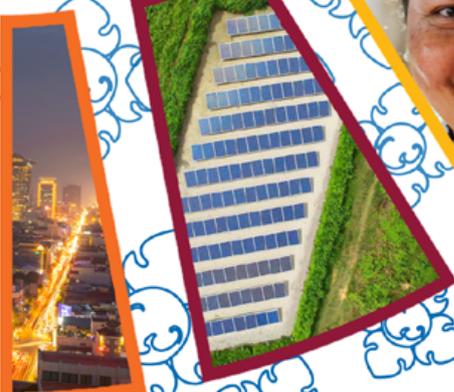




*Empowered lives.
Resilient nations.*



2019 -2023 CAMBODIA COUNTRY PROGRAMME DOCUMENT



Approved by the Executive Board of the
United Nations Development Programme,
the United Nations Population Fund and
the United Nations Office for Project Services

in the first regular session 2019 21 to 25 January 2019, New York

An aerial photograph of a city at sunset. The sky is filled with large, dark, dramatic clouds, with the sun low on the horizon, casting a warm, golden glow. The city below is densely packed with buildings, including several tall skyscrapers. In the foreground, a wide river flows through the city, with several boats visible on the water. The overall scene is a mix of urban development and natural beauty.

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FRAMEWORK FOR CAMBODIA

PROGRAMME RATIONALE



Country Context

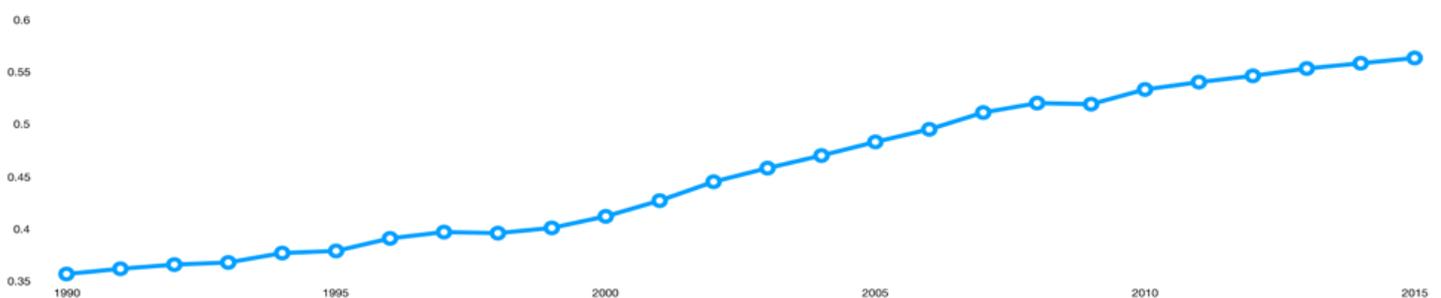
The gross domestic product of Cambodia has more than tripled since 2000 with annual economic growth averaging 7.4 per cent and the country attaining lower middle income status in 2015.¹ Cambodia is rapidly modernizing, and its economy continues to transition from agriculture to industry and services. The Government has supported this transition through sound macroeconomic management, increasing foreign direct investment (FDI), high labour force participation, growing domestic resource mobilization and improved public services.

Strong performance has reduced poverty and improved human development. The poverty rate declined from 53.2 per cent in 2004 to 13.5 per cent in 2014;² Cambodia has experienced one of the fastest human development index rates of improvement in the region;³ growth is relatively inclusive, with inequality remaining in check.⁴

Cambodia has not adopted a national measure of multi-dimensional poverty, but international data suggest that, although falling, the level is higher than income poverty.⁵

The Government has clearly articulated the country's development objectives. The Rectangular Strategy, 2019-2023, places good governance centre-stage and prioritizes human resource development (HRD), economic diversification, private sector employment, and inclusive and sustainable development. This agenda is made operational through the National Strategic Development Plan (NSDP),⁶ which integrates the Sustainable Development Goals⁷ and long-term development aims articulated in the Government's Vision 2030,⁸ a roadmap towards upper middle- income status, and Vision 2050, when Cambodia aspires to become a high income country.

Cambodia's Human Development Index Trends



¹ World Bank, 2016.

² Ministry of Planning (MOP), National Institute of Statistics (NIS).

³ UNDP Human Development Report (HDR), 2017.

⁴ The Gini coefficient has fallen from 0.38 in 1994 to 0.27 in 2014 (MOP/NIS).

⁵ Data for 2014, suggest that 33 per cent of the population are multi-dimensionally poor (Oxford Poverty and Human Development Initiative 2017).

⁶ NSDP in force at the time of writing covers 2014-2018. NSDP 2019-2023 is being drafted.

⁷ Rapid integrated assessment (RIA) 2016; mainstreaming, acceleration, policy support (MAPS) report 2016.

⁸ Vision 2030 and Vision 2050 remain unpublished but are referenced in speeches by the Prime Minister: <http://cnv.org.kh/selected-impromptu-comments-at-the-graduation-and-diploma-presenting-ceremony-of-the-royal-university-of-phnom-penh/#more-4239>.

Development Challenges



Governance

The country's fundamental development aim is to continue its socioeconomic transformation driven through high levels of growth with shared prosperity, alongside improved governance, human development and better environmental outcomes. Cambodia faces a set of complex, frictional pressures associated with the middle-income transition.



Human Rights

Recognizing this, the Government is implementing policy reforms, strengthening public service delivery and transitioning to a more sustainable growth model. Rising domestic revenues have reinforced these efforts, though policy, resource and capacity challenges remain. Ensuring better governance, human rights and rule of law are critical.



Rule of Law

The United Nations Development Assistance Framework (UNDAF) recognizes governance as the lynchpin to achieving national development objectives and the Goals.⁹



Sustainable and Resilient Economy

Although growth has been high and inclusive, there is a need to promote productivity and competitiveness, and ensure a more sustainable and resilient economy. The narrow industrial base and persisting low value-added production (mainly garments and agriculture) underpin these concerns.¹⁰ Similarly, for households, although poverty is reducing and labour force participation is high, the proportion vulnerable to falling back into poverty has increased, and most employment remains informal.¹¹



Inclusive Society for All

Such non-poor but vulnerable groups face multiple challenges, and disparities, especially spatial ones, remain significant.¹² Exclusion concerns extend to disadvantaged groups. For example, while persons with disabilities (10 per cent of the population)¹³ are increasingly considered in national policies, they still experience discrimination and challenges due to limited physical infrastructure and social services. People in remote areas risk exclusion, especially those living where mines and explosive remnants of war (ERW) remain a threat; indigenous people and forest dependent communities have seen their livelihoods adversely impacted by socioeconomic change.¹⁴



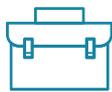
Status of Women

The status of women, though improving, is still highly challenged. Disparities in primary and secondary education, maternal mortality and gender inequalities in decision-making have all narrowed.¹⁵ However, violence against women persists: one in five ever-partnered women have experienced physical or sexual violence by their intimate partner at least once.¹⁶ Challenges the Government has prioritized include tackling gender-based violence, enrolment in tertiary education, economic empowerment and increased participation in public and professional life.



Quality Education and Skills

The country's demographics present threats and opportunities: two thirds of the population are aged under 30 and youth constitute 43 per cent of the working age population.¹⁷ Yet over 50 per cent of employed youth are undereducated and engaged in low-skilled labour, and a majority of the workforce are poor or in vulnerable employment.¹⁸ Many Cambodians migrate to find better jobs internally and abroad, specifically in Thailand.¹⁹ The challenges are to provide quality education and skills and create decent employment so that the demographic dividend enables a successful middle-income transition.



Decent Employment

Rapid development has exerted increasing pressure on natural resources and biodiversity in rural areas and led to higher levels of waste and air pollution in urban areas. The degradation of natural resources has adversely impacted rural livelihoods and reduced capacity for climate change adaptation and mitigation, including to reduce emissions from deforestation and



Environmental Sustainability

⁹ Cambodia ranks 161 out of 180 on Transparency International's corruption perception index, NSDP 2014-2018.

¹⁰ World Bank, Cambodia Economic Update, April 2017.

¹¹ Participation rates are 82 per cent for men and 80 per cent for women.

¹² Although Cambodia is urbanizing, 80 per cent still live in rural areas (where 90 per cent of those in poverty are located).

¹³ Cambodian Demographic Health Survey, 2014, NIS.

¹⁴ Cambodia common country assessment, 2017.

¹⁵ UNDP, HDR 2016.

¹⁶ The Government, the World Health Organization (WHO) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), 2015, National Survey on Women's Health and Life Experiences in Cambodia.

¹⁷ UNFPA, 2017.

¹⁸ Lower secondary education completion is 48 per cent for both men and women.

¹⁹ CDRI and the Organisation for Economic Co-operation and Development (OECD), 2017, Interrelations between Public Policies, Migration and Development in Cambodia.



degradation (REDD+).²⁰ In 2017, the Government consolidated protected areas totalling more than 7 million hectares (or 40 per cent of total land). A number of other legal and policy measures now in place to promote environmental sustainability. The primary need now is to assist national efforts to successfully translate these policy measures into action.

Cambodia is among the world's most vulnerable countries to climate change.²¹ Floods in 2011 and drought 2015-2016 are examples of severe weather events that are forecast to become more frequent and extreme.²² The Government has responded with mitigation and adaptation measures but requires further support.

Alignment To The Goals

The Government is committed to the Goals. The Ministry of Planning (MOP), with UNDP support, has produced the Cambodia Sustainable Development Goals Framework that nationalizes the Goals and includes an 18th goal (end the negative impact of land mines and explosive remnants of war, and promote victim assistance).²³ The Goals are to be fully integrated with national plans, through UNDP support to the Council for the Development of Cambodia (CDC) and the Ministry of Planning.



UNDP Contributions: Learning From The Past

UNDP impact is greatest when it builds on its comparative advantage in providing focused, relevant and effective technical support and its trusted relationship with government.²⁴ UNDP has made significant contributions to policy initiatives and institutional reforms. The national industrial development policy adopted a human development perspective in providing institutional support to a rigorous results-based approach linked to budgetary reforms.²⁵ With the support of the European Union, Sweden, United States of America and Japan, UNDP supported the establishment of the National Council for Sustainable Development (NCSD), an inter-ministerial body to promote sustainable development. This strengthened overall leadership while enabling line ministries to climate-proof their programmes.²⁶ Policy work must be underpinned by analysis guided by the Government's priorities.²⁷

²⁰ Forest cover declined to 48 per cent (2016) from 73 per cent (1965), UNDP, HDR 2016. A total of 2.96 gigatonnes of carbon is stored in Cambodia's ecosystems (Ministry of the Environment, United Nations Framework Convention on Climate Change (UNFCCC) submission 2017).

²¹ Climate change vulnerability index, 2017; United Nations University global risk index 2017; Standard and Poor, climate change vulnerability index 2014.

²² Crowthers, L. 2016: <https://www.theguardian.com/global-development/2016/may/05/animals-die-cambodia-worst-drought-decades>.

²³ RIA and MAPS mission reports, 2016.

²⁴ UNDP outcome evaluation of the country programme action plan, 2011-2015, mid-term review, 2011-2015.

²⁵ Ibid.

²⁶ Ibid.

²⁷ Poverty thematic evaluation, 2016.

The Cambodia development finance assessment (DFA) identified potential new funding sources to inform national planning and partnerships for the Goals.²⁸ The climate public expenditure reviews (CPEs) mobilized national commitment by analyzing and prioritizing adaptation investments.²⁹

The need for strong links between policy and impact is a fundamental lesson. The theory of change acknowledges the risk that policy and ground-level realities can diverge. Partnering with local communities and civil society organizations is essential to mitigating this. Rigorous impact analysis and sound political economy analysis are also key to ensuring the programme delivers tangible results.

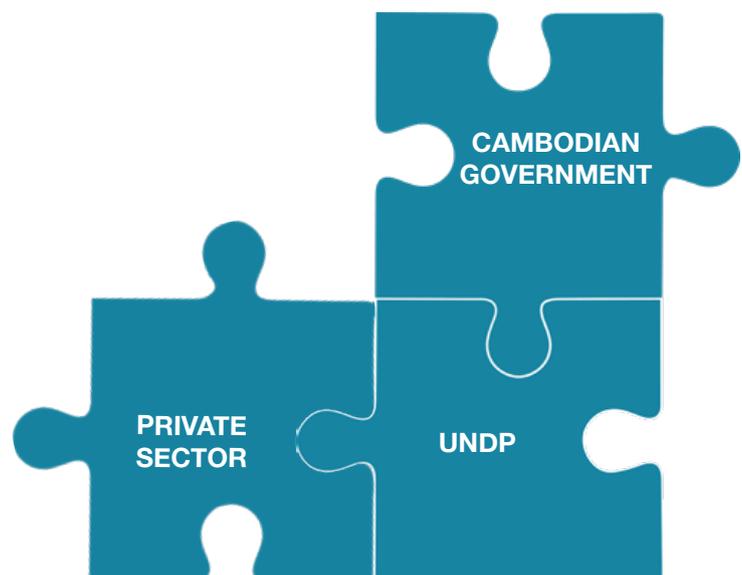
Opportunities To Effect Change

The Government has clearly articulated its vision to integrate 2030 Agenda in its plans and ensure a secure, inclusive and prosperous society, eliminating poverty and leaving no-one behind. To achieve this, the Government recognizes the need for effective public institutions and a robust private sector. Drawing on its global network, UNDP will work with the United Nations country team to engage with the Government on attaining the Goals.

In accordance with the UNDP Strategic Plan, 2018-2021,³⁰ and as an “integrator”³¹ for the Goals in United Nations development system reform,³² UNDP will help to create financing models to deliver higher volume, more effective investment. UNDP will move from funding towards financing, leveraging investment in the 2030 Agenda particularly from the private sector, through sustainable special economic zones and investments in affordable housing.³³ By 2025, it is estimated that 80 per cent of all financing for the Goals will come from domestic sources and FDI.³⁴ UNDP will therefore continue to explore with the Government new ways to increase domestic and private sector financing for development.

Taking the economic transition and sustainable natural resource management as entry points to expand UNDP engagement on governance, the programme will work to find ways in which public officials can better address delivery to citizens in line with the Government’s commitments to improve performance and accountability.

Facilitate Private Sector Financing for Development



²⁸ Cambodia DFA, CDC, 2017.

²⁹ CPEs, 2013-14, 2015, 2016.

³⁰ UNDP Strategic Plan, 2018-2021.

³¹ “Integrator” refers to a mechanism bringing together efforts to achieve the Goals.

³² General Assembly resolution 72/279, “Repositioning of the United Nations development system”.

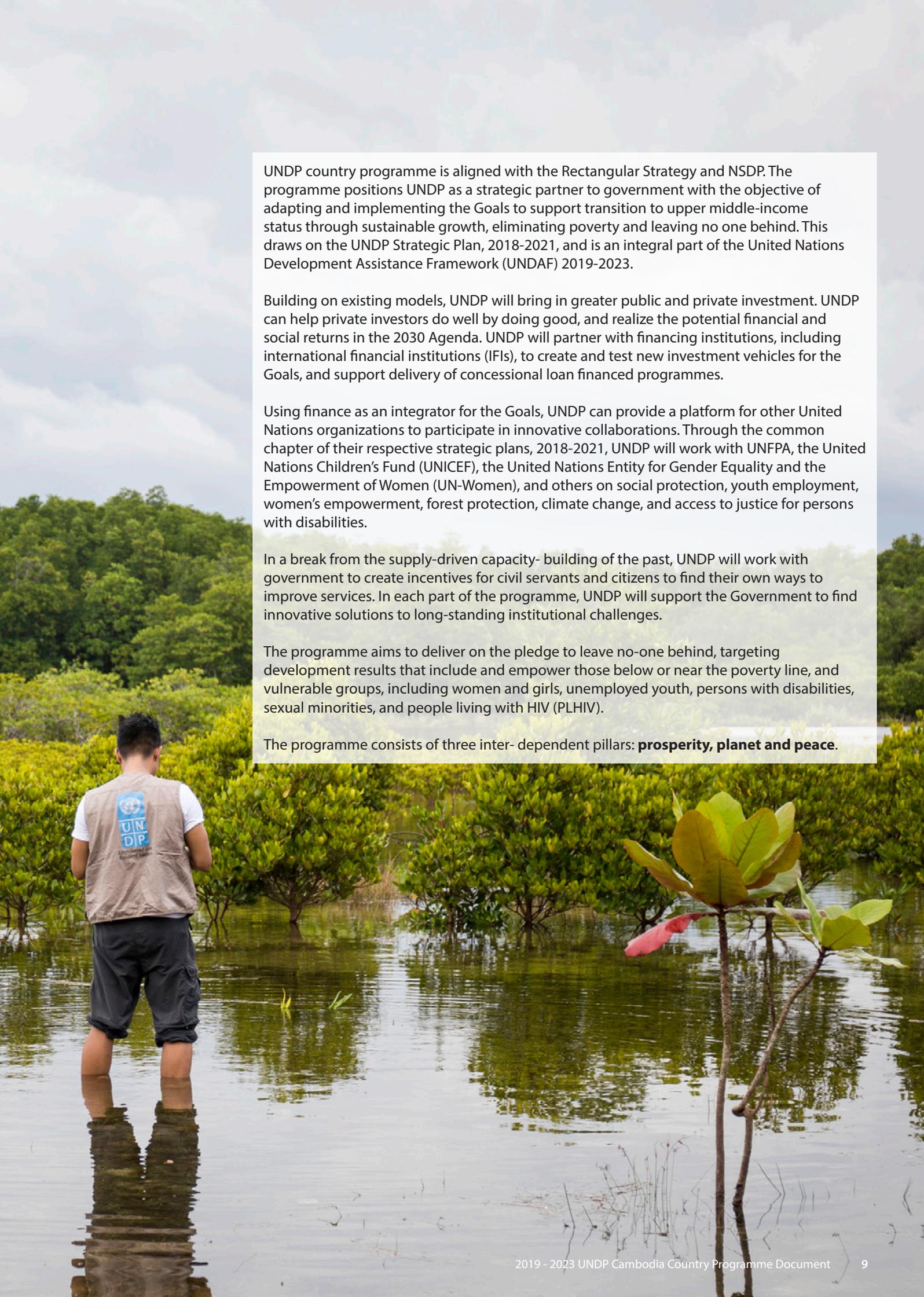
³³ For example, UNDP collaboration on affordable housing, <https://www.khmertimeskh.com/50502676/undp-supports-ppsezs-housing-project/>

³⁴ Cambodia DFA, CDC, 2017.

PROGRAMME PRIORITIES AND PARTNERSHIP

Prosperity | Planet | Peace



A person wearing a brown UNDP vest and dark shorts stands in a shallow mangrove forest. The person is facing away from the camera, looking towards a young mangrove tree with large, reddish-brown leaves. The water is calm, reflecting the surrounding greenery and the person. The background shows a dense forest of mangrove trees under a cloudy sky.

UNDP country programme is aligned with the Rectangular Strategy and NSDP. The programme positions UNDP as a strategic partner to government with the objective of adapting and implementing the Goals to support transition to upper middle-income status through sustainable growth, eliminating poverty and leaving no one behind. This draws on the UNDP Strategic Plan, 2018-2021, and is an integral part of the United Nations Development Assistance Framework (UNDAF) 2019-2023.

Building on existing models, UNDP will bring in greater public and private investment. UNDP can help private investors do well by doing good, and realize the potential financial and social returns in the 2030 Agenda. UNDP will partner with financing institutions, including international financial institutions (IFIs), to create and test new investment vehicles for the Goals, and support delivery of concessional loan financed programmes.

Using finance as an integrator for the Goals, UNDP can provide a platform for other United Nations organizations to participate in innovative collaborations. Through the common chapter of their respective strategic plans, 2018-2021, UNDP will work with UNFPA, the United Nations Children's Fund (UNICEF), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), and others on social protection, youth employment, women's empowerment, forest protection, climate change, and access to justice for persons with disabilities.

In a break from the supply-driven capacity- building of the past, UNDP will work with government to create incentives for civil servants and citizens to find their own ways to improve services. In each part of the programme, UNDP will support the Government to find innovative solutions to long-standing institutional challenges.

The programme aims to deliver on the pledge to leave no-one behind, targeting development results that include and empower those below or near the poverty line, and vulnerable groups, including women and girls, unemployed youth, persons with disabilities, sexual minorities, and people living with HIV (PLHIV).

The programme consists of three inter- dependent pillars: **prosperity, planet and peace.**



PROSPERITY

UNDP SIGNATURE SOLUTIONS

to support national transition towards upper middle-income status



KEEPING PEOPLE OUT OF POVERTY



SUSTAINABLE PLANET



CLOSING THE ENERGY GAP

EXPANDING ECONOMIC OPPORTUNITIES

The core objective is to support national transition towards upper middle-income status through sustainable and inclusive growth pathways. The Rectangular Strategy prioritizes transformation towards a greener, skills-based economy linked to innovation and the Fourth Industrial Revolution. UNDP signature solutions – (1) keeping people out of poverty, (4) sustainable planet, and (5) closing the energy gap – underpin the theory of change and programme formulation.³⁵

UNDP will maintain support for the CDC, Ministry of Planning and the Ministry of Economy and Finance (MoEF) to plan, finance, coordinate and monitor the NSDP, working with the support of Australia, the European Union and Sweden. This will include embedding tracking and accountability mechanisms within national and sub-national systems and programmes.

MAXIMIZING EQUITABLE AND GREEN ECONOMIC GROWTH

The national industrial development policy provides a roadmap towards structural transformation, greater productivity, higher value-added and diversification. UNDP will continue partnering with the CDC to support implementation, recognizing that Cambodia is likely to begin preparations for graduation from least developed country (LDC)³⁶ status in the next decade. UNDP will continue to work with ministries of Mines and Energy, Environment, and Economy and Finance to develop renewable energy solutions. Working with the private sector, UNDP will focus on de-risking solar investments.

³⁵ UNDP six signature solutions: poverty, governance, resilience, sustainable planet, energy and gender equality.

³⁶ LDC status is defined by the Committee for Development Policy: <https://www.un.org/development/desa/dpad/least-developed-country-category/lcd-criteria.html>.

CREATING GREATER VALUE AND COMBATING RURAL POVERTY



National Goal 18

Upgrading agricultural value chains is essential to improving agricultural productivity and helping the rural poor become more resilient to external shocks. Using blended finance and working with the Ministry of Commerce (MOC), UNDP will facilitate improvements in farm-level productivity and profitability to expand and enhance value-chains and promote export diversification, especially in the cassava sector.

UNDP will support government efforts to meet the national Goal 18: end the negative impact of mines and explosive remnants of war, and promote victim assistance. Working with the Cambodian Mine Action and Victim Assistance Authority (CMAA), with the support of Australia, Canada and Switzerland, UNDP will support making land safe and productive. UNDP will develop graduation-based models of social protection to help end extreme poverty by boosting household productivity.



UPGRADING THE SKILLS OF THE NEXT GENERATION



To maximize the demographic dividend, remain competitive, and ensure growth stays inclusive, working age people need to be able to access skills training while remaining in employment.³⁷ With Switzerland, Sweden, United Nations organizations, and research organizations, UNDP will strengthen the capacity of the Ministry of Labour and Vocational Training (MOLVT) in policy- focused research, information management, innovation, monitoring and communications. UNDP will work with the National Employment Agency (NEA) and private sector on expanding work opportunities for young people, through entrepreneurship and using innovative tools and media.



³⁷ "Development goals in an era of demographic change", Global Monitoring Report, World Bank 2015-2016.

RECOGNIZING WOMEN'S CONTRIBUTION AND SECURING THEIR ECONOMIC EMPOWERMENT

In collaboration with the Ministry of Women's Affairs, Sweden and the Cambodia Development Resource Institute (CDRI), UNDP will provide a gender-based analysis of the national economy to inform gender equality policies and enhance economic performance. UNDP will sponsor initiatives to empower women and girls as entrepreneurs and within the labour market.



LEVERAGING PRIVATE FINANCE

UNDP will deepen its Goals-related engagement with the private sector and chambers of commerce, including the expansion of social impact finance. UNDP will work with the Phnom Penh Special Economic Zone (PPSEZ) on low-cost housing, clean energy, waste recycling and upgrading skills through the Sustainable Special Economic Zones initiative.





PLANET

**UNDP
SIGNATURE SOLUTIONS**
to support environmental
protection



**BUILDING
RESILIENCE**



**SUSTAINABLE
PLANET**

SUSTAINABLE LIVING

In line with the Rectangular Strategy and UNDP signature solutions (3) building resilience and (4) sustainable planet, UNDP will support environmental protection, working with the Government to ensure sustainable natural resource management and build climate resilience.

This pillar is closely associated with the peace, participation and accountability theme, which addresses governance issues to improve environment and natural resource management.

STRENGTHENING INSTITUTIONAL CAPACITIES

Through the Ministry of Environment and NCSD, and with the support of the European Union, Sweden and the United States, UNDP will continue to support policy formulation and capacity development for more environmentally sustainable development. In addition, UNDP will support the Government to ensure effective enforcement of Environment and Natural Resource Code³⁸ and related laws and regulations. Partnerships with the Ministry of Economy and Finance and the Supreme National Economic Council (SNEC) will analyze and institutionalize an economic case for sustainable development.

³⁸ Environmental codes (draft), Ministry of Environment.

PROMOTING CLIMATE ADAPTATION AND MITIGATION

Through the Global Environmental Facility (GEF) Green Climate Fund, and the Forest Partner Carbon Facility (FCPF), and with the Ministry of Environment and NCSD, UNDP will continue to support line ministries in adopting and implementing gender-responsive climate action. UNDP will support REDD+ to enable the Government to access results-based payments for reducing emissions from forestry. UNDP will continue to support the Government on disaster preparedness, operationalizing early warning and monitoring systems and establishing and strengthening regional collaboration with the Mekong River Commission, the Association of Southeast Asian Nations (ASEAN) and others for climate data-sharing. UNDP will support the Ministry of Environment, NCSD, MME, and National Committee for Sub-national Development (NCDDS) to promote a green, circular economy through sustainable waste management, sustainable transport management, improved energy efficiency, and the adoption of clean energy.

STRENGTHENING CONSERVATION AND ENVIRONMENTAL SERVICES

The programme will continue to support the Ministry of Environment and the Ministry of Agriculture, Forestry and Fisheries (MAFF) for the sustainable management of natural resources and biodiversity conservation while strengthening capacities of local authorities and community-based organizations to improve rural livelihoods, food security and effective climate responses. GEF, BIOFIN³⁹ and Payment for Ecosystem Services initiatives will introduce incentive-based innovations that strengthen watershed restoration, biodiversity conservation and natural resource management.



LEVERAGING PRIVATE FINANCE

In partnership with the Government, the programme will leverage private sector investment for scalable climate initiatives and a circular economy.

³⁹ Biodiversity Finance Initiative (BIOFIN): <http://www.biodiversityfinance.net/>.



PEACE

**UNDP
SIGNATURE SOLUTIONS**
to support peace



**EFFECTIVE,
ACCOUNTABLE
AND INCLUSIVE
GOVERNANCE**



**GENDER
EQUALITY**

PARTICIPATION AND ACCOUNTABILITY

Just as good governance underpins the wider Rectangular Strategy, the 'peace' pillar is central to the success of the other two. Improved state institutions, with more effective government-to-people delivery, can improve the quality and inclusiveness of economic growth, through social protection and protection of the rights of minorities.

Environmental outcomes can be improved through more effective local governance. UNDP will explore innovative ways to empower citizens and work with Government incentive structures to help build demand for better service delivery. This pillar utilizes signature solutions (2) effective, accountable and inclusive governance, and (6) gender equality.

STRENGTHENING INSTITUTIONAL CAPACITY FOR THE GOALS AND ACCOUNTABLE PUBLIC SERVICES

Working with the Ministry of Planning and the Government as a whole, UNDP will support the development, adoption and monitoring of the national Goals and their integration within national planning and sector budgeting. This will include assisting the Government to prepare a voluntary national review.⁴⁰ With Government and other partners, UNDP will assist in strengthening public service accountability and feedback mechanisms, and informing government reforms and innovations to implement and monitor the Goals.

⁴⁰ Voluntary national reviews are encouraged as a basis for regular review by the high-level political forum.

PROMOTING GENDER EQUALITY

With support from Sweden and others, UNDP will continue policy and institutional support to the Ministry of Women's Affairs to address social norms that discriminate against women, and to promote their economic empowerment, leadership and participation in decision-making. Together with UN-Women and UNFPA, UNDP will contribute to national efforts to eliminate violence against women, including through revision of domestic violence law.



SUPPORTING RIGHTS AND LEAVING NO ONE BEHIND

Rapid social and economic progress risks excluding minority, marginalized and vulnerable groups. Building on a United Nations joint programme,⁴¹ UNDP will work with the Ministry of Justice (MOJ) and the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MOSVY) on legal reforms to protect and include persons with disabilities. Through the regional programme 'Being LGBTI'⁴² in Asia, UNDP will work with national networks, supporting social tolerance and openness to promote the rights of sexual minorities. Following up on the Universal Periodic Review, UNDP will develop rights-based initiatives on which the Government is able to engage. UNDP will support national commitments to expand social protection for the vulnerable, specifically persons with disabilities and PLHIV.



41 Disability Rights Initiative Cambodia, UNICEF, UNDP, WHO, Australia, 2014-2018.
42 Lesbian, gay, bisexual, transgender/transsexual and intersex (LGBTI).

PROGRAMME AND RISK MANAGEMENT



The programme will be nationally executed. Implementing partner selection will be guided by an assessment of capacities to maximize relevance, efficiency, effectiveness and sustainability of interventions. The harmonized approach to cash transfers (HACT) framework will be used in collaboration with other United Nations organizations to assess and manage financial risks. Project implementation modalities – national implementation, national implementation with UNDP support, or direct implementation – will be determined in consultation with the Government based on assessed risk ratings further to the HACT assessment of potential implementing partners, and selected to maximize the efficiency and effectiveness of UNDP contributions to development results. In all cases, the implementation modality will be grounded in strong national ownership. In accordance with Executive Board decision 2013/32, all direct costs associated with project implementation will be charged to concerned projects. Long-established working relations and excellent communications with CDC will ensure a results focus, effective programme management and proactive risk response.

Project formulation will provide an opportunity for dialogue with the Ministry of Economy and Finance to explore options for national funding. UNDP active engagement in the country team and collaboration with the resident coordinator allow risks to be identified and managed in partnership with the Government by adhering to United Nations norms and conventions, including those related to human rights.

UNDP will seek to manage political risks by maintaining a strong relationship with the Government and stakeholders, while maintaining a strictly impartial stance and adhering to the normative values of the United Nations. UNDP will regularly share information with other United Nations organizations and development partners. UNDP will undertake regular monitoring through its own mechanisms as well as via the United Nations Department of Safety and Security (UNDSS) and will deploy appropriate measures in the event of emerging challenges. UNDP will adopt context-sensitive, do-no-harm principles to guide design and implementation of this programme.

UNDP will manage resource mobilization risks by widening the funding base to include new partners, including private and public domestic sources. Taking advantage of improved rules and regulations, UNDP expects to improve delivery speed and quality. Implementation and results are monitored monthly, including ensuring resource mobilization and management are prioritized. For efficient delivery, UNDP will continue to reduce administrative costs.

This CPD outlines the UNDP contribution to national results and serves as the primary means of accountability to the Executive Board for alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are prescribed in the organization's programme and operations policies and procedures and the internal control framework.

MONITORING AND EVALUATION



UNDP is committed to ensuring that development policy work is based on learning and evidence. At the project design stage, reflection and adaptation will form part of a rigorous, fully-resourced evaluation strategy. Projects will be based on theories of change linked to results articulated in the country programme, NSDP and the Goals. Evaluation will allow projects to respond to lessons learned and new opportunities. Communication and outreach to a diverse audience will continue, including use of multiple platforms and media.

UNDP will ensure close monitoring and oversight, including spot checks, audit, field visits and, where possible, community monitoring and evaluation. UNDP social and environmental standards and accountability mechanism will be applied.

To strengthen and use national monitoring systems for the Goals, UNDP will partner with the Government to design and implement a policy-relevant research agenda, including use of innovation and new technologies in data generation, capture, mapping, analysis and reporting. UNDP will promote disaggregation of data (gender, age, vulnerable groups and by geographical location) within programming. Partnerships with local research and policy institutions will ensure impartial monitoring and evaluation while introducing new perspectives.

The monitoring and evaluation plan is aligned with the national Goals, UNDP Strategic Plan, 2018-2021, NSDP and UNDAF, 2019-2023. Outcome results will be monitored according to coordination mechanisms agreed between the Government and country team.

ANNEX I:

RESULTS AND RESOURCES FRAMEWORK FOR CAMBODIA (2019 - 2023)

NATIONAL PRIORITY OR GOAL:

Capacity building and human resource development; Poverty reduction and inclusive growth; Social protection; Revitalizing agriculture; Health and nutrition; Physical infrastructure; Competitiveness; Private sector development and employment.

Sustainable Development Goals: 1, 2, 4, 5, 8, 9, 10, 12, 17, 18

UNDAF OUTCOME 2:

By 2023, women and men in Cambodia, in particular those marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations; and participate in a growing, more productive and competitive economy, that is also fairer and environmentally sustainable.

RELATED STRATEGIC PLAN OUTCOME:

Advance poverty eradication in all its forms and dimensions.

UNDAF outcome indicator(s), baselines, target(s)	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines, targets)	Major partners / partnerships frameworks	Indicative resources by outcome (United States dollars)
<p>Strategic Plan Outcome 1.1a. Proportion of men, women and children of all ages living in poverty in all dimensions, by selected measures of multi-dimensional poverty. <i>Baseline:</i> 33% (2014) <i>Target:</i> TBC</p>	<p>1.1a. MPI-based on government data.</p>	<p>Output 1.1. Extreme poor, disadvantaged populations, including PLHIV and people with disabilities (PwDs), have access to improved RGC social protection.</p> <p>1.1.1: Number of people participating in social protection programmes supported by UNDP. <i>Baseline (2017):</i> Total: 5900; PLHIV: 5900 (no gender disaggregation); Others: 0 <i>Target:</i> Total: 27,700; PLHIV: 17,700 (no gender disaggregation); Others (including PwDs): 10,000 (50% women) ID poor database, project reports</p>	<p><u>Government</u> CDC MoP MoEF SNEC CMAA Ministry of Labour and Vocational Training (MLVT) NEA MLMUPC</p> <p><u>Civil society</u> CDRI Centre for Policy Studies (CPS) Cambodian Disabled People's Organisation (CDPO) PLHIV networks</p>	<p>Regular: 5,610,960</p> <p>Other:21,383,994</p>
<p>UNDAF Outcome 2.1.1. Employment to population ratio: (a) men/women; (b) youth (15-30) men/women; (c) PNH/other rural/ urban <i>Baseline:</i> (i) 89.2%/78.8% (2016) (ii) TBC (iii) 78.6%/85.4%/80.4% (2016) <i>Target (2023):</i> (i) Base +0.5% annually (ii) Base +2% annually (iii) Base +0.5% annually</p>	<p>2.1.1. Cambodia Socio-economic Survey-CSES; Cambodia Labour Force Survey</p>			

UNDAF outcome indicator(s), baselines, target(s)	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines, targets)	Major partners / partnerships frameworks	Indicative resources by outcome (United States dollars)
<p>UNDAF Outcome 2.1.3. Human capital formation, numbers of people benefiting from: (a) TVET; (b) entrepreneurship programmes <i>Baseline:</i> (i) 21,740 (F: 36%) (2016-2017) (iii) 6,276 (50%/50%) <i>Target:</i> Base +10%</p>	<p>2.1.3. CSES; MOEYS/MoLVT/ILO</p>	<p>Output 1.2. Government fosters productivity alongside inclusive/ sustainable growth</p> <p>1.2.1: Number of adopted relevant RGC policies, plans and strategies supported by UNDP <i>Baseline (2018):</i> 2 <i>Target:</i> 7 National reports</p>	<p><u>United Nations/UNDP</u> ILO Australia Switzerland Sweden UNICEF WHO UNAIDS UNIDO</p>	
<p>UNDAF Outcome 2.2.1. RGC economic strategy fully integrates SDGs/2030 approach and socioeconomic rights, via adoption of: (a) CSDG-based NSDP⁴³ <i>Baseline (2018):</i> No <i>Target:</i> Fully</p>	<p>2.2.1. NSDP 2019-2023</p>	<p>Output 1.3. Left-behind and mine affected communities have access to safe land for better livelihoods.</p>	<p><u>Private sector</u> PP-SEZ Green Leader Grab</p>	
<p>UNDAF Outcome 2.3.1. Improved official statistics on gender and vulnerability adopted: (a) Gender – adjusted wage gap men/women; (b) Gender - time use/valuation of unpaid work; and (c) Cambodia-specific multi-dimensional poverty metric.⁴⁴ <i>Baseline:</i> Not in place <i>Target:</i> Developed and in place</p>	<p>2.3.1. Data/report from NIS</p>	<p>1.3.1: (a) Area of mine-affected land released (km²); (b) Number of people benefitting from UNDP assisted mine action programme <i>Baseline (2017):</i> (a) 216 km²; (b) 908,958 (50% women); <i>Target:</i> (a) 281 km²; (b) 1,064,302 (50% women); CMAA</p>		
<p>UNDAF Outcome 2.3.2. Number of participating in government-targeted United Nations-supported poverty eradication/economic inclusion programmes, including social protection and mine action <i>Baseline (2018):</i> 0 <i>Target:</i> at least 100,000</p>	<p>2.3.2. Government administrative data</p>	<p>Output 1.4. Young women and men have opportunities to progress through access to information, skills development and improved employment policies.</p> <p>1.4.1: Number of young women and men (a) accessing online information, (b) using multi-media content, and (c) skills certification <i>Baseline (2018):</i> (a to c) 0 <i>Target:</i> (a) 20,000; (b) one million; and (c) 3,000 (50% women for all) Project data/NEA</p> <p>1.4.2: Number of youth and gender-responsive government employment policies <i>Baseline (2018):</i> 0 <i>Target:</i> 1 Government gazette, project reports</p>		

⁴³ No/partially/fully.

⁴⁴ Not in place/developed/developed and in place.

NATIONAL PRIORITY OR GOAL:

Revitalizing agriculture; Climate change, natural resources management and biodiversity conservation; Good governance (environmental sustainability, deforestation and degradation); Capacity building and HRD.

Sustainable Development Goals: 1, 2, 5, 6, 7, 9, 10, 11, 12, 13, 14, 15, 16, 17

UNDAF OUTCOME 3:

By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks.

RELATED STRATEGIC PLAN OUTCOME:

Accelerate structural transformations for sustainable development.

UNDAF outcome indicator(s), baselines, target(s)	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines, targets)	Major partners / partnerships frameworks	Indicative resources by outcome (United States dollars)
<p>UNDAF Outcome 3.1.1. Extent of land and natural resources tenure security, measured in: (b) Number of total members of registered community fisheries and forestry with tenure rights to fisheries and forestry resources <i>Baseline (2017): 43%</i> <i>Target: 58%</i></p>	<p>3.1.1. Ministry of Land Management, Urban Planning and Construction (MLMUPC) annual reports</p>	<p>Output 2.1. Targeted cities and urban centers prepare and operationalize solid waste management plan to reduce environmental pollution impact from solid waste.</p>	<p><u>Government</u> MoE NCSD MAFF</p>	<p>Regular: 5,610,960</p>
<p>UNDAF Outcome 3.1.3. Percentage of communes vulnerable to disaster shocks and climate change <i>Baseline (2014): 49%</i> <i>Target: 35%</i></p>	<p>3.1.3. CSDG</p>	<p>2.1.1: Number of cities/urban centres with operational Solid Waste Management Plans <i>Baseline (2018): 0</i> <i>Target: 5 project reports</i></p>	<p>NCDD-S Phnom Penh municipal and provincial authorities MoWRAM MRD MEF Ministry of Handicraft NCDM</p>	<p>Other: 42,767,987</p>
<p>UNDAF Outcome 3.2.3. Extent to which natural resources are protected, conserved and sustainably managed, measured in: (a) percentage of forest cover; (b) percentage of protected area (Strategic Plan 2.9a); <i>Baseline: 48.14% (2016); 41% (2018)</i> <i>Target: TBD</i></p>	<p>3.2.3. CSDG</p>	<p>Output 2.2. Climate and weather information is available for public and utilized by policymakers for national, sectoral and sub-national planning, and transboundary communication in the region.</p>	<p><u>Civil society</u> GGGI GERES RECOFIC Conservation International WCS Oxfam CBOs WWF RUPP GCCC</p>	
		<p>2.2.1: Number of national, sectoral and sub-national plans informed by accurate/up-to-date climate information <i>Baseline (2017): 0</i> <i>Target: 2 planning documents, budgets referencing forecasts and products</i></p>		
		<p>2.2.2: End-to-end multi-sectoral EWS to limit the gender-differentiated impact of natural hazards is operational (Strategic Plan 3.3.1.1 A) <i>Baseline (2018): No</i> <i>Target: Yes</i> Project report</p>		

UNDAF outcome indicator(s), baselines, target(s)	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines, targets)	Major partners / partnerships frameworks	Indicative resources by outcome (United States dollars)
<p>UNDAF Outcome 3.2.4. Adoption of innovation, clean technology, sustainable energy and sound chemical management, minimizing GHG, wastes and pollution generation, measured in: (a) GHG emission saving from the manufacturing industry (Gg CO₂eq);⁴⁵ (b) percentage of POPs reduction release <i>Baseline:</i> 405 (2015); 0% (2017) <i>Target:</i> 508; 5%</p>	<p>3.2.4. National communication, BUR, NDC CSDG</p>	<p>Output 2.3. Rules and regulations formulated and adopted for forest/natural resource management and market solutions developed for conservation and renewable energy</p>	<p><u>United Nations/ UNDP</u> FAO UNEP WFP UNIDO JICA EU SIDA World Bank ADB</p>	
<p>UNDAF Outcome 3.3.1. Number of multi-sectoral policies, legislation, plans and strategies relevant to sustainable production and living, which are developed/updated <i>Baseline (2018):</i> 7 <i>Target:</i> 15</p>	<p>3.3.1. Endorsed policies, legislation, plans and strategies</p>	<p>2.3.1: Number of rules and regulations developed and adopted for forest/natural resource management <i>Baseline (2018):</i> 3 <i>Target:</i> 8, MoE</p> <p>2.3.2: Number of market solutions for conservation and renewable energy in place <i>Baseline (2018):</i> 0 <i>Target:</i> 4, project reports</p>	<p><u>Private sector</u> PP-SEZ</p>	
<p>UNDAF Outcome 3.3.2. Percentage of increase of public expenditure for key areas: (a) public expenditure for climate action as % of GDP <i>Baseline (2016):</i> 0.9% <i>Target:</i> 1.6%</p>	<p>3.3.2. CPERs, CSDG</p>	<p>2.3.3: Number of households benefitting from clean, affordable and sustainable energy access (Strategic Plan indicator 1.5.1); <i>Baseline (2018):</i> 0 <i>Target:</i> 250 (at least 50 headed by women); programmatic data</p>		
		<p>Output 2.4. Climate smart/proofoed (rural) infrastructures and services benefit rural population, especially poor and vulnerable</p>		
		<p>2.4.1: Value of investments in target ministries going through climate change screening processes <i>Baseline (2017):</i> \$17.8 million <i>Target:</i> \$50 million Project report</p> <p>2.4.2: Number of climate smart/proofoed infrastructures built targeting poor and vulnerable communities and number of households benefitting <i>Baseline (2017):</i> (a) 122; (b) 16,828 <i>Target:</i> (a) 400; (b) 29,828 Project reports</p>		

⁴⁵ Data are based on the Second National Communication (2015), data for 2023 are not available. The target in the NDC is 727 Gg CO₂eq by 2030.

NATIONAL PRIORITY OR GOAL:

Good governance (combating corruption, deforestation and degradation, public financial management, legal and judicial reform).

Sustainable Development Goals: 5, 10, 16, 17, 18

UNDAF OUTCOME 4:

By 2023, women and men, including those underrepresented, marginalized and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes.

RELATED STRATEGIC PLAN OUTCOME:

Accelerate structural transformations for sustainable development.

UNDAF outcome indicator(s), baselines, target(s)	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines, targets)	Major partners / partnerships frameworks	Indicative resources by outcome (United States dollars)
<p>UNDAF Outcome 4.1.1. Number of public laws and policies developed with support from the United Nations that involve participation of rights-holders, especially women and discriminated groups <i>Baseline (2018): 13</i> <i>Target: 37</i></p>	<p>4.1.1. - Programmatic data - New laws, prakas, sub-decrees and policies adopted and published - Royal Gazette</p>	<p>Output 3.1. Government builds an evidence-based monitoring, evaluation and reporting system supportive of delivering the Goals</p> <p>3.1.1: CSDGs adopted and voluntary national report (VNR) submitted. <i>Baseline (2018):</i> CSDG framework not adopted; VNR not reported <i>Target:</i> CSDG adopted and 1 VNR submitted National gazette</p>	<p><u>Government</u> MoWA MOP NCDD-S MCS MoSVY Disability Action Council (DAC)</p>	<p>Regular: 4,364,080</p> <p>Other: 7,127,998</p>
<p>UNDAF Outcome 4.3.1. Number of selected laws and policies that have been adopted, amended and implemented to comply with recommendations of UPR, treaty bodies, special procedures and the International Labour Organization (ILO) mechanisms <i>Baseline (2018): TBC</i> <i>Target (2023): TBC</i></p>	<p>4.3.1. - Laws and policies adopted, amended and published - Reports of CEACR, ILO and government reports</p>	<p>Output 3.2. Women have improved status in leadership and decision-making</p> <p>3.2.1: Number of studies produced, and policies adopted to promote gender equality and address gender-based violence <i>Baseline (2017): 0</i> <i>Target:</i> 3 studies; 2 policies, national gazette, project reports</p>	<p><u>Civil society</u> Silaka Oxfam Committee to Promote Women in Politics (CPWP) Association of Sub-National Administration Council (ASAC) CDPO CCC Youth networks LGBTI networks</p>	
<p>Strategic Plan Outcome 2.2b. Proportion of women in managerial positions <i>Baseline:</i> Minister 15%; Secretary and Under-secretary of state: 25%; Public sector-director of department and above: 12-13% <i>Target:</i> Minister: 20%; Secretary and Under-secretary of state: 30%; Public sector-director of department and above: 17-18%</p>		<p>3.2.2: Percentage of women in management positions in at least four line ministries supported by UNDP <i>Baseline (2017): 25%</i> <i>Target:</i> 33% MCS</p>	<p><u>United Nations/UNDP</u> UN Women UN-OHCHR UNAIDS UNFPA DFAT SIDA Republic of Korea</p>	

UNDAF outcome indicator(s), baselines, target(s)	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines, targets)	Major partners / partnerships frameworks	Indicative resources by outcome (United States dollars)
		<p>Output 3.3. Subnational administrations are able to deliver services in a transparent and inclusive manner responsive to constituents' needs</p> <p>3.3.1: Percentage of local administration councillors and officials reporting improvement in their performance as a result of training and other capacity development support from the project (by sex) <i>Baseline:</i> 0 <i>Target:</i> 70% Project data, 2020</p> <p>3.3.2: Extent to which the design/ development of key UNDP-supported local governance services is inclusive and participatory <i>Baseline:</i> 1-Limited Extent <i>Target:</i> 3-Great Extent Programmatic data</p>		
		<p>Output 3.4. Capacity of PwD organizations and networks improved to advance the rights of PwDs</p> <p>3.4.1: New national disability strategic plan and other strategic documents developed with PwD organizations <i>Baseline (2018):</i> Limited consultations with PwD organizations <i>Target:</i> Key recommendations from PwD organizations reflected in the approved NDSP and other policies/plans Official Gazettes/national policies on disability, project reports</p> <p>3.4.2: Number of PwDs, disaggregated by gender, with access to justice through formal and informal systems (Strategic Plan indicator 2.2.3) <i>Baseline (2017):</i> 0 <i>Target:</i> 50 (50% female) Project reports</p>		

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