicated economic growth could contract from 6.5 percent for 2020 to -4.1 percent using one of the models (a static general equilibrium model).⁴ And this would impact disproportionately on certain population groups such as youth and women. COVID-19 has impacted the garment, textile and footwear sector in Cambodia in which nearly 80 percent of workers are women as well as young women and men (under 34 years old).⁵ A report informed reduction of absolute GDP by 2.5 percent in 2030 and 9.8 percent in 2050 with current levels of climate change adaptation.⁶ Among some analysts and members of the political establishment there is recognition that the current status quo is not conducive to the accomplishment of the country's development needs, including realization of the Cambodia Sustainable Development Goals (CSDGs), and that there needs to be more representative participation and people's trust in the democratic system need to be strengthened.

The evolving situation demonstrates the potential need for considering a new model of social contract among government authorities, citizens, civil society, academia, the private sector, etc., based on inclusive and equal participation and opportunities. Initial consultation and existing analyses have identified both challenges and opportunities. The challenges include perceived unequal relationships, weakened confidence in the democratic system, limited opportunities for civil society to engage directly with the government, ineffectiveness of existing civic engagement infrastructure, and an enabling environment for civil society⁷. Opportunities were also identified including a commitment by the RGC to promoting partnership with civil society organizations (CSOs)⁸ in all aspects of development. This is reinforced by various strategies in recognizing the importance of building a peaceful and trusting society, e.g. the Rectangular Strategy–Phase 4 and Development Cooperation and Partnership Strategy (2019-2023). The Rectangular Strategy places the governance reform centre stage and expresses its focus on 'strengthening the rule of law, democracy, peace culture, social morality, respect for human rights and dignity'.⁹ In line with the Rectangular Strategy, the Development Cooperation and Partnership Strategy has a partnership objective to 'fostering effective partnering arrangements with non-state actors including CSOs and private sector'.¹⁰ Especially the Ministry of Interior (MoI) demonstrated changes by removing certain administrative requirements for civil society, holding regular consultative fora with its members, and

³ Cambodia Common Country Assessment overview (December 2017)

⁴ UNDP Beyond Recovery: Towards 2030

⁵ <https://www.kas.de/documents/264850/8651571/Cover+Story.pdf/020e5b7c-46b4-74ef-49b0-de90e3865a82?version=1.1&t=1590394722280>

⁶ Ministry of Economy and Finance and General Secretariat of National Council for Sustainable Development (2019) Addressing Climate Change Impacts on Economic Growth

⁷ Reference documents: UNDAF, and the project inception report

⁸ The project employs the definition of the *Advisory Group on CSOs and Aid Effectiveness* adopted by the OECD-DAC, whereby CSOs include "all non-market and nonstate organizations outside of the family in which people organize themselves to pursue shared interests in the public domain. Examples include community-based organizations and village associations, environmental groups, women's rights groups, farmers' associations, faith-based organizations, labour unions, co-operatives, professional associations, chambers of commerce, independent research institutes and the not-for-profit media."

⁹ RGC, September 2018, Rectangular Strategy Phase IV

¹⁰ RGC, January 2019, Development Cooperation and Partnership Strategy 2019-2023

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establishing an inter-ministerial working group to address their requests and concerns, including the clarification and amendment of the Law on Associations and Non-Governmental Organizations (LANGO). The Cambodia's Sustainable Development Goals framework, completed in late 2018 with the technical support of UNDP, reaffirms the Royal Government's commitment to promote effective partnership with CSOs. The rise of a new generation of leaders in State institutions, at both political and civil service levels, and in civil society organizations, presents an opportunity to improve trust among different stakeholders.

Strengthening partnerships at the different levels are important for a social contract: government institutions, CSOs, academia and the private sector at the national level and development partners at the international level. Some of the key constituents and features of stakeholders in forging a social contract are highlighted as follows.

National Government and Sub-National Administrations (SNAs): Strengthening the rule of law and democracy continues to be a focus of Cambodia's development¹¹ and the RGC has advanced reform agendas including public administration reform, public financial management reform and sub-national democratic development reform. One of findings in a recent CDRI survey¹² demonstrates that trust in local authorities and service delivery are high. In the judiciary, the administration of justice has been improving but the independence and impartiality of the judiciary and the limited separation of powers and transparency in public affairs remain areas of concern.¹³ The provision of public and judicial services has yet to earn enough trust from the public¹⁴.

CSOs: According to the inception analysis, there are more than 5,659 registered NGOs and associations and fewer than 1,000 are active. In the same line, the aforementioned survey by CDRI indicates that the level of trust by Cambodians by young and older generations towards CSOs is continuously high¹⁵ and this is due to their exposure and direct relationship with CSOs. Civil society has a significant role to play in strengthening relations between citizens and authorities at the national and sub-national levels. However, the absence of a conducive environment for CSOs is a challenge. A part of challenges between CSO-Government cooperation can be explained in part by incomplete understanding of mutual roles and mandates among different stakeholders in society. A draft CSOs mapping by the UN¹⁶ explained challenges in resilience and viability of CSOs due to limited access to financial resources, inability to understand complex legal frameworks, and modest management capacity and evidence collection and evidence-based advocacy. It also identified Cambodia's CSOs landscape is characterized by some level of fragmentation, which tends to reduce the desired impact of their work.

Youth: Cambodia is a young country with two third of its population under 30 years of age. The National Policy on Youth Development (2011) defines youth as any person between the ages of 15 and 30, regardless of marital status. Some differences of the youth generation from older one identified by a CDRI survey are level of education (young people are better educated), and access to smartphones and the internet¹⁷.

Women: A serious gender gap still persists. 'Women are more disadvantaged than men in educational attainment, participation in formal paid employment and access to technology and information.'¹⁸ The gender inequality is also evident in leadership positions: Ten of the 62 seats in the Senate (16 percent) and 25 of the 125 seats in National Assembly (20 percent) were held by women.¹⁹ The proportion of women in Commune Councils was 16.8 percent in 2017.²⁰ It has a significant impact on how CSOs and governmental entities work on women's and other human development issues, what solutions are put forward and implemented to address problems in a more inclusive manner.

Other groups: The gap between rural and urban seems increasingly obvious in the areas of 'access to education, technology, and formal employment' where rural youth are more disadvantaged than urban youth. Vulnerable groups such as minorities, LGBTQI+ groups, people with disabilities, indigenous people face a higher risk of

¹¹RGC, September 2018, Rectangular Strategy Phase IV

¹² CDRI, March 2019, Cambodia's Young and Older Generation: Views on Generational Relations and Key Social and Political Issues

¹³ United Nations Development Assistance Framework Cambodia (UNDAF) 2019-2023

¹⁴ Ibid

¹⁵ Cambodia Development Resource Institute, March 2019, Cambodia's young and older generation: views on generational relations and key social and political Issues.

¹⁶ UN Resident Coordinator's office, 2018, Cambodia CSOs mapping

¹⁷ CDRI, March 2019, Cambodia's Young and Older Generation: Views on Generational Relations and Key Social and Political Issues

¹⁸ Ibid. P6

¹⁹ September 2020 <https://data.ipu.org/women-ranking?month=9&year=2020>

²⁰ WAVE Women and Political Leadership I Cambodia – Literature Review (October 2019), citing a report 'Sixth periodic report submitted by Cambodia under Article 18 of the Convention on the Elimination of All Forms of Discrimination against Women' in 2018

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poverty, and challenges in equal opportunity and participation and their voices to be heard²¹.

Private sector: The private sector dominates Cambodian economy; it represented 96 percent of total economic establishment as of 2014.²² And most businesses are very small and informal. The same report found that 74 percent of the businesses engage only one or two people and 98.8 percent with less than 10 employees are not registered. Regardless of the rapid economic growth, key challenges were identified including low labour productivity, electricity supply, macroeconomic uncertainty, and corruptions. International Financial Institutions have been supporting engagement with the private sector to make its economic growth more inclusive.

Development Partners: Development partners have been supporting the government's reform agendas. Implementation of the social accountability framework (ISAF)²³ as a part of the national programme for sub-national democratic development, has been implemented since 2015 with support from ADB, Sweden, SDC, EU, USAID, and the World Bank. ISAF is expected to cover all communes and districts by the end of phase II, 2023. Six CSOs (WVI, RACHA, OXFAM, STAR Cambodia, Care International and FHI) have been working as partners of ISAF. The national programme includes GIZ's support to decentralization and administrative reform project. Innovation for Social Accountability in Cambodia (ISAC)²⁴ has been implemented with supported from USAID from 2019 to 2024. In June 2020, the Swedish government decided that SIDA's efforts in Cambodia will now focus exclusively on strengthening civil society with an emphasis on human rights, democracy, and the rule of law, to contribute to a more open and sustainable society.

The UN's comparative advantage was identified as its role in policy advisory role underpinned by technical assistance, access to global and regional networks, strong relationship with the RGC and convening power.²⁵ The UNDAF result group 4 in strengthening participation and accountability is co-chaired by OHCHR and UN Women. And the UN has been supporting consultations and dialogues in areas where UN agencies, funds and programmes, and offices have their respective mandates. For example, UNDP supported a process of consultations between the Ministry of Women's Affairs and women rights organizations in developing Neary Rattanak V (a five-year strategic plan for strengthening gender mainstreaming and women's empowerment 2019-2023) and a draft National Policy on Gender equality. OHCHR has facilitated consultation between CSOs and the Government on amendment of the Law on Associations and NGOs. The inception analysis also recognized UNESCO's works on strengthening partnership with Ministry of Information through the public consultation of the draft Law on Information as well as the International Labour Organization (ILO)'s effective mediation between trade unions, NGO working on worker rights, private companies (buyer and factories), workers and Ministry of Labour and Vocational Training (MLVT). ILO is planning to create a dialogue with MLVT on "post-covid-19 recovery" to monitor how the MLVT and the government respond in relation to the welfare of workers and the whole garment industry.

II. STRATEGY

As reviewed above, there are various underlying factors that require for an inclusive and equitable social contract. Given identified challenges and opportunities as well as other development partners' support in Cambodia, it was identified that Cambodia's civic space would greatly benefit from increased opportunities to support dialogue among social groups, advance citizen's participation in public life, and promote peaceful approaches to address differences and challenges. Thus, the overall objective of the project is to promote democratic governance initiatives and a peaceful, inclusive and equitable society through expanding opportunities for inclusive civic engagement using dialogue in Cambodia. Specifically, the project seeks to build the space and demand for constructive, meaningful and inclusive engagement and collaboration among civil society, governmental authorities and citizens through their capacity development as duty bearers and rights holders. The project also creates additional opportunities for civic engagement to enhance direct relationship

²¹ Inception Report (August 2020)

²² Unlocking the Potential of the Cambodian private Sector, March 2017, Emerging Market Consulting

²³ ISAF aims to "empower citizens, strengthen partnerships between sub-national administrations (SNAs) and citizens, and leverage enhanced accountability of SNAs to" (ISAF, 2018) improve the quality of local services delivered by commune councils, primary schools, and health centres targeting communes and sangkats (phase I from 2015-2018) and include districts in phase II (2019-2023). The phase II covers district administration service support.

²⁴ the aim of strengthening social accountability for public service delivery in urban areas. in urban areas in 6 provinces (Battambang, Banteay Meanchey, Siem Reap, Kampong Chhnang, and Kampot) and Phnom Penh

²⁵ UNDAF 2019-2023

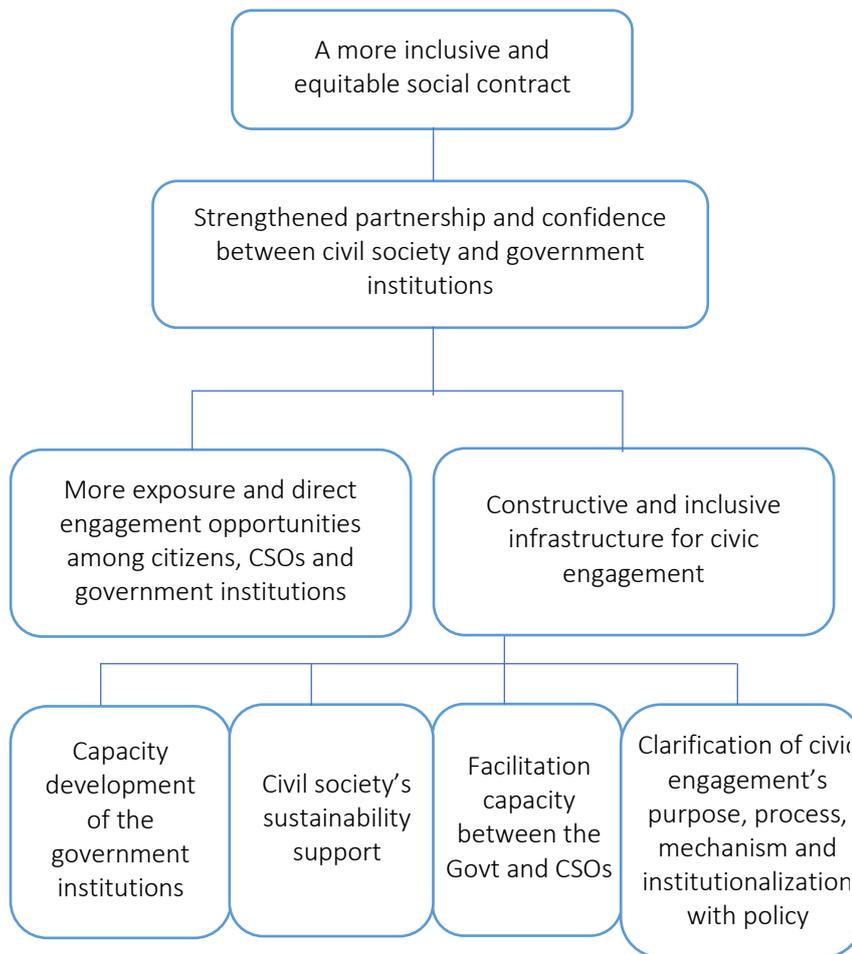
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and exposure between civil society and the government institutions.

The private sector’s engagement is not excluded but it’s not the focus of the project. The private sector could be included when its engagement is critical to enhance civic engagement between government institutions and civil society.

The theory of change of this project is twofold and in the following theory of change diagram clarify the project strategy as well as assumptions:

Figure 1. Theory of Change Diagram



- Assumptions**
- There are other approaches to support forging a new social contract and stakeholders who prefer to pursue different ways to achieve their objective.
 - Enabling environment for CSOs could become more challenging due to evolving political and economic situation during the project’s duration.
 - There are genuine interests from the Government and civil society in equal and inclusive partnership.
 - There are facilitators/ mediators who are trusted by all stakeholders.
 - The development partners continue to support the Government’s reform agenda that support civic engagement at commune and district levels, such as ISAF.
 - The UN’s whole-of-system approach to social contract continues (e.g., additional democratic governance support on Human Rights, the judiciary and legislation).

Theory of Change 1

IF resilience and sustainability of civil society organizations in embodying the views and voices of different groups are enhanced and capacity of governmental counterparts as duty bearers are developed,

IF civic engagement mechanisms and processes are developed through facilitated dialogue to ensure equal and inclusive participation and opportunities and they are institutionalized with supporting policies,

THEN

Existing infrastructure for civic engagement will become more meaningful in leading to strengthening confidence between civil society and government institutions.

Theory of Change 2

IF more opportunities for engagement through dialogue among government institutions and civil society are supported specifically targeting groups whose voices are not heard,

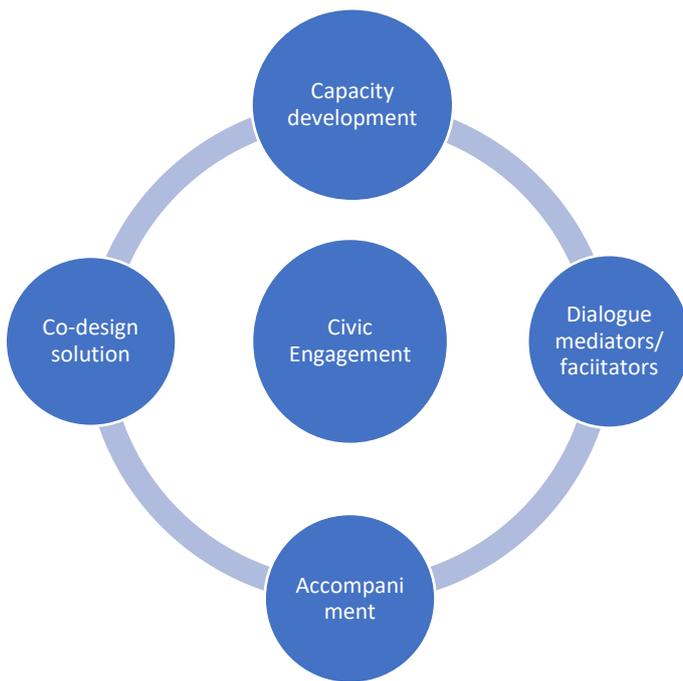
THEN

Their partnership will be based on more equal and inclusive relationship, and confidence with each other will improve.

Figure 2. Project Approach

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UNDP will ensure that gender equality and women's empowerment are duly reflected in identifying NGOs, governmental entities, and contracting companies, including women are fairly represented in leadership and governance structures. The project will also promote improving the internal policies and activities of the selected organisations in terms of promoting gender parity (encouraging women applicants, presence of temporary special measures to promote women's participation, family friendly policies, sexual harassment policies) as a part of capacity development. As youth represent the majority of Cambodia's population, the project will engage this multifaceted demographic, including young decision-makers in the different branches of the Royal Government and young leaders of civil society organizations and social enterprises. The project will also make additional efforts to ensure that the Leave No one Behind principle is reflected through an inclusive selection of beneficiaries in its activities, and engages meaningfully with vulnerable groups, including LGBTQI+ and people with disabilities.



The theory of change above is further elaborated below focusing on how it is expected to lead to change at the output level and clarify links of the project's theory of change in contributing to the UNDAF/CPD outcome.

Pathway 1: Capacity development of CSOs and government institutions

This pathway will explain how to develop capacities of civil society and the government (both national and sub-national administration, initially targeting provincial level) to meaningfully engage in the existing civic engagement infrastructure. This pathway will feed into Pathway 2, strengthening infrastructure for civic engagement.

The capacity development component of the project will not be limited to training activities but will include process accompaniment, backstopping support, monitoring and follow-up as part of its contribution to building individual capacities and organizational resilience. UNDP will refer to the below capacity development framework to deliver a comprehensive support programme in collaboration with local implementing partners and experts, focusing mainly but not exclusively on the first two levels.

	Capacity creation	Capacity utilization	Capacity retention
Individual level	Development of adequate skills, knowledge, competencies and attitudes	Application of skills, knowledge, competencies on the workplace	Reduction of staff turnover, facilitation of skills and knowledge transfer within institutions
Organisational level	Establishment of efficient structures, processes and procedures	Integration of structures, processes and procedures in the daily workflows	Regular adaptation of structures, processes and procedures
Institutional and policy environment level	Establishment of adequate institutions, laws and regulations	Enforcement of laws and regulations for good governance	Regular adaptation of institutions, laws and regulations

Source: adapted from Jenny Pearson, 2011

In addressing the capacity development needs, UNDP will use joint evidence-based targeting of audience (mapping and identification by UNDP and CSOs) as well as competitive and innovative processes (e.g. call for

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proposals, business challenges). Local and international implementing partners will be involved in the implementation of the curriculum to ensure that training and support capacities are also developed.

The inception report identified why constructive and meaningful engagement between civil society, citizens and government institutions have not taken place and a part of the reasons was their capacity. The Ministry of Interior (MoI) has acknowledged that the capacity of public officials at the sub-national level is limited contributing to difficulties in engaging in constructive discussions and participation in human development processes. Such capacities include not only skills and knowledge (e.g. collaborative leadership, solution-driven engagement, communication and interpersonal communication skills, negotiation and dialogue skills, networking, and confidence-building skills) but also mindset and behaviour including recognizing CSOs as equal partners and understanding a concept of 'serving the people' as civil servants.

A vibrant civil society, where 'citizens and voluntary organizations can engage freely outside of the government, family and the private sector'²⁶ is important. And CSOs not only represent values such civil society holds but also facilitate the relationship between the state and citizens as well as the latter's participation in decision making. Therefore, resilience and sustainability of CSOs as a sector is an important part of CSOs capacity. According to a report,²⁷ Cambodia's overall CSO sustainability is assessed 4.6 in 2018 (scoring from 1-7 and the more the score decrease, the more sustainability is enhanced) and its level is gradually increasing from 2016 (i.e. sustainability is reducing). The inception report identified provincial CSOs are the most vulnerable 'given their inability to adapt to economic change and the change in donor's agenda.' In addition, the inception report found some issues particularly at provincial level remain invisible since voices of some groups are not heard such as children, women, people with disabilities, LGBTQI, indigenous people etc. Hence government institutions and CSOs are not responsive enough to their concerns.

The causes analysis informed whose capacity on what needs to be developed in order to improve civic engagement. Therefore, the project will particularly look into extending capacity development support to the following stakeholders:

- (a) Capacity of public officials at the national and sub-national (particularly provincial level) will be strengthened in collaborating with governmental institutions for civil servants, i.e. the Royal School of Administration (RSA) and National School for Local Administration (NASLA). In providing capacity development opportunities, different needs of women and men among officials and women participation will be considered (at least one third of woman participation given still limited representation of woman at the decision-making level in civil servants²⁸). While many capacity development programs have been provided to civil servants as a part of supporting the government reform agenda, the inception analysis has found the RSA and NASLA have not focused on a programme on how to work with CSOs as equal partners. Therefore, CSO-State relations will be incorporated in the training programs of male and female civil servants at the national and SNAs (starting from the provincial officials). Such training can take various forms including learning from other countries' experience but also application of behaviour science and gaming. It will be explored to design capacity development modules and implement them with CSOs' participation. Target civil servants will be identified depending on infrastructure for civic engagement the project supports (for output 2).
- (b) CSOs in Cambodia have been benefited from various capacity development opportunities with support from the development partners. Therefore, 'formal training' in a form of in-class training and workshop would be limited to skills and knowledge that are particularly required in supporting specific CSOs actors in civic engagement infrastructure addressed as a part of output 2 (e.g. link CSOs and CBOs for a mutually beneficial relationship, so that CSOs can benefit from grassroots data and context to inform their interventions, while CBOs can benefit from transfer of knowledge, technology, networking and other types of value addition to their work). Rather, the project will focus on enhancing the sector-wide resilience as a part of capacity development. There are many dimensions for CSOs' resilience. Those include institutional capacities with financial sustainability/viability, established professional standards in their managerial and administrative processes, institutional culture that places importance on evidence-based decision-making,

²⁶<https://www.usip.org/guiding-principles-stabilization-and-reconstruction-the-web-version/stable-governance/civic-particip>

²⁷ 2018 Civil Society Organization Sustainability Index for Asia, November 2019. The report reviewed the sustainability of CSO sector from seven dimensions: legal environment, organizational capacity, financial viability, advocacy, service provision, sectoral infrastructure and public image.

²⁸ Ministry of Women's Affairs, Leaders Women in Public Decision Making and Politics, Cambodia Gender Assessment, 2014

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accountability and gender equality. The CSOs sector resilience will support development/revision of a sector wide resilience strategy (e.g. using foresighting) and implementation of such a strategy through prioritized actions (e.g. additional skill development, exposure/experience learning from other countries, researches and analysis to support evidence-based advocacy, repositioning/repurposing CSOs based on citizens' interests, resource mobilization activity/advocacy etc).

- (c) In supporting civic engagement in areas about which citizens have a concern, the project will develop tools and knowledge that would inform interests and views of citizens in paying attention to different views of women and men and other groups who are left behind. It will serve as evidences in identifying relevant civic engagement infrastructure the project supports (output 2) as well as enhance accountability of the government institutions and CSOs.

Pathway 2: Strengthening existing infrastructure for civic engagement

The second pathway will explain how the project will strengthen the existing infrastructure for civic engagement, i.e. mechanisms, processes and policies, building on improved capacity of key stakeholders (Pathway 1). One of challenges identified by the project's inception analysis is no independent mediation or facilitation of dialogue between the government authorities and CSOs. This is partly why no agreement has been reached how to improve infrastructure of civic engagement even when the government and CSOs acknowledge its needs. And dialogue facilitators will be critical to make the dialogue process transparent agreeable to both sides through understanding both positions and interests. Thus, dialogues can transform their relationships and lead to agree how to formalize them. Another identified shortcoming was a lack of accompaniment as technical and financial support to implement agreed processes, mechanisms, decisions and follow-up actions made through civic engagement. Therefore, results so far failed to meet expectations and lead to process fatigue, frustration and in some cases refusal to engage further.

The project, therefore, will support deployment of facilitators who can be trusted by all dialogue stakeholders including their capacity development and networking. Facilitators can be individual or organizations as long as they can be trusted by all stakeholders. The inception analysis identified potential organizations and UNDP will call for interests to develop a roster of organizations with facilitation capacities on different issues and both national and local level respectively. The project's approach is to build on existing organizations' capacity as facilitators in understanding that facilitation and mediation are part of their missions. Thus, the organizations supported by the project will be able to provide mediation and facilitation better after the completion of the project. And mediators will facilitate the dialogues between the concerned government institutions and CSOs in ensuring women's meaning participation in order to reach to a mutual agreement how to improve the infrastructure (e.g. TOR with structures (e.g. a secretariat), preparation and follow-up processes) and formalize it by Prakas or sub-decrees to ensure they are followed and practised sustainably.

The primary approach of the project is to use and leverage what is already available, both in terms of processes and institutions (although they may not be effective now). In Cambodia there are a few ongoing initiatives of positive engagement between national authorities and civil society and potential infrastructure identified are follows:

- National level: RGC-CSOs forum; TWG; MLVT-Workers/Union dialogue; MoWA-CSOs dialogue; Fishery Administration (MAFF)-CSOs dialogue; and MoE-CSOs dialogue.
- Provincial level: Dialogue with provincial administration (Mol)-CSOs general dialogue (usually with provincial governor).
- Separate dialogues on thematic area: land and natural resource protection; gender, women, children and LGBTQI; fishery; mining; and indigenous people land titling

Among that existing infrastructure, up to two per year will be supported based on the budget availability and readiness of main stakeholders engaged in the infrastructure. Target infrastructure will be identified annually in Annual Work Plan based on evidences from tools and knowledge developed from output 1. A technical committee for designing civic engagement will be created as a part of the project implementation arrangement. The team consists of a representative from Mol, CSOs, development partners, and UN (please refer to section IIX and annex 5). They will propose the civic engagement infrastructure supported by the project each year and the project board will endorse it (a proposal and endorsement of selection will be made in Q4 of each year and the support will start from the following year). Any urgent request can be raised by a representative of CSOs, government, and UN agencies to the technical committee. And additional support could be considered

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depending on recommendation by the committee and endorsement by the project board.

In supporting this pathway, communications and knowledge management would be important to ensure transparency of the processes and taking lessons learnt. UNDP will support development of stories, lessons learnt of dialogue design and processes, and outcome in coordination with dialogue facilitators.

Pathway 3: increase exposure and opportunities in which citizens, CSOs and government institutions work together.

The last pathway was identified by existing surveys and analyses²⁹. As mentioned in the previous section, there seems co-relations between the level of citizens' confidence and level of exposure/direct engagement with government authorities (one of causes of lower trust by Cambodians in government institutions was limited exposure and direct engagement according to a CDRI survey). The inception analysis also found that the NCDD Secretariat staff have better working relationship with CSOs: they consider CSOs as equal partners and understand the importance of CSOs. And this is due to the NCDD Secretariat's exposure to work with CSOs. Based on this co-relation, the project will support the direct engagement among the government, citizens and CSOs through innovation challenges.

Two different types of social innovation challenges will be convened with support from Acceleration Lab in UNDP. One is to incentivise capacity development through Output 1 and Output 2. Those civil servants, CSOs, mediators/facilitators whose capacity development are supported by the project will be encouraged to submit a joint proposal between government institutions and CSOs. And a prize and prototyping support will be provided by the project. Objectives of this type of social innovation are twofold: application of capacity development results jointly as well as enhancement of direct engagement between the government institutions and civil society. Therefore, proposals are open to various ideas including how to improve public services (e.g. recycling) at the local level, how to plan mediation processes of local issues (e.g. natural resources management, indigenous people's rights), how to ensure integration of particular marginalized group's views in local development vision, strategy, plan etc. The other social innovation challenge is open to citizens and civil servants for their joint proposal. The focus of civic engagement (e.g. new technology, environment conservation, youth engagement, people with disability) will be identified based on citizens' interests expressed through tools and knowledge developed as a part of Output 1. The technical committee for designing civic engagement will propose the theme each year and the project board will endorse it. For both innovation challenges, a panel of judges will be established and they will select concepts to receive seed funding.

The proposed project will bring a human rights-based approach to development. The design and implementation of activities under the project will be framed by human rights principles and the Government's international human rights obligations. It will also be guided by recommendations emanating from continuous broad and participatory consultation with CSOs and other relevant stakeholders.

As demonstrated by the pathways mentioned above, the project will enhance civic engagement through dialogues and build confidence and partnership among citizens, civil society and the government institutions. And this is aligned to UNDAF's Outcome 4 looks into promoting participation and accountability in Cambodia, and the strengthening of civil society and governmental counterparts would be a major contribution to this outcome.³⁰ This project is critical in the implementation of the 2019-2023 United Nations Development Assistance Framework (UNDAF), jointly endorsed on 6 May 2019 by the UN Country Team and the Royal Government of Cambodia. The UNDAF has been underpinned by the four global integrated programming principles vital to the Cambodian country context: (i) leave no one behind; (ii) human rights, gender equality and women's empowerment; (iii) sustainability and resilience; and (iv) accountability. Because of its overarching and unifying nature, the principle of *leaving no one behind* in particular is a cornerstone for coherence across the development, humanitarian, human rights and peacebuilding agendas. The UNDAF also states that "the role and contribution of civil society and workers' associations to development and the realization of human rights will be highlighted for recognition by national partners, through facilitating dialogue between national

²⁹ CDRI and Oxfam political economy analysis

³⁰ Sub-Outcome 4.1: By 2023, women and men, including the under-represented, marginalized and vulnerable, enjoy their human right to participate, directly and through representative organizations, in public and civic affairs through collaborative decision-making processes and to monitor public programmes, seek accountability from democratic institutions, and access functional grievance mechanisms.

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stakeholders and helping to secure space for their operations.” (UNDAF 2019-2023)

This proposed project’s objective is also in line with the Pillar 3 of UNDP’s current Country Programme Document (2019-2023) aiming at (1) promoting an effective, inclusive, and participatory system of governance and active stakeholder engagement, and (2) improving institutional capacity. Engagement with CSOs, academia and think-tanks is a key strategic approach of UNDP’s current programme. Specifically, UNDP considers that a collaboration with CSOs and CBOs will not only help strengthen their voice, but also contribute to national policy and programme formulation and implementation. Where possible, UNDP will also link the CSOs and CBOs it engages with through this project, to other projects implemented by UNDP in areas such as public service innovation, environmental protection, climate change resilience, disaster risk reduction, youth empowerment, disabilities inclusion, and gender equality.

III. RESULTS AND PARTNERSHIPS

As the aforementioned theory of change explained, the project pathways will lead to strengthen civic engagement through dialogue and build confidence between government institutions, citizens, civil society. In doing so, citizens (women and men) will be able to develop a renewed social contract based on more equal and inclusive participation and opportunities, i.e. UNDAF Outcome 4: By 2023, women and men, including those underrepresented, marginalized and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes.

The project will contribute to UNDAF Outcome 4 through three project outputs:

1. CSOs and governmental authorities (both national and sub-national) will be able to engage each other better in responding to citizens’ interests and in recognizing different voices of men and women, with particular attention to marginalized groups.
2. Existing infrastructure for civic engagement (mechanisms, processes and policies) will be more constructive, inclusive and open to diverse opinions.
3. Partnership among citizens, CSOs and government institutions (both national and sub-national) will be strengthened through identifying more benefits of civic engagement.

These three outputs will be implemented with a set of activities over a period of three years by December 2023. The national government as a main stakeholder will be coordinated through the Ministry of Interior as the project’s main partner and a representative in the project board. The project supports the SNAs and the target provinces will be identified annually based on the target infrastructure for civic engagement supported by the project. The infrastructure for civic engagement will be identified annually as described as a part of strategy above.

Output 1: CSOs and governmental authorities will be able to engage each other better in responding to citizens’ interests and in recognizing different voices of men and women, with particular attention to marginalized groups.

1.1 Develop capacity of civil servants both in relevant ministries and sub-national authorities

Target civil servants will be identified depending on selection of existing infrastructure for civic engagement that the project will support (output 2). For the year 2020 and 2021, (i) the RGC and CSO Forum and (ii) Provincial Partnership Dialogue are proposed for the project to support. For (ii), four provinces (one from each region) will be supported (please refer to the list of provinces per region). Criteria for selection of the target provinces are (i) existence of provincial level of CSOs coordination and (ii) commitment from the governor’s office to dialogue with CSOs to strengthen the Provincial Partnership Dialogue Forum.

Region	Provinces
Northwest	Kampon Chhnang, Pursat, Battambang, Pailin, Banteay Meanchey, Oudor Meanchey, Siem Reap
Highlander	Tbong Khmum, Kratie, Stung Treng, Ratanakiri, Mondulakiri, Preah Vihear
Coastal	Preah Sihanouk, Koh Kong, Kampot, Kep
Central	Kampong Thom, Kampong Cham, Svay Rieng, Prey Veng, Takeo, Kandal, Kampong Speu

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In order to enhance partnership between civil servants and CSOs members, curriculum development and training courses will be provided jointly to at least 1,650 people (min 33% women's participation) by the end of 2023. For the year 2020 and 2021, at least about 450 people will receive capacity development support. Capacity development will work with the RSA and NASLA so that training courses will be institutionalized in these two schools and replicated even after the project ends. Training curriculums will be developed by either/both RSA and NASLA in collaboration with CSOs based on the needs identified (up to two curriculums). This activity will also build on UNDP's existing partnership with the Ministry of Civil Service on civil service innovation. The training courses will focus on relations management with CSOs and civic engagement. They will not only enhance skills and knowledge but apply behaviour science and gaming so civil servants to understand CSOs roles and contributions and cultivate empathy.

1.2 Develop capacity of CSOs

In acknowledging various capacity development opportunities CSOs have had, the project will focus on to support sector-wide resilience. Therefore, support will be provided to develop/revise a sector's strategy for resilience building (e.g. using foresighting) as well as implementation of the strategy. Two prioritized actions will be supported per year (in total six prioritized actions to be supported by the end of 2023). The process will be coordinated by umbrella CSOs. The actions are supposed to be needs-driven and they address agreed resilience dimensions so the results can be monitored. Examples of actions could be additional skill development, exposure/experience learning from other countries, researches and analyses to support evidence-based advocacy by the sector, repositioning/repurposing CSOs based on citizens' interests (linking to activity 1.3), resource mobilization activity/advocacy.

Depending on prioritized actions in the sector resilience strategy, implementation of actions will be done by service providers (e.g. consultancy of organizational change and strategy development) through competitive procurement process or CSOs based on collaborative advantage. In facilitating the latter process, the project will develop a CSO roster.

1.3 Develop tools and knowledge to understand male and female citizens' interests, particularly marginalized groups' interests)

This activity will facilitate government authorities and CSOs to understand needs and interests of citizens, particularly women and youth (young women and men) by supporting alternative communications, empowering youth and marginalized groups to shape their own future and contribute to development planning and understanding of social cohesion in Cambodia.

- (i) Media business challenge (unfunded activity): This activity will build on UNDP's media alternative project and support local media entrepreneurs in four provinces³¹. Up to four local media start-ups per province will be supported through a five-month training and coaching programmes and receive seed funding to scale media product to promote local socially engaged news. Those media start-ups will be selected through a business challenge and a panel of judges is established.
- (ii) Foresighting among certain groups whose voices are not heard: Foresight is the capacity to anticipate and plan for possible futures. It helps develop a preferred vision for the future and create platforms for engagement that are more democratic and participatory. In designing and implementing foresight activities with marginalized groups at the targeted provincial levels, it aims at informing local development planning in the context of SDG localization at the sub-national level and thinking of alternative development model in the context of COVID-19.
- (iii) Social cohesion assessment including a gender lens and development of measurement: the assessment will be conducted to understand groups' dynamics and perception of various issues in Cambodia. It is essential to mainstream gender and capture different realities of women, men, girls and boys. A social cohesion model will be customized in the context of Cambodia based on a set of social cohesion dimensions, which were identified as attribution to social cohesion³². The model and findings will inform government authorities and CSOs to take preventive measures but also be used to collect baseline of the project.

³¹ In principle, same provinces are targeted in output 1 and 2.

³² UNDP, 2020, Strengthening Social Cohesion, COVID19 Response – Assessment Note

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Output 2: Existing infrastructure for civic engagement (mechanisms, processes, and policies) will be more constructive, and open to diverse opinions in ensuring women's participation.

2.1 Provide mediators and facilitators

This activity will establish a team of mediators and facilitators³³ who can be deployed to facilitate dialogues between government institutions and CSOs. Mediators and facilitators can be provided as individual capacity or as organization. Thus, UNDP will develop a roster of organizations (and individuals if needed separately) that could provide facilitation. UNDP will support to develop capacity of mediators and facilitators (at least 30 facilitators) such as on issues of design and management of dialogue processes, gender and inclusion, power-sharing depending on their needs. In addition, the project will facilitate establishment of a network among mediators to promote better coordinated mediation efforts.

2.2 Institutionalize existing infrastructure and support implementation of its work plans

From existing infrastructure, two mechanisms will be supported per year. In order to be responsive to the needs of support from the government and CSOs, the target infrastructure will be identified annually (please refer to section II on how the selection will be made each year).

For 2020/2021, the inception analysis and consultation with stakeholders identified opportunities of dialogue to strengthen (i) the Government – NGO Consultative Meeting and (ii) the Provincial Partnership Dialogue. Those were established as a part of mechanisms and tools of the Development Cooperation and Partnership Strategy 2019-2023, and MoI is taking coordination roles from the government; there are recognitions of needs for improvement from both MoI and CSOs; and commitments from both sides to work together to make it meaningful. Areas of improvement in the said mechanisms that were identified initially by the inception analysis are as follows:

National level: RGC-CSO coordination

- CSOs participation in these dialogue process would benefit from enhanced coordination among themselves and with MoI as well as from consultation mechanisms within the civil society spectrum to maximise the quality of engagement with national authorities.
- Structured management of each event is important. This entails increasing the capacity of a mixed technical entity entrusted with agenda setting, organization of the dialogue events and reporting.
- The implementation of decisions and commitments made during the bi-annual forum as well as the monitoring of their impact could be strengthened by involving citizens, CBOs and elected officials in communities.

Sub-national level: Provincial Government (governor) and civil society organization consultation

- There seems to be no institutionalization of any model with any component of the process. All vary from one provincial administration to another. The forum looks like an ad hoc event.
- The agenda of the meeting - apart from protocol aspect - was sent in at the last minute and without prior consultation with the CSOs side. After the meeting, the participants have never received any summaries of the discussion and the decisions made during the forum. Thus, there is no follow-up mechanism.
- Sectoral/technical working group meetings between provincial authorities, concerned specialized departments and interested NGOs and CBOs held resolved development issues. All NGOs, and sometimes CBOs, are invited - sometimes by letters but increasingly through Signal app working groups.

Facilitators identified in activity 2.1 will facilitate dialogues between MoI and CSOs at the national level, the Governor and CSOs and within CSOs. The facilitator will design the dialogues between the concerned actors both at the national and provincial level and facilitate different positions to lead to agree on meetings'

³³ While mediation attempts to reach substantial agreements that solve issues at the heart of a conflict, the primary aim of dialogue is to learn more and understand better the views and needs of the opponent and thereby transform the relationship, create trust and in many cases lay the ground for substantive agreements at a later stage. (Basics of Mediation, Federal Foreign Office & Initiative Mediation Support Deutschland (February 2017))

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objectives, any structure required (e.g. a secretariat, working groups), processes of preparing agendas, monitoring implementation of actions, reporting, communications, an online repository with relevant documents to increase transparency and information sharing with the wider public, a way to institutionalize them. The project will provide accompaniment at least for a year until the end of 2021, e.g. capacity development of the secretariat, implementation of follow-up actions from the mechanisms etc in order to make those mechanisms functioning. At the provincial level, four provinces will be supported. The selection criteria are (i) presence of provincial level CSO coordination network, (ii) commitment from the governor's offices and (iii) geographical spread. Based on the criteria, the following provinces are proposed to support in 2021: Siem Reap, Kampot, Kampong Chham, and Ratanakiri (two provinces are supported by the contribution from the Government of Japan and two provinces are supported by financial contribution expected from a development partner).

2.3 Develop communications products and knowledge management

The activity support communications on dialogue processes via social media, story collection, filming and their outcomes in a timely manner to ensure transparency. A brief policy paper to take lessons learnt of dialogue processes supported and recommendations will be produced.

Output 3: Partnership among citizens, CSOs and government institutions (both national and sub-national) will be strengthened through identifying more benefits of civic engagement**3.1 Organize innovation challenge on civic engagement**

To further enhance confidence building between government authorities and civil society, the project will organize innovation challenges on civic engagement (two challenges/year). One of the social innovation challenges is open to all citizens, CSOs and civil servants for their joint proposal and the first one will be launched in 2021. The focus of civic engagement, which could be based on issues or target population groups (e.g. environment conservation, new technology, people with disability, youth) will be identified based on citizens' interests expressed through tools and knowledge developed as a part of output 1. A panel of judges that consists of the MoI, CSOs, Development Partners (e.g. Government of Japan) and UNDP will be established to select concepts to receive funding to support quick experimentation by citizens and SNAs.

The other innovation challenge will complement and incentivise the capacity developed in output 1 (government officials, CSOs) and 2 (mediators and facilitators) and joint proposals collaboratively between the government entities, CSOs and mediators will be invited for application. It will be planned after initial capacity development support aiming in the latter half of 2021.

3.2 Organize study tours

This activity will target people in leadership position in CSOs and public officials and support International exposure/exchange (study trips) to Asian democratic countries, e.g. Japan to learn civic engagement examples and lessons learnt from other countries. A study tour to Japan will be planned in 2022 (no study tour will be planned in 2021 given the COVID-19 travel restrictions and regulations).

Partnerships:

UNDP will implement this project with the Ministry of Interior, the Government of Japan, and Cambodian civil society entities, which are the strategic partners of the initiative. The project supports building confidence and strengthening partnership between the overall government institutions and civil society. For the project implementation, the government institutions are coordinated through Ministry of Interior that will be the main stakeholder for the project and join in the project board. Civil society will coordinate by coordination CSOs. This project will be guided by independent advice from the Office of the United Nations High Commissioner for Human Rights (OHCHR). Other UN agencies that support civic engagement and dialogue processes will join in a technical committee for designing civic engagement so that the UN has a coordinated approach.

Risks and Assumptions:

There is an operational risk related to the timing of activities, as there is a logical sequencing among the different components of the project. From the inception phase, partnerships will be explored and made operational. UNDP Country Office will hire a mix of national and international staff who are expert on both the substantive elements of the project as well as its operational aspects. The project will also benefit from direct support of the Peace and Development Advisor and his/her team to ensure smooth and effective implementation.

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The project will last until the end of 2023, and it will run throughout the next electoral cycle in 2022 and 2023, which present a moderate political risk, considering the current political polarization in the country. These factors could present some risks for targeted beneficiaries and reputational challenges to UNDP and partners. The project has included a substantive communication, educational and awareness raising component in its capacity development interventions, with the purpose of enabling NGOs and government entities to explain and better communicate the importance of dialogue and civic engagement. The project will be informed by regular analysis, consultations and monitoring to ensure that a “Do No Harm approach” is effectively implemented in relation to targeted beneficiaries (NGO members, civil servants, citizens), the UN and its partners.

UNDP country office enjoys a positive relationship with national authorities and is considered a trusted partner in the area of governance innovation. The Ministry of Interior has been duly informed and involved in the development of this proposal and showed interest and commitment in partnering with UNDP and the Government of Japan on the project. Other members of the UN Country Team have supported dialogues and civic engagement can further support a “One UN” implementation where different mandates and expertise can be mobilized to ensure a successful project. Potential political risks will be monitored and reported to UN Senior Management by the Peace and Development Advisor. The UN partners have also an extensive network and capacity to anticipate and manage challenges emerging during the implementation of the project. Finally, the financial support and commitment from the Government of Japan is critical to safeguard the project and its smooth implementation.

IV. PROJECT MANAGEMENT

The project will be implemented by UNDP under the Direct Implementation Modality (DIM). The project will seek to maximize the results with the resources it has by jointly implementing activities with other partners such as the Ministry of Interior which is the main partner of the project and civil society organizations. The project will draw on expertise and resources from other UN agencies such as UN OHCHR, UN Women, UNDP regional and global experts, as well the UN Resident Coordinator’s Office.

The Project Board, comprising of three functions, Executive (represented by UNDP), Senior Suppliers³⁴ represented by the Embassy of Japan, and Senior Beneficiaries represented by the Ministry of Interior, and Civil Society Organizations representative, is the governing body of the project (please also refer to section VIII and Annex 4). And it is responsible for providing strategic guidance to the project. The Project Board decisions should be made in accordance with standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. To support the Board in their function, a UNDP programme analyst, independent from the project implementation team, will act as the project assurance to ensure compliance with the rule and regulation.

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager’s prime responsibility is to ensure that the project produces the results specified in relevant project documents, to the required standard of quality and within the specified constraints of time and cost. Overall project manager’s responsibilities include as follows:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;

³⁴ Any development partners that will contribute technically and financially can participate in future as capacity of the Senior Supplier.

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The project team consisting of Project Manager, Governance and CSO engagement officer and assistant will be responsible for delivering the outputs. A technical committee for designing civic engagement, which consists of the technical level officials, advisors and specialists from the MoI, CSOs, development partners, the UN will recommend annually the target infrastructure for civic engagement to the project board (reference to Annex 5). UNDP Governance Chief Technical Advisor will provide coordination of the committee. The Governance Chief Technical Advisor who is responsible for managing UNDP country office governance portfolio and its corresponding projects will specifically take the technical leadership of the project.

The project is based in Phnom Penh, housed in UNDP premise. Its coverage is nation-wide through the works to address policy and regulation issues, policy researches, and institutional capacity building. Partnership with CSOs and with the Government will also help the project to maximize the impact and to efficiently deliver activities at local level.



V. RESULTS FRAMEWORK

UNDAF Outcome 4: By 2023, women and men, including those underrepresented, marginalized and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes.										
UNDP Strategic Plan Outcome 2: Accelerate Structural Transformations for Sustainable Development										
Outcome Indicator 2.5: Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability, and population group										
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:										
4.1.1: The number of processes of public law and policy-making supported by the UN and involving rights-holders, especially women and discriminated groups										
Baseline (2018): 17 Target (2023): 20										
Applicable Output(s) from the UNDP Strategic Plan (SP): Output 2.2.2: Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency, and accountability										
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS ³⁵ (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2020	Year 2021	Year 2022	Year 2023	FINAL	
Output 1 CSOs and governmental authorities will be able to engage each other better in responding to male and female citizens' interests and in recognizing different voices of men and women, with particular attention to marginalized groups	1.1 Number of countries that adopt and implement, with UNDP assistance, legal and regulatory frameworks that enable civil society to function in the public sphere and contribute to sustainable development (UNDP SP output indicator ³⁶): <ul style="list-style-type: none">Women's groupsYouth groupsGroups representing other marginalized populations	Project report	To be collected Women's group in RGC-CSO meeting Youth Groups RGC-CSO meeting	2021						Level of inclusiveness of different groups to be agreed through dialogue and it will be reflected in Prakas. Actual participation to be confirmed by attendance sheet.
	1.2 Level of capacity of the Government (separately national and sub-national) demonstrated on the following areas:	Baseline and End-line surveys	To be collected (TBC)	2021						Level of capacity will be measured from 'inclusive participation' in decision-making and 'responsiveness' to decision-making (using Qs for SDG 16.7.2)
	1.3 Level of sustainability of CSOs	CSO sustainability index	4.6	2018				4.4		It is measured based on seven dimensions (Legal environment, organizational capacity, financial viability, advocacy, service provision,

³⁵ Targets of the indicators that do not have baseline will be established upon completion of the baseline survey.

³⁶ This indicator is aligned to the existing UNDP Strategic Plan indicator: Cambodia will be counted as one country to reporting to this indicator. Prakas and policies to institutionalize the infrastructure for civic engagement will be considered as 'legal and regulatory framework.'

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										infrastructure, public image).
	1.4 Level the authorities' attitude (verbal and behavioural) assessed by CSOs members interviewed (Likert scale: 5points)	Baseline and End-line surveys, project monitoring report	TBC	2021	TBC	TBC	TBC	TBC	TBC	Perception survey
Output 2 Existing infrastructure for civic engagement (mechanisms, processes, and policies) will be more constructive, and open to diverse opinions in ensuring women's participation.	2.1 # of engagement infrastructure supported (disaggregated by): <ul style="list-style-type: none"> National Sub-national 	Project report	0	2021	0	2	2	2	6	
	2.2 % of perception by users of the infrastructure if it is improved Level of effectiveness of the existing infrastructure by users (disaggregated by): <ul style="list-style-type: none"> Sex Age Geographical locations 	Baseline and End-line Surveys, Project monitoring report	TBC	2021						Perception survey
	2.3 % of participation of the following populations in the infrastructure: <ul style="list-style-type: none"> Women's groups Youth's groups Other marginalized groups 	Baseline and End-line Surveys, Project monitoring report	TBC	2021						Perception survey
Output 3 Partnership among citizens, CSOs and government institutions (both national and sub-national) will be strengthened through identifying more benefits of civic engagement.	3.1 % of civil servants think of CSOs as equal partners	Baseline and End-line Surveys, Project monitoring report	TBC	2021						Perception survey
	3.2 # of ideas that are co-designed and jointly implemented by the government and civil society	Project monitoring report	0	2020	0	2	2	2	6	

VI. MONITORING AND EVALUATION

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

Monitoring Plan

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

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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.		Same as above.
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.	At least annually, and at the end of the project (final report)			Same as above.
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Mol, Embassy of Japan, and representative from CSO.	

Evaluation Plan

Evaluation Title	Planned Completion Date	Cost and Source of Funding	Key Evaluation Stakeholders	Related Strategic Plan Output	UNDAF/CPD Outcome
Final Evaluation	November 2023	USD20,000 (Project budget)	Mol, Embassy of Japan, partners CSOs and think	Output 2.2.2: Constitution-making, electoral	UNDAF Outcome 4: By 2023, women and men, including those

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			tanks, OHCHR and UN Women.	and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability	underrepresented, marginalized and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes.
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VII. MULTI-YEAR WORK PLAN

Outputs	Key Activities	Budget Descriptions	Year 1	Year 2	Year 3	Year 4	Total Amount in USD
Output 1: CSOs and governmental authorities will be able to engage each other better in responding to male and female citizens' interests and in recognizing different voices of men and women, with particular attention to marginalized groups	Activity 1.1: Develop capacity of civil servants in relevant ministries and subnational authorities	International Governance Advisor[1] – P5 (50%)	48,722	104,504	120,590	120,590	394,406
		Consultant for Inception phrase	21,903	0	0	0	21,903
		Logistic costs for inception workshop	1744	0	0	0	1744
		National Governance and CSO Engagement Officer [2] – SB4 (50%)	7,147	14,295	14,295	14,295	50,031
		Capacity development activities (consultancy)	0	42,000	0	0	42,000
		Letter of Agreement (LOA) - Logistic related cost to provide training and part of trainers' cost	0	35,031	60,180	19,727	114,938
		Travel costs for Inception phase	1,062	0	0	0	1,062
		Activity 1.2: Develop capacity of CSOs	Develop/revise a CSO sector resilience strategy and a plan	0	12,000	0	0
	Logistics related cost	0	3,000	0	0	3,000	

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		Support its implementation (grants to support the top priority actions)	0	30,000	30,000	15,000	75,000
Activity 1.3: Develop tools and knowledge to understand male and female citizens' interests, particularly marginalized groups' interests		International consultant (workshop facilitation)	0	13,750	0	0	13,750
		Workshop (logistic related costs)	0	2,900	0	0	2,900
		Travel costs (local/national to provinces)	0	900	0	0	900
		national consultant for development of social cohesion index	0	17,500	0	14,000	31,500
	General Management Services (8%)		796	13,710	8,358	5,042	27,906
Sub-Total Output 1			81,373	289,590	233,423	188,654	793,040
Output 2: Existing infrastructure for civic engagement (mechanisms, processes, and policies) will be more constructive, and open to diverse opinions in ensuring women's participation.	Activity 2.1. Provide mediators and facilitators	International Governance Advisor[1] – P5 (50%)	62,923	134,108	120,590	120,590	438,212
		National Governance and CSO Engagement Officer [2] – SB4 (50%)	7,147	14,295	14,295	14,295	50,031
		Capacity development activities (consultancy)	0	28,750	11,300	2,500	42,550
		Conference/ workshop / meetings	0	7,500	7,500	7,500	22,500
	Activity 2.2. institutionalize existing	Facilitation of dialogues / support facilitator's activities (Mediator)	0	8,000	8,000	8,000	24,000

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	infrastructure and support implementation of its work plans	Travel costs for facilitation of dialogues	0	1,000	1,000	1,000	3,000
		Meetings/workshops/conferences for facilitation of dialogues	0	1,000	1,000	1,000	3,000
		Provision of accompaniments (e.g. technical support and financial support) to support implementation of action/implementation plans	0	20,000	30,000	30,000	80,000
		Communications and media outreach (national Consultant)	0	14,597	9,307	11,096	35,000
		Communications and media outreach (UNDP comms team services)	0	5,000	5,000	5,000	15,000
	Activity 2.3 develop communications products and knowledge management	General Management Services (8%)	5,606	18,740	16,639	16,078	57,063
Sub-Total Output 2			75,676	252,989	224,631	217,060	770,357
Output 3: Partnership among citizens, CSOs and government institutions (both national and sub-national) will be strengthened through identifying more benefits of civic engagement.	Activity 3.1. Organize innovation challenge on civic engagement	Grants (Prizes for innovation challenges)	0	20,000	20,000	20,000	60,000
	Activity 3.2. Organize study tours	study tour	0	0	22,298	22,360	44,658
	General Management Services (8%)		0	1,600	3,384	3,389	8,373
Sub-Total Output 3			0	21,600	45,682	45,749	113,031
		Programme Support Services_DPC3	11,000	11,000	11,000	11,000	44,000

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Management and Operational Cost	Programme Support Services_DPC1	5,000	0	0	0	5,000
	Project field monitoring by UNDP programme analyst and M&E focal point (Travel related cost)	0	3,494	2,500	2,500	8,494
	Project Admin and Finance Assistant - SB1	2,869	4,666	9,331	9,331	26,197
	Project Manager - SB4 ³⁷	0	0	0	0	0
	Baseline and endline surveys	0	40,500	15,000	37,000	92,500
	Office space	4,935	7,178	7,178	7,178	26,468
	Programme Support Services_DPC1	8,988	4,400	33,059	33,199	79,645
	Programme Support Services_DPC1	5,901	6,000	18,050	18,050	48,000
	Cost Recovery (DPC2 or ISS Charges)	13,566	9,752	8,832	7,572	39,723
	Cost Recovery (DPC2 or ISS Charges)	5,814	3,965	3,785	3,245	16,810
	Travel costs	0	5,000	5,000	5,000	15,000
	IT equipment for project staff	4,250	250	250	250	5,000
	Office supplies	462	1,000	1,000	1,000	3,462
	Independent Consultant for Project's Final Evaluation	0	0	0	20,000	20,000

³⁷ This post is unfunded in the project's budget plan while currently delivered by JPO/Governance Specialist (which is fully funded by the government of Japan only up to 3 November 2021).

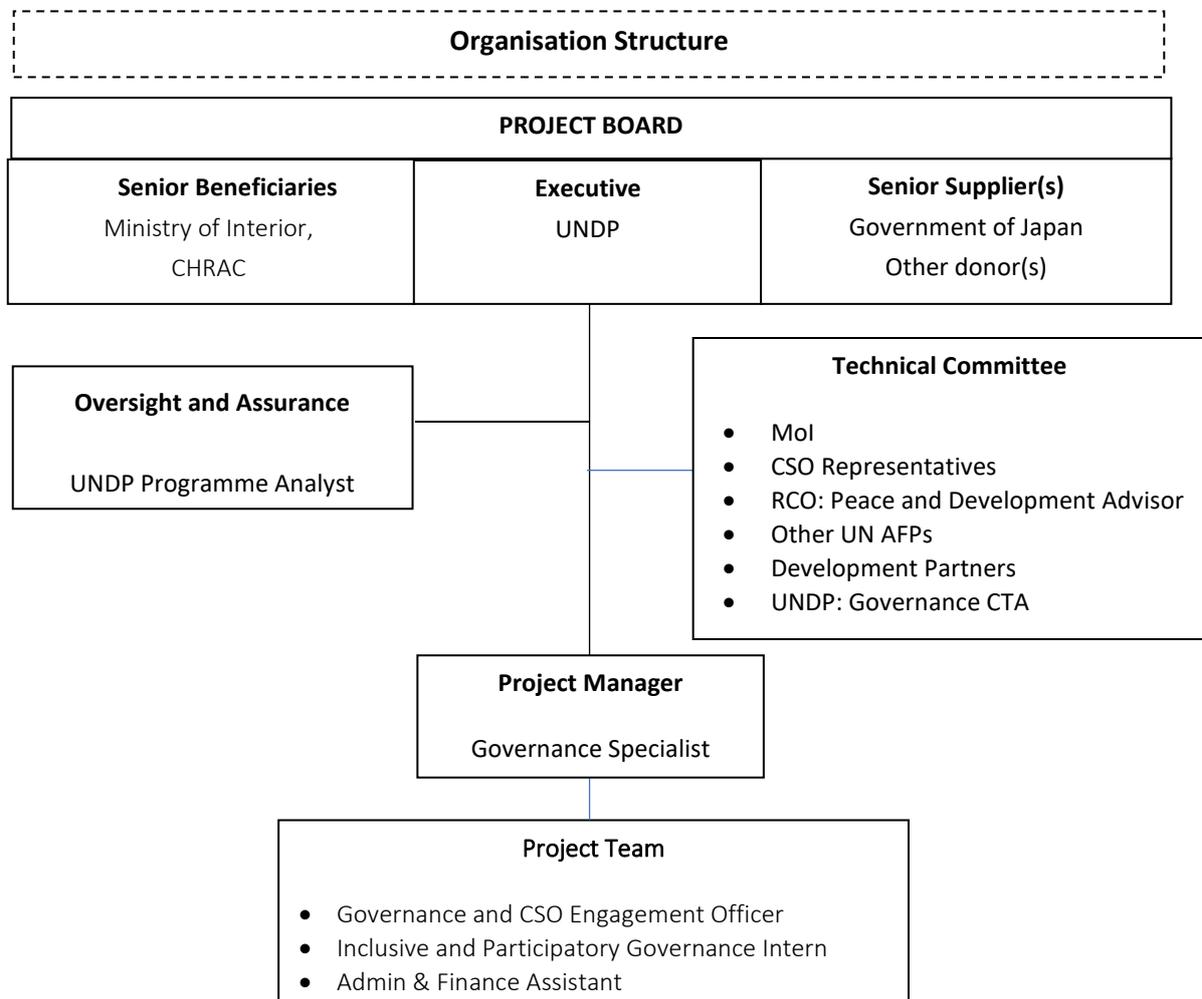
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	Communication (staff telephone)	1,275	2,238	2,238	2,238	7,989
	Miscellaneous	0	500	500	500	1,500
	General Management Services (8%)	6,855	3,223	7,591	10,819	28,488
Sub-Total Management and Operations Cost		<u>67,675</u>	<u>106,406</u>	<u>125,314</u>	<u>168,882</u>	<u>468,276</u>
Total (without GMS)		214,707	630,072	593,078	585,016	2,022,874
GMS (8%)		10,017	40,513	35,973	35,328	121,830
RCO Levy (1%)		-	-	-	-	16,395.04
Grand Total		224,724	670,585	629,051	620,343	2,161,098.74

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented by UNDP under the Direct Implementation Modality (DIM). The project is governed by the Project Board, consisting of UNDP's Resident Representative or his/her designated officer, as the chair, and Minister of Interior (or designated officer), Ambassador from the Embassy of Japan (or designated officer), and Executive Director (or designated officer) from the Cambodian Human Rights Action Coalition (CHRAC). The Board is supported by a Programme Analyst, independent from the project team as quality assurance officer. The quality of the project will be regularly monitored and assured by the UNDP Programme Analyst. The analyst will be supported by an associate who will focus on monitoring the financial management of the project.

The recruitment of key project personnel, the procurement of goods and services, and the identification and facilitation of training activities will also be supported by UNDP country office team. If required, technical support will be provided through access to external expertise pool locally and internationally, regional experts or institutions from the region as and when the Project identifies the need. UNDP will also provide support, particularly for compiling lessons learned and sharing experiences with other stakeholders locally and internationally.



The Project Board provides strategic guidance to the project team and oversees the implementation of the project. The Board is responsible for making management decisions on a consensus basis for a project when guidance is required by the project, including approval of project budget and revisions. The Board's decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity

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transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager (the Resident Representative or his/her designated staff of UNDP). The Board is consulted by the project for decisions when project tolerances have been exceeded³⁸. Based on the approved annual work plan (AWP), the Board may review and approve project quarterly plans when required and authorises any major deviations from these agreed quarterly plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. The Board meeting should be held at least annually.

A technical committee for designing civic engagement, which consists of the technical level officials, advisors and specialists from the MoI, CSOs (membership CSOs and a representative of the international NGOs), development partners, and the UN (RCO and UNDP) will support identification of infrastructure for civic engagement targeted by the project based on evidences and context and risk analyses. UNDP Governance Chief Technical Advisor is the technical lead of the project and will provide coordination of the team.

The project will be implemented by a team that consists of the following full-time staff:

- A Project Manager/ Governance Specialist (JPO³⁹),
- A National Governance and CSO Engagement Officer (SB4 level),
- An Admin and Finance Assistant (SB 1 level).

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.

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 are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

³⁸The Project Board has the responsibility to define for the project manager the specific project tolerances within which he/ she can operate without intervention from the Project Executive Board.

³⁹ This position is fully funded up to 3 November 2021.

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5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
 - c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
 - d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - f. 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.
 - g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.
Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP’s Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

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- h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

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

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.

- i. 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.
- j. 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.
- k. 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.



XI. ANNEXES

Annex 1. Project Quality Assurance Report

PROJECT QA ASSESSMENT: IMPLEMENTATION				
OVERALL PROJECT				
EXEMPLARY ●●●●●	HIGH ●●●●○	SATISFACTORY ●●●○○	NEEDS IMPROVEMENT ●○○○○	INADEQUATE ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> • CONTINUE AS PLANNED – the project is of sufficient quality to continue as planned. All management actions must be addressed in a timely manner. • TAKE REMEDIAL ACTION – the project has issues that must be addressed or the project may be suspended. If the Social and Environmental Standards criterion is below satisfactory, the project may be suspended if the deficiencies are not addressed. All management actions must be addressed in a timely manner. • TAKE URGENT ACTION – the project has significant issues that require urgent management attention, or the project may be cancelled. If the Social and Environmental Standards criterion is Inadequate, the project may be cancelled. 				
RATING CRITERIA				
STRATEGIC				
<p>1. Is the project pro-actively taking advantage of new opportunities, adapting its theory of change to respond to changes in the development context, including changing national priorities? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project team completed and documented a horizon scanning exercise in the past year to identify new opportunities and changes in the development context that require adjustments in the theory of change. There is clear evidence that the project board has considered the implications, and documented changes to the project’s theory of change, RRF, partnerships, etc. made in response, as appropriate. <i>(both must be true to select this option)</i> • 2: The project team has undertaken some horizon scanning in the past year to identify new opportunities and changes in the development context. The project board discussed the scanning and its implications for the project, as reflected in the board minutes. There is some evidence that the project took action as a result, but changes may not have been fully integrated into the project’s theory of change, RRF, partnerships, etc. • 1: The project team may have considered new opportunities and changes in the development context since implementation began, but this has not been discussed in the 			3	2
			1	
			<p style="text-align: center;">Evidence</p> <p>There is no evidence in the overall development context, however, the project took action to deepen the analysis of the development context as well as further opportunities to reshaping the ToC, project</p>	

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<p>project board. There is limited to no evidence that the project team has considered changes to the project as a result. This option would also be selected if no horizon scanning has been done to date during project implementation.</p>	<p>approach, and activities with the aims to ensure meaningful results. The project board was being consulted and granted their endorsement on those changes (evidenced by minute board meeting).</p>						
<p>2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work⁴⁰ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas⁴¹; implementation is consistent with the issues-based analysis incorporated into the project design; and the project’s RRF includes at all the relevant SP output indicators. <i>(all must be true to select this option)</i> • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project’s RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i> • 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectorial approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This option is also selected if the project does not respond to any of the three SP areas of development work. <p>*Note: Management Action must be taken for score of 1.</p>	<table border="1"> <tr> <td data-bbox="1204 660 1276 698">3</td> <td data-bbox="1276 660 1445 698">2</td> </tr> <tr> <td colspan="2" data-bbox="1204 698 1445 736">1</td> </tr> <tr> <td colspan="2" data-bbox="1204 736 1445 1812"> <p>Evidence</p> <p>The project directly responds to the development area number on ‘Inclusive and effective democratic governance’ in the UNDP Strategic Plan. The project’s RRF includes SP output indicator 2.2.2: <i>Number of countries that adopt and implement, with UNDP assistance, legal and regulatory frameworks that enable civil society to function in the public sphere and contribute to sustainable development.</i></p> </td> </tr> </table>	3	2	1		<p>Evidence</p> <p>The project directly responds to the development area number on ‘Inclusive and effective democratic governance’ in the UNDP Strategic Plan. The project’s RRF includes SP output indicator 2.2.2: <i>Number of countries that adopt and implement, with UNDP assistance, legal and regulatory frameworks that enable civil society to function in the public sphere and contribute to sustainable development.</i></p>	
3	2						
1							
<p>Evidence</p> <p>The project directly responds to the development area number on ‘Inclusive and effective democratic governance’ in the UNDP Strategic Plan. The project’s RRF includes SP output indicator 2.2.2: <i>Number of countries that adopt and implement, with UNDP assistance, legal and regulatory frameworks that enable civil society to function in the public sphere and contribute to sustainable development.</i></p>							

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

⁴¹ sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

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3. Evidence generated through the project has been explicitly used to confirm or adjust the programme/CPD's theory of change.	Yes (3)	No (1) N/A -The project just completed the inception stage
RELEVANT		
<p>4. Are the project's targeted groups being systematically engaged, with a priority focus on the excluded and marginalized, to ensure the project remains relevant for them? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: Systematic and structured feedback has been collected over the past year from a representative sample of beneficiaries, with a priority focus on the excluded and marginalized, as part of the project's monitoring system. Representatives from the targeted groups are active members of the project's governance mechanism (i.e., the project board or equivalent) and there is credible evidence that their feedback informs project decision making. <i>(all must be true to select this option)</i> • 2: Targeted groups have been engaged in implementation and monitoring, with a priority focus on the excluded and marginalized. Beneficiary feedback, which may be anecdotal, has been collected over the past year to ensure the project is addressing local priorities. This information has been used to inform project decision making. <i>(all must be true to select this option)</i> • 1: Some beneficiary feedback may have been collected over the past year, but this information has not been used to inform project decision making. This option is also selected if no beneficiary feedback has been collected. <p>*Note: Management Action must be taken for a score of 1</p>	3	2 1 Evidence The project beneficiaries including excluded and marginalized groups were thoroughly consulted throughout the inception analysis on the project approaches as well as their needs/issues (evidenced by inception analysis report).
<p>5. Is the project generating knowledge – particularly lessons learned (i.e., what has worked and what has not) – and has this knowledge informed management decisions and changes/course corrections to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned backed (gained, for example, from Peer Assists, After Action Reviews or Lessons Learned Workshops) by credible evidence from evaluation, analysis and monitoring have been discussed in project board meetings and reflected in the minutes. There is clear evidence that the project's theory of change has been adjusted, as needed, and changes were made to the project to ensure its continued relevance. <i>(both must be true to select this option)</i> • 2: Knowledge and lessons learned backed by relatively limited evidence, drawn mainly from within the project, have been considered by the project team. There is some evidence that changes were made to the project as a result to ensure its continued relevance. <i>(both must be true to select this option)</i> • 1: There is limited or no evidence that knowledge and lessons learned have been collected by the project team. There is little or no evidence that this has informed project decision making. <p>*Note: Management Action must be taken for a score of 1</p>	3	2 1 Evidence The project's knowledge and lessons learned were documented systematically through inception analysis report, minute of stakeholder consultation, and validation workshop. The evidence/inputs were further analyzed by UNDP Chief Technical Advisor

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	and project team to inform the adjustment of ToC and RRF.	
<p>6. Are the project's measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and producing the intended effect? If not, evidence-based adjustments and changes have been made. (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project team has systematically gathered data and evidence through project monitoring on the relevance of the measures to address gender inequalities and empowering women. Analysis of data and evidence were used to inform adjustments and changes, as appropriate. <i>(both must be true to select this option)</i> • 2: The project team has some data and evidence on the relevance of the measures to address gender inequalities and empowering women. There is evidence that at least some adjustments were made, as appropriate. <i>(both must be true to select this option)</i> • 1: The project team has limited or no evidence on the relevance of measures to address gender inequalities and empowering women. No evidence of adjustments and/or changes being made. This option should also be selected if the project has no measures to address gender inequalities and empowering women relevant to the project results and activities. <p>*Note: Management Action must be taken for a score of 1</p>	3	2
	1	
	<p style="text-align: center;">Evidence</p> <p>The project inception analysis took into account gender analysis as well as marginalize population, which further informed the project outputs indicators (gender disaggregate data are applied).</p>	
<p>7. Is the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: There is credible evidence that the project is reaching a sufficient number of beneficiaries (either directly through significant coverage of target groups, or indirectly, through policy change) to meaningfully contribute to development change. • 2: While the project is currently not at scale, there are explicit plans in place to scale up the project in the future (e.g. by extending its coverage or using project results to advocate for policy change). • 1: The project is not at scale, and there are no plans currently to scale up the project in the future. 	3	2
	1	1
	<p style="text-align: center;">Evidence</p> <p>The project is not fully at scale at this stage but has indicated the potential scaling up opportunities to the project board and potential donors. The revised prodoc. indicated the unfunded amount.</p>	
SOCIAL & ENVIRONMENTAL STANDARDS		
<p>8. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project aims to further the realization of human rights, specifically upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights are actively identified, managed and mitigated through the project's management of risks. <i>(all must be true to select this option)</i> • 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on the enjoyment of human rights have been identified, and are adequately mitigated through the project's management of risks. 	3	2
	1	
	<p style="text-align: center;">Evidence</p> <p>The project directly contributes to the further realization of human rights through democratic</p>	

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<ul style="list-style-type: none"> • 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights are managed. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	governance and a peaceful, inclusive, and equitable society through expanding opportunities for inclusive civic engagement using tools such as dialogue.	
<p>9. Are social and environmental impacts and risks (including those related to human rights, gender and environment) being successfully managed and monitored in accordance with project document and relevant action plans? (for projects that have no social or environmental risks the answer is “Yes”)</p>	Yes (3)	No (1)
<p>10. Are unanticipated social and environmental issues or grievances that arise during implementation assessed and adequately managed, with relevant management plans updated? (for projects that have not experienced unanticipated social and environmental risks or grievances the answer is “Yes”)</p>	Yes (3)	No (1)
MANAGEMENT & MONITORING		
<p>11. Is the project’s M&E Plan being adequately implemented? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project has a comprehensive and costed M&E plan. Baselines, targets and milestones are fully populated. Progress data against indicators in the project’s RRF is being reported regularly using credible data sources and collected according to the frequency stated in the Plan, including sex disaggregated data as relevant. Any evaluations conducted fully meet decentralized evaluation standards, including gender UNEG standards. Lessons learned, including during evaluations and/or After Action Reviews, are used to take corrective actions when necessary. (<i>all must be true to select this option</i>) • 2: The project has a costed M&E Plan, and most baselines and targets are populated. Progress data against indicators in the project’s RRF is collected on a regular basis, although there may be some slippage in following the frequency stated in the Plan and data sources are not always reliable. Any evaluations conducted meet most decentralized evaluation standards. Lessons learned have been captured but may not have been used to take corrective actions yet. (<i>all must be true to select this option</i>) • 1: The project has an M&E Plan, but costs are not clearly planned and budgeted for, or are unrealistic. Progress data is not being regularly collected against the indicators in the project’s RRF. Evaluations may not meet decentralized evaluation standards. Lessons learned are rarely captured and used. Select this option also if the project does not have an M&E plan. <p>*Note: Management Action must be taken for a score of 1</p>	3	2
<p>12. Is project’s governance mechanism (i.e., the project board or equivalent) functioning as intended? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project’s governance mechanism is operating well, and is a model for other projects. It has met in the agreed frequency stated in the project document and the minutes of the meetings are on file. There is regular (at least annual) progress reporting to the project 	3	2
	1	
	<p style="text-align: center;">Evidence</p> <p>The project convenes its first</p>	

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<p>board or equivalent on results, risks and opportunities. It is clear that the project board explicitly reviews and uses evidence, including progress data, knowledge, lessons and evaluations, as the basis for informing management decisions (e.g., change in strategy, approach, work plan.) <i>(all must be true to select this option)</i></p> <ul style="list-style-type: none"> • 2: The project's governance mechanism has met in the agreed frequency and the minutes of the meeting are on file. A project progress report has been submitted to the project board or equivalent at least once in the past year, covering results, risks and opportunities. <i>(both must be true to select this option)</i> • 1: The project's governance mechanism has not met in the frequency stated in the project document over the past year and/or the project board or equivalent is not functioning as a decision making body for the project as intended. <p>*Note: Management Action must be taken for a score of 1</p>	<p>board meeting successfully after the inception phase was completed, in which the inputs, evidence, lesson learns were informed to the board as well as the proposed changes to the prod. based on those data.</p>	
<p>13. Are risks to the project adequately monitored and managed? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project has actively monitored risks every quarter including consulting with key stakeholders at least once in the past year to identify continuing and emerging risks to project implementation and to assess if the main assumptions remain valid. There is clear evidence that relevant management plans and mitigating measures are being fully implemented to address each key project risk, and have been updated to reflect the latest risk assessment. <i>(all must be true to select this option)</i> • 2: The project has monitored risks every quarter, as evidenced by an updated risk log. Some updates have been made to management plans and mitigation measures. • 1: The risk log has not been updated every quarter as required. There may be some evidence that the project has monitored risks that may affect the project's achievement of results, but there is no explicit evidence that management actions have been taken to mitigate risks. <p>*Note: Management Action must be taken for a score of 1</p>	<p>3 2</p>	<p>1</p>
<p style="text-align: center;">Evidence</p> <p>The risk log is updated regularly along with quarterly reporting and has been observed along with inception analysis.</p>		
<p style="text-align: center;">EFFICIENT</p>		
<p>14. Adequate resources have been mobilized to achieve intended results. If not, management decisions were taken to adjust expected results in the project's results framework.</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>15. Are project inputs procured and delivered on time to efficiently contribute to results? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project has an updated procurement plan. Implementation of the plan is on or ahead of schedule. The project quarterly reviews operational bottlenecks to procuring inputs in a timely manner and addresses them through appropriate management actions. <i>(all must be true to select this option)</i> • 2: The project has an updated procurement plan. The project annually reviews operational bottlenecks to procuring inputs in a timely manner and addresses them through appropriate management actions. <i>(all must be true to select this option)</i> • 1: The project does not have an updated procurement plan. The project may or may not have reviewed operational bottlenecks to procuring inputs in a timely manner, however management actions have not been taken to address them. <p>*Note: Management Action must be taken for a score of 1</p>	<p>3 2</p>	<p>1</p>
<p style="text-align: center;">Evidence</p> <p>The procurement plan has been prepared, however, due to the project is still in the inception stage there is no major procurement actions are needed.</p>		
	<p>3 2</p>	<p>1</p>

Annex 1:

<p>16. Is there regular monitoring and recording of cost efficiencies taking into account the expected quality of results? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> ● 3: There is evidence that the project regularly reviews costs against relevant comparators (e.g., other projects or country offices) or industry benchmarks to ensure the project maximizes results that can be delivered with given resources. The project actively coordinates with other relevant ongoing projects and initiatives (UNDP or other) to ensure complementarity and seek efficiencies wherever possible (e.g. joint activities.) <i>(both must be true to select this option)</i> ● 2: The project monitors its own costs and gives anecdotal examples of cost efficiencies (e.g., spending less to get the same result,) but there is no systematic analysis of costs and no link to the expected quality of results delivered. The project coordinates activities with other projects to achieve cost efficiency gains. ● 1: There is little or no evidence that the project monitors its own costs and is considering ways to save money beyond following standard procurement rules. 	<p>Evidence</p> <p>The project monitors the budget closely and make the necessary adjustment to reflect the changes in the design of project approaches considering the most efficient way that could directly deliver the expected results.</p>	
EFFECTIVE		
<p>17. Is there evidence that project outputs are contributing to the achievement of programme outcomes?</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>18. Is the project is <u>on track</u> to deliver its expected outputs?</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>19. Have there been regular reviews of the work plan to ensure that the project is on track to achieve the desired results, and to inform course corrections if needed? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> ● 3: Quarterly progress data has informed regular reviews of the project work plan to ensure that the activities implemented are most likely to achieve the desired results. There is evidence that data and lessons learned (including from evaluations and/or After Action Reviews) have been used to inform course corrections, as needed. <i>(both must be true to select this option)</i> ● 2: There has been at least one review of the work plan during the year to assess if project activities are on track to achieving the desired development results (i.e., outputs.) There may or may not be evidence that data or lessons learned has been used to inform the review(s). ● 1: While the project team may have reviewed the work plan at least once over the past year to ensure outputs are delivered on time, no link has been made to the delivery of desired development results. Select this option also if no review of the work plan by management has taken place over the past year. <p>*Note: Management Action must be taken for a score of 1</p>	<p>3</p>	<p>2</p>
1		
<p>Evidence</p> <p>A comprehensive review of workpan was conducted as part of an inception phase analysis to ensure project activities are shaped on the right track to achieve the target.</p>		
<p>20. Are targeted groups being systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results are achieved as expected? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> ● 3: The project is targeting specific groups and/or geographic areas, identified by using credible data sources on their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. There is clear evidence that the targeted groups are being reached as intended. The project has engaged regularly with targeted groups over the past year to assess whether they are benefiting as expected 	<p>3</p>	<p>2</p>
1		
<p>Evidence</p> <p>The target groups and geographic areas are systematically identified during the inception phase and</p>		

Annex 1:

<p>and adjustments were made if necessary to refine targeting. <i>(all must be true to select this option)</i></p> <ul style="list-style-type: none"> • 2: The project is targeting specific groups and/or geographic areas, based on some evidence of their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. Some evidence is provided to confirm that project beneficiaries are members of the targeted groups. There has been some engagement with beneficiaries in the past year to assess whether they are benefiting as expected. <i>(all must be true to select this option)</i> • 1: The project does not report on specific targeted groups. There is no evidence to confirm that project beneficiaries are populations have capacity needs or are deprived and/or excluded from development opportunities relevant to the project area of work. There may have been some engagement with beneficiaries to assess whether they are benefiting as expected, but it has been limited or has not occurred in the past year. 	<p>stakeholder validation workshop. The selected beneficiaries are approached to engage in governing body, technical committee as well as project implementers.</p>	
<p>21. Are at least 40 per cent of the project personnel, regardless of contract type, hired by the project female?</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>SUSTAINABILITY & NATIONAL OWNERSHIP</p>		
<p>22. Are stakeholders and national partners fully engaged in the decision-making, implementation and monitoring of the project? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: Only national systems (i.e., procurement, monitoring, evaluation, etc.) are used to fully implement and monitor the project. All relevant stakeholders and partners are fully and actively engaged in the process, playing a lead role in project decision-making, implementation and monitoring. <i>(both must be true to select this option)</i> • 2: National systems (i.e., procurement, monitoring, evaluation, etc.) are used in combination with other support (such as country office support or project systems) to implement and monitor the project, as necessary. All relevant stakeholders and partners are fully and actively engaged in the process, playing an active role in project decision-making, implementation and monitoring. <i>(both must be true to select this option)</i> • 1: There is relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project. <p>*Note: Management Action must be taken for a score of 1</p>	<p>3</p>	<p>2</p> <p>1</p> <p>Evidence Given the project adopt DIM approach a mix of national and UNDP CO systems are applied in project execution. Key stakeholders (gov't, CSOs, DPs) are fully engaged in the whole project implementing cycle including decision making through the governance board mechanism.</p>
<p>23. There is regular monitoring of changes in capacities and performance of national institutions and systems relevant to the project. The implementation arrangements⁴² have been adjusted according to changes in partner capacities. (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: In the past year, changes in capacities and performance of national institutions and systems have been comprehensively assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources. Implementation arrangements have 	<p>3</p>	<p>2</p> <p>1</p> <p>Evidence The project is still in the beginning stage to access partner capacities to inform the development of</p>

⁴² Responsible Parties, Direct Country Office Support (DCOS), MOUs/LOAs

Annex 1:

<p>been formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. <i>(both must be true to select this option)</i></p> <ul style="list-style-type: none"> ● 2: In the past year, aspects of changes in capacities and performance of relevant national institutions and systems have been monitored by the project using indicators and reasonably credible data sources. Some adjustment has been made to implementation arrangements if needed to reflect changes in partner capacities. <i>(both must be true to select this option)</i> ● 1: Some aspects of changes in capacities and performance of relevant national institutions and systems may have been monitored by the project, however changes to implementation arrangements have not been considered. Also select this option if changes in capacities and performance of relevant national institutions and systems have not been monitored by the project. <p>*Note: Management Action must be taken for a score of 1</p>	<p>the appropriate design of training curriculum and performance indicators of project partners.</p>						
<p>24. The transition and phase-out arrangements are reviewed regularly and adjusted according to progress (including financial commitments and capacity). (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> ● 3: The project’s governance mechanism has reviewed the project’s sustainability plan in the past year, including arrangements for transition and phase-out, to ensure the project is on track in meeting the requirements set out by the plan. The plan has been adjusted according to progress as needed. <i>(both must be true to select this option)</i> ● 2: There has been a review of the project’s sustainability plan, including arrangements for transition and phase-out, to ensure the project is on track in meeting the requirements set out by the plan. ● 1: The project may have a sustainability plan, but there has not been a review of this strategy since it was developed. Also, select this option if the project does not have a sustainability strategy. <p>*Note: Management Action must be taken for a score of 1</p>	<table border="1"> <tr> <td data-bbox="1203 674 1278 741">3</td> <td data-bbox="1278 674 1445 741">2</td> </tr> <tr> <td colspan="2" data-bbox="1203 741 1445 786">1</td> </tr> <tr> <td colspan="2" data-bbox="1203 786 1445 1350"> <p>Evidence</p> <p>The sustainability plan has embedded in the design of the project approach e.g supporting the functioning and implementation of infrastructures of sub-national level would contribute to the sustainability of CSOs-government dialogue process.</p> </td> </tr> </table>	3	2	1		<p>Evidence</p> <p>The sustainability plan has embedded in the design of the project approach e.g supporting the functioning and implementation of infrastructures of sub-national level would contribute to the sustainability of CSOs-government dialogue process.</p>	
3	2						
1							
<p>Evidence</p> <p>The sustainability plan has embedded in the design of the project approach e.g supporting the functioning and implementation of infrastructures of sub-national level would contribute to the sustainability of CSOs-government dialogue process.</p>							

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. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Towards Inclusive and Participatory Governance: Building Capacities for Civic Engagement, Peacebuilding and Inclusive Dialogue
2. Project Number	00090594
3. Location	Cambodia

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

QUESTION 1: How Does the Project Integrate the Overarching 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 will be guided by inclusive and participatory principles. It aims to create a safe space for right-holders and duty-bearers to engage and discuss issues of national interest. The project will support the capacity of both right-holders and duty-bearers so that they are well-equipped and can meaningfully engage in the dialogue while voices and concerns of right-holders are well heard and discussed. While the project will enable CSOs to play a key intermediary role by engaging citizen and bringing their voice to the decision-makers, the project will also work with duty-bearers, especially the Ministry of Interior, to respect international human rights commitments, and to strengthen the CSO and Government dialogue platforms, to implement recommendations, and to track progress.

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

UNDP will ensure that gender issues are duly reflected in the scope of work of selected NGOs and governmental entities, and where applicable the gender-disaggregated data will be imposed into the project indicators to ensure the intervention takes into account the view/voices of women. The project will use the CEDAW review process and the implementation of recommendations and follow-up actions to leverage existing mechanisms and expand the dialogue between the Government and civil society organizations on improving gender equality and empowering women.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project will foster the partnership between CSOs, CBOs, and decision-makers on issues related to social cohesion, sustainable development, and inclusive dialogue. This is a critical first step leading up to the design of the dialogue process and the conduct of dialogue itself. Among thematic areas of national concerns, the partnership will focus on policy and legislative engagement on youth unemployment, social inclusion, environment, and natural resources, livelihoods, and other governance issues.

Annex 1:

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks?</p> <p><i>Note: Describe briefly potential social and environmental risks identified in – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified, then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks?</p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
<i>Risk Description</i>	<i>Impact and Probability (1-5)</i>	<i>Significance (Low, Moderate, High)</i>	<i>Comments</i>	<i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i>
Risk 1: No risk identified	I = P =			
Risk 2: No risk identified	I = P =			
Risk 3: No risk identified	I = P =			
Risk 4: No risk identified	I = P =			
	QUESTION 4: What is the overall Project risk categorization?			
	Select one (see SESP for guidance)			Comments
	Low Risk	<input checked="" type="checkbox"/>		

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	<i>Moderate Risk</i>	<input type="checkbox"/>	
	<i>High Risk</i>	<input type="checkbox"/>	
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		Comments
	<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	
	<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
	<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	
	<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
	<i>4. Cultural Heritage</i>	<input type="checkbox"/>	
	<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	
	<i>6. Indigenous Peoples</i>	<input type="checkbox"/>	
	<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	

Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor		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		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.

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PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.
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SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Answer (Yes/No)
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ⁴³	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit 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
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	

⁴³ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, 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 people and transsexuals.

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Standard 1: Biodiversity Conservation and Sustainable <u>Natural</u> Resource Management		
1.1	Would the Project potentially cause 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	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including 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	Does the Project involve 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	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ⁴⁴ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No

⁴⁴ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

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2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive 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
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact 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
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in 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	Is there a risk that the Project would lead to forced evictions? ⁴⁵	No

⁴⁵ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

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5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect 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 the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an 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	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in 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
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose 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 Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 1:

Annex 3. Off-line Risk Log

Project Title: "Building Capacities for Civic Engagement, Peacebuilding and Inclusive Dialogue: Towards Inclusive and Participatory Governance"	Award ID:	Date: 9 December 2019
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#	Description	Type	Probability & Impact	Countermeasures/Management response
1	Change in political landscape affecting the effort of building trust and reconciliation.	Political	UNDP could face difficulties in bringing together CSOs, authorities and political parties for dialogue. P = 3 I = 5	Close support and engagement with different stakeholders from the early stages of the project is important to minimize the impact of this risk, should it materialize. Commitment from both RGC and civil society need to be built-in to reduce the likelihood that external factor may affect the project implementation. Continuous analysis, consultation and monitoring will be used to orient the project and allow it to be flexible and adaptable to circumstances. This may imply suspension or re-design of some activities if need be, in consultation with the Project Board.
2	During the elections in 2022 and 2023 and the campaign period, it may not be possible to pursue some project activities.	Political	In the past, election cycles led to a slow-down in the dialogue between different stakeholders on various national issues. Thus, during these election periods, the project might be unable to deliver on its commitments. P = 4 I = 5	During the first half of the project period, the project will intensively focus on the development of tools, the establishment of partnership, and the organization of dialogues and follow-up actions. Additionally, assuming that the electoral cycle could lead to a slow-down in project activities, the project manager will shift attention to supporting the organizational capacities of targeted beneficiaries. Suspension of activities during the electoral campaign will be considered. At the same time, the project could also offer an additional platform for promoting constructive and meaningful engagement during the electoral period.
3	Capacity of CSOs and Governmental bodies is limited and ability of leadership to implement elements of the programme is affected.	Strategic Operational	Although the project aims to build the capacity of CSOs and governmental entities, their leadership capacity, ability to enforce decisions and commitments are linked to and may affect project operations and timelines. P = 2 I = 4	The project will diversify the selection of beneficiary CSOs participating in the activities. Partnerships with more established of CSOs (to be engaged as project implementing partners) is an important mitigating measure as they will help fast-track NGO coordination during the activities.

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4	Dialogue does not lead to a meaningful opening of civic space	Political	<p>A limited selection of CSOs and isolation of others, as well as increased opportunities for dialogue without meaningful efforts to engage by parties results in little or no progress in addressing the limitations in the civic space.</p> <p>P = 3 I = 5</p>	<p>During the inception phase of the project, establish a roadmap with target goals for the dialogue and discussions between CSOs and RGC. Each meeting should include measurable commitments to assess level of progress and measures taken by both parties.</p> <p>Ensure consultation with a broad range of CSOs and CBOs in both English and Khmer, including groups working on human rights and fundamental freedoms to avoid further isolation of groups working on sensitive human rights issues.</p>
5	Disregard for international human rights obligations	Political	<p>There could be cases in which the need to implement the project may unintentionally result in diminished attention towards the government's international obligations on freedom of expression.</p> <p>P = 3 I = 5</p>	<p>The project will be guided by Human Rights Based Approaches to Development and Do No Harm principles to avoid unintentional negative consequences and prevent any departure from international human right norms and standards.</p> <p>Should the project implementation impact negatively fundamental freedoms, UNDP Senior Management may consider suspension of implementation</p>



Annex 1:

Annex 4: Terms of Reference of the Project Board and Project Assurance

I. Responsibilities

The Board will make decisions by consensus when guidance is required by the project. In order to ensure UNDP's ultimate accountability, the Board's decisions should be made in accordance to standards that shall ensure best value for money, fairness, integrity transparency and effective international competition. In the case were a consensus cannot be reached by the Board, the final decision shall rest with UNDP which is accountable to the Government for the correct execution of its Country Programme.

Within the perspective of a medium to long-term time horizon, the Board will ensure that key results, activities and plans of engagement are aligned with the strategies, principles and cross-cutting issues as outlined in this document and national prevailing policies. Specifically, the Project Board will:

- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Support resource mobilization with relevant donors and development partners;
- Review and endorse annual work-plans;
- Assess and decide on project changes through revisions;
- Provide guidance and review progress against approved work-plans; and
- Review evaluations/review findings and recommendations of the project.

II. Composition

The Project Board consists of the following three roles and members:

- Senior suppliers: represents the parties concerned that provide funding and/or technical expertise to the project. Ambassador of the Embassy of Japan or his/her designated official and other donors to the project will assume the role.
- Senior beneficiaries: represents those who will ultimately benefit from the project. The Ministry of Interior and CHRAC will play the roles.
- Executive: represents project ownership and will be the Chair of the Board. This role is assumed by UNDP Resident Representative or his/her designated officer.

Other participants could be invited as observers where relevant. They might include representatives from other UN agencies, senior government officials, researchers, and other civil society representatives.

III. Frequency and quorum

The Project Board will meet at minimum once a year, or as necessary when raised by the project or one of the Board members. Any meeting can be proceeded with a minimum quorum of at least one representative of each group (Executive, Senior Supplier, Senior Beneficiaries).

IV. Secretariat

The project manager will be the secretary to the Board and work closely with the analyst to prepare for the Board meeting. All related documents and meeting agenda and minutes of the previous Board will be prepared and circulated to the Chair and Board members beforehand at least three working days prior to the meeting.

V. Project Assurance

The programme analyst will support the Board as project assurance in their functions and provide day-to-day oversight to the project. The following list includes the key aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

Annex 1:

Annex 5: Terms of Reference of the Technical Committee

I. Responsibilities

A main responsibility of the Technical Committee is to identify the existing infrastructure of civic engagement that would require the project support as well as propose a focus of social innovation challenge on civic engagement. The Technical Committee will propose to the project board its recommendation and the project board will endorse it. Main activities of the Technical Committee include the following:

- Assess the context and stakeholders' needs of support to the existing infrastructure of civic engagement; The members of the technical committee can raise any urgent and additional needs⁴⁶ of strengthening existing infrastructure for the technical committee's discussions.
- Identify and propose to the Project Board annually the infrastructure for civic engagement that the project will support (as a part of output 2) and a theme/focus of social innovation challenge on civic engagement (as a part of output 3).
- Coordinate and collaborate other initiatives to support capacity development and civic engagement by ministries, CSOs, development partners and the UN to create synergies and enhance their impact
- Take lessons learnt from other civic engagement initiatives

II. Composition

The technical Committee will engage various stakeholders to identify relevant and critical civic engagement infrastructure in a coordinated manner. Technical level of officials and advisors from the following organizations consist of the Committee.

(a) RGC

- Ministry of Interior
- Ministry of Education, Youths and Sports
- Ministry of Women's Affairs
- NCDD Secretariat

(b) CSOs:

- Membership CSOs that are not represented at the project board
- A representative from INGOs

(c) Development Partners (Same members from the project board)

- Embassy of Japan.

(d) UN

- Resident Coordinator's Office
- UNDP

Other participants could be invited where relevant including the ministries as follows.

- Ministry of Agriculture, Forestry and Fishery
- Ministry of Environment
- Ministry of Health
- Ministry of Land Management, Urban Planning and Construction
- Ministry of Civil Service
- Other CSOs and UN offices, Agencies, Funds and Programmes



⁴⁶ And additional support could be considered depending on recommendation by the committee and endorsement by the project board

Annex 1:

III. Timeframe

The technical committee will meet based on the following timeframe of implementation or as necessary when requested by one of the technical committee members.



IV. Secretariat

UNDP project team provides a role of secretariat including arranging meetings, taking notes, and any other preparatory works when it is required.

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