

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

**Project Number:** 00090594

**Implementing Partner:** UNDP Cambodia, under Direct Implementation Modality (DIM)

**Start Date:** 01 March 2020<sup>1</sup> **End Date:** 31 December 2023 **PAC Meeting date:** 18 November 2019

### Brief Description

Over the past two decades, Cambodia has made significant economic progress, with growth being over 7%. The opportunity exists to underpin this progress towards an inclusive and equitable social contract by strengthening social capital, expanding trust among social groups and between groups and the government, establishing and improving access to participatory mechanisms and ensuring the voices of citizens are heard by decision-makers. Government and civil society each have a significant role to play in peacebuilding and strengthening relations with citizens at the national and sub-national levels. However, this potential has not been fully realised due to capacity gaps, limited civic space and a polarising political discourse. The ability of Cambodia's vibrant Civil Society Organizations (CSOs) and Community-Based Organizations (CBOs) to deliver on their mission has been affected by these developments.

The overall objective of the project is therefore to promote a peaceful, inclusive and equitable society through expanding opportunities for inclusive dialogue. 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 while also creating opportunities for dialogue on issues related to development, social cohesion and peacebuilding. At the same time and given the crucial role that civil society and government can play throughout this process, the project seeks to strengthen the institutional capacity of CSOs, CBOs, and governmental authorities, and provide the soft skills necessary to engage with each other and citizens.

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 Royal Government's international human rights obligations. It will also be guided by recommendations emanating from continuous broad and participatory consultation with CSOs, CBOs and other relevant stakeholders.

**UNDAF and CPD 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.

**CPD Output 3.3:** Sub-national administrations (elected and appointed) are able to deliver services in a transparent and inclusive manner and are responsive to the needs of their constituents.

**Gen2**

<b>Total resources required (USD)</b> [1]:	<b>2,130,088</b>	
<b>Total resources allocated (USD):</b>	UNDP	500,000
	Government of Japan (179 million JPY)	1,630,088 <sup>[2]</sup>

*Nick Beresford*

Agreed by UNDP \_\_\_\_\_

Date: 30-Mar-2020

Nick Beresford, Resident Representative

<sup>1</sup> Tentative start date. The actual start date should be once the funding is approved and the ProDoc is signed. An anticipated 6 months inception stage is included.

<sup>[1]</sup> 1% coordination levy will be taken out from donors' contribution. The total resources required includes 1% levy.

<sup>[2]</sup> The contribution is in JPY with an amount of 179 million JPY. The indicated amount in US dollars based on UN Exchange rate in March 2020 (USD1= 109.81 Yen). This estimated amount is subject to change based on exchange rate at the time of actual fund transfer.

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## I. DEVELOPMENT CHALLENGE

Over the past two decades, Cambodia has made significant progress in reducing poverty and improving access to quality 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 and 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. Yet, a recent survey by the Cambodian think tank CDRI indicates that the level of trust among citizens remains limited, although their trust towards CSOs is higher compared to their trust towards other stakeholders<sup>2</sup>. Political discourse in Cambodia sometimes features divisive rhetoric, which negatively affects the potential for collaboration and dialogue among different stakeholders. 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 and the realization of the Sustainable Development Goals (SDGs) and that full participation and people's trust in the democratic system need to be strengthened.

Recognizing the importance of building a peaceful and trusting society, the Royal Government of Cambodia in its *Rectangular Strategy–Phase 4* emphasizes the commitment to rule of law, human rights and dignity, and multi-party democracy, and the desire to implement concrete measures to enhance people's livelihoods and welfare. The Strategy places good governance centre stage, prioritizes economic transformation, environmental sustainability and human resource development, and pledges to further strengthening partnerships with private sector as well as non-governmental organizations. Immediately after the general election in July 2018, the ruling Cambodian People's Party indicated a commitment to promoting partnership with CSOs in all aspects of development. Some initiatives were initiated by the Government, especially the Ministry of Interior in removing certain administrative requirements for civil society, holding regular consultative fora with its members, and 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). Stakeholders across the board have expressed the need to further strengthen these initiatives both in terms of depth of the process and the implementation of decisions. 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, including the commitment to strengthen the capacity of CBOs and counterparts that work on the protection of natural resources and environment, among other thematic areas. The successful realization of these commitments could be accompanied by amendments to existing legislation and additional trust building measures.

There are certainly opportunities that should not be missed. Cambodia is a young country with two third of its population under 30 years of age. Youth 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. Importantly, 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. A serious gender gap, however, persists among civil servants and civil society organizations' staff. This gap is particularly evident in leadership positions, which 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. Similar issues are faced by vulnerable groups such as minorities, LGBTQI+ groups and people with disabilities.

Civil society has a significant role to play in strengthening relations between citizens and authorities at the

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<sup>2</sup> *Cambodia Development Resource Institute*, Cambodia's young and older generation: views on generational relations and key social and political issues.

national and sub-national levels. However, according to a recent UN mapping of civil society's work in peacebuilding, social cohesion and sustainable development, this potential has not been fully used (*UN Resident Coordinator's Office, Cambodia CSOs mapping, 2018*). This is due to in part to the presence of certain limitations and burdensome administrative requirements needed to operate, but also the limited or incomplete capacities of CSOs, CBOs, and civil servants in three broad technical areas:

- *Constructive and meaningful engagement among civil society, citizens and state authorities:* The capacity to generate and build trust is critical for these stakeholders, in particular, civil society to be able to deliver on respective mandates and promote social progress and peace. The absence of a conducive environment can be explained in part by uncomplete understanding of mutual roles and mandates among different stakeholders in society. The appreciation and acceptance of multiple voices and contributions to national development is part of the desired engagement.
- *Strategic communications and evidence-based reporting.* Some CSOs – especially small and less well-established ones – have admitted lacking capacities to measure impact of their work and are unable to communicate or demonstrate development results.
- *Institution-building and resilience:* Cambodia's NGOs landscape is characterized by some level of fragmentation, which tends to reduce the desired impact of their work. According to official data from the Ministry of Information, some CSOs and CBOs are inactive or have suspended their operations, a situation that can be explained by limited access to financial resources, inability to understand complex legal frameworks, and modest management capacity.

While this gap in professional competencies and organizational capacities hampers the ability of civil society organizations to have a more positive impact, this is not the only challenge. 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. The Ministry of Interior (MoI) of the Royal Government of Cambodia has acknowledged that, in some cases, the capacity of public officials at the sub-national level is also limited contributing to difficulties in engaging in constructive discussions and participation in human development processes.

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## II. STRATEGY

The overall objective of the project is to promote a peaceful, inclusive and equitable society through expanding opportunities for inclusive 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 while also creating opportunities for dialogue on issues related to social cohesion, human rights and peacebuilding. At the same time and given the crucial role that civil society and government can play throughout this process, the project seeks to strengthen the institutional capacity of CSOs, CBOs, and governmental entities, and provide the soft skills necessary to engage with each other and citizens.<sup>3</sup>

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, CBOs and other relevant stakeholders.

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

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<sup>3</sup> This project uses the term "CSOs" to refer to non-governmental organizations that have a national reach, where "CBOs" refers to grassroots organizations that operate at the community level.

rights will be highlighted for recognition by national partners, through facilitating dialogue between national stakeholders and helping to secure space for their operations.” (UNDAF 2019-2023)

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.<sup>4</sup> 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.

The *Theory of Change* (ToC) of this project is based on the assumption that if you build stronger, resilient and sustainable civil society organizations and governmental counterparts, and provide them with increased opportunities to engage in dialogue and participation, then they will be better equipped to strengthen the collaboration with each other and with citizens towards fostering social cohesion and ultimately achieving national development priorities.

The level of cooperation between CSOs and CBOs varies, and their relationship can be convoluted. CSOs tend to focus on national issues and are sometimes disconnected from communities and their needs. At the same time, CBOs have limited reach and the impact of their activities can be scattered. As a result, two separate but mutually-reinforcing methodologies will be used in the project, depending on the CSOs: *national-level NGOs* will work on promoting constructive approaches to build trust and social cohesion, and nurture the civic space at the national level; the capacity of *sub-national level NGOs* will instead be leveraged to bring together citizens and local authorities to work together in promoting peaceful dialogue in the communities and expand opportunities for citizens’ participation in inclusive and sustainable development.

Targeted CSOs/CBOs will be selected based on the following criteria: (a) *mission and mandate* (main focus will be on NGOs working on social cohesion, reconciliation and peacebuilding)<sup>5</sup>; (b) *organization’s capacities* (membership, expertise, track record, and management configuration), (c) *reach and scale of work* (number of beneficiaries and size/impact of activities delivered); (d) *demographic and geographic representation* (balance of different demographic groups and provinces in Cambodia, and a mix of urban and rural NGOs). The project will also involve civil servants and other governmental counterparts from the locations where the selected CSOs/CBOs operate.

UNDP will ensure that gender issues (or gender dimensions of other development priorities) are duly reflected in the scope of work of selected NGOs and governmental entities, and women are fairly represented in leadership and governance structures of selected organizations. The project will also consider 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 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. To facilitate the selection process of targeted beneficiaries, UNDP will refer to an existing mapping of NGOs working on social cohesion,

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<sup>4</sup> 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.

<sup>5</sup> The project will also involve other CSOs/CBOs working on human rights, education, health, climate change, livelihoods provision as the provision of these services ultimately has an impact on social cohesion and peacebuilding.

peacebuilding and reconciliation that was conducted by the Office of the UN Resident Coordinator in late 2018. During the inception phase, the project will conduct a more extensive mapping and surveying of potential beneficiary NGOs and their needs.

Based on the Theory of Change and above considerations, UNDP will focus its interventions on two main programmatic areas.

**1. Developing civil society and governmental capacities to promote social cohesion and inclusive dialogue:** To address the development challenges described above and support more resilient and constructive civil society organizations and governmental entities, UNDP and partners will leverage their institutional knowledge and mobilise networks of top-quality experts to work with CSOs/CBOs and national authorities to further professionalise their work.

**1.1. Capacity development for CSOs, CBOs and government institutions:** A comprehensive curriculum will be developed focusing on the following three areas of capacity support:

- (a) Constructive and meaningful engagement between civil society, citizens and national authorities: In peaceful societies, the tri-partite partnership that connects citizens, civil society and national authorities can be further strengthened if all partners are able to engage with each other in a constructive and mutually-supportive relationship. To this end, collaborative leadership, solution-driven engagement, negotiation and dialogue skills, networking, and confidence-building skills would strengthen the capacity of targeted beneficiaries to engage in inclusive dialogue with all stakeholders and promote confidence building. Under this thematic area, the project will particularly look into extending capacity-development support to public officials at the provincial and communal levels to increase the impact of the programme and offer opportunities for joint interactions between civil society, civil servants and citizens.
- (b) Strategic communications and evidence-based reporting. CSOs capacity to measure impact of their work and communicate/demonstrate development results can be enhanced by building an institutional culture that places importance on evidence-based decision-making and accountability. In practical terms, CSOs will receive support in: (a) incorporating data in their activities and operations; (b) employing storytelling and micronarrative techniques to communicate the value added of their work towards achieving national development priorities, and (c) using evidence-based systems for monitoring, evaluation and reporting.
- (c) Institution-building and organizational resilience: CSOs/CBOs and governmental entities become resilient when they possess institutional capacities to be financially sustainable and follow established professional standards in their managerial and administrative processes. Strategic planning and foresight are widely recognised as essential skills to enable civic organizations and civil servants navigate context and financial uncertainties, but also achieve institutional goals and objectives. Gender parity among staff and expanded presence of women in leadership positions are also important elements of institutional resilience. It has been demonstrated that women are more inclined to adopt consensus-based approaches and collaborative attitudes in engaging with community members and their representatives on complex issues. Beyond this practical consideration, equal representation of women is a core element of good governance, the promotion of inclusive societies that leave no-one behind, and a commitment of the Royal Government, the United Nations and its international partners, as well as civil society.

As part of this capacity development support, the project will make an effort to 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. Similarly, the project will seek to strengthen capacities for horizontal coordination at district level among governmental entities and promote their engagement with civil society.

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
<b>Individual level</b>	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
<b>Organisational level</b>	Establishment of efficient structures, processes and procedures	Integration of structures, processes and procedures in the daily workflows	Regular adaptation of structures, processes and procedures
<b>Institutional and policy environment level</b>	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 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.

**1.2. Sharing experiences and promoting knowledge exchanges and networks:** Knowledge exchanges and network-building can be instrumental in changing mindsets and promoting the adoption of good practices in promoting democratic governance, social cohesion and peacebuilding. In the past 18 months, the Government of Japan has implemented an exchange programme that has brought to Japan several representatives of Cambodian civil society, political parties, and media to meet their counterparts and engage in mutual learning. This project will liaise with Japanese authorities to build on the results of this ongoing programme and promote study trips focusing on thematic issues related to the project's objectives. An alumni network will be established and managed by UNDP, which could be involved in follow-up dialogue and networking activities within Cambodia.

**2. Expanding opportunities for dialogue and to promote social cohesion:** Dialogue is the basis for reaching quality and inclusive national development outcomes. There are different forms of dialogue (formal, informal, national, sub-national) and various mechanisms or approaches to engage in dialogue (external facilitation, open-ended conversations, standing consultative bodies). In some cases, the structure for promoting dialogue and the institutional commitment are already there, but the process may not be functioning at its best. Unless measures are taken to address shortcomings, results fail to meet expectations leading to process fatigue, frustration and in some cases refusal to engage further. In other situations, there is an evident shortage of dialogue mechanisms, but opportunities can be seized to fill that gap. Cambodia has examples of both situations and this project will work to tackle both.

**2.1. Leveraging existing dialogue processes:** The primary approach of the project is to use and leverage what is already available, both in terms of processes and institutions. Therefore, UNDP will work with existing resources to expand opportunities for dialogue. In Cambodia there are a few ongoing initiatives of positive engagement between national authorities and civil society, which will be useful to liaise with and enhance.

- (a) **Ministry of Interior-Civil Society dialogue:** Since June 2018, the forum between Ministry of Interior and civil society has sought to strengthen the MoI-CSO dialogue process.
- *Improved RGC-CSO coordination and internal consultation.* The quality of CSOs participation is directly affected by the level of preparation between the rounds of dialogue that take place twice per year. 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.
  - *Management and reporting.* The MoI-CSO dialogue is entering a crucial phase where consistent and more 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.

- *Implementation and monitoring support.* 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. Additional technical support will be provided by the project team.
- (b) ***Participation in multi-stakeholder processes led by RGC:*** Civil society is one of the main partners of the Royal Government in the engagement on several multi-stakeholder processes. The Government's availability to amend and clarify some of the provisions of the Law on Associations and Non-Governmental Organizations (LANGO) is a clear dialogue opportunity and a successful outcome to this process would represent a confidence-building measure. The 3<sup>rd</sup> cycle of the Universal Periodic Review (UPR) of the Human Rights Council was characterized by a good degree of cooperation between RGC, civil society, the United Nations and other international partners. The project seeks to ensure the participation of civil society organisations in fulfilling treaty reporting obligations of the Royal Government under international human rights treaties it has ratified or is party to including the ICCPR, ICESCR, ICERD, CAT, CRC, CED, CRPD and CEDAW. The Committee on CEDAW holds dialogues with delegations from the respective governments and involves NGOs. The 6th periodic report of Cambodia's implementation of the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) has just concluded and the Concluding Observations of the Committee have been issued in November 2019. CSOs produced shadow reports and made a statement to the Committee in Geneva. RGC's participation in this process reflects the authorities' desire to engage in multi-stakeholder processes in a meaningful way. The international human rights treaties for which the Royal Government has demonstrated leadership and commitment to work with CSOs present another opportunity to leverage existing mechanisms and expand dialogue with civil society.

**2.2. Improving public discourse and promoting social cohesion:** The tones of some leaders and public discussions in Cambodia have sometimes featured polarising rhetoric, which has exacerbated divisions instead of emphasising solidarity, collaboration and social cohesion. Cambodia has made great progress in socio-economic development but the challenges posed by global phenomena such as climate change, digital economy and competitive international markets as well as demographic pressures can only be tackled if consensus-building approaches are promoted for key concerns and public discussions are conducted to enhance Cambodia's image as an inclusive and peaceful society, which leaves no one behind. To this end, the project will use the outputs of the various streams of dialogue between CSOs, national authorities and communities to develop targeted national and sub-national campaigns to channel positive messages on inclusive development, human rights, social cohesion, and sustainable peace.

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### III. RESULTS AND PARTNERSHIPS

**Expected Results/ Outputs:** As a result of the project's planned activities and interventions, the following two main achievements are expected:

1. CSOs and governmental authorities will become more resilient and better equipped to support social cohesion and peacebuilding efforts, promote democratic governance initiatives and forge partnerships with each other and with citizens.
2. Public discourse and discussions that are more constructive, inclusive and open to diverse opinions will emerge among decision-makers, civic leaders, opinion-makers and targeted CSOs through expanded opportunities for dialogue, therefore building social cohesion and promoting a culture of inclusion and cooperation among different stakeholders.

In order to achieve these two main key results/ outputs, UNDP, in cooperation with other partners, will implement a comprehensive and mutually-supportive set of activities over a period of three years.

**Output 1: CSOs and governmental authorities will become more resilient and better equipped to support social cohesion and peacebuilding efforts, promote democratic governance initiatives and forge partnerships with each other and with citizens.** Under this output, the project will support capacity development of CSOs and establish partnership between CSOs and decision-makers through three main outputs:

1. **Capacity of CSOs, community representatives, and civil servants to support peacebuilding efforts and engage authorities constructively in order to promote democratic governance is enhanced** through:
  - Training of trainers
  - Coaching and facilitation
  - International exposure/exchange (study trips) to Asian democratic countries, e.g. Japan
  - Regional and global events on democracy, social cohesion and peacebuilding.

The topics to be covered include but are not limited to:

- *Inclusive Dialogue and constructive engagement* (Skills: collaborative leadership, solution-driven engagement, negotiation and dialogue skills, and effective communications and advocacy, networking, and confidence-building).
- *Strategic communications and evidence-based reporting* (Skills: Communications for development, storytelling, evidence-based decision-making and accountability, measuring impact, monitoring and evaluation).
- *Organizational resilience* (Skills: financial literacy and sustainability, analysis, administrative and fiscal diligence, gender parity and empowerment in staffing, strategic planning and foresight).

Competitive bids and business challenges will be organized to incentivise participation and commitment among civil society groups and ensure transparency and high standards in the selection of targeted CSOs and CBOs. Some of the above-mentioned capacity development activities will be extended to civil servants at the provincial and communal level in selected project locations.

2. **Partnerships between CSOs, CBOs and decision-makers are established on issues related to social cohesion, citizen's participation, sustainable development and social cohesion.** This is a critical first step leading up to the design of dialogue process and the conduct of dialogue itself. At national level, the project aims for a solid partnership between CSOs and the Ministry of Interior (and possibly other key ministries, based on issues and needs identified and agreed between the authorities and CSOs). This partnership will focus on, but is not limited to, the following issues:

- Trust building and mutual understanding
- Collaborative approaches to development (including design and delivery of public social services)
- Policy and legislative engagement on youth unemployment, social inclusion, environment and natural resources, livelihoods, human rights, gender-based violence, women's safety in the community, access to sexual and reproductive rights, sexual harassment. These issues often connect to community concerns and are dimensions of social cohesion and peace. The Commune Investment Programme (CIPs) provides a solid framework to identify priorities and bring together different stakeholders to work collaboratively. It will also offer a litmus test for the actual capacity of beneficiaries (women and men, young and adults from all social backgrounds) to make and affect decisions and exercise influence in local planning processes.

At the national decision-making level, the partnership will also aim to ensure that decisions related to legislation, regulations and major development plans take into consideration issues and needs raised by citizens. The Mol-CSO forum mentioned earlier committed to reviewing the LANGO. In this and other legislative endeavours, CSOs and CBOs can play a critical role in bringing grassroots' voices to the policy makers and vice-versa.

At the sub-national level, the project proposes to establish partnership between CSOs, commune councils and associations of commune councillors to ensure that the local development process is more open, inclusive, responsive, and participatory. The areas of focus are similar to those at national level but will be localized to fit with different contexts. Additionally, the project will adopt the Cambodia's Sustainable Development Goals (CSDGs) to further advance local development. That



includes the adjustment of the guidelines for the Commune Development Plan (CDP) and Commune Investment Program (CIP) so that they reflect these goals, recently approved by the Royal Government. Provincial level authorities will also be involved depending on the issue and process under discussion.

Activities under this output include engaging constructively and meaningfully with authorities through a series of meetings and discussions leading to the finalization and signing of a “partnership for dialogue framework or roadmap”.

3. **Dialogue process is designed:** Once the partnership is established, the project will work with and support members of different CSOs, CBOS, communities, decision-makers and citizens to design the detailed dialogue process (e.g. guidance note on rules, parameters, opportunities and limitations, as well as physical and online spaces), using a human-centred co-design methodology. Activities under this output 3 include:

- co-design workshop(s) conducted with authorities and CSOs at national level
- co-design workshop(s) conducted with local authorities and CSOs at sub-national level
- finalization of the guidance note and identification of stakeholders and dialogue milestones.

The guidance note informing the dialogue process is a key document and will serve as reference for CSOs and authorities to undertake a series of dialogue events, with technical support from the project (see output 2).

In line with the above-mentioned point, the CSDGs and their integration into development plans can be used as opportunity to hold consultations and dialogue across communities. Sustainable Development Goals 10 (reducing inequalities), 16 (peace, justice and strong institutions) and 18 (mine action) provide some possible entry points to this purpose. These activities could be framed as peace and development forums and used to promote inclusive dialogues among different stakeholders.

**Output 2: More constructive and inclusive public discourse and discussions will emerge among decision-makers, civic leaders, opinion-makers and targeted CSOs as a result of expanded opportunities for dialogue, therefore building social cohesion and promoting a culture of inclusion and cooperation among different stakeholders.** Under Output 2, the project will develop a collective national platform (“infrastructure for social cohesion”) to promote and advance discussion on national dialogue and reconciliation in Cambodia. Three main sub-outputs and set of activities will be produced as part of this output:

1. **Technical support to ongoing dialogue processes with the aim to address shortcomings, improve results and expand participation.** This will focus on three main ongoing processes that involve national authorities and civil society, i.e.:
  - a. Mol-CSOs dialogue process:
    - o *Improved RGC-CSO coordination and internal consultation.* Technical support and guidance will be provided to CSOs (including but not exclusively via the two main umbrella organizations, CCC and NGO Forum) and, when feasible, to involved civil servants to improve the level and quality of participation in the bi-annual dialogue events. CSOs will be supported in their efforts to consult with citizens and reach out to communities ahead of each dialogue session. Further support will be provided to increase coordination within the civil society spectrum to guarantee both inclusivity and effectiveness of the engagement with national authorities.
    - o *Management and reporting.* Technical advice, start-up support and capacities will be provided to a small secretariat, to be based in Phnom Penh. This would be tasked to prepare the agenda, keep track and document the highlights of discussions during the dialogue sessions, manage reporting, and implement a communication strategy via traditional and new media. An online repository with relevant documents will be created and made publicly available to increase transparency and information sharing with the wider public.

- *Implementation and monitoring support.* Advocacy, dissemination and awareness activities will be organized at national and sub-national level to expand participation and support the implementation of decisions made during the bi-annual forum (including amendments to LANGO). CBOs and local authorities will be empowered with monitoring impact of the national dialogue's decisions and providing feedback to national stakeholders.
  - b. UPR and international human rights instruments
    - *Implementation and monitoring support.* Advocacy, dissemination and awareness activities will be organized at national and sub-national level to expand participation and support the implementation of recommendations accepted by the RGC during the UPR and treaty bodies processes.
    - *Dialogue between CSOs and national policy and legislative bodies* to integrate UPR and its international human rights commitments within ongoing or planned law-making and policy development processes led by the National Assembly and/or line Ministries.
  - c. Other mechanisms: The project will also consider engaging with other existing multi-stakeholder development fora such as the Technical Working Groups to expand dialogue opportunities with CSOs and promote inter-ministerial cooperation.
2. **Capacity of targeted individuals in leadership position is enhanced** to enable them a deeper and qualitative dialogue with counterparts. These activities will target people in leadership position in CSOs and CBOs, as well as public officials and community leaders. The curriculum will include:
- Mentoring and coaching
  - Participation in simulated and real public debates.
  - Field-trips to Cambodian provinces to showcase good practices
  - International exposure/exchange (study trips) to Asian democratic countries, e.g. Japan.

Skills provided during this intensive learning programme will include social cohesion and tolerance, reconciliation and consensus-building, listening and critical thinking skills. The ultimate goal of this component is to strengthen the capacity and commitment of civic, political and social leaders to engage in inclusive and genuine dialogue and build trust and build trust among themselves.

3. **Series of dialogue and consultation events** based on the guidance note to dialogue process developed under Output 1. These events will include:
- National and sub-national events including focus groups, closed-door interactions and roundtables organized with the technical support of Cambodian think-tanks and research institutes and targeting public officials, youth activists, CSO members, religious leaders, media professionals, academia, think-tanks, local communities, and private sector. Such events will focus on different aspects of social cohesion.
  - International events and roundtables taking place in Cambodia and organized with international and regional partners, such as the Hiroshima Peacebuilders Centre, ASEAN's Institute of Peace and Reconciliation, focusing on knowledge exchange among ASEAN and Asian countries.

The project aims to promoting constructive, meaningful and inclusive discourses and engagements through communications and outreach events via social media campaigns, cultural awareness events, arts and storytelling competitions and other outreach activities. These campaigns will involve citizens, civil servants, civic leaders, artists, students, teachers, religious leaders, academics, journalists, celebrities and sport professionals.

#### **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. This project will be guided by independent advice from the Office of the United Nations High Commissioner for Human Rights (OHCHR). It

intends to support future efforts for dialogue on human rights which aims to expand civic space. A second layer of partners will be engaged to support the technical aspects of the project implementation. Among these possible partners (to be confirmed) are:

- Training and capacity development organizations, e.g. Royal School of Administration, VBNK.
- Think-tanks and research institutes, e.g. Cambodian Development Resource Institute (CDRI), Center for Khmer Studies (CKS), Documentation Center Cambodia (DC-Cam).
- International peacebuilding institutions, e.g. Hiroshima Peacebuilders Centre, ASEAN's Institute of Peace and Reconciliation, Global Partnership for the Prevention of Armed Conflict (GPPAC).
- Other UN agencies and UNDP centers, e.g. Office of the UN Resident Coordinator in Cambodia, UN Women, UNDP Bangkok Innovation Center.

#### **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. However, from the inception phase, partnerships will be explored and made operational by the time the project starts, which would save time. 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 team to ensure smooth and effective implementation.

The project will last four years, 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 social cohesion, dialogue and peacebuilding issues. 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 (UN Women and OHCHR) have supported the civil society sector and 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.

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#### **IV. NOTE ON TERMINOLOGY**

The project document refers to technical terms that may not be common knowledge or have different uses across organizations. In order to ensure better understanding and ownership of these terms below is a definition of some key concepts.

(a) *Social cohesion*: Social cohesion is a property of society that is broadly essential to inclusive development and to conflict prevention. Cohesive societies with high levels of everyday trust, a shared vision for a common future, and responsive and legitimate governance institutions contribute to economic development through inclusive social policies and protection. Such cohesion reflects the desire to live together in harmony with a shared or common destiny. Social cohesion serves as a means of resilience against social polarization. Components or dimensions of social cohesion include: social trust, shared values, sense of belonging, civic participations social capital, tolerance, social order and compliance, equality. Willingness to work together, participate collectively in search of shared peace and development goals to engage with the state in mutually reinforcing state-society relations of trust and loyalty.

(b) *Inclusive dialogue*: For a dialogue process to be successful, it requires a recognition that dissent, criticism and disagreement do not inherently equate to disloyalty, while it also demands an acknowledgement of the genuine progress that the country has made over the past decades and an avoidance of populist/nationalistic critiques. As such, the concept offers an opportunity to move beyond the polarizing discourse in which disagreement is synonymous with betrayal, demanding instead an implicit acceptance that stakeholders are acting independently, in good-faith, and only with differing conceptions of the national interest at heart. Finally, this process implies a return to more constructive and collaborative dialogue, and a renewed commitment to settling differences peacefully, while respecting the value that a diversity of freely expressed opinions brings to society.

(c) *Peacebuilding*: Peacebuilding involves a range of measures targeted to reduce the risk of lapsing or relapsing into conflict by strengthening national capacities at all levels for conflict management, and to lay the foundations for sustainable peace and development. Peacebuilding is primarily a national challenge and responsibility. It is the citizens of the countries where peacebuilding is underway, with support from their governments, who assume the responsibility for laying the foundations of lasting peace.

(d) *Civil Society Organizations*: 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.”<sup>6</sup>

(e) *Youth*: this project adopts the definition of the Royal Government of Cambodia included in the National Policy On Cambodia Youth Development, which identifies youth as the population aged between 15 and 30.

(f) *Leave No-One Behind*: With the adoption of the 2030 Agenda for Sustainable Development in 2015, 193 United Nations Member States pledged to ensure “no one will be left behind” and to “endeavour to reach the furthest behind first.” In practice, this means taking explicit action to end extreme poverty, curb inequalities, confront discrimination and fast-track progress for the furthest behind.

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## V. 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 think tank 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 Office.

The Project Board, comprising of UNDP, representative from the Embassy of Japan, the Ministry of Interior, and Civil Society Organizations, is the governing body of the project and is responsible for providing strategic guidance to the project. The Project Board decisions should be made in accordance to 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. While on a daily basis the project team consisting of coordinator, technical advisor, officer and assistant will be responsible for delivering the outputs, they will work closely with other relevant advisors and specialists within UNDP Cambodia and from the region and Headquarters. 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.

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<sup>6</sup> Advisory Group on Civil Society and Aid Effectiveness, ‘Civil Society and Aid Effectiveness: Findings, Recommendations and Good Practice’, Better Aid Series, Organisation for Economic Cooperation and Development, Paris, 2010.

VI. RESULTS FRAMEWORK<sup>7</sup>

<b>UNDAF Outcome 4:</b> 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.											
<b>UNDP Strategic Plan Outcome 2:</b> 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											
<b>UNDAF and CPD Outcome Indicators:</b>											
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											
4.3.1: Number of selected laws and policies that have been adopted, amended and implemented to comply with recommendations of human rights mechanisms Baseline (2018): TBC   Target (2023): TBC											
<b>Applicable Output(s) from the UNDP Strategic Plan:</b>											
Output 2.2.2: Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency, and accountability											
Project title and Atlas Project Number: Towards Inclusive and Participatory Governance: Building Capacities for Civic Engagement, Peacebuilding and Inclusive Dialogue (00090594)											
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (2020-2023)					DATA COLLECTION METHODS	
			Value	Year	2020	2021	2022	2023	FINAL		
<b>Output 1:</b> CSOs and governmental authorities will become more resilient and better equipped to support social cohesion and peacebuilding efforts, promote democratic governance initiatives and forge partnerships with each other and with citizens	1.1 Percent of CSOs that positively perceive the ease of engagement with authorities and their confidence in their work to promote peace and democratic governance.	Project report	N/A	2019	A survey will be conducted during the first 6 months to determine the baseline	-	-	-	-	At least 20% increase	Baseline and end-line surveys  <b>Note:</b> the baseline survey will be done in 2020 and end-line survey in 2023 by an independent research firm/ institute. The sample size will be 3000 people (inc. at least 40% are women) in each of the surveys. The two surveys will include questions related to this indicator 1.1. and the indicator 2.1 under output 2 (budget is reflected under output 2 in the Budget Sheet).

<sup>7</sup> This Results Framework is subject to revision where needed and as agreed by the Project Board.

	1.2 No. of CSOs and CBOs selected as beneficiaries of the project for capacity development activities (at least 5 organizations covering issues related to minorities and other vulnerable groups such as LGBTQI+ and people with disabilities)	Project Report	0	2019	10	15	15	10	50	The project report will capture this progress.
	1.3 No. of training curriculums developed. They will focus on at least five main topics areas: constructive and meaningful engagement, strategic communication, evidence-based reporting, planning, and management, etc.	Project Report	0	2019	2	-	-	-	2	Project report will capture this progress.
	1.4 No. of participants attending Training of Trainers workshops on social cohesion, dialogue and constructing engagement and negotiation skills (at least 50% of participants are women, and 10% are from minorities and vulnerable groups including LGBTQI+ and disable people)	Project Report	0	2019	15	15	-	-	30	Project report will capture this progress.

	<p>1.5 No. of participants from CSOs who have completed the above-mentioned courses.</p> <p>(at least 50% of participants are women to be provided in narrative, and 10% are from minorities and vulnerable groups, including LGBTQI+ and people with disabilities)</p>	Project Report	0	2019	200	250	250	250	950	<p>Project report will capture this progress.</p> <p>Note: the project anticipates collaborating with at least 5 NGOs (who will be the main partners of the project). The training/ capacity building will be targeting them. In addition, from the 2<sup>nd</sup> year onward, the project will expand the training to other NGOs' staff members.</p>
	<p>1.6 No. of public servants and local authorities completed the above-mentioned courses (some or all courses that are relevant to their roles)</p> <p>(at least 50% of participants are women and 10% are from minority groups)</p>	Project Report	0	2019	150	200	200	150	700 <sup>8</sup>	Project report will capture this progress.

<sup>8</sup> Counted per course each person completes (e.g. the project will count three when a person enrolls and completes 3 courses)

	<p>1.7 No. of project's support study tours and/or exchange visits within Cambodia and in other countries (targeted participants are from CSOs and public servants and local authorities)</p> <p>(at least 50% of participants are women and other vulnerable groups such as LGBTQI+ and people with disabilities)</p>	Project Report	0	2019	1	2	2	1	6	<p>Project report will capture this progress.</p> <p>Note: 4 in Cambodia and 2 outside Cambodia. The target beneficiaries under this indicator are members of CSOs, public servants and local authorities. No. of participants in each study tour should be between 10 and 20 max.</p> <p>Depending on the topics of the study tour, this trip can be merged with the trip under output 2 which specifically targets people at a leadership position from the Government, local authorities, and CSO.</p>
	<p>1.8 No. of national roadmaps related to dialogue between governmental authorities and CSOs at national and sub-national levels agreed upon.<sup>9</sup></p>	Project Report	0	2019	2	-	-	-	2	<p>This will be produced with support from the project. The project report will capture this progress.</p>

<sup>9</sup> The sequencing is to align with the budget plan. However, this activity will happen before the actual dialogues can be conducted.



<p><b>Output 2:</b></p> <p><b>Public discourse and discussions that are more constructive, inclusive and open to diverse opinions</b> will emerge among decision-makers, civic leaders, opinion-makers and targeted CSOs through expanded opportunities for dialogue, therefore building social cohesion and promoting a culture of inclusion and cooperation among different stakeholders.</p>	<p>2.1 Proportion/ percent of people (disaggregated by sex, age, and geographical areas) who are promoting positive messages about social cohesion and are open to different views across Cambodia's public sphere.</p>	Project report	N/A	2019	A survey will be conducted during the first 6 months to determine the baseline	-	-	-	At least 15% increase	<p>Baseline and end-line surveys</p> <p><b>Note:</b> the baseline survey will be done in 2020 and end-line survey in 2023 by an independent research firm/ institute. The sample size will be 3000 people (inc. at least 50% are women) in each of the surveys. The two surveys will include questions related to indicators 1.1. and 2.1 (budget is reflected under output 2 in the Budget Sheet).</p>
	<p>2.2 Improvement of CSO coordination and consultation (MoI/CSO dialogue process) as measured by whether they have a consultation with citizens ahead of dialogue session with MoI or not (ref. to indicator 2.3).</p>	Project report	N/A	2019	Yes	Yes	Yes	Yes	Yes	<p>This will be produced with support from the project. The project report will capture this progress</p>
	<p>2.3 Improvement of governmental officials' perception on their capacity and confidence in the engagement with CSOs and communities.</p>	Project report	N/A	2019	A survey will be conducted during the first 6 months to determine the baseline	-	-	-	At least 15% increase	<p>Baseline and end-line surveys</p> <p><b>Note:</b> the baseline survey will be done in 2020 and end-line survey in 2023 by an independent research firm/ institute.</p>

	2.4 No. of national and local-level dialogues between CSOs, local authorities, and communities (dialogues processes co-organized by CSO and governmental authorities)	Project Report	3 at national level 1 (at least) at sub-national level	2019	5	10	10	10	35	The project report will capture this progress.  Note: the project anticipates collaborating with at least 5 NGOs (who will be the main partners of the project).
	2.5 Percent of women and youth participating in the above-mentioned dialogues (2.4)	Project Report	0	2019	At least 50% are women; At least 35% of the total are younger than 30 years old	Same	Same	Same	Same	The project report will capture this progress.
	2.6 Implementation of recommendations from the dialogue (at national and sub-national level) are tracked and the progress is reviewed during the next dialogue.	Project report	N/A	2019	Yes	Yes	Yes	Yes	Yes	This will be produced with support from the project. The project report will capture this progress
	2.7 No. of project's supported dialogues and consultation between CSOs and decision-makers conducted on various topics including the implementation and progress report of UPR and CEDAW recommendations.	Project Report	0	2019	1	1	1	1	4	The project report will capture this progress.  This is in addition to the Mol/CSO dialogue process.

	2.8 One training package developed focusing on social cohesion and tolerance, reconciliation, consensus building, listening and critical thinking skills.	Project report	0 <sup>10</sup>	2019	1	-	-	-	1	Project report will capture this progress.
	2.9 No. of senior officials (at least 50% are women, 10% from vulnerable groups) from CSOs, CBOs, Government receiving training, mentoring and coaching on the above-mentioned topics	Project report	N/A <sup>11</sup>	2019	30	50	50	50	180	The project report will capture this progress.  No. of participants in the training
	2.10 No. of international events and roundtables for knowledge exchange among ASEAN and Asian countries	Project report	0	2019	1	1	1	1	4	The project report will capture this progress.  This will be done in collaboration with centres in Cambodia and in the region such as Hiroshima Peacebuilders Centre, ASEAN's institute of peace and reconciliation, etc.

<sup>10</sup> It is counted only if the results are directly contributed by the project.

<sup>11</sup> It is counted only if the results are directly contributed by the project.

## VII. 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
<b>Track results progress</b>	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.
<b>Monitor and Manage Risk</b>	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.
<b>Learn</b>	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.
<b>Annual Project Quality Assurance</b>	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.
<b>Review and Make Course Corrections</b>	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.
<b>Project Report</b>	A progress report will be presented to the	Quarterly and			Same as above.

	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 log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
<b>Project Review (Project Board)</b>	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.	MoI, Embassy of Japan, and representative from CSO.	USD2,000/ year as a Cost of Board meeting

#### Evaluation Plan

Evaluation Title	Planned Completion Date	Cost and Source of Funding	Key Evaluation Stakeholders	Related Strategic Plan Output	UNDAF/CPD Outcome
Final Evaluation	August 2023	USD35,000 (Project budget)	MoI, Embassy of Japan, partners CSOs and think tanks, OHCHR and UN Women.	Output 2.2.2: Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability	<b>UNDAF Outcome 4:</b> 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.

## VIII. MULTI-YEAR WORK PLAN (SEE SEPARATE DOCUMENT)

Output	Key Activities	Budget Description	Year 1	Year 2	Year 3	Year 4	Amount in USD
<b>Output 1:</b> CSOs will be able to better support peacebuilding efforts, promote democratic governance initiatives and help normalize relations between citizens and authorities.	<ol style="list-style-type: none"> <li>1. Capacity of CSOs to support peacebuilding efforts and to promote democratic governance is enhanced.</li> <li>2. Partnership between CSOs and decision makers is established.</li> <li>3. Dialogue process is designed.</li> </ol>	International Governance Advisor <sup>12</sup> – P5 (50%)	54,622	114,993	114,993	114,993	399,601
		Consultant for Inception phase	14,371	0	0	0	14,371
		National Governance and CSO Engagement Associate / Officer – SB4 (50%)	5,983	11,967	11,967	11,967	41,883
		Capacity building activities (consultancy)	20,000	60,000	40,000	20,000	140,000
		Training/ workshop / meeting (logistic related costs)	15,747	20,000	20,000	15,000	70,747
		Grants for CSOs' led dialogues	15,000	50,000	50,000	30,000	145,000
		Develop/ design dialogue process (tools) - consultancy**	20,000	0	0	0	20,000
		Travel costs (study tours/exchanges visits)	0	15,000	10,000	10,000	35,000

<sup>12</sup> Proforma cost of P5 International Governance Advisor is USD260,986 per annum based on 2019 cost. UNDP will cover 50% of the cost of P5 Advisor (equivalent to USD413,972).

Output	Key Activities	Budget Description	Year 1	Year 2	Year 3	Year 4	Amount in USD
		General Management Services (8%)	6,138	12,557	10,557	6,957	36,209
<b>Sub-Total Output 1</b>			<b>151,862</b>	<b>284,517</b>	<b>257,517</b>	<b>208,917</b>	<b>902,813</b>
<b>Output 2:</b> Political discourse among political leaders, opinion makers and targeted CSOs will be able to better support peacebuilding efforts, promote democratic governance initiatives and help normalize relations between citizens and authorities	1. Capacity of targeted individuals in leadership position is enhanced.	International Governance Advisor – P5 (50%)	54,622	114,993	114,993	114,993	399,601
		National Governance and CSO Engagement Associate/ Assistant – SB3 (50%)	5,983	11,967	11,967	11,967	41,883
	2. Series of dialogue events (public conferences, focus groups, closed-door interactions) conducted.	Capacity building activities (consultancy)	10,000	20,000	20,000	10,000	60,000
		Communications and media outreach	10,000	15,000	15,000	10,000	50,000
		Conference/ workshop / meetings	5,000	21,000	20,000	15,000	61,000
	3. Shift of mindset and mainstream narratives about reconciliation in Cambodia.	Baseline and endline surveys on changes in perception of CSO and people toward engagement with authorities and reconciliation.	50,000	0	0	50,000	100,000
		Travel costs	5,000	25,000	25,000	25,000	80,000
		General Management Services (8%)	11,248	16,637	16,557	18,957	63,399
<b>Sub-Total Output 2</b>			<b>151,854</b>	<b>224,596</b>	<b>223,516</b>	<b>201,916</b>	<b>855,883</b>
Management and		Admin and Finance Assistant (SB3 or	0	0	0	0	0

Output	Key Activities	Budget Description	Year 1	Year 2	Year 3	Year 4	Amount in USD
Operations Cost		SB1)					
		Programme Support Services_DPC3	13,000	13,000	13,000	13,000	52
		Programme Support Services_DPC1	34,807	37,471	37,611	41,779	151,668
		Technical and management support, oversight and assurance provided by Country Office to the project	40,000	40,000	40,000	40,000	160,000
		ISS / Operational support services (recruitment, travel, and other procurement related processes and payment clearance/process etc.)	10,000	10,000	10,000	8,938	38,938
		Travel costs	5,000	5,000	5,000	5,000	20,000
		IT equipment, office furniture and other supplies	5,700	2,000	2,000	2,000	11,700
		Monitoring and Evaluation (regular field monitoring and project final evaluation)	2,500	2,500	2,500	2,500	20,000
		Independent Consultant for Project's Final Evaluation	0	0	0	20,000	20,000
		Communication	500	500	500	500	2,000
		Office space	6,750	6,750	6,750	6,750	27,000
		Miscellaneous	500	500	500	500	2,000
		General Management Services (8%)	4,661	4,578	4,589	6,115	19,943
<b>Sub-Total Management and Operations Cost</b>			<b>83,417</b>	<b>83,306</b>	<b>82,449</b>	<b>107,081</b>	<b>355,254</b>
Total (without GMS)			387,133	591,419	563,483	571,914	2,113,949
GMS (8%)			22,047	33,772	31,703	32,029	119,551



Output	Key Activities	Budget Description	Year 1	Year 2	Year 3	Year 4	Amount in USD
RCO Levy (1%) <sup>13</sup>			2,976	4,559	4,280	4,324	16,139
<b>Grand Total</b>			<b>390,109</b>	<b>595,978</b>	<b>567,762</b>	<b>576,238</b>	<b>2,130,088</b>

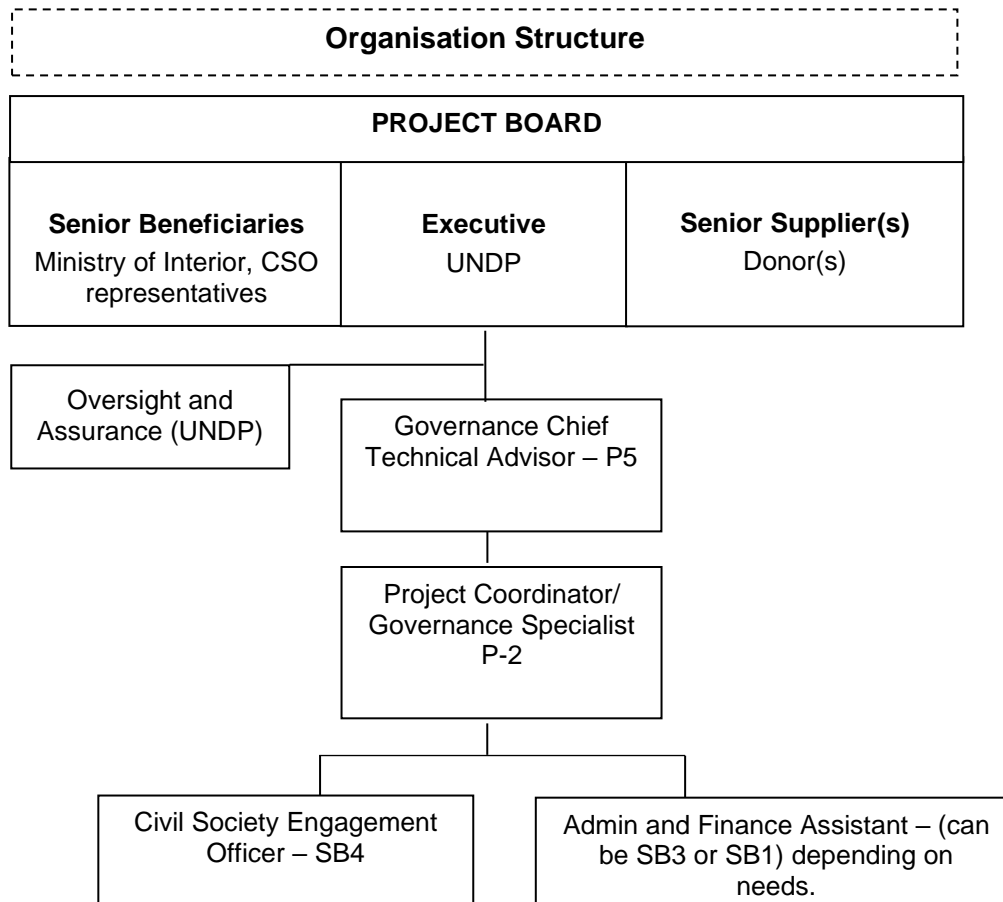
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<sup>13</sup> RCO levy of 1% will be taken out from Japan's Contribution of 200 million JPY.

## IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented by UNDP under the Direct Implementation Modality (DIM). Key partners in the implementation include the Ministry of Interior, CSOs, think tanks, and OHCHR and UN Women. The project is governed by the Project Board, consisting of UNDP's Resident Representative or his/her designated officer, as the chair, and representative from the Ministry of Interior, the Embassy of Japan, and CSOs. The Board is supported by a Programme Analyst, independent from the project team. 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 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 exceeded<sup>14</sup>. 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.

The project will be implemented by a team that consists of the following full-time staff, consultants and service providers:

- An International Governance Advisor (P5),
- A Project Coordinator/ Governance Specialist (JPO<sup>15</sup>),
- A National Governance and CSO Engagement Associate / Assistant (SB3 level),
- An Admin and Finance Assistant (SB3 or SB 1 level – to be determined during the inception stage after discussion with the project coordinator and advisor).
- Other consultants and service providers based on the needs identified by the project.

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## X. 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.

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## XI. 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](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.

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<sup>14</sup>The Project Executive Board has the responsibility to define for the project coordinator and advisor the specific project tolerances within which he/ she can operate without intervention from the Project Executive Board. For example, if the Project Executive Board sets a budget tolerance of 10%, the coordinator can expend up to 10% beyond the approved project budget amount without requiring a revision from the Project Executive Board.

<sup>15</sup> This position is fully funded.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
    - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
  - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
  - c. 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](http://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.

- 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.

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**XII. ANNEXES**

- 1. Project Quality Assurance Report – (see separate file)**

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**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

<b>Project Information</b>	
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. With right-holders, the project will support their capacity so that they are well-equipped and can meaningfully participate to the national dialogue and voice their concerns. CSOs will also 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 women are fairly represented in leadership and governance structures of those organizations. The project will use CEDAW review process and the implementation of recommendations and follow-up actions to leverage existing mechanisms and expand dialogue between the Government and civil society organizations on improving gender equality and empowering women. Participation of women in governmental positions will also be ensured.

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

The project will foster 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 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.

**Part B. Identifying and Managing Social and Environmental Risks**

<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b></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><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b></p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p><b>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)?</b></p>
<p><i>Risk Description</i></p>	<p><i>Impact and Probability (1-5)</i></p>	<p><i>Significance (Low, Moderate, High)</i></p>	<p><i>Comments</i></p>	<p><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></p>
<p>Risk 1: No social and environmental risks identified</p>	<p>I = P =</p>			
<p><b>QUESTION 4: What is the overall Project risk categorization?</b></p>				
<p>Select one (see <a href="#">SESP</a> for guidance)</p>			<p>Comments</p>	
<p><i>Low Risk</i></p>			<input checked="" type="checkbox"/>	
<p><i>Moderate Risk</i></p>			<input type="checkbox"/>	
<p><i>High Risk</i></p>			<input type="checkbox"/>	
<p><b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b></p>				



	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 Resident Representative (DRR) or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

## SESP Attachment 1. Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>		
<b>Principles 1: Human Rights</b>		<b>Answer (Yes/No)</b>
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?	N
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? <sup>16</sup>	N
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	N
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?	N
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	N
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Y <sup>17</sup>
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	N
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	N
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	N
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?	N
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?	N
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>	N

<sup>16</sup> 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.

<sup>17</sup> Yes. This is the reason the project will support right-holders (including CSO) to improve their capacity and to create a safe space for the dialogue between citizens and authorities.

<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
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>	N
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?	N
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)	N
1.4	Would Project activities pose risks to endangered species?	N
1.5	Would the Project pose a risk of introducing invasive alien species?	N
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	N
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	N
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>	N
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	N
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	N
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>	N
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>18</sup> greenhouse gas emissions or may exacerbate climate change?	N

<sup>18</sup> In regard to CO<sub>2</sub>, '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.]

2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	N
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>	N
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	N
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)?	N
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	N
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)?	N
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?	N
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)?	N
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)?	N
<b>Standard 4: Cultural Heritage</b>		
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)	N
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	N
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	N

	physical relocation)?	
5.3	Is there a risk that the Project would lead to forced evictions? <sup>19</sup>	N
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?	N
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	N
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	N
6.3	<p>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)?</p> <p><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></p>	N
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?	N
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
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?	N
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	N
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	N
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?	N
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
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?	N
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N
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?	N

<sup>19</sup> 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.

	<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>	
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	N
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	N

## ANNEX 3: OFFLINE RISK LOG

<b>Project Title: “Building Capacities for Civic Engagement, Peacebuilding and Inclusive Dialogue: Towards Inclusive and Participatory Governance”</b>	<b>Award ID:</b>	<b>Date:</b> 9 December 2019
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#	Description	Type	Probability & Impact	Countermeasures/Management response
1	<b>Change in political landscape affecting the effort of building trust and reconciliation.</b>	Political	UNDP could face difficulties in bringing together CSOs, authorities and political parties for dialogue.  P = 3 I = 5	Close support, engagement and trust-building among different stakeholders from the early stages of the project is important to minimize the impact of this risk, should it materialize. Confidence building measures will 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	<b>During the elections in 2022 and 2023 and the campaign period, it may not be possible to pursue some project activities.</b>	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 managers 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 allowing different stakeholders to reach consensus on technical issues.
3	<b>Capacity of CSOs and Governmental bodies is limited and ability of leadership to implement elements of the programme is affected.</b>	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.

4	<b>Dialogue does not lead to a meaningful opening of civic space</b>	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	<b>Disregard for international human rights obligations</b>	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 4: Terms of Reference of the Project Board

The Project will be guided by a Board that consists of a core of permanent board members participating in their official capacity representing the Embassy of Japan (as senior supplier), the Ministry of Interior and Civil Society Organizations (as senior beneficiaries). The latter will be identified during the project inception stage in early 2020. UNDP Resident Representative or his/her designated officer will be the Chair of the Board (executive). Other participants could be invited where relevant. They might include representatives from other UN agencies, senior government officials, researchers, and other civil society representatives.

The Board is expected to provide the medium to long-term perspective to ensure that the project remains focused on strengthening voice and participation. 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 strategic guidance based on the principles, strategies and cross-cutting issues for the identification of priorities to be tackled by the project;
- Support resource mobilization with relevant donors and development partners;
- Review and endorse annual work-plans;
- Ensure strategic harmonization and coordination between complementary initiatives happening in country;
- Provide guidance and review progress against approved work-plans; and
- Review evaluations/review findings and recommendations of the project.

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. The Project Board will meet at minimum once a year, or as necessary when raised by the project or one of the Board members.

The programme analyst will support the Board in their functions and provide day-to-day oversight to the project. The project coordinator 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. Any meeting can be proceeded with a minimum quorum of at least one representative of each group (Executive, Senior Supplier, Senior Beneficiaries).