

# Draft Stakeholder Engagement Plan

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

February 2022

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## Abbreviations

CBO	Community-Based Organization
CCC	Cooperation Committee for Cambodia
CDRI	Cambodia Development Research Institute
CHRAC	Cambodian Human Rights Action Coalition
CIPA	Cambodia Indigenous Peoples Alliance
CIPO	Cambodian Indigenous Peoples Organization
CSOs	Civil Society Organizations
DP	Development Partner
EU	European Union delegation to Cambodia
GoJ	Government of Japan
HR	Human Rights
INGO	International Non-Governmental Organization
IP	Indigenous People
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Questioning and Intersex
LANGO	Law on Association, Non-governmental Organization
MAFF	Ministry of Agriculture Fisheries and Forestry
MLVT	Ministry of Labour and Vocational Training
MoE	Ministry of Environment
MoEYS	Ministry of Education Youth and Sport
Mol	Ministry of Interior
MoWA	Ministry of Women Affairs
NASLA	National School for Local Administration
NCDD	National Committee for Sub-National Democratic Development
NGO	Non-Governmental Organization
RGC	Royal Government of Cambodia
RSA	Royal School of Administration
SH	Sexual Harassment
SEA	Sexual Exploitation and Abuse
TWG	Technical Working Group
UNDP	United Nations Development Program
UNHCR	United Nations High Commissioner for Human Rights
UNOHCHR	United Nations Officer for the High Commissioner for Human Rights
USAID	United States Agency for International Development

# 1 Project Description

## 1.1 Overview

In March 2020, the United Nations Development Program (UNDP) launched “Building Capacities for Civic Engagement, Peacebuilding and Inclusive Dialogue: Towards Inclusive and Participatory Governance” (herein, the Project). The Project is expected to continue until the end of 2023. The Project is being directly implemented by UNDP, with funding from the Government of Japan (GoJ) and UNDP. The Project is governed by a Project Board, made up of UNDP, GoJ, the Ministry of Interior (MOI) and the Non-Government Organization (NGO) Cambodian Human Rights Action Coalition (CHRAC).

As stated in the Project Document (ProDoc), the overall objective of the Project is to promote democratic governance initiatives and a peaceful, inclusive, and equitable society through expanding opportunities for inclusive civic engagement using dialogue. Specifically, the Project seeks to build the space and demand for constructive, meaningful and inclusive engagement and collaboration among civil society, governmental authorities and citizens through their capacity development as duty bearers and rights holders. The Project also creates additional opportunities for civic engagement to enhance direct relationship and exposure between civil society and the government institutions.

## 1.2 Components

According to the ProDoc, the proposed Project brings 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. The ProDoc states that the Project will also be guided by recommendations emanating from continuous broad and participatory consultation with CSOs and other relevant stakeholders. The Project’s three main outputs are summarized below. Please see the ProDoc for the full detailed information:

1. **Output 1 – Capacity development.** Civil Society Organizations (CSOs) and governmental authorities (both national and sub-national) will be able to engage each other better in responding to citizens’ interests and in recognizing different voices of men and women, with particular attention to marginalized groups.

1.1 **Develop capacity of civil servants both in relevant ministries and sub-national authorities.** Capacity of public officials at the national and sub-national (particularly provincial level) will be strengthened in collaborating with governmental institutions for civil servants. Curriculum development and training courses will be provided jointly to at least 1,650 people (minimum 33% of participants are female) by the end of 2023.

1.2 **Develop capacity of CSOs.** In acknowledging various capacity development opportunities CSOs have had in the past, the project will focus on support to sector-wide resilience. Instead of ‘formal training’ such as in-class training and workshops, the Project will focus on enhancing sector-wide resilience as a part of capacity development. For instance, the project will support developing and/or revising a strategy for resilience building (i.e foresighting). Two prioritized actions will be supported per year (in total six prioritized

actions to be supported by the end of 2023). The process will be coordinated by umbrella CSOs.

**1.3 Develop tools and knowledge to understand male and female citizens' interests, particularly marginalized groups' interests.** This activity will facilitate government authorities and CSOs to understand needs and interests of citizens, particularly women and youth by supporting alternative communications, empowering youth and marginalized groups to shape their own future and contribute to development planning and understanding of social cohesion in Cambodia. The subcomponent will include a (i) media business challenge; (ii) foresighting among certain groups whose voices are not heard; (iii) Social cohesion assessment, including a gender lens.

**2. Output 2 – Supporting Dialogue.** Existing infrastructure for civic engagement (mechanisms, processes, and policies) will be more constructive, inclusive, and open to diverse opinions.

**2.1 Provide mediators and facilitators.** The Project will establish a team of mediators and facilitators who can be deployed to facilitate dialogues between government institutions and CSOs. UNDP will develop the capacity of mediators and facilitators (at least 30 facilitators) on issues such as design and management of dialogue processes, gender, inclusion, etc., depending on their needs. In addition, the project will facilitate the establishment of a network among mediators to promote better coordinated mediation efforts.

**2.2 Institutionalize existing infrastructure for civic engagement and support implementation of its work plans.** The primary approach of the project is to use and leverage what is already available, both in terms of processes and institutions (even if they are currently not effective) and those that were identified as ongoing engagement initiatives in Cambodia between the Government and CSOs

- (i) National level: Royal Government of Cambodia (RGC)-CSOs forum; Technical Working Groups (TWG); Ministry of Labour and Vocational Training (MLVT)-Worker's/Union dialogue; Ministry of Women's Affairs (MoWA)-CSOs dialogue; Ministry of Agriculture Fishery and Forestry (MAFF)-CSOs dialogue; and Ministry of Environment (MoE)-CSOs dialogue.
- (ii) Provincial level: Dialogue with provincial administration/ Ministry of Interior (MoI)-CSOs general dialogue (usually with provincial governor).
- (iii) Separate dialogues on thematic area: land and natural resource protection; gender; women's and/or children's issues; Lesbian, Gay, Bisexual, Transgender, Questioning and Intersex (LGBTQI); fishery; mining; indigenous people, and land titling, among others.

From this existing infrastructure, two mechanisms will be supported per year. For 2020/2021, the Inception Analysis and consultation with stakeholders identified opportunities of dialogue to strengthen: (i) the Government-NGO Consultative Meeting in Phnom Penh and (ii) the

Provincial Partnership Dialogue. Facilitators identified in activity 2.1 will facilitate dialogues between MoI and CSOs at the national level, Provincial Governors and CSOs, and within CSOs. At the provincial level, four provinces will be supported (Ratanakiri, Kampot, Siem Reap and Kampong Cham).

**2.3 Develop communications products and knowledge management.** It will be important to ensure transparency of the processes and lessons learnt. Therefore, this activity supports communications on the dialogue process via social media, story collection, filming and their outcomes in a timely manner to ensure transparency. A brief policy paper on lessons learnt and recommendations will be produced.

**3. Output 3 – Enhancing Government-CSO relations.** Partnership among citizens, CSOs and government institutions (both national and sub-national) will be strengthened through identifying more benefits of civic engagement.

**3.1 Organize innovation challenge on civic engagement.** To further enhance confidence building between government authorities and civil society, the project will organize innovation challenges on civic engagement (two challenges/year). A panel of judges will be established and they will select concepts to receive seed funding.

**3.2 Organize study tours.** This activity will target people in leadership position in CSOs and public officials and support international exposure/exchange (study trips) to Asian countries such as Japan, to learn civic engagement examples and lessons learnt from other countries.

### 1.3 Project's Institutional Arrangements

The Project will be implemented by UNDP under the Direct Implementation Modality (DIM). The main project partner is the Ministry of Interior (MOI). The project will draw on expertise and resources from other UN agencies such as UN OHCHR, UN Women, UNDP regional and global experts, as well the UN Resident Coordinator's Office.

There is a Project Board comprising of three functions: (a) Executive, represented by UNDP, (b) Senior Suppliers, represented by the Embassy of Japan<sup>1</sup> and (c) Senior Beneficiaries, represented by MOI, and a Civil Society Organization (CSO) representative, in this case the Cambodia Human Rights Action Coalition (CHRAC). The Board is the governing body of the Project and is responsible for providing strategic guidance and approving the Project's activities. 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 rules and regulations. A Technical Committee for designing civic engagement will be created as a part of the project implementation arrangement. The Technical Committee will be made up of RGC ministries, including MoI, Ministry of Education Youth and Sport (MoEYS), MoWA and the National Committee for Sub-National Democratic Development (NCDD); UNDP; GoJ; a CSO not on the Project Board, and an International Non-Governmental Organization (INGO). Additional participants from government ministries or CSOs could be

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<sup>1</sup> In the future, if there are additional technical or financial donor of the Project, they can participate as a Senior Supplier.

invited to join the Technical Committee. The Technical Committee will propose the civic engagement infrastructure supported by the project each year (Output 2) and the Project Board will endorse it.

The Project implementation team is led by the Chief Technical Advisor. The Technical Coordinator is responsible for day-to-day management and decision-making of the Project, including liaising with the Project Board and administration. The Chief Technical Advisor manages the project risks with the Technical Coordinator as well as compliance with UNDP Social and Environmental Standards (SES). The Project Manager is supported by a Project team made up of a coordinator and two officers focused on monitoring, finance and reporting.

#### 1.4 Purpose of the Stakeholder Engagement Plan

The Stakeholder Engagement Plan (SEP) seeks to ensure that Project stakeholders are informed and involved in all the stages of the Project. The SEP has been prepared based on findings in the Project's Social Impact Assessment (SIA), which identified six project risks based on UNDP's SES: four moderate, one high and one substantial risk. The SIA describes at length Cambodia's regulatory framework as well as the rationale behind the three SES principles and three standards that are triggered, namely: Human Rights, Gender Equality and Women's Empowerment, and Accountability Principles, and Standard 3: Community Health, Safety and Security, Standard 6: Indigenous Peoples and Standard 7: Labour and Working Conditions. Standards 3 and 7 are mostly triggered due to the potential for Covid-19 spread. The rest of the principles/standard triggered are mostly related to human rights risks of the Project. The Project's SIA should be read together with this SEP.

The Project's risks described in the SIA can be briefly summarized as:

- 1) **Moderate risk of Covid-19 spread** as a result of training and other Project activities and of Sexual Harassment during Project activities.
- 2) **Moderate risk of limited participation by women.** Due to the small number of female civil servants and limited leadership positions in CSOs, it is possible that not as many women would be able to benefit from or engage in Project activities.
- 3) **High risk of failing to include relevant stakeholders** due to some CSOs being reluctant to engage with the Project as a result of the socio-political context in Cambodia. Key rights CSOs have chosen to not engage in any of the Project activities, including consultations, given their strong opposition to the Project and their view that legitimate dialogue cannot be had in the current context. There is a related risk that certain issues may be excluded from dialogue by the nature of their sensitivity, such as human rights or land rights<sup>2</sup>. This may lead to Project-supported civic engagement mechanisms being focused on issues that are not considered sensitive and/or CSOs may engage in self-censorship in order to participate in Project activities so as not to place themselves at risk of reprisals.

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<sup>2</sup> For instance, some groups noted CSOs are sometimes afraid of raising sensitive issues with government during meetings. See Annexes in the Project's Q1 and Q2 2021 reports.

- 4) **Substantial risk of providing a platform for government legitimacy** and evidence that the 'rights to participate' is being fully addressed. This could undermine those advocating for better protection of these rights.
- 5) **Moderate risk that Project participants do not enjoy sufficient access to information** due to limited information sharing, thereby reducing the ability of stakeholders to participate in the project and its benefits, as well as sharing concerns or feedback on project activities.
- 6) **Moderate risk of adverse impacts to the rights of Indigenous Peoples.** Project design targets at least one province in the highlands, which is generally an area where the presence of Indigenous Groups is likely. Indigenous Groups would be subject to the same risks outlined above (#s1-5) and their rights could be impacted as a result.

#### 1.4.1 Objectives of the Stakeholder Engagement Plan

Stakeholder engagement is at the core of the Project and embedded into all its activities. The Project as a whole, and within all its components, aims to be inclusive and accessible to a variety of NGO, CSO and grassroots groups. The objectives of the stakeholder engagement plan are therefore to:

- Identify all project stakeholders including their priorities and concerns, and ensure the Project has ways to incorporate these;
- Identify strategies for information sharing and communication to stakeholders, including Project information on social risks and impacts, as well as consultation of stakeholders in ways that are meaningful and accessible throughout the project cycle;
- Specify procedures and methodologies for stakeholder consultations, documentation of the proceedings and strategies for feedback;
- Establish an accessible and responsive grievance mechanism, and
- Develop a strategy for stakeholder participation in the monitoring of project impacts.

As explained in the SIA, while the SEP may not be able to fully mitigate all risks, it offers guidance into how the Project can engage with stakeholders and keep them abreast of Project activities, as well as how the Project itself can develop its components. The SEP is a living document and should continue to be updated during project implementation.

## 2 Project Stakeholders

### 2.1 Types of Stakeholders

Stakeholders are persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively.

- (i) **Affected Stakeholders**, are those impacted by the Project positively or negatively. The main affected stakeholders will be:
  - **Government agencies and authorities**, in particular MOI as well as RSA and NASLA;
  - **NGOs/CSOs**, both local and international, in particular focused on development or rights-related issues, including those working on Indigenous Peoples issues;
  - **Mediators/Facilitators** engaged to work in the Project, whether individuals or organizations;
  - **Targeted media start-ups** that would be engaged in Activity 1.3;
  - **Persons hired** to work in the project as trainers, consultants or any other capacity.
  
- (ii) **Interested Stakeholders**, are those not impacted by the Project but who may be interested in the Project outcomes and/or may have an influence on the Project. These include:
  - **Other UN agencies and GoJ**, in particular UNOHCHR;
  - **Development partners**, both bilateral and international organizations;
  - Government agencies/authorities not participating but who may be interested;
  - **The media.**

### 3 Stakeholder Engagement Plan

This Stakeholder Engagement Plan (SEP) is designed to establish an effective platform for productive interaction with affected stakeholders and others with interest in the implementation outcome of the Project. Meaningful stakeholder engagement throughout the project cycle is an essential aspect of good project management and provides opportunities to:

- Solicit feedback to inform Project design, implementation, monitoring, and evaluation
- Clarify Project objectives, scope and manage expectations
- Assess and mitigate Project environmental and social risk
- Enhance Project outcome and benefits
- Disseminate Project information and materials
- Address Project grievances

To ensure adequate representation and participation of different stakeholders, the Project will rely on different method and techniques, including consultations and disclosure of information.

#### 3.1 Disclosure of Information

Disclosure refers to making information accessible in a manner that is appropriate and understandable to interested and affected parties.

Project information should be disclosed in a way that is appropriate to the different range of stakeholders and in both English and Khmer as needed. For Indigenous Peoples groups, if needed, disclosure may need to be in a language and manner accessible to them as advised by NGOs/CSOs working with these groups. The Project should strive for transparency about Project benefits, risks, impacts and related mitigation measures, as well as the implementation of Project activities and outcomes of these. Project activities, including those under Output 1 and 2 encourage the dissemination of information ahead of dialogues with CSOs. Activities 1.3 and 2.3 focus on communications and information disclosure.

The ProDoc is available on UNDP's website<sup>3</sup>. Consultations on the Terms of Reference for the ESIA and related Environment and Social Management Plan (ESMP) took place in June and July 2021, with the TOR and draft SESP report shared a few weeks in advance. The Project's Social Impact Assessment (SIA), this SEP and the Grievance Redress Mechanism (GRM) will be shared with all stakeholders participating in Project activities, and available on the UNDP website.

#### 3.2 Stakeholder Consultation

Consultation is a two-way process of dialogue. It provides the opportunity for the Project to get feedback from stakeholders, especially directly affected persons and groups, and in particular from vulnerable groups. This may mean that the Project has to make allowances to meet certain groups separately, to ensure they can confidently express their views, as is

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<sup>3</sup> <https://open.undp.org/projects/00090594>

already being done. The Project is focused around engagement with stakeholders, so consultations are essentially mainstreamed into Project activities. The Project targets both national-level and provincial-level stakeholders and the ProDoc describes the existing engagement infrastructure that the Project will support.

Given some concerns on the Project's risks, in particular relating to human rights, the Project will proactively continue to reach out to stakeholders to keep them abreast of Project implementation and any changes, including the outcome of the SIA. The timing of consultations will depend upon implementation of Project sub-components. Due to the Covid-19 pandemic, many of the preferred in-person or face-to-face methods may not always be possible, but instead replaced by teleconferences and other distance methods.

Some helpful criteria that should guide consultations – both for the Project as a whole and within the Project activities include:

- (i) Face-to-face consultations should be inclusive of all stakeholder groups, such as NGOs/CSOs that represent women, elderly, youth, people with a disability, poor households, human rights, land rights, environment rights, etc., including separate sessions when appropriate;
- (ii) One-on-one interviews and focus groups should be conducted in a culturally sensitive manner, without external interference or pressure so that interviewees can speak freely;
- (iii) Notices of meetings and other consultations should be provided sufficiently in advance, if possible, at prominent locations, with the information disclosed sufficiently in advance when applicable;
- (iv) No reprisals<sup>4</sup> of any sort should be taken by any party due to the views expressed in meetings, in line with protection of freedom of speech outlined in Cambodia's Constitution (see the SIA for more details);
- (v) All parties engaged in dialogue should do so in an atmosphere of respect. It is recommended that for Project activities, all participants in dialogue agree to Codes of Conduct (see Annex 4);
- (vi) In order to comply with Covid-19 measures, it is recommended that all consultations are conducted in line with current RGC recommendations on social distancing, etc., and that Project activities comply with Covid-19 and OHS guidance provided in Annex 5.

This SEP is a living document, that should be updated regularly to reflect changing conditions in the Project. Comments and suggestions received from participants should be collected and incorporated into this SEP, other project documents, and in ongoing project implementation as much as possible. Stakeholders should be made aware how their recommendations were incorporated in follow-up meetings and consultations. Minutes of consultations (see Annex 1) should be properly recorded and shared with participants.

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<sup>4</sup> Such as fines, reprimands, coercion, detention, etc.

### 3.2.1 Consultations with vulnerable stakeholders

According to the SIA, vulnerable and/or marginalized groups could be more acutely impacted by Project risks and impacts. This may include women, indigenous groups, ethnic minorities, people with disability, children, and activists of all realms<sup>5</sup>. Indigenous groups, for example, may be more remote, more likely to be excluded due to their vulnerability and have less support if there is a violation of their human rights. Human rights activists, environmental defenders and land-rights NGOs/CSOs may be particularly excluded from the Project due to the sensitive nature of the issues they tend to raise. Women may face risks of Sexual Harassment and/or low participation in project activities. People with disabilities may face accessibility issues, making it more difficult for them to participate and have their voices heard.

The Project will need to make special efforts to ensure adequate consultation with these and any other group deemed vulnerable, especially as some may not be able to or may not wish to attend broader community level consultations. Moreover, similar approaches should be considered in how the Project activities are designed and implemented, in order to try to minimize the risk of the Project not being inclusive. Some of the approaches to reach some of these groups are further described below.

#### 3.2.1.1 Women

According to the SIA, women are under-represented as political leaders and elected officials, as well as in leadership positions in the NGO and CSO sector. This means the Project is, by default of the baseline situation, more likely to benefit men than women unless special efforts are undertaken to ensure women's participation. This may involve encouraging participating government agencies and NGOs/CSOs to ensure female representatives can join meetings, discussions and training opportunities. The Project has set at least a 33% target for women's participation.

The SIA also notes that women may face potential for Sexual Harassment or other forms of Gender Based Violence. This SEP thus includes Codes of Conduct on Gender-Based Violence and Sexual Harassment (Annex 4), that should be entered by all stakeholders and participants in meetings, trainings and other Project activities, to agree on respectful terms of engagement.

#### 3.2.1.2 Indigenous Groups

According to the SIA, indigenous groups may also be under-represented, live in remote locations, and may be less well organized given their lack of official recognition. Thus, the Project should strive to ensure it can reach indigenous groups. The Project is already taking positive steps by ensuring at least one of the Project's target provinces has a heavy representation of indigenous groups. The Project will also need to ensure indigenous grassroots organizations or NGOs/CSOs are aware of Project activities and can participate and benefit from trainings, capacity building opportunities and being engaged in dialogue. The SEP, as has been discussed, is less able to avoid potential direct human rights-related risks as a result of Project activities. Nevertheless, continuous engagement by the Project – using

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<sup>5</sup> For instance, the Project's Baseline Survey found that these are some of the groups whose voices are not "sufficiently heard".

separate meetings or mechanisms as necessary – may help to ensure that these groups’ inputs continue to be sought and incorporated into the Project.

#### *3.2.1.3 Rights Groups*

There are numerous NGOs/CSOs and grassroot organizations in Cambodia working on rights issues – land, environment, human, worker’s, etc. According to the SIA, some rights NGOs/CSOs may be excluded from Project activities, in particular civic mechanisms under Activity 2.2. While the SEP may not be able to fully mitigate this risk, continuous engagement using alternative methods (such as separate meetings between UNDP and rights groups) may at least ensure some level of ongoing communication between the Project and stakeholders. A mechanism to receive grievances may also be helpful. However, it is important to mention that at least a couple of well-respected rights organizations in Cambodia have declined any engagement with the Project given their view that the Project is unable to minimize human rights risk. This is problematic as it blocks engagement, though the Project can at minimum continue to put information online so that it is publicly available.

#### *3.2.1.4 People with Disabilities*

According to the SIA, people with a disability make up nearly 5% of Cambodia’s population and face challenges in accessing information and decision-making platforms, among other things. They are less likely to be literate, compared to the general population, in particular females with a disability. Similarly, people with disabilities have much lower levels of educational attainment. This means it is likely that there will be few people with a disability in government agencies or CSOs targeted by the Project. The Project should be proactive in their inclusion of CSOs that work on disability-related issues, and ensure they can benefit from Project activities. The Project should also ensure access needs are taken into account when conducting Project-supported activities, so that people with a disability are able to participate. This may mean, if helpful, making virtual participation available, conducting separate meetings, appropriately choosing venues, etc.

#### *3.2.2 Covid-19 Considerations*

Given the Covid-19 pandemic, the Project may need to make allowances in case face-to-face meetings are not be possible. This includes both general communications about the Project, as well as the carrying out of Project-supported activities. The Project could still carry out consultations via virtual means or individual phone calls where relevant. If meetings and/or trainings can be carried out face-to-face, then relevant Covid-19 measures – as mandated by RGC and WHO – must be adhered to. This may include social distancing measures, ensuring the provision of hand sanitizer and/or hand washing facilities, the wearing of masks, etc. These considerations, as well as general Occupational and Health Measures (OHS), are further discussed in Annex 5.

#### *3.2.3 Summary of Stakeholder Engagement*

##### *3.2.3.1 Before Project Approval*

The Project has engaged stakeholders in numerous consultations since the time of its design in 2019. During consultations in November and December 2019, the Project consulted with a variety of NGOs/CSOs who shared positive feedback about the project, while some also raised

concerns about the potential for inclusive participation, meaningful dialogue and human rights concerns.

### *3.2.3.2 After Project Approval*

During the Inception Analysis phase (April-August 2020), consultants working on the Project conducted over 70 interviews with representatives of NGOs/CSOs and government departments. This included groups both at national level and in the provinces. Research groups and development partners were also consulted. The Inception Analysis was an opportunity to seek further feedback and refine the Project's components, as needed.

Fifty (50) participants attended the Inception Analysis workshop in August 2020, including government representatives, development partners and NGOs/CSOs. Several issues were raised at the time, including the importance of engaging youth groups, that the project was too ambitious given the context in Cambodia and that several issues should be prioritized for discussion, including human rights and environmental protection<sup>6</sup>. Facilitators and mediators were recommended by at least some participants. The difficulty of discussing sensitive issues was also raised during the consultation. Information sharing was also seen as crucial.

Consultations have also been undertaken during the course of 2021 to collect feedback to the draft Social and Environmental Screening report and the Terms of Reference for the Environment and Social Impact Assessment (ESIA) and Environment and Social Management Plan (ESMP). These consultations have continued to raise concerns relating to the Project's risks, including that in Cambodia sensitive issues cannot be raised without fear, as well as questions on how the Project will manage risks. Concerns have also been raised about the members of the Project Board and their commitment to openly discuss issues<sup>7</sup>.

Specifically, the Project ran consultations on the TOR for the ESIA and ESMP on:

- CSOs: 16 June
- CSOs: 2 July
- CSOs: 23 July
- MOI: 6 July
- EOJ: 14 June
- Four target Project provinces (both the governments and CSOs): 21-25 June (in the field) with some virtual meetings afterwards.

Through the implementation of its activities, the Project has also continued to engage stakeholders at both the national and provincial level and this has been documented in Project Quarterly reports. Moreover, the development of the SIA included confidential consultations with a number of stakeholders who shared views specific to project impacts pertinent to UNDP's SES.

The Project aims to continue to consult with stakeholders throughout Project implementation. The outcome of the SIA will be shared with Stakeholders, as well as this Stakeholder Engagement Plan that is being developed based on the findings of the SIA.

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<sup>6</sup> Inception Workshop August 10, 2020.

<sup>7</sup> Consultation meetings in 2021.

### 3.3 Timelines

The following table indicates key activities in stakeholder engagement. These will continue to be refined as the Project is developed and implemented.

**Table 2: Key Stakeholder Engagement Activities**

Activity	Project Phase	Target Stakeholder	Timeline	Responsibility	Action and Remarks
Initial consultations on Project design	Design	Affected and Interested	Nov-Dec 2019	UNDP Consultants	Consultations in Phnom Penh with various CSOs/NGOs, government ministries and development partners.
Inception Analysis interviews and workshop	Inception	Affected and Interested	April-August 2020	UNDP Consultants	interviews with more than 70 participants for the Inception Analysis
Consultations on TOR ESIA/ESMP	Implementation	Affected and Interested	June- July 2021	UNDP	Consultations in Phnom Penh and four target provinces with various CSOs/NGOs and government ministries. Some consultations conducted separately for privacy concerns.
Confidential interviews for preparation of the SIA	Implementation	Affected and Interested	September-October 2021	Consultant	Virtual
Consultations on outcome SIA (and SEP)	Implementation	Affected and Interested	TBD	UNDP Consultant	TBD
All Project Activities (1.1-3.2)	Implementation	Affected	TBD	UNDP	Codes of Conduct and commitment to comply with Covid-19 and OHS measures to be entered into by all parties benefiting or participating in Project supported activities.
Media challenge start-ups (Activity 1.3) and Civic Engagement challenges (Activity 3.1)	Implementation	Affected	TBD	UNDP Project Board	Efforts made to reach a variety of groups, including making information available about Project activity via different channels/means. Particular efforts to engage groups, if existing, led by women, indigenous peoples, people with a disability or other vulnerable groups.  Decision-making on which group to support to be made by UNDP. Codes of Conduct entered into, including supporting open discussion of rights issues without recriminations or reprisals. The SIA has also described potential alternatives for Activity 1.3.

Engagement of Facilitators (Activity 2.1)	Implementation	Affected	TBD	UNDP Project Board	<p>Efforts made to include a diversity of facilitators, including, as possible, women, indigenous peoples, people with a disability or other vulnerable groups. Facilitators to have a track-record of neutral/non-biased views.</p> <p>Decisions on hiring of facilitators to be made by UNDP. Codes of Conduct should be entered into by facilitators, in particular to ensure non-biased views. Commitment to follow Covid-19 and OHS measures.</p>
Civic Engagement infrastructure (national and provincial dialogues) (Activity 2.2)	Implementation	Affected	TBD	Project Board, UNDP	<p>Efforts made to reach a variety of groups so that they can participate in dialogue, including CSOs representing women, indigenous peoples, people with a disability and rights groups. Particular efforts may be needed to engage with rights groups, including, if desired, separate meetings.</p> <p>Codes of Conduct should be entered into by all parties engaging in dialogue, whether at the national or provincial level, including CSOs, MOI and other government authorities. This includes supporting open discussion without recriminations or reprisals.</p> <p>The SIA has also described potential alternatives for this Activity.</p>
Grievance Redress Mechanism	Implementation	Affected and Interested	January 2022 – end of Project	UNDP	UNDP shall post the GRM, including contact information on the Project website and circulate it with all affected and interested stakeholders ahead of Project activities. This may be done via email, SMS, posting in relevant venues, hand-outs during consultations, etc.

### 3.4 Reporting Back to Stakeholders

Consultations with stakeholders will be the main mechanism to inform them of the Project and to get their feedback. This “closing of the loop” will be undertaken for the Project as a whole but also encouraged for the activities the Project is supporting. There could be various approaches:

- An email, official letter or message (such as via Telegram) is sent after workshops with Minutes and information on how comments/suggestions are being taken into account;
- Follow-up meetings/consultations (virtual or face-to-face) to let stakeholders know how comments/suggestions are being taken into account.

## 4 Grievance Redress Mechanism

The grievance redress mechanism (GRM) for the Project seeks to be readily accessible and resolve concerns promptly at no cost. Grievances can be submitted by any stakeholder (affected or interested) that believes the Project has had a detrimental impact on themselves or their organization (NGO/CSO). Stakeholders may also submit comments and suggestions.

The key principles of the grievance mechanism are to ensure that:

- The basic rights and interests of affected stakeholders are protected;
- The concerns of affected stakeholders arising from the project implementation process are adequately addressed; and
- Affected stakeholders are aware of their rights to access grievance procedures free of charge.

Based on the SIA, it is envisioned that grievances may relate to the Project's risks (exclusion or discrimination of groups from participating, legitimacy offered to the government, sexual harassment, spread of Covid-19, etc.), working conditions (of consultants or other organizations hired to deliver Project activities), compliance with UNDP's SES, or potentially other issues, in particular related to human rights. Whether or not it is deemed that a grievance is directly caused by the Project is a decision that is made at the time of grievance redress (Section 5.1) not at the time of grievance receipt. All grievances must be acknowledged by the Project.

In order to ensure neutrality and full transparency, the GRM will be managed directly by UNDP. All information will be kept and updated in the Grievance Database (Annex 2). The process for submitting grievances to the Project is outlined in Section 5.1. UNDP will ensure the GRM is disclosed in the Project website as well as circulated to all relevant Project stakeholders before the implementation of Project activities.

### 4.1 Grievance Process

**Stage 1:** Stakeholders who have a complaint, concern, feedback or suggestion relating to the Project, may submit this directly either in writing or verbally to the UNDP Civic Engagement Technical Coordinator (TC). A sample form to submit grievances is included in Annex 3, though this form does not necessarily have to be used or, if submitted verbally, may be filled out by the person receiving the grievance. The Project's TC contact details are included below. The Project TC will acknowledge receipt and enter the grievance into the database. The Project TC will assess the grievance in line with the ProDoc, SESP, the SIA, this SEP, UNDP's SES and, as needed, consult with other counterparts in order to address it. This may include consulting with the Project's Chief Technical Advisor (CTA) other technical staff at UNDP or other UN agencies such as UNOHCHR and Resident Coordinator's Office (RCO). The Project TC will ensure the CTA is informed of all grievances submitted and how the TC is handling the matter. Sensitive issues will be scaled up immediately to Stage 2 by the TC. The Project TC may also have further discussions with the complainant. The UNDP Project Team will make a decision on the grievance, and get back to the complainant, within 10 business days. If desired, the Complainant also has the option to skip Stage 1 and go directly to Stage 2.

**Stage 2:** If the complainant is satisfied with the response, the grievance is considered closed and this will be reflected in the database. If the complainant is not satisfied with the response, or if the Project team has not made a decision within 10 business days, or if the complainant wishes to, the complainant can escalate the grievance to the UNDP Deputy Resident Representative (DRR). The Project TC shall assist the complainant with this process. The UNDP DRR will review the grievance and call a meeting with the aggrieved individual/organization in order to understand the grievance. Separately, the DRR will also meet with the Project CT, CTA and other experts, as relevant, including the Project Board. The DRR may decide to set up a Panel (made up of UNDP, UNOHCHR and other experts) to review grievances. The DRR will have 15 business days to resolve the grievance and get back to the complainant.

There are no fees or charges for lodging the complaint or processing of the complaint. However, complainants also have a right to file a suit with the Courts at their own cost.

**Project Contact Details to submit Grievances:**

Civic Engagement Technical Coordinator  
Phone: +855 23 216 167 / 214 371  
Fax: +855 23 216 257 / 721 042  
UNDP Cambodia Country Office  
#53, Pasteur Street, Boeung Keng Kang I  
P.O. Box 877, Phnom Penh, Cambodia

#### 4.2 UNDP's Accountability Mechanism

UNDP's SES recognizes that even with strong planning and stakeholder engagement, unanticipated issues can still arise. Therefore, the SES is underpinned by an Accountability Mechanism with two key components:

- A Social and Environmental Compliance Review Unit (SECU) to respond to claims that UNDP is not in compliance with applicable environmental and social policies; and
- A Stakeholder Response Mechanism (SRM) that ensures individuals, peoples and communities affected by projects have access to appropriate grievance resolution procedures for hearing and addressing project-related complaints and disputes.

UNDP's Social and Environmental Compliance Unit (SECU) investigates concerns about non-compliance with UNDP's Social and Environmental Standards and Screening Procedure raised by project-affected stakeholders and recommends measures to address findings of non-compliance.

The Stakeholder Response Mechanism helps project-affected stakeholders, UNDP's partners (governments, NGOs, businesses) and others jointly address grievances or disputes related to the social and/or environmental impacts of UNDP-supported projects.

##### 4.2.1 Social and Environmental Compliance Unit (SECU)

SECU responds to complaints that UNDP may not be meeting its social and environmental commitments. Any person or community who believes the environment or their wellbeing may be affected by a UNDP-supported project or programme may file a complaint. A representative, such as a civil society organization, may also file a complaint on behalf of

affected communities. People who file complaints may request that SECU protect their names and identities.

#### 4.2.2 Stakeholder Response Mechanism (SRM)

UNDP's Stakeholder Response Mechanism (SRM) helps project-affected stakeholders, governments and others partners jointly resolve concerns and disputes. It is available when the project-level stakeholder engagement processes has not successfully resolved issues of concern. The UNDP Country Office management normally leads the SRM, with support from UNDP headquarters.

Any person or community potentially affected by a UNDP-supported project may file a request for a response from the Stakeholder Response Mechanism (SRM), if they have raised their concerns with the Project through standard channels for stakeholder consultation and engagement and have not been satisfied with the response (outlined in Section 4.1). The request must relate to the UNDP-supported project and a possible environmental or social impact, and identify how the Requestors have been, or may be, adversely affected by the UNDP project or programme.

If a person or community has a concern about the ability of the UNDP Country Office to respond fairly and effectively to the request, they have the option to file the request directly with the Stakeholder Response Mechanism at UNDP Headquarters in New York. Requests can be sent to the SRM through the Internet or through the mail.

Further information, including how to submit a request to SECU or SRM, is found on the UNDP website at <http://www.undp.org/content/undp/en/home/operations/accountability/secu-srm/>.

#### 4.3 Recording Grievances

A Grievance Database with information at each stage of the grievance process outlined in Section 4.1 will be kept under the responsibility of the Project Technical Coordinator. The Grievance Database will not be public in order to protect confidentiality.

The Grievance Database (see Annex 2) will include the following information:

- Name of the complainant (individual or organization) with an ID number – the name may be “anonymous” if so desired by the complainant
- Date grievance was received and how grievance (verbally, by email, letter, etc.)
- Type of issue (grievance, concern, suggestion, etc.) and summary of the issue
- Stage of grievance redress and summary of proposed resolution
- Date resolution reported to complainant
- Resolution accepted by complainant or not
- Actions to be undertaken/ next steps, including if sent to next stage of redress
- Who is responsible to carry out the future actions
- Date future actions due
- Additional actions required, if any, or whether case is closed

## 5 Implementation of SEP, Monitoring and Reporting

### 5.1 Implementation responsibilities for SEP

The Stakeholder Engagement Plan will be the overall responsibility of the Project's Chief Technical Advisor (CTA), with input from the Project Board (except in the case of the GRM).

The Technical Coordinator, with support from the Project team and input from the Project Board, will be responsible for:

- Leading, or supervising, consultations, as per the SEP;
- Leading, or supervising, the disclosure of information, as per the SEP;
- Regularly reporting to UNDP and GoJ.

The Technical Coordinator will separately, without input from the Project Board, report on grievance resolution directly to the UNDP Resident Representative. The UNDP RR may share the GRM monitoring reports with the Project Board for information.

Stakeholder engagement should be periodically evaluated by the Project in line with overall monitoring. The Project will strive to include project stakeholders in monitoring activities.

**Table 3: Staff and Responsibilities for SEP Implementation**

Staff	Responsibility
Project Board	<ul style="list-style-type: none"> <li>• Reviews and approves quarterly and annual reports on stakeholder engagement</li> <li>• Commits to implement the SEP when undertaking Project consultations, disclosure and other Project-supported activities</li> <li>• Commits to Codes of Conduct and OHS measures when undertaking Project-supported activities</li> </ul>
Project Chief Technical Advisor (CTA)	<ul style="list-style-type: none"> <li>• Oversees the process of stakeholder engagement and grievance redress outlined in the SEP</li> <li>• Submits quarterly and annual reports to the Project Board</li> <li>• Submits quarterly reports on grievance redress directly to the UNDP RR</li> </ul>
Project Technical Coordinator (TC)	<ul style="list-style-type: none"> <li>• Implements stakeholder engagement activities as described in the SEP, including consultations, disclosure and management of grievance redress</li> <li>• Prepares quarterly and annual reports on SEP and quarterly reports on GRM implementation</li> <li>• Commits to Codes of Conduct and OHS measures when undertaking Project activities</li> </ul>
UNDP Deputy Resident Representative	<ul style="list-style-type: none"> <li>• Involved in grievance redress</li> </ul>
MOI	<ul style="list-style-type: none"> <li>• In dialogues being led by MOI, implements stakeholder engagement activities as described in the SEP, including guidance on consultations and disclosure</li> <li>• Commits to Codes of Conduct and OHS measures when undertaking Project activities</li> </ul>
Experts engaged to assist with specific tasks (such as trainings)	<ul style="list-style-type: none"> <li>• Commits to Codes of Conduct and OHS measures when undertaking Project activities</li> <li>• Conducts consultations as needed in line with the SEP</li> </ul>

Staff	Responsibility
Stakeholders involved and/or benefiting in project-supported activities	<ul style="list-style-type: none"> <li>Commits to Codes of Conduct and OHS measures when undertaking Project activities</li> </ul>

## 5.2 Internal monitoring

The objective of Internal Monitoring relating to the SEP, is to oversee its implementation to ensure targeted consultations and disclosure activities are taking place in a manner that is accessible and meaningful. This applies to both Project disclosure and consultations in general, as well as within specific Project activities. Internal Monitoring will be led by the Project Technical Coordinator, under the overall guidance of the Chief Technical Advisor and the Project Board. The involvement of NGOs/CSOs not on the Project Board in monitoring activities should also be encouraged. Internal Monitoring will consist of quarterly and annual reports during the implementation of the Project which can be combined with the Project's general quarterly and annual reports. Quarterly reports on grievance redress will be reported separately and directly to the UNDP RR.

Some of the issues to be covered in internal monitoring of stakeholder engagement are:

- Level of understanding of the Project by key stakeholders;
- Levels of Project impacts within expected parameters (more/less);
- How/whether feedback was incorporated into Project design and planning;
- Adequacy and success of implementation of Project mitigation measures;
- Types of information disclosed;
- Methods used for stakeholder engagement;
- Minutes of consultation meetings;
- Number of staff working on Stakeholder Engagement; and
- Future actions.

In order to keep grievance redress separate, it will be reported directly to the UNDP Resident Representative. Quarterly grievance monitoring reports will include:

- Main grievances received;
- Average time to resolve grievances;
- Average stage at which grievances were resolved.

## Annex 1: Template for Documentation of Consultations

<b>Title of Consultations:</b>	
<b>Location and Date:</b> [if possible, include how/why the location was chosen]	
<b>Objective and agenda:</b> [explain the objectives and agenda of the consultation]	
<b>Participants:</b> [which stakeholders targeted, how stakeholders were invited, number of participants who attended and their gender and if they are ethnic groups. Note information on vulnerable groups]	
<b>Summary of the Consultation:</b> [describe the format/style of the consultation, who facilitated it, how the agenda was set and/or agreed on, brief summary of information presented]	
<b>Questions/ Comments made and responses:</b>  [summarize the main questions asked and the responses given]	
<b>Follow-up Actions:</b>  [summarize any follow-up actions to be taken as a result of the consultation, by whom and when those actions are to be done]	
<b>Photos</b>	



## Annex 3: Grievance Submission Form

FULL NAME AND LAST NAME of Complainant (or Anonymous):

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GENDER: \_\_\_\_\_

AGE: \_\_\_\_\_

CONTACT DETAILS (by post, by telephone, by e-mail):

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STATEMENT OF GRIEVANCE (Reason for complaint and activity leading to complaint. Please include as much details as possible to answer the following questions: (i) what happened, (ii) when did it happen, (iii) who did it happen to, (iv) what was the impact of what happened. Include additional information as needed/desired.

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REMEDY REQUESTED BY COMPLAINT:

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SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

**FOR ADMIN USE ONLY:**

Date Grievance Received: \_\_\_\_\_

- a. In person
- b. In writing

Grievance Received by: \_\_\_\_\_

Action taken or required: \_\_\_\_\_

## Annex 4: Codes of Conduct

**Instructions:** This Code of Conduct should be encouraged for participants from the government and/or civil society participating in the UNDP Civic Engagement Project. This Code of Conduct is mandatory for individuals or organizations hired to work in the project.

I, \_\_\_\_\_, acknowledge that following the project's Occupational Health and Safety (OHS) requirements (Annex 5 of the Project SEP), and preventing Gender Based Violence (GBV) and Sexual Harassment is important. I also acknowledge that it is my duty to be respectful to others and their views.

I acknowledge that failure to follow OHS standards, or to partake in activities constituting GBV/SH—be it during Project trainings or Project-supported dialogues—constitute acts of gross misconduct and are contrary to the aims for peaceful and inclusive dialogue of the Project. Prosecution by the Police of those who commit GBV/SH may be pursued if appropriate.

I agree that **while working or taking part in activities supported by the Project** I will:

- a. If asked, consent to a background check in any place I have worked for more than six months.
- b. If offered, attend and actively partake in training courses related to OHS, COVID-19 prevention and GBV/SH as requested by UNDP,
- c. If needed, will wear personal protective equipment (PPE) at all times when at the work site or engaged in project related activities, in particular if related to exposure to COVID-19.
- d. Follow all prevention measures relating to COVID-19, including (i) washing hands with water and soap before and after eating, when entering my work area, after sneezing/coughing, etc.; (ii) sneeze or cough on elbow and/or wash hands after sneezing/coughing; (iii) if feeling unwell or have symptoms of a cold, flu or any respiratory illness, inform manager immediately, stay at home and do not come to work; (iv) follow relevant social distancing measures ; (v) wear masks during participation in Project-supported activities if appropriate.
- e. Adhere to a zero-alcohol policy and refrain from the use of narcotics or other substances which can impair faculties at all times.
- f. Treat women, children (persons under the age of 18), and men with respect regardless of ethnicity, color, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status.
- g. Not use language or behavior towards women, children or men that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
- h. Not sexually exploit or abuse other participants, staff or anyone relating to the Project and/or members of the surrounding communities.
- i. Not engage in sexual harassment of participants, work personnel and staff—for instance, making unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature is prohibited: i.e. looking somebody up and down; kissing, howling or smacking sounds; hanging around somebody; whistling and catcalls; in some instances, giving personal gifts.
- j. Not engage in sexual favors—for instance, making promises of favorable treatment (i.e. promotion), threats of unfavorable treatment (i.e. loss of job) or payments in kind or in cash, dependent on sexual acts—or other forms of humiliating, degrading or exploitative behavior.
- k. Not use prostitution in any form at any time.

- l. Not participate in sexual contact or activity with children under the age of 18—including grooming or contact through digital media. Mistaken belief regarding the age of a child is not a defense. Consent from the child is also not a defense or excuse.
- m. Unless there is the full consent<sup>8</sup> by all parties involved, I will not have sexual interactions with fellow participants, colleagues or members of the surrounding communities. This includes relationships involving the withholding or promise of actual provision of benefit (monetary or non-monetary) to community members in exchange for sex (including prostitution). Such sexual activity is considered “non-consensual” within the scope of this Code.
- n. Consider reporting through the GRM or to my manager any suspected or actual GBV/SH by a fellow worker, whether employed by UNDP or not, or any breaches of this Code of Conduct.
- o. Respectfully consider the views of others, without reprisals (violence, threats, etc.)

If I am a worker hired by the Project, I understand that if I breach this Code of Conduct, UNDP will take disciplinary action which could include:

- p. Informal or formal warning.
- q. Additional training.
- r. Suspension or termination of employment
- s. Report to the Police if warranted.

I understand that if I am participating in the Project, and breach this Code of Conduct, I may be asked to not participate in any further Project-supported activity.

*I do hereby acknowledge that I have read the Code of Conduct, and agree to comply with the standards contained therein and understand my roles and responsibilities to prevent and respond to OHS and GBV/SH issues and to engage in respectful and open dialogue.*

Signature: \_\_\_\_\_  
 Printed Name: \_\_\_\_\_  
 Title: \_\_\_\_\_  
 Date: \_\_\_\_\_

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<sup>8</sup> **Consent** is defined as the informed choice underlying an individual’s free and voluntary intention, acceptance or agreement to do something. No consent can be found when such acceptance or agreement is obtained using threats, force or other forms of coercion, abduction, fraud, deception, or misrepresentation. In accordance with the United Nations Convention on the Rights of the Child, the World Bank considers that consent cannot be given by children under the age of 18, even if national legislation of the country into which the Code of Conduct is introduced has a lower age. Mistaken belief regarding the age of the child and consent from the child is not a defense.

## Annex 5: Covid-19 Prevention and other Occupational Health and Safety Measures

The main potential risks on OHS in the Civic Engagement Project are (i) Covid-19 transmission (in trainings and meetings); (ii) traffic/car safety when undertaking provincial travel (especially for workers/trainers). These OHS Guidelines can provide useful recommendations to ensure the safety of persons engaged in Project activities, whether it is an event directly organized by UNDP or one supported by UNDP and led by another agency (such as MOI). Moreover, these simple guidelines can provide a useful format for MOI and CSOs for their staff to follow independently of the Project. UNDP has an internal OHS and Well-Being (OHSW) Strategy in place (2021-23) that should be followed by UNDP personnel.

### **Principles**

UNDP and/or agencies implementing UNDP-supported Civic Engagement Project activities, must take all reasonably practicable steps to protect the health and safety of workers and participants while engaged/participating in Project-supported activities.

### **Identification and assessment of hazards**

UNDP and/or agency must establish and maintain effective methods for identifying potential hazards to employees/participants. For example: transmission of Covid-19, road travel to/from provinces.

### **Management of identified hazards**

As needed, UNDP and/or agency must apply prevention and control measures to control hazards which are identified and assessed as posing a threat to the safety, health or welfare of employees/participants in the course of engagement in the Project-supported activity, and where practicable, the hazard shall be eliminated, controlled, minimized or otherwise mitigated. For example, when undertaking Project-supported meetings or consultations, taking social distancing measures to prevent Covid-19 transmission and holding meetings outside instead of inside. Another example is ensuring car and traffic safety measures when involved in provincial travel, such as checking car tires before departing, wearing seat belts, adhering to speed limits and not driving at night.

Moreover, all Project workers and participants should take all reasonable and practical steps to care for their own health and safety and avoid affecting the health and safety of coworkers/participants and the public when participating or undertaking Project activities.

### **Training and information sharing**

UNDP and/or agency must take all reasonably practicable steps to provide to employees/participants (in appropriate languages) the necessary information, instruction, and supervision to protect their health when conducting or participating in project activities. This could involve, for example, providing up-to date guidance on Covid-19 prevention and showing the correct usage of masks; reminders on speeding and safe car travel.

### **Monitoring**

Occupational health and safety monitoring should verify the effectiveness of prevention and control strategies and be reported as part of general Project monitoring.

In the unlikely event of any serious incident, the UNDP Technical Coordinator shall be notified of any incident in accordance with the standards below:

<b>Incident Severity Class</b>	<b>Incident Classification<sup>9</sup></b>	<b>Notification timeframe</b>
Class 1	Fatality	As soon as possible
	Notifiable injury, illness or incident	As soon as possible
Class 2	Moderate Injury	As soon as practicable but within 48 hours
	Medical Treatment	Within 72 hours

All Class 1 and Class 2 health and safety incidents must be formally investigated and reported to UNDP through an investigation report. As a minimum the investigation report must include:

- Date and location of incident;
- Summary of events;
- Immediate cause of incident;
- Underlying cause of incident;
- Root cause of incident;
- Immediate action taken;
- Human factors;
- Outcome of incident, e.g. severity of harm caused, injury, damage;
- Corrective actions with clearly defined timelines and people responsible for implementation;
- Recommendations for further improvement.

For workers hired to work directly for the Project (such as consultants or staff), UNDP contractual obligations will apply. This will include:

- In line with national law, the maximum working hours are limited to 8 hours per day, 6 days a week.
- Employers shall guarantee that the workers shall have at least one resting day per week. The employers shall also make arrangements for the employees to take vacation according to law during Khmer New Year, Pchum Ben and any other holidays prescribed by laws and regulations.
- Employment opportunities will be available to all. This includes equal pay for equal work, regardless whether the person performing the work is male or female.
- The wages paid by the employers to the workers shall not be lower than the local minimum wage.
- Provisions of the Labor Law must be followed, including maternity leave for females if applicable.
- The labor contract shall be provided to workers writing and cover remuneration, conditions for termination, codes of conduct and mechanism to submit complaints (same as the Project Grievance Redress Mechanism).

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<sup>9</sup> During the undertaking of Project-supported activities

## Covid-19 Prevention

The following hygienic/ precautionary COVID-19 response measures will be applied to avoid/ minimize virus transmission during the undertaking of Project-supported activities:

- Keep distance of at least 1.5 m between persons (social distancing);
- Wear masks inside during workshops, conferences and trainings at all times and outside if cannot socially distance;
- Cough, sneeze in crook of elbow, or sneeze, cough in tissue and immediately through tissue away, avoid spitting;
- Regularly wash hands with soap and water or use alcohol-based hand rub – many times per day;
- Self-isolate if somebody thinks that she/ he may have come in contact with the virus and do not attend trainings or meetings;
- Self-isolate if somebody display any symptoms, seek medical advice and support (e.g. testing) and do not attend trainings or meetings;
- Clean keyboards, door handles and other used items regularly with a supply of clean water, liquid soap and paper towels (for hand drying);
- Clean/ disinfect toilets regularly, and wash towels frequently;
- Dispose used materials for cleaning in waste bins (for used paper towels) that is regularly emptied.



Cover nose and mouth when coughing, sneezing with tissue or mask.

If no tissues are available, cough or sneeze into the inner elbow rather than hand.

Do not “spit” in environment (use tissue instead).

Dispose used tissue and/or masks in the nearest bin after use.



Avoid shaking hands when sick. Use «traditional greeting» instead.

Perform hand hygiene after contact with respiratory secretions.



## 1a – Hand Washing with Soap and Water

**Hand washing with Soap and Water**

**Duration: 40-60 seconds**

The infographic illustrates the 12 steps of hand washing with soap and water. Each step is shown in a circular inset with a numbered label and a small water drop icon. The background is blue with white sparkles and water droplets.

1. Wet hands with water
2. Apply adequate soap on palms
3. Rub palm to palm
4. Rub the back of both hands
5. Rub palm to palm interlacing the fingers
6. Rub the back of your fingers by interlocking the hands
7. Rub the thumbs
8. Rub palms with fingertips
9. Clean hands with clean water
10. Dry hands with clean towel
11. Turn off tap faucet using towel
12. Your hand are safe

## 1b - Hand Hygiene with Alcohol-based Hand Rub (AHR)

**Hand washing with Alcohol-based Hand Rub**

**Duration:**  
20-30 seconds

**1** Apply AHR on palms

**2** Rub palms to palms

**3** Rub the back of both hands interlacing the fingers

**4** Rub palm to palm interlacing the fingers

**5** Rub the backs of fingers by interlocking the hands

**6** Rub the thumbs

**7** Rub palms with fingertips

Once dried, your hands are safe

The infographic is a vertical blue banner with white and light blue text and graphics. At the top left, there is a circular icon of a clock. Below it, the text 'Duration: 20-30 seconds' is written. The main title 'Hand washing with Alcohol-based Hand Rub' is in a large, bold, white font. The steps are numbered 1 through 7, each with a circular inset image showing the hand position and a light blue arrow indicating the direction of movement. Step 8 is a text-based instruction 'Once dried, your hands are safe' with a circular inset image of two hands with sparkling effects. The background is a gradient of blue.