Country Programme Evaluation

UNDP Cambodia

"Evaluation of UNDP Country Programme Action Plan (CPAP) 2016-2018"

INCEPTION REPORT

February 2019

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1. INTRODUCTION

1.1. UNDP Programme Description

The UNDP Country Programme Document (CPD) and Country Programme Action Plan (CPAP) 2016-2018 were developed in 2015 and 2016 respectively. This was when Cambodia went through decades of profound and continuous economic and social transformation, political stability, peace and economic vibrancy. Gross domestic product grew at an average annual rate of 8.2 percent from 2000-2010 and at 7.4 percent from 2011-2013, making Cambodia the world's fifteenth fastest growing economy during the period . Cambodia was transitioning from a low to a lower-middle income country based on the World Bank classification. Against the backdrop of social and economic development, challenges remain. While poverty has declined, those who have escaped from extreme poverty remain highly vulnerable to falling back into poverty. Cambodia's subsistence farming is vulnerable to climate change. Even though the employment rate is high, the majority of the labor force is engaged in low skill and non-formal sectors. The forest-dependent livelihoods of 40 percent of rural households, including indigenous communities, are adversely affected by degradation of natural resources. Minority groups and other excluded groups such as Persons with Disabilities (PwDs) and People Living with HIV (PLHIV) have limited access to social protection schemes and basic services. The capacity of local administrations to perform their functions, to deliver services, and to reach out to and respond to the needs of people requires further strengthening. Gender inequality is an issue in a range of sectors, including formal sector employment, higher education, and representation in public office. Livelihoods in the poorest provinces of the northwest are still at risk due to landmines and explosive remnants of war. The level of Official Development Assistance (ODA) has dropped and is expected to continue to decline as Cambodia prepares for Least Developed Country (LDC) graduation.

UNDP and the Royal Government of Cambodia signed the Country Programme Action Plan 2016-2018 in May 2016. The CPAP was aligned with the government's priorities as set out in the Rectangular Strategy Phase III, the National Strategic Development Plan 2014-2018 and relevant sector strategic plans that seek to address the aforementioned challenges.

The Country Programme Action Plan 2016-2018, which has three outcomes, represents UNDP's key contributions to the development priorities of the United Nations Development Assistance Framework (UNDAF) 2016-2018, with specific contributions to two outcomes of the UNDAF. These are Outcome 1: Sustainable and inclusive economic growth; and Outcome 3: Inclusive governance, participation and human rights. The CPAP was designed to support Cambodia in its middle-income transition using a two-pronged approach: to build a pathway out of poverty and

expand the scope for public action. To realize these objectives, the action plan placed the following four thematic priorities at the center:

i. Upgrading value chains;
ii. Building resilience of the vulnerable population;
iii. Strengthening the voice and participation of citizens and particularly women, persons with disabilities, people living with HIV, people living in mine-affected areas and other marginalized groups; and
iv. Expanding the source of development finance.

The country programme implementation is guided by the UNDP Strategic Plan 2014-2017 and Country Office Gender Equality Strategy for the corresponding period. Following the Sustainable Development Goals principle of leaving no one behind, the CPAP 2016-18 and programmes/projects contributing to it, place strong focus on delivering results that matter for women and girls, youth, Persons with Disabilities, People Living with HIV, indigenous people, forest-dependent communities, communities vulnerable to the adverse impacts of climate change, and other vulnerable groups.

2. EVALUATION OBJECTIVES AND METHODOLOGY

2.1. Purpose and Scope of the Evaluation

As the current CPAP (2016-2018) is reaching its end, UNDP Cambodia has commissioned an independent evaluation of the CPAP 2016-18 to assess implementation progress and generate lessons learned during the three-year implementation.

This assignment is to undertake the Evaluation of the CPAP 2016-18. The objectives of this evaluation are: 1) for the UNDP and the government to jointly review the results achieved during the country programme period; 2) to identify lessons learned during the three-year implementation; and, 3) to inform UNDP's positioning in the context of the new government mandate and emerging priorities.

The scope of the evaluation is to assess 1) outcome-level achievements of the country programme; 2) UNDP's contribution to gender equality; 3) the effectiveness of the policy and advocacy function; and 4) opportunities for programming and policy engagement in response to the emerging context and priorities of the Cambodian government.

(1)   Assessment of country programme outcome-level achievements:

CPAP Outcome 1&3: Sustainable and inclusive growth (UNDAF Outcome 1)

Under these two outcomes, UNDP has been supporting the government in its effort to address multi-faceted vulnerabilities (social, economic and environmental) of Cambodian people through: i) strengthening the capacity of national institutions, policy dialogue and policy development in the areas of environmental governance, natural resource management, youth employment, climate resilience and disaster risk reduction, cassava value chain, mine action, social protection and development financing; and ii) strengthening resilience of local communities through investment in community-based climate change adaptation actions and mine clearance.

CPAP Outcome 2: Inclusive governance, participation and human rights (UNDAF Outcome 3)

This outcome has helped to 1) strengthen the institutional capacity of the national and sub-national institutions by creating platforms for dialogue between duty bearers and rights holders; 2) put in place policies and regulatory frameworks to enhance access to information and basic rights of persons with disabilities; and 3) strengthen government mechanisms to promote women in leadership.

The evaluation is envisaged to assess UNDP's contributions to country programme results at the outcome level in support of the government's efforts to address poverty, socio-economic vulnerabilities, environmental issues, social exclusion and gender inequality.

(2)   Assessment of UNDP's contribution to gender equality:

The UNDP country programme is guided by the global and country office's Gender Equality Strategy 2014-17. In addition to UNDP's core gender programme, being implemented in partnership with the Ministry of Women's Affairs, gender mainstreaming architecture is embedded across the programme and project management cycles of UNDP from design to budgeting, implementation, monitoring and evaluation. Gender is mainstreamed throughout UNDP's support to the policy work of the government to ensure that policies and regulations are informed by comprehensive gender assessment, address gender concerns, and uphold and promote gender equality. This includes equal opportunity to participate in the public sphere and in decision making, and benefit from policies and regulations related to but not limited to climate change, environment, natural resources management, disabilities, skills development and employment, and demining. Policies and dialogues are pursued to promote the participation of women in politics and representation in public offices. The Official Development Assistance database and analysis has enabled policy makers and development partners to track and promote investment in gender programmes. On the ground, through UNDP's assistance, mechanisms are in place to ensure women and men benefit equitably from various programmes and projects related to climate change adaptation, natural resource management, decentralization, disability rights, employment, and mine action, among other areas. Specifically, at sub-national level, UNDP's support to decentralization, participation, and climate resilient agriculture takes into consideration gender issues. A number of key interventions took place to ensure that these issues were addressed and that women could participate and benefit from these interventions.

This evaluation will assess the effectiveness of UNDP's institutional mechanisms to integrate gender concerns into the programming process, UNDP's contribution to promoting gender responsive policies and institutional arrangements of the government, progress toward gender-related outcomes and outputs, and the impact of UNDP's interventions on the empowerment of women and gender equality in Cambodia across the three outcomes.

(3)   Assessment of the effectiveness of policy and advocacy function:

The country programme 2016-18 shifted from project-oriented programming towards policy-oriented programming. Policy advocacy thus became one of the core functions of UNDP in Cambodia. As a result, the Policy and Advocacy Unit was tasked with the main functions of programming, provision of policy advice and pioneering research, policy dialogues and advocacy to frame the public discourse on critical development issues. During the programme implementation, UNDP has contributed to the development of key national policies across all programmatic areas, mobilized financial resources in support of key development issues and raised

awareness on critical emerging issues among policy makers and other stakeholders. This included mobilizing support for issues such as access to affordable medicine, disabilities, gender inequality, social protection for people living with HIV and for environmental issues such as solid waste management, forestry, climate change and renewable energy. The evaluation will review results achieved from the policy and advocacy angle and linkages from these policy level results to UNDP's development interventions on the ground.

(4) Informing the formulation of new programmes, projects, policy and research in the new country programme cycle:

The UNDP Country Programme Document 2019-23 has been drafted in consultation with the government, development partners and civil society organizations. In line with the government priorities set out in the Rectangular Strategy Phase IV and the UNDAF 2019-23, the new country programme identifies three programmatic areas:

- Prosperity: expanding economic opportunities
- Planet: sustainable living
- Peace: participation and accountability

This evaluation is expected to provide recommendations to UNDP on the approaches and opportunities for future programming, research, advocacy and policy advisory in response to emerging and long-term development priorities of Cambodia. The evaluation should also look into new modalities of engaging with different partners including the private sector in advancing the development agenda.

The full list of projects that fall under the scope of this evaluation is presented in the next page.

No.	Outcome Area	Project Title	Abbreviated Name	Donor	Mode of Implementation
1	UNDAF Outcome 1	Reducing the Vulnerability of Cambodian Rural Livelihoods through Enhanced Sub-national Climate change Planning and Execution of Priority Actions	SRL	GEF, UNDP	NIM
2	UNDAF Outcome 1	Cambodia Climate Change Alliance Phase II	CCCA2	UNDP, SIDA, EUCOMM	NIM
3	UNDAF Outcome 1	Forest Carbon Partnership Facility - 1	FCPF1	UNDP, FCPF	NIM
4	UNDAF Outcome 1	Forest Carbon Partnership Facility -2	FCPF2	UNDP, FCPF	NIM
5	UNDAF Outcome 1	Collaborative Management for Watershed and Ecosystem Service Protection and Rehabilitation in the Cardamom Mountains, Upper Prek Thnot River Basin	CoWES	UNDP, GEF	NIM
6	UNDAF Outcome 1	Generating, Accessing and Using Information and Knowledge Related to the Three Rio Conventions	3Rio	UNDP, GEF	NIM
7	UNDAF Outcome 1	Environmental Governance Reform	EGR	USAID, UNEP, JPN, UNDP	DIM
8	UNDAF Outcome 1	Early Warning Systems	EWS	GEF	Started with NIM. Changed to DIM in 2018
9	UNDAF Outcome 1	Cambodia Export Diversification and Expansion Programme (CEDEP) II - Cassava Component	CEDEP	Enhanced Integrated Framework, UNDP	DIM
10	UNDAF Outcome 3	Disability Rights Initiative in Cambodia	DRIC	DFAT	DIM & NGO implementation
11	UNDAF Outcome 3	Multimedia Initiative for Youth Project	MIY/Klahan9 or Brave9	UNDP, SIDA	NGO Implementation
12	UNDAF Outcome 3	Association of Councils for Enhanced Services	ACES	EUCOMM, UNDP	NGO Implementation
13	UNDAF Outcome 3	Partnership for Gender Equity Phase IV or Project to Suppport the Leading the Way for Gender Equality Program	PGE4	SIDA, UNDP	NIM
14	UNDAF Outcome 1	Partnership for Development Results Phase 2	PfDR2	UNDP, DFAT, SIDA, SDC	NIM
15	UNDAF Outcome 1	Mine Action for Human Development: Clearing or Results Phase 3	MAfHD: CfR3	DFAT, SDC, UNDP	NIM
16	UNDAF Outcome 3	Access to Justice without Barriers for Persons with Disabilities	A2J-Disability	UNPRPD, UNDP	DIM
17	UNDAF Outcome 1	United for Youth Employment in Cambodia	UNJP/YE	SDC and parallel fund from UNDP, ILO, UNV, UNICEF, UNESCO	DIM
18	UNDAF Outcome 1	Policy, Communications, Social Innovation for Human Development	Policy Project	UNDP	DIM
19	UNDAF Outcome 1	Sustainable Urban Mobility for All Initiative (SUMAI) under the Policy, Advocacy and Communications for Human Development Project (an output under Policy Project)	SUMAI	UNDP, GRAB	DIM
20	UNDAF Outcome 3	Inclusive Governance for Service Delivery and Social Accountability	Inclusive Governance	ROK, UNDP	DIM

1.1. Evaluation's Methodology

The CPAP Monitoring and Evaluation Framework serves as the major guiding framework of this evaluation. The CPAP M&E framework is part of UNDP's contribution to the results framework of the UNDAF 2016-18 and the National Strategic Development Plan 2014-18.

The evaluation will focus on (but may not be limited to):

- Outcomes status: the extent to which the planned outcomes and the related outputs have been, are being achieved, and likely to be achieved by end of the programme cycle.
- Strategy: if and which programme processes, strategic partnerships and linkages proved critical in producing the intended outcomes;
- Factors that facilitate and/or hinder the progress in achieving the outcomes, both in terms of the external environment opportunities and risks, as well as internal, including: strengths and weaknesses in programme/project design, implementation and management, human resource skills, and resources; added value and comparative advantage of UNDP in contributing to the outcomes, including a better understanding of similar work implemented by other partners and stakeholders and how UNDP adds its values.
- Strategic complementarities and programmatic coherence: assess to what extent the outcomes and interventions are inter-connected, as well as complementary to other work areas (including with other UN agencies) thus maximising development results.
- Innovation: assess the extent to which UNDP applies innovation in its work related to the outcomes and substantiate this aspect with concrete examples/case studies.
- Lessons learnt: Identify lessons learnt and recommendations as the critical aspect of the evaluation that will be used for eventual course corrections in the current implementation or to inform design of a better implementation strategy for the next UNDP programmatic cycle.

The evaluation will assess the degree to which UNDP initiatives have supported or promoted gender equality, a rights-based approach, and human development. In this regard, United Nations Evaluation Group's guidance on Integrating Human Rights and Gender Equality in Evaluation will be consulted.

The evaluation will apply OECD DAC criteria[1] and definitions and will follow norms and standards established by the United Nations Evaluation Group. It will be guided by the requirements set forth in UNDP's evaluation toolkit, and in particular the "*Handbook on Monitoring and Evaluation for Development Results*"[2].

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[1] Criteria for evaluating development assistance: relevance, effectiveness, efficiency, sustainability and impact of development efforts.
[2] http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf

The methodology will be based on mixed methods and will involve the use of commonly applied evaluation tools such as documentary review, interviews, information triangulation, analysis and synthesis. A participatory approach will be taken for the collection of data, formulation of recommendations and identification of lessons learned.

Evaluation activities will be organized according to the following stages: i) planning; ii) data collection; and, iii) data analysis and reporting. Figure 2 below shows the three stages and the main activities under each of them.

Figure 1: Evaluation Stages

Planning	Data collection	Analysis and reporting
• Development of ToR (by UNDP) • Initial documentary review • Futher development of methodology and work plan • Inception Report	• Desk review • Interviews • Country Mission, including briefing and debriefing	• Compiling and analysis of data and preiminary analysis • Report drafting • Comments from stakeholders • Editing • Final report and dissemination

Table 1 further details the main activities that will be undertaken by the evaluator under each stage.

Table 1: Evaluation Steps

I. Planning
• Development of the ToR (by the CO)
• Start-up teleconference and finalization of work plan
• Collection and revision of project documents
• Elaboration and submission of inception report

II. Data Collection
• Further collection of project related documents (home based)
• Mission preparation: agenda and logistics
• Country Mission
• Interviews with key stakeholders
• Mission debriefings & Mission report summary

III. Data analysis and reporting
• In-depth analysis and interpretation of data collected
• Follow-up interviews
• Develop draft evaluation report
• Circulate draft report with project team and stakeholders
• Integrate comments and submit final report

Evaluation Planning

The planning and preparation phase includes the development of the ToR by the CO and the design of the evaluation framework which is presented in this inception report. The evaluators in consultation with UNDP's CO will identify key informant interviews, stakeholders, NGOs, and CSOs for focus group meeting, discussion, and interviews. The evaluators will further develop for his own use interview guides for interviews with stakeholders.

Data Collection

The evaluation will use combined quantitative and qualitative analysis methods based on data and information from different sources including but not limited to the national statistical sources, UNDP programmatic data, reports, evaluations, policy documents of the government and stakeholder interviews (see Table 2 for a list of data sources).

The largest part of information is expected to be collected during the country mission and field visit which will take place in February-March 2019.[3] The evaluation will seek to collect, use and report disaggregated data wherever possible. During this mission, the evaluators will review additional documents, conduct interviews, site visits, and preliminary analyses. The evaluators will also develop interview guides (list of questions) for use during the evaluation visits (the questionnaire can be found in Annex III). Stakeholders who will be met will include UNDP staff, representatives from government agencies, local authorities and communities, development partners, private sector, NGOs, academia, etc. The evaluation will involve directly or indirectly a broad range of stakeholders, including government representatives of ministries and agencies, civil society organizations, private-sector representatives, United Nations organizations and stakeholders that were not direct UNDP partners. Interviews will be conducted with relevant stakeholders, including government officials, beneficiaries, donors, development partners, UN agencies and UNDP staff members. Efforts will be made to meet a wide range of stakeholders and programme partners, in particular to address any limitations pertaining to areas where programme documentation and monitoring had not been sufficient. A full list of people to be interviewed will be developed in cooperation with the Country Office. Special attention will be given to inclusion of women and marginalized groups (including beneficiaries of projects with limited gender mainstreaming), by holding separate discussions with them to mitigate potential barriers and sources of exclusion, such as unequal power relations. Data and information collected from various sources and methods will be triangulated to strengthen the validity of findings. The following secondary data will be reviewed:

- o Background documents on the national context, including national strategies and policies prepared by the government and documents prepared by international partners during the period under review;

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[3] The list of people to be interviewed for this evaluation can be found in Annex I of this report.

o Country programme documents and project documents for completed, ongoing or proposed UNDP projects, including preparatory phase documents, annual reports and financial data;
o Country office reviews of the country programme and annual reporting; and
o Independent research reports and academic publications on various subjects.
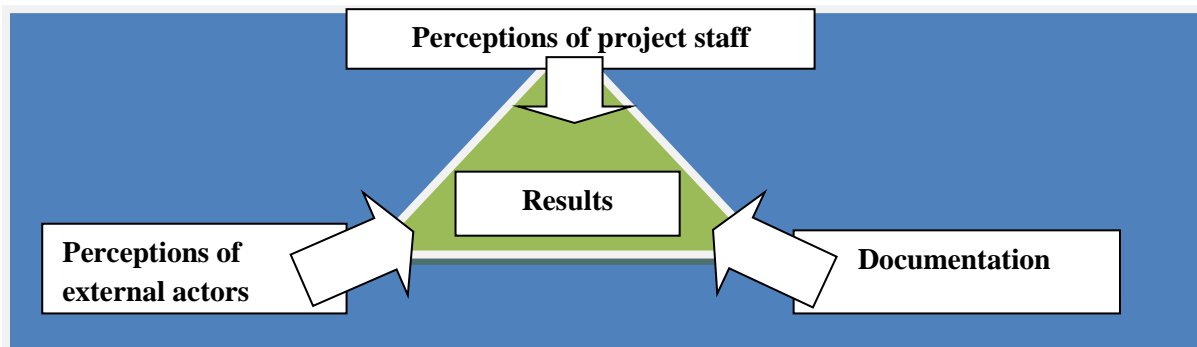
Table 2: Data Sources

Evaluation tools	Sources of information	
Documentation review (desk study)	General documentation	• UNDP Programme and Operations Policies and Procedures • UNDP Handbook for Monitoring and Evaluating for Results
	UNDP strategic documents	• UNDP Strategic Plans • Country Programme Documents • Gender Equality Strategies
	Project documentation	• Annual work plans • Project Progress Reports • Project Board Minutes • Updated risk logs • A large number of reports produced by the project.
	Governments documents/papers	Including relevant policies, laws, strategies, etc.
	Third party reports	including those of the World Bank, ADB, SIDA, and others, independent local research centres, etc.
Interviews with project staff and key project stakeholders	These included:	• Interviews with key project personnel including the programme and project staff and technical experts. • Interviews with relevant stakeholders including government representatives, non-governmental organisations, private sector representatives, other UN agencies, donors, etc.

The evaluation will also utilize the information that was generated by project evaluations and assessments that have been conducted thus far by the Country Office.

Data Analysis

Information obtained through the documentary review and interview process will be triangulated against available documented sources, and then synthesized using analytical judgement. The method of triangulation is shown in Figure 3 below.

Figure 2: Method of Triangulation

The analysis phase will involve a number of complementary components. First, the evaluation will review progress towards the relevant outcomes and the main outputs based on indicators included in the Country Programme Document and the Country Programme Action Plan. The evaluation will consider indicators at the outcome and output level and whether they capture fully the achievements and change brought about by the programme. If not, the evaluation will delve further into the programme, considering outputs produced and change brought about by individual projects and related outputs. Second, the method of triangulation will be used to verify the information gathered from the documentary review (both those produced by UNDP and by third parties) and the interviews. It will involve developing a method for checking the reliability of findings through multiple data sources, bringing as much evidence as possible into play from different perspectives in the assessment of hypotheses and assumptions. In the assessment of the outcomes, an attempt will be made to attribute the results to the projects/programme when feasible: when not feasible, contribution analysis will be used.

The evaluation analysis will be conducted on the basis of the standard criteria of relevance, effectiveness, efficiency, and sustainability (see box below and Annex II for a more detailed list of questions that will be used for the analysis of information)

Evaluation Criteria:

Main evaluation criteria and evaluation questions
The evaluation will answer the following questions, so as to determine the relevance, effectiveness, efficiency, impact and sustainability of UNDP interventions, including lessons learned and forward-looking recommendations. These are summarised below.

Relevance
- To what extent the country programme has addressed country development priorities?
- Have UNDP interventions been relevant to the socially excluded populations and gender-sensitive?

- What are potential area of engagement for UNDP's next Country Programme?

Effectiveness
- To what extent has CPAP been achieved or has progress been made towards its achievement?
- What has been UNDP contribution to the country? How have corresponding outputs and projects delivered by UNDP influenced the outcomes? Are there any inefficiencies in achieving the outputs and the outcomes?
- What is the added value and comparative advantage of UNDP in contributing to the country?
- If and which programme processes, strategic partnerships and linkages proved critical in producing the intended outcomes?
- Has UNDP's partnership strategy been appropriate and effective in contributing to the outcomes?
- What were the positive or negative, intended or unintended, changes brought about by UNDP's work?
- What are the challenges to achieving the outcomes?
- Is innovation featuring within the work related to the outcomes?
- To what extent have the poor, women and other disadvantaged and marginalized groups benefited from UNDP interventions?
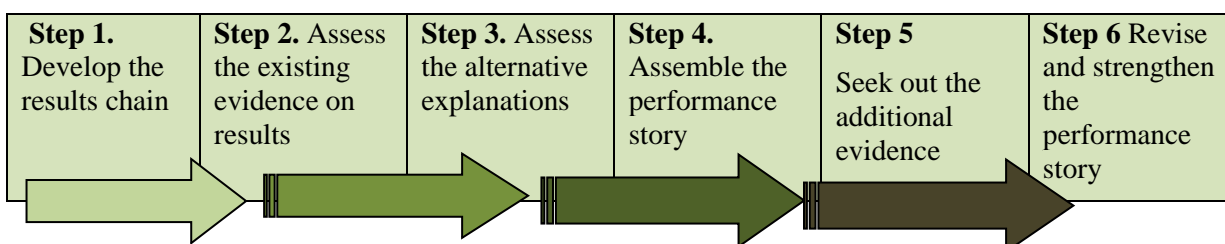
Efficiency
- To what extent have the programme outputs resulted from the cost-efficient use of resources, including the resources for integrating gender equality as an investment in short-, medium-, and long-term changes?
- Has there been any duplication of efforts among UNDP's own interventions (especially those contributing to the outcomes) and interventions delivered by other organizations or entities in contributing to the outcomes?
- Are there any weaknesses in programme/project design, management, human resource skills, and resources?

Sustainability
- How strong is the level of ownership of the outcome results by the relevant government entities and other stakeholders?
- Is sustainability, including that on the real changes in area of gender equality, an overarching consideration across interventions within the programme?
- Are there concrete sustainability approaches that may be considered as exemplary in their design and implementation?
- What could be done to strengthen sustainability?

Figure 4 shows the steps that will be taken for the analysis.

Figure 3: Steps in Analysis Process

Step 1. Develop the results chain	**Step 2.** Assess the existing evidence on results	**Step 3.** Assess the alternative explanations	**Step 4.** Assemble the performance story	**Step 5** Seek out the additional evidence	**Step 6** Revise and strengthen the performance story

The analysis will also cover aspects of project formulation, including the extent of stakeholder participation during project formulation; replication approach; design for sustainability; linkages between the project and other interventions within the sector or in the beneficiary countries; adequacy of management arrangements, etc.

The Terms of Reference (ToR) where the scope and main steps of the evaluation process were laid out are attached in Annex I of this report. The table below lists all the projects that fall under the scope of the evaluation.

1.2. Evaluation Limitations

All possible efforts will be made to minimize potential limitations that might emerge in the evaluation process. Where limitations and constraints will be met in the course of the data collection and analysis work, they will be properly documented and reported in the final report.

1.3. Ethics

The evaluation will be conducted in accordance with the United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the UN System.

Specific commitments will include:

Independence and Impartiality. The consultants will remain independent from UNDP at all times. Clear reasons for evaluative judgments, and the acceptance or rejection of comments on the evaluation report will be given. The final report will make clear that it is the view of the consultants, and not necessarily that of UNDP which may articulate its voice through a Management Response. Any real or perceived Conflicts of Interest will be assessed by UNDP and addressed appropriately and transparently.

<u>Credibility and Accountability</u>. The consultants aim at using best review practices to the best of their abilities at all times and ensure that all deliverables are met in the timeframes specified, or that UNDP is advised ahead of time so that mitigating action can be taken.

<u>Rights to self-determination, fair representation, protection and redress</u>. All data collection will include a process of ensuring that all contributors and participants give genuinely free, prior and informed consent. Contributors will be given opportunities to refuse, grant or withdraw their consent based upon clear understandings of the persons/institutions involved, the intention of the process, and possible risks or outcomes.

<u>Avoidance of Harm</u>. The consultants will work with UNDP staff to identify vulnerable groups prior to workshops, and to ensure that any participatory processes are responsive to their needs.

<u>Accuracy, completeness and reliability</u>. During the desk review and data collection and analysis phases, the consultants will ensure that all evidence is tracked from its source to its use and interpretation.

1.4. Structure of the Report

The report will begin with an introductory section that will provide a description of the project and the country context. The second chapter will provide an overview of the evaluation objectives and methodology. The third chapter will present the main findings of the report and will consist of two parts: the first part will assess key aspects of programme design and implementation in response to development challenges; and, the second part will present an assessment of UNDP's contributions to country results. The fourth chapter will summarize the main conclusions and will identify key "lessons learned" drawn from the experience of this project and the last (fifth) chapter will provide a set of recommendations for the consideration of the Country Office and Government. Additional information supporting the arguments made throughout the document will provided in annexes attached to the final report.

Data collected through the evaluation and included in the final report will be gender-disaggregated wherever possible. Data on the number of interviewed persons will also be disaggregated.

2. TIMELINES

The following are tentative timelines for the evaluation process based on the three stages of Planning, Data Collection and Data Analysis & Reporting.

Table 3: Evaluation Timelines

Activities	Preliminary Schedule
I. Planning	
• Development of the ToR (by the CO)	**Completed**
• Start-up teleconference and finalization of work plan	**Completed**
• Initial collection and review of project documentation	**Completed**
• Elaboration and submission of inception report	**Completed**
II. Data Collection	
• Further collection and review of project related documentation	**February 20**
• Round of Q&As with project team to develop the evaluation baseline	**February 20**
• Mission preparation: agenda and logistics	**February 22**
• Interviews with key stakeholders	**26 February – 8 March**
• Mission debriefings	**8 March**
• Mission report summary	**15 March**
III. Data analysis and reporting	
• In-depth analysis and interpretation of data collected	**20 March**
• Follow-up interviews	**24 March**
• Develop draft evaluation report	**30 March**
• Circulate draft report with Evaluation Management team and stakeholders	**1 April**
• Integrating comments and submitting final report	**10 April**

ANNEX I: EVALUATION'S TERMS OF REFERENCE

1.   Assignment Information

- Assignment Title: Senior Evaluator (International) for Evaluation of UNDP Country Programme Action Plan (CPAP) 2016-2018
- Cluster/Project: UNDP Country Office
- Post Level: Senior Specialist
- Contract Type: Individual Contractor (IC)
- Duty Station: Home based with two weeks of field work in Cambodia
- Expected Place of Travel: TBC
- Contract Duration: 35 days over the period December 2018 – March 2019

2.   Background and Context

The UNDP Country Programme Document (CPD) and Country Programme Action Plan (CPAP) 2016-2018 were developed in 2015 and 2016 respectively. This was when Cambodia went through decades of profound and continuous economic and social transformation, political stability, peace and economic vibrancy. Gross domestic product grew at an average annual rate of 8.2 percent from 2000-2010 and at 7.4 percent from 2011-2013, making Cambodia the world's fifteenth fastest growing economy during the period . Cambodia was transitioning from a low to a lower-middle income country based on the World Bank classification. Against the backdrop of social and economic development, challenges remain. While poverty has declined, those who have escaped from extreme poverty remain highly vulnerable to falling back into poverty. Cambodia's subsistence farming is vulnerable to climate change. Even though the employment rate is high, the majority of the labor force is engaged in low skill and non-formal sectors. The forest-dependent livelihoods of 40 percent of rural households, including indigenous communities, are adversely affected by degradation of natural resources. Minority groups and other excluded groups such as Persons with Disabilities (PwDs) and People Living with HIV (PLHIV) have limited access to social protection schemes and basic services. The capacity of local administrations to perform their functions, to deliver services, and to reach out to and respond to the needs of people requires further strengthening. Gender inequality is an issue in a range of sectors, including formal sector employment, higher education, and representation in public office. Livelihoods in the poorest provinces of the northwest are still at risk due to landmines and explosive remnants of war. The level of Official Development Assistance (ODA) has dropped and is expected to continue to decline as Cambodia prepares for Least Developed Country (LDC) graduation.

UNDP and the Royal Government of Cambodia signed the Country Programme Action Plan 2016-2018 in May 2016. The CPAP was aligned with the government's priorities as set out in the

Rectangular Strategy Phase III, the National Strategic Development Plan 2014-2018 and relevant sector strategic plans that seek to address the aforementioned challenges.

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- Upgrading value chains;
- Building resilience of the vulnerable population;
- Strengthening the voice and participation of citizens and particularly women, persons with disabilities, people living with HIV, people living in mine-affected areas and other marginalized groups; and
- Expanding the source of development finance.

The country programme implementation is guided by the UNDP Strategic Plan 2014-2017 and Country Office Gender Equality Strategy for the corresponding period. Following the Sustainable Development Goals principle of leaving no one behind, the CPAP 2016-18 and programmes/projects contributing to it, place strong focus on delivering results that matter for women and girls, youth, Persons with Disabilities, People Living with HIV, indigenous people, forest-dependent communities, communities vulnerable to the adverse impacts of climate change, and other vulnerable groups.

As the current CPAP (2016-2018) is reaching its end, UNDP Cambodia wishes to commission an independent evaluation of the CPAP 2016-18 to assess implementation progress and generate lessons learned during the three-year implementation.

3.   Evaluation Scope and Objectives

This assignment is to undertake the Evaluation of the CPAP 2016-18. The objectives of this evaluation are: 1) for the UNDP and the government to jointly review the results achieved during the country programme period; 2) to identify lessons learned during the three-year implementation; and, 3) to inform UNDP's positioning in the context of the new government mandate and emerging priorities.

The scope of the evaluation is to assess 1) outcome-level achievements of the country programme; 2) UNDP's contribution to gender equality; 3) the effectiveness of the policy and advocacy function; and 4) opportunities for programming and policy engagement in response to the emerging context and priorities of the Cambodian government.

(1)   Assessment of country programme outcome-level achievements:

CPAP Outcome 1&3: Sustainable and inclusive growth (UNDAF Outcome 1)

Under these two outcomes, UNDP has been supporting the government in its effort to address multi-faceted vulnerabilities (social, economic and environmental) of Cambodian people through: i) strengthening the capacity of national institutions, policy dialogue and policy development in the areas of environmental governance, natural resource management, youth employment, climate resilience and disaster risk reduction, cassava value chain, mine action, social protection and development financing; and ii) strengthening resilience of local communities through investment in community-based climate change adaptation actions and mine clearance.

CPAP Outcome 2: Inclusive governance, participation and human rights (UNDAF Outcome 3)

This outcome has helped to 1) strengthen the institutional capacity of the national and sub-national institutions by creating platforms for dialogue between duty bearers and rights holders; 2) put in place policies and regulatory frameworks to enhance access to information and basic rights of persons with disabilities; and 3) strengthen government mechanisms to promote women in leadership.

The evaluation is envisaged to assess UNDP's contributions to country programme results at the outcome level in support of the government's efforts to address poverty, socio-economic vulnerabilities, environmental issues, social exclusion and gender inequality.

(2)   Assessment of UNDP's contribution to gender equality:

The UNDP country programme is guided by the global and country office's Gender Equality Strategy 2014-17. In addition to UNDP's core gender programme, being implemented in partnership with the Ministry of Women's Affairs, gender mainstreaming architecture is embedded across the programme and project management cycles of UNDP from design to budgeting, implementation, monitoring and evaluation. Gender is mainstreamed throughout UNDP's support to the policy work of the government to ensure that policies and regulations are informed by comprehensive gender assessment, address gender concerns, and uphold and promote gender equality. This includes equal opportunity to participate in the public sphere and in decision making, and benefit from policies and regulations related to but not limited to climate change, environment, natural resources management, disabilities, skills development and employment, and demining. Policies and dialogues are pursued to promote the participation of women in politics and representation in public offices. The Official Development Assistance database and analysis has enabled policy makers and development partners to track and promote investment in gender programmes. On the ground, through UNDP's assistance, mechanisms are in place to ensure women and men benefit equitably from various programmes and projects related to climate change adaptation, natural resource management, decentralization, disability rights, employment, and mine action, among other areas. Specifically, at sub-national level, UNDP's support to

decentralization, participation, and climate resilient agriculture takes into consideration gender issues. A number of key interventions took place to ensure that these issues were addressed and that women could participate and benefit from these interventions.

This evaluation will assess the effectiveness of UNDP's institutional mechanisms to integrate gender concerns into the programming process, UNDP's contribution to promoting gender responsive policies and institutional arrangements of the government, progress toward gender-related outcomes and outputs, and the impact of UNDP's interventions on the empowerment of women and gender equality in Cambodia across the three outcomes.

(3)   Assessment of the effectiveness of policy and advocacy function:

The country programme 2016-18 shifted from project-oriented programming towards policy-oriented programming. Policy advocacy thus became one of the core functions of UNDP in Cambodia. As a result, the Policy and Advocacy Unit was tasked with the main functions of programming, provision of policy advice and pioneering research, policy dialogues and advocacy to frame the public discourse on critical development issues. During the programme implementation, UNDP has contributed to the development of key national policies across all programmatic areas, mobilized financial resources in support of key development issues and raised awareness on critical emerging issues among policy makers and other stakeholders. This included mobilizing support for issues such as access to affordable medicine, disabilities, gender inequality, social protection for people living with HIV and for environmental issues such as solid waste management, forestry, climate change and renewable energy. The evaluation will review results achieved from the policy and advocacy angle and linkages from these policy level results to UNDP's development interventions on the ground.

(4) Informing the formulation of new programmes, projects, policy and research in the new country programme cycle:

The UNDP Country Programme Document 2019-23 has been drafted in consultation with the government, development partners and civil society organizations. In line with the government priorities set out in the Rectangular Strategy Phase IV and the UNDAF 2019-23, the new country programme identifies three programmatic areas:

      Prosperity: expanding economic opportunities

      Planet: sustainable living

      Peace: participation and accountability

This evaluation is expected to provide recommendations to UNDP on the approaches and opportunities for future programming, research, advocacy and policy advisory in response to emerging and long-term development priorities of Cambodia. The evaluation should also look into

new modalities of engaging with different partners including the private sector in advancing the development agenda.

4.   Evaluation Questions

This evaluation is guided by the United Nations Development Group's Norms and Standards for Evaluation and the Organization for Economic Cooperation Development/ Development Assistance Committee (OECD/DAC)'s Evaluation Criteria for Evaluating Development Assistance . The following questions have been defined to generate appropriate information to meet the objective of the evaluation, defined in alignment with the OECD/DAC criteria:

Relevance

- To what extent is the CPAP aligned with the national development priorities as stipulated in the National Strategic Development Plan 2014-18?
- To what extent is the CPAP responsive to the changing development context in Cambodia?
- To what extent does the CPAP address national development challenges identified in the Rectangular Strategy III, taking into account UNDP's comparative advantage and the roles of other key development players?
- To what extent are the policy and advocacy products relevant in responding to the key development issues in Cambodia, especially in the support of the country's LDC graduation?
- How could UNDP be better positioned to support Cambodia in the long term?

Effectiveness

- To what extent are the output and outcome level results of the CPAP achieved?
- What were the major factors influencing the achievement or non-achievement of the CPAP results?
- To what extent are the issues and needs of targeted population addressed?
- To what extent is the policy and advocacy intervention effective in influencing public and policy discourse on critical development issues such as access to affordable medicine, disabilities, gender inequality, social protection and environmental issues such as solid waste management, forestry, climate change, renewable energy, etc.?
- To what extent is the policy level intervention effective in influencing the outcome level results?
- To what extent are the policy level interventions and institutional capacity development works able to put in place policies, regulations and institutional mechanisms for promoting gender equality?
- How has UNDP's support at various levels contributed to addressing gender inequality issues in political participation and representation, and decision-making processes in the areas of intervention?

- Were there any observable improvements/changes to the status of vulnerable and disadvantaged populations, including youth, women, persons with disabilities, people living with HIV, forest-dependent and indigenous communities, as a result of UNDP interventions at policy and advocacy and programme implementation levels?

Efficiency

- To what extent did UNDP leverage the synergy across different projects to enhance results and maximize cost efficiency?
- To what extent did the research, policy and advocacy work complement other development interventions?
- To what extent did UNDP leverage the partnerships and networks with other development partners, civil society, Government and other stakeholders in implementing the CPAP?
- To what extent did UNDP leverage innovation to look into new and efficient ways to deliver programme results?

Sustainability

- What is the likelihood that results achieved in the CPAP at institutional, national and sub-national, and the target group levels will be lasting/sustainable?
- To what extent has UNDP's intervention been scaled up by the government through the government's own resources?
- To what extent are various tools, mechanisms and frameworks developed by UNDP adopted and institutionalized by the government?
- To what extent are the key messages from UNDP researches and policy dialogues adopted and integrated into government policies?
- How has the policy and advocacy work contributed to strengthening the long-term impacts of key development results?
- How have the design and implementation arrangements of the programmes/ projects in the CPAP contributed to or hindered sustainability of results?
- To what extent does the change in institutional capacity and policies have the likelihood of promoting positive changes on the lives of women and other disadvantaged groups through the implementation of the policies and other legal framework?

5. Methodology

The evaluation will use combined quantitative and qualitative analysis methods based on data and information from different sources including but not limited to the national statistical sources, UNDP programmatic data, reports, evaluations, policy documents of the government and stakeholder interviews. Key stakeholders include government counterparts, policy makers, implementing partners of UNDP projects, development partners, Civil Society Organizations, UN

Agencies and relevant UNDP staff. To ensure the maximum validity and reliability of the data, the evaluation will need to ensure triangulation of information from various sources.

The CPAP Monitoring and Evaluation Framework serves as the major guiding framework of this evaluation. The CPAP M&E framework is part of UNDP's contribution to the results framework of the UNDAF 2016-18 and the National Strategic Development Plan 2014-18.

The methodology will be further elaborated during the inception stage based on consultation between the evaluators and UNDP. Detailed methodology is to be reflected in the evaluation inception report to be prepared by the evaluator after the inception stage.

6.   Expected Outputs and Deliverables

The evaluation will begin with a desk review of available information (home-based), as well as an initial discussion with UNDP to firm up the methodology and approach for data collection and analysis. An Inception Report will be prepared by the Evaluators. Following the approval of the Inception Report, the Evaluators will commission field work to collect necessary data and interviews with key stakeholders. The main deliverable of the evaluation is the final Evaluation Report which synthesizes the analysis from the desk review, qualitative and quantitative data and stakeholder interviews.

The content of the Evaluation Report should consist of the following:

1.   List of Acronyms and Abbreviations

2.   Executive Summary

3.   Introduction

4.   Evaluation Scope and Objective

5.   Evaluation Approach and Methods

6.   Data Analysis

7.   Evaluation Findings and Conclusion

8.   Recommendations

9.   Lessons Learned

ANNEX II: KEY QUESTIONS DRIVING THE ANALYSIS OF DATA

Dimension	Key Questions
Relevance	Were programme activities relevant to UNDP's goals and strategy? Were programme activities relevant for the main beneficiaries? Were programme activities aligned to UNDP goals and strategies? Has the programme tackled key challenges and problems? Were cross-cutting issues, such as gender equality, principles and quality criteria duly considered/mainstreamed in the programme implementation and how well is this reflected in the programme reports? How could they have been better integrated? How did the programme link and contribute to the Sustainable Development Goals? To what extent was the programme relevant to the strategic considerations of the government institutions involved? To what extent was the programme implementation strategy appropriate to achieve the objectives?
Effectiveness	To what level has the programme reached the purpose and the expected results as stated in the CDP document (logical framework matrix), including those on gender equality? What challenges have been faced? What has been done to address the potential challenges/problems? What has been done to mitigate risks?
Sustainability	How is the programme ensuring sustainability of its results and impacts (i.e. strengthened capacities, continuity of use of knowledge, improved practices, etc.), including those aimed at improving gender equality? Did the programme have a concrete and realistic exit strategy to ensure sustainability? Were there any jeopardizing aspects that have not been considered or abated by the programme activities? In case of sustainability risks, were sufficient mitigation measures proposed? Has ownership of the actions and impact been transferred to the corresponding stakeholders? Do the stakeholders / beneficiaries have the capacity to take over the ownership of the actions and results of the project and maintain and further develop the results?
Impact	Is there evidence of long lasting desired changes, in which aspects? Has the programme appropriately reached its target groups and contributed to empowerment of disadvantaged ones and women? How did the programme contribute to (more) sustainable institutions? Is there evidence that institutional systems/mechanisms are in place which: 1) Support further capacity development at the national and local level; and 2) Promote sustainable and inclusive development.

Efficiency	Have the resources been used efficiently? How well have the various activities, including those aimed at improving gender equality, transformed the available resources into the intended results in terms of quantity, quality and timeliness? (in comparison to the plan) Were the management and administrative arrangements sufficient to ensure efficient implementation of the programme?
Stakeholders and Partnership Strategy	How has the programme implemented the commitments to promote local ownership, alignment, harmonization, management for development results and mutual accountability?
Theory of Change or Results/Outcome Map	Is the Theory of Change or programme logic feasible and was it realistic? To what extent have the latter integrated gender specifics? Were assumptions, factors and risks sufficiently taken into consideration?

ANNEX III: INTERVIEW PROTOCOL

For each interview obtain the following information of all the people who were part of the meeting

Name of Interviewee	Title, Department	Institution
Date of Interview	Time	Location
Other Persons present/title	Team members present	

Below is the list of indicative questions which we need to answer for the evaluation. Depending on who we interview, we need to choose among the questions below the suitable ones to ask (particularly given that we have normally just around 1 hour for each interview). For example, with implementation partners of specific projects, we may want to focus on part A and some additional questions in other parts as appropriate. For donors and other development partners we may want to focus on part B.

1. **EFFECTIVENESS:**

    1.1. To what extent has the programme/project **achieved its expected objectives**? Were all the planned project outputs and outcomes achieved? What were the **key results achieved** (Please describe, in particular, what **"changes"** have been brought about by the project)?

    1.2. Were there any key results not achieved and why? Were there any positive or negative unintended results?

    1.3. What was the quality of the deliverables, e.g. policy papers, analyses, strategies, pilot projects, trainings, etc.?

    1.4. Do you think that all the strategies and plans that were supported will be implemented?

    1.5. What were the major **factors contributing** to the achievements of this project? What were the **impeding factors**?

    1.6. **Partnerships**: Who were the partners in implementing the project? In your view, how effective has UNDP been in using its partnerships (e.g., UN and other development partners; private-sector; CBOs; CSOs)?

    1.7. To what extent were government counterparts engaged and interested in the project activities? What roles did they play? Can you mention specific government actors and specific roles they played?

1.8. UNDP's role in **policy guidance**: What was the quality of upstream policy advisory services provided through this project? To what extent did UNDP advisory services include considerations of gender equality? To what extent was this project able to affect policy change? If yes, can you mentioned some specific examples? What is the implication of such policy change to the country?

1.9. In what ways can UNDP strengthen its policy advisory role (what worked and what didn't work; why)?

2. **RELEVANCE:**

2.1. To what extent do you think the project objectives were **aligned with country needs and national priorities, policies or strategies, including those on gender equality and women's empowerment** ?

2.2. How was the work conducted under this project connected to the broader reform agenda under way in Cambodia? Was it integrated with the existing reform architecture in the area of energy and environment? Please provide specific examples.

2.3. Was the work of this project sufficiently focused on the sub-national (local) level? Do you see these types of projects being more useful at the national or sub-national levels?

2.4. To what extent were the **approaches taken by the programme/project** appropriate in terms of the project **design and 'focus**,' and the balance between efforts at the national and sub-national levels?

2.5. How coherent was the programme/project in terms of how it fit with the policies, programmes and projects undertaken **by other development partners** (such as the UN Agencies, WB, and other bilateral agencies)?

3. **EFFICIENCY:**

3.1. **Managerial and operational efficiency**:
   a) Has the programme/project been implemented **within expected dates, costs estimates**? Explain **'factors'** influencing the level of efficiency.

   b) Has the management taken prompt actions to solve implementation and other operational issues? What was **management structure** (incl. reporting structure; **oversight** responsibility)?

   c) How adequate were the Management arrangements put in place at the start of the project? Did the programme/project display effective adaptive management?

   d) What were the implications of the organizational structure for results and delivery?

3.2. **Progammatic efficiency:**

    a) Were the financial resources and approaches envisaged appropriate to achieving planned objectives? Was there a 'good' mix of upstream and downstream efforts to maximize the results?

    b) Were the resources focused on a set of activities that were expected to produce significant results (**prioritization**)? Has the project achieved 'value for money', including in terms of contribution to gender equality?

    c) Has the programme/project followed any known 'best practices'?

    d) Were there any efforts to ensure 'synergies' with other donor initiatives in the target countries? Explain results, and contributing factors.

3.3. What could have been done to improve the overall efficiency of the programme/project?

4. SUSTAINABILITY:

4.1. To what extent are **benefits likely to be sustained** after the completion of the activities? What are the supporting/impeding factors?

4.2. What are the risks that are likely to affect the persistence of programme outcomes?

4.3. What plans were put in place to ensure the continuity of the efforts (e.g., funding, technical capacity)? Has there been an **exit strategy** that describes these plans?

4.4. Do you think that the various key stakeholders see that it is in their interest that the project benefits continue to flow?

4.5. Would you want to see these activities extended in its current form or some other form?

4.6. Do you think the programme was useful in promoting the achievement of SDGs, including contribution to lasting changes in gender equality situation?

B. ASSESSMENT OF THE **PROGRAMME'S** STRATEGIC POSITIONING

5.1. To what extent has the programme/project been **responsive** to meeting the needs of the beneficiaries?

    a) How responsive was the project to changes in the country's development priorities?

    b) To what extent has the programme/project been able to adapt its ongoing activities to take into account the changing realities and sensitivities in the country?

c) To what extent has UNDP been able to adjust its implementation approach specifically to respond to the challenges created by political and institutional changes?

5.2. To what extent has the project been able to **integrate the concept of sustainable development** in the government processes (design, allocation of resources and implementation)? Examples?

5.3. To what extent has the programme/project been able to broker **South-South cooperation** (i.e., adopt lessons and best practices available in other countries, and share its own with others, for mutual learning). Examples?

5.4. To what extent has the programme been able to mainstream gender considerations through its activities and projects?

5.5. What **was the comparative advantage of** UNDP in the area of energy and environment, when compared to other actors in the same area?
- To what extent has UNDP been able to provide **technical guidance**, and knowledge?
- What are UNDP's **comparative strengths**, vis-à-vis other development partners, if any?
- To what extent do UNDP have the skills and expertise needed to support this area in BiH?

5.6. To what extent has the programme/project been able to establish **partnerships and networks** with relevant partners, and those working on cross-cutting issues, such as gender equality, and build strategic alliances in supporting key national priorities in the sustainable development area?

5.7. What do you think would be the **role of UNDP in helping the country in planning for, implementing strategies to achieve and/or monitor progress towards the Sustainable Development Goals?**

C. OTHER ISSUES

- Are there any issues that you would like to raise about the project's performance that have not been covered in this interview?

ANNEX IV: LIST OF STAKEHOLDERS TO BE INTERVIEWED FOR THIS EVALUATION

Internal Meetings

No.	Meeting Topic	Target Interviewee / cc
1	Introduction and de-brief	Nick, Rany, Moeko, Nuon, Anika
2	Group meeting on CoWES, SRL, CCCA2, FCPF1, FCPF2	Sovanny, Pinreak, Julien, Sovanna, Nissay
3	Group meeting on EGR, 3Rio, EWS, CEDEP	Ratana, Nathan, Phat, Muhi
4	Group meeting on UNJP/YE, MIY, DRIC, Inclusive Governance, A2J, Gender	Amara, Mao, Rodrigo, Kunka
5	Group meeting on MafHD: CfRIII, PfDRII,	Lida, Samoeun, Edwin
6	Group meeting with Policy Unit (including Policy project and SUMAI)	Moeko, Lang, Johanna and colleagues
7	Group meeting with Operations Unit	Kolap and colleagues
8	Group meeting with Gender Focal Team	Nick, Nuon, Kolap, Rodrigo, Amara, Samroul, Sovanny

External Meetings

No.	Attention of the letter	Target Interviewee / cc	Position	Organization
1	H.E. Dr. Tin Ponlok	H.E. Dr. Tin Ponlok	Secretary General	National Council for Sustainable Development (NCSD)
		Mr. Sum Thy	Director of Climate Change	National Council for Sustainable Development (NCSD)
		H.E. Ms. Chan Somaly	Director of Biodiversity Department	National Council for Sustainable Development (NCSD)

2	H.E. Ngan Chamroeun Deputy Executive Head	H.E. Ny Kimsan	Head of Project Implementation Unit	National Committee for Sub-national Democratic Development (NCDD)
		Mr. Chhun Bunnara	Deputy Director	National Committee for Sub-national Democratic Development (NCDD)
3	H.E. Dr. Chea Sam Ang	H.E. Dr. Chea Sam Ang	Secretary of State	Ministry of Environment (MoE)
4	H.E. Meas Pyseth	H.E. Meas Pyseth	Deputy Secretary General	Ministry of Agriculture, Forestry and Fisheries (MAFF)
5	H.E. Say Sam Al, Minister and Chair of NCSD	H.E. Sao Sopheap	Secretary of State	Ministry of Environment (MoE)
		H.E. Dr. Tin Ponlok	Secretary General	National Council for Sustainable Development (NCSD)
6	H.E. Mr. Mao Hak	H.E. Mr. Mao Hak	Deputy Secretary General of Tonle Sap Authority and Deputy Director General of Technical Affairs	MoWRAM
7	H.E. Pan Sorasak Minister	H.E. Ms. Tekreth Kamrang	Secretary of State	Ministry of Commerce
		Mr. Kit Pheara	Director	Trade Policy Department
8	H.E. Em Chan Makara	H.E. Em Chan Makara	Secretary General	DAC

10	Mr. Pok Sokundara	Mr. Pok Sokundara	Secretary General	Association of Sub-national Administration Council
11	H.E. Dr. Ing Kantha Phavi Minister	H.E. The Chhun Hak	Director General, LWGE Program Coordinator	Ministry of Women's Affairs (MOWA)
12	H.E. Chhieng Yannara	H.E. Chhieng Yannara	Minister Attached to the Prime Minister and Secretary General	Cambodia Rehabilitation and Development Board/ CDC
		H.E. Rith Vuthy	Deputy Secretary General	Cambodia Rehabilitation and Development Board/ CDC
13	H.E. Ly Thuch First Vice President	H.E. Prum Sophakmongkol	Secretary General	Cambodian Mine Action and Victim Assistance Authority (CMAA)
		H.E. Tep Kallyan	Deputy Secretary General	Cambodian Mine Action and Victim Assistance Authority (CMAA)
14	Ms. Dy Chang Kolney	Ms. Dy Chang Kolney	Deputy Director	National Employment Agency (NEA)
15	Mr. Franck Viault	Mr. Franck Viault	Head of Operation	Delegation of the European Union to Cambodia
16	Ms. Veena Reddy	Ms. Veena Reddy	Acting Mission Director	USAID
17	Mr. Samuel Hurtig	Mr. Samuel Hurtig	Head of Development Cooperation Section	Embassy of Sweden
18	Mr. Luke Arnold	Mr. Luke Arnold	Counsellor, Deputy Head of Mission	Australian Embassy

19	Ms. Carin Salerno	Ms. Carin Salerno	Director of Cooperation and Development Counselor	Swiss Agency for Development Cooperation
20	TBC	TBC	TBC	UN Agencies: UNICEF, WHO, UNAIDS, ILO, UN-WOMEN, FAO, OHCHR, UNV
21	Mr. Ngin Saorath	Mr. Ngin Saorath	Executive Director	Cambodian Disabled People's Organization
22	Ms. Reasey Seng	Ms. Reasey Seng	Director	SILAKA
23	Ms. Solinn Lim	Ms. Solinn Lim	Director	Oxfam
24	Mr. Bun Sambath	Mr. Bun Sambath	Executive Director	Young Entrepreneur Association of Cambodia
25	Mr. Om Sophanna	Mr. Om Sophanna	Director	Mlup Baitong
26	Ms. Heng Sotheavy	Ms. Heng Sotheavy	Country Head and Country Marketing Head	Grab Cambodia
27	Mr. Michael Tse	Mr. Michael Tse	CEO	Green Leader
28	H.E Dr. Aun Pornmoniroth	H.E. Ros Seilava	Under Secretary of State	Ministry of Economy and Finance
		H.E Dr. Chan Narith	Secretary General	National Social Protection Council, MEF

		H.E Tep Phyorine	Director General	MEF
29	H.E Chhay Than, Senior Minister, Minister of Planning	H.E Theng Pagnathun	Delegate of Government in-charge of Director General of General Directorate of Planning	MOP
		H.E. Keo Ouly	Director of ID-Poor Department and Advisor to the Minister of Planning	MoP
32	Mr. Ni Kan	Mr. Ni Kan	President, Cassava Association in Battambang (Sampovlun District)	Cassava Association
33	H.E. KOY Sodany	H.E. KOY Sodany	Under Secretary of State	Ministry of Public Works and Transport

ANNEX V: COUNTRY PROGRAMME'S RESULTS FRAMEWORK

EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	**Actual**		
UNDAF OUTCOME 1: By 2018, people living in Cambodia, in particular youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being or natural or cultural resources of future generations.	Government expenditure in climate change and environment protection Revised: Percentage of climate change expenditure in the GDP	Annual government expenditure on climate change as a percent of total annual public expenditure or if available as a % of GDP. Revised: Annual	*Indicator:* - *Baseline (2014): 17.5%* - *Target (2018): 20%* Revised: - Baseline (2014): 1% - Target (2018): 1.18%	17.5% (no updated data) 0.9% (2016 data) N/A		**1.18%**		**SP OUTCOME 1:** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded	CCCA
	Environmental Performance Index (EPI)	EPI is calculated as a mean of the environmental health (5 indicators) and ecosystem vitality (19 indicators)	*Indicator:* - *Baseline (2015): 35.44* - *Target (2018): 35.44*	51.24 Source: 2016 EPI, Yale University	51.24 Source: 2016 EPI, Yale University	*35.44*		**Outcome indicator 1.3** - Annual emission of CO_2 **Outcome indicator 1.4**	CCCA EGR FCPF

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EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	Actual		
								- Coverage of cost-efficient and sustainable energy	
	Policy and institutions for environmental sustainability rating/index	Policy and institutions for environmental sustainability is the extent to which environmental policies and institutions foster the protection and sustainable use of natural resources and the management of pollution. Index is based on a rating of 1-6 (1=low to 6=high)	*Indicator:* - *Baseline (2014): 3.0* - *Target (2018): 3.5*	3.0 (no updated data)	3.0 (no updated data)			**Outcome indicator 1.5**-on hectares of land managed sustainably under conservation, sustainable use or access and benefit sharing regime	CCCA EGR FCPF

EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	**Actual**		
	Multidimensional poverty index, MPI (specifically on poverty headcount)	Proportion of population that is multidimensional poor – is calculated as: poverty incidence ratio multiplied by the average intensity of their poverty	*Indicator:* - *Baseline (2014): 46.80%* - *Target (2018): 41.0 %*	33% Source: OPHI, Country Briefing December 2016 (Using CDHS data 2014)	33% Source: OPHI, Country Briefing December 2016 (Using CDHS data 2014)			**Outcome indicator 7.5:** number of countries with post-2015 poverty eradication commitments and targets.	All projects
Output 1.1: Establishment and strengthening of institutions, coordination mechanisms and policies for sustainable management of natural resources, ecosystem services	Approved national REDD strategy and Operational document	National REDD+ strategy and implementation framework approved Environmental Code and EIA law Developed	*Indicator 1.1.1:* - *Baseline: Drafted* - *Target: Approved*	Drafted	NRS Approved	NRS Approved	NRS Approved	**Output indicator 1.3.1:** Number of new partnership mechanisms with funding for sustainable management solutions of natural resources,	FCPF
	New institutional arrangements and capacity strengthening	Institutional arrangements for reducing emissions	*Indicator 1.1.2:* - *Baseline: Not effective (1)*	**Somewhat effective**	Somewhat effective	Effective			FCPF EGR

EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	**Actual**		
	to implement the REDD+ Strategy	from deforestation and forest degradation Modernized Ministry of Environment Operationalized National Council for Sustainable Development (NCSD) Development of Integrated ecosystem mapping and Decision Support System (DSS) Effectiveness of 3 key institutional arrangements for ENRM* measured in a 3 point scale: *Not Effective* – mechanisms functioning ad hoc/not yet approved; *Somewhat effective* - Only some mechanisms are approved and functioning; *Effective* - All mechanisms approved and functioning	- *Target: Effective (3)*	National REDD+ taskforce meet regularly NCSD established and operationalized	DSS – completed NCSD operationalized			ecosystem services, chemicals and waste at national and/or sub-national level	

EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	**Actual**		
	Community forestry	Numbers of community forestry and community protected areas established and strengthened	**Indicator 1.1.3:** - *Baseline (2014): 392* - *Target: 442*	392 (no change)	392 (no change)			**Output indicator 1.3.1** – partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services…	FCPF
Output 1.2: Scaled-up action on national program for climate change adaptation and mitigation across sectors that is funded and implemented, targeting the most vulnerable poor populations	Scalable schemes and programs in priority provinces	Number of national schemes/programs for climate change adaptation and mitigation based on successfully tested approaches, which are designed and fund-ready, in the prioritized provinces that are climate change vulnerable.	**Indicator 1.2.1:** - *Baseline (2015): 0* - *Target (2018): 4*						CCCA SRL

EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	**Actual**		
Output 1.3: Climate- and disaster-responsive social protection policies are in place that provide protective, preventive and promotive solutions for poor, climate-vulnerable people.	Number of schemes lifting women and men from poverty	Number of tested schemes in which at least 20% of male and female beneficiaries graduate from poverty in priority provinces	**Indicator 1.3.1:** - *Baseline: 0* - *Target: 2*	0	**0**			**Output 1.4.2** – Extent to which implementation of comprehensive measures - plans, strategies, policies, programmes and budgets - to achieve low-emission and climate-resilient	EWS
Output 1.4: Inclusive policies in place to ensure protection for people living with HIV and people with disabilities.	Legislation for compulsory licensing for public health Amended patent rights law Number of public health issues included in the National	A system for safeguarding access to generic medicine established	**Indicator 1.4.1:** - *Baseline (2015):* No system - *Target:* System in place	No system	No system (draft law on compulsory licensing)	Law on compulsory licensing approved.			

EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	Actual		
	Intellectual Property Rights (NIPRs) agenda								
	Number of national social protection schemes are sensitive to HIV and Disabilities	Number of national schemes in the National Social Protection Strategy incorporate people living with HIV and people with disabilities.	*Indicator 1.4.2:* - *Baseline (2015):* 0 - Target (2018): 2	1 (Urban ID Poor rolled out)	1 (ID poor)	1 (ID poor)			Policy

EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	Actual		
Output 1.5: Institutional measures are in place to strengthen the contribution of the national mine action programme to the human development of poor communities	Institutional capacity to gather land use data and ability to implement alternative funding	The extent of capacity in land use data gathering and extent of crowd in the mine action sector funding through alternative and stable funding counterbalancing the shrinking of Oversea Development Assistance to facilitate the development impact of mine action measured as a 3 point scale (1 = some extent to 3 = great extent).	*Indicator 1.5.1:* - *Baseline (2015): Some extent (1)* - *Target (2018): Great extent (3)*	Some extent (Mine Action strategy drafted; Mine Action Performance monitoring system not yet initiated)	Some extent (Mine Action strategy drafted; Mine Action Performance monitoring system not yet initiated)				MAfHD

UNDAF OUTCOME 3:									
UNDAF OUTCOME 3: By 2018, national and subnational institutions are more transparent and accountable for key public sector reforms and rule of law; are more responsive to the inequalities in enjoyment of human rights of all people living in Cambodia; and increase civic participation in democratic decision-making	Extent of follow-up on UN human rights and UN Convention on Anti-Corruption recommendations	Level of follow-up and implementation by ministries of selected recommendations by UN human rights mechanisms and the UN Convention on Anti-Corruption (UNCAC) implementation review mechanism measured as a 3 point scale (1 = some progress to 3 = significant progress)	*Indicator:* - *Baseline: Some progress (1)* - *Target: Significant progress (3)*					**Outcome indicator 2.1:** -on open access to data on government budgets, expenditure and public procurement.	
Output 2.1: Mechanisms and channels for government-citizen dialogue exist that establish long-term accountability relationships	Agreed social accountability by government and civil society organization	No. of provinces that adopted Social Accountability Mechanisms as agreed by the government and civil society organizations present in priority provinces	*Indicator 2.1.1:* - *Baseline (2015): 14* - *Target (2018): 28*	14 provinces	19 provinces			**Output indicator 2.4.2** – on number of CSOs/networks with mechanisms for ensuring	ACES

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EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	**Actual**		
								transparency, representation and accountability.	
	Number of ministries	Number of line ministries that included recommendations by the Cambodian Gender Strategic Plan NR4 and other gender equality related recommendations in their annual public investment programmes and programme budgets	*Indicator 2.1.2:* - *Baseline (2015): 0* - *Target (2018): 4*	0 (data not available)	0 (project just started)			**2.1.1** Number of Parliaments, constitution-making bodies and electoral institutions which meet minimum benchmarks to perform core functions effectively.	PGE IV (from 2017)

EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	Actual		
Output 2.2: Mechanisms to increase percent of women in leadership and decision-making are more effective	Effectiveness of policy measures	Effectiveness of policy measures to increase the share of women leaders across the civil service measured as a 3 point scale (1 = not effective to 3 = effective)	*Indicator 2.2.1:* - *Baseline (2015): Not effective (1)* - *Target (2018): Effective (3)*	1- Not effective	1- Not effective (project just started – progress made on increasing targets for women leadership in the draft CSDG)			**Output indicator 2.1.3:** proportion of women (to men) participating as candidates in local and national elections.	PGE IV (from 2017)

EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	**Actual**		
Output 2.3: Capacities of government institutions and civil society organizations strengthened to comply with obligations under the Convention on the Rights of Persons with Disabilities	Legal definition that allow equal rights of disabled people and have included in society	Extent to which Cambodia legal definition allows people with disabilities to enjoy equal rights and be included in society measured as a 3 point scale (1= some extent to 3= great extent).	*Indicator 2.3.1:* - *Baseline: Some extent (1)* - *Target: Great extent (3)*	Some extent Source: DRIC MTR	Election Social protection			**Output indicator 2.4.2** – Degree of effectiveness of mechanisms/ platforms to engage excluded groups	DRIC
	Government implemented recommendations	Extent to which policy recommendations of disabled people's organizations are implemented by government measured as a 3 point scale (1= some extent to 3= great extent)	*Indicator 2.3.2:* - *Baseline (2014, NDSP): Some extent (1)* - *Target (2018): Great extent (3)*	2 – Moderate extent Source: DRIC MTR noted achievements in setting up of radio station, promote political participation with NEC,	2 – Moderate extent			**Output indicator 2.4.2** – Degree of effectiveness of mechanisms/ platforms to engage excluded groups	

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EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	**Actual**		
				draft law on access to information					
UNDAF OUTCOME 1: By 2018, people living in Cambodia, particularly youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being or natural or cultural resources of future generations	Household consumption	% of household consumption in the two lowest quintiles	*Indicator:* - *Baseline (2013): quintile 1 - 10%* - *Target (2018): quintile 1 – 17%* - *Baseline (2013): quintile 2 – 14%* - *Target (2018): quintile 2 – 20%*	Quintile 1: 10% Quintile 2: 20% (No updated data)	Quintile 1: 9% Quintile 2: 13% Source: CSES 2015				
	Formal employment	% of total employed population that is employed in the formal sector disaggregated by age, location, and sex	*Indicator:* - *Baseline (2013): 40.6%* - *Target (2018): 50%*	40.6% (No updated data)	48.9% of the labor force is in formal employment				

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EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	**Actual**		
					43.4% of women is in formal employment 54% of men is in formal employment Source: CSES 2015				
	Employment by economic sectors	% of total GDP represented by employment in agriculture, service, and industry sector	*Indicator:* - *Baseline (2014, est.): Agriculture (60%); industry (11%); and service (29%)* - *Target (2018): agriculture (56%); industry (13%); and service (31%)*	Agriculture (60%); industry (11%); and service (29%) (No updated data	Agriculture: 41% Industry: 25.5% Services: 32.9% Source: CSES 2015				

EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	**Actual**		
	Multidimensional poverty, poverty headcount	% of population identified as multidimensional poor according to the multidimensional poverty index (MPI) – an average of the 3 indexed dimensions of poverty (with a focus on living standards)	*Indicator:* - *Baseline (2014): 46.8%* - *Target (2018): 41.0%*	33%	33% Source: OPHI, Country Briefing December 2016 (Using CDHS data 2014)			**Outcome indicator 7.5:** number of countries with post-2015 poverty eradication commitments and targets.	
Output 3.1: The National Strategic Development Plan (NSDP) incorporates and localizes the post-2015 agenda and Sustainable Development Goals priorities	SDGs indicators incorporated in the NSDP and sectoral plans	Extent to which the Sustainable Development Goals – SDGs (post-2015 measures) and indicators are included in the National Strategic Development Plan (NSDP, 2019-2025) measured as a 3 point scale (1= limited extent to 3 = Great extent)	*Indicator 3.1.1:* - *Baseline: limited extent (1)* - *Target: Great extent (3)*	1 - Limited extent	1 - Limited extent (CSDG is not yet drafted)			**Outcome indicator 7.3** – on adopting SDG indicators into national plans and budgets	Policy

EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	Actual		
	Measures taken by the government to improve financial inclusion of the poor	Extent to which policy and market mechanisms expanded and accessed by the poor to financial services, based on Making Access Possible study measured as a 3 point scale (1= some extent to 3 = limited extent)	*Indicator 3.1.2:* - *Baseline (2015): some extent (1)* - *Target (2018): limited extent (2)*	1- Some extent	1- Some extent (no work)				Policy

EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	**Actual**		
	Measures taken by government to increase foreign direct investment, skill upgrading and value chain	Extent to which policy and institutional mechanisms in place are effective to increase - foreign direct investment in sectors with potential for value addition, - skills upgrading, and - decent employment measured as a 3 point scale (1= not effective to 3 = effective)	**Indicator 3.1.3:** - *Baseline (2015): Not effective (1)* - *Target (2018): Effective (3)*						Policy/ PfDR
Output 3.2: National data collection measurement and analytical systems in place to monitor progress on the post-2015 agenda and Sustainable Development Goals	Data aggregated by sex, income group, age and region	Extent to which national statistical systems allow collection of relevant data to track progress against localized SDGs with a necessary data aggregation (sex, income groups, and geographical areas measured as a 3 point	**Indicator 3.2.1.** - *Baseline:* Some extent (1) - *Target:* Great extent (3)	1- Some extent (CSDG localization not yet finalized)	1- Some extent (CSDG localization not yet finalized)			**Output indicator 7.3.1** – Number of diagnostics carried out in this country to inform policy options on national response to globally agreed	**Policy**

EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	**Actual**		
		scale (1= some extent to 3 = great extent)						development agenda, including with analysis of sustainability and risk resilience, with post-2015 poverty eradication commitments and targets specified	
Output 3.3: Institutional mechanisms in place to manage the transition in composition of official development assistance and to expand access to other sources of global development financing	Open/free access to recent data on external CC finance (online); Availability of comprehensive, accurate & relevant data for monitoring (i.e. CC sector/sub-sector/marker are effectively used); Institutional mechanism that can and does produce a regular (annual) report on CC finance;	Effectiveness of mechanisms to access, monitor, report and verify use of ODA and other sources of global financing for climate includes: CC marker in ODA database is operational and used in national report on ODA (CDC) Annual Climate Public Expenditure Reviews published (CCCA) Cambodia accesses GCF funds (at least one	*Indicator 3.3.1:* - *Baseline: Not effective (1)* - *Target: Effective (3)*	2- Somewhat effective (CC financing was reported in DCPS report published by the CDC; CPER for FY	2- Somewhat effective (CC financing was reported in DCPS report published by the CDC; CPERE published annually)			**Output indicator 7.4.2** – Existence and effectiveness of mechanisms to access, deliver, monitor, report on and verify use of Official Development Assistance (ODA) and other sources	PfDR CCCA 2 Policy

EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	**Actual**		
	Ability for MOE/NCSD to access the system, query and validate the raw data.	project) (CCCA and UNDP policy unit) At least one monitoring report on implementation of CCCSP is available (CCCA) Improvement is measured as a 3 point scale (1= not effective to 3= effective)		2013-14 published)				of global development financing	
	Mechanisms for effective access, monitor, report and verify the use of Oversea Development Assistance and other global financing – SDGs	Effective mechanism to access, monitor, report and verify use of national budget, ODA and other sources of global financing for the achievement of SDGs measured as a 3 point scale (1 = not effective to 3 = effective)	**Indicator 3.3.2:** - *Baseline: Not effective (1)* - *Target: Effective (3)*	2 – Somewhat effective (ODA Database adapted and expanded to record broader flows of development finance, ODA analysis is	2 – Somewhat effective (ODA Database adapted and expanded to record broader flows of development finance, ODA			**Output indicator 7.4.2** – Existence and effectiveness of mechanisms to access, deliver, monitor, report on and verify use of Official Development Assistance (ODA) and other sources	PfDR

EXPECTED RESULTS (UNDAF Outcomes and CPD Outputs)	INDICATOR	DEFINITION (How is it calculated or measured?)	BASELINE AND TARGET (What are the baseline and target values?)	2016 Actual	2017 Actual	2018		Links to UNDP Strategic Plan (SP, 2014-2017)	Relevant projects
						Target	Actual		
				prepared regularly)	analysis is prepared regularly)			of global development financing	
Output 3.4: Mechanisms in place to generate and share knowledge about development solutions	National and global human development reports' contribution vs. Cambodia	Extent to which the human development reports contribute to policy and academic debates measured as a 3 point scale (1= some extent to 3= great extent)	*Indicator 3.4.1:* - *Baseline (2011): Some extent (1)* - *Target (2017): Great extent (3)*	N/A	N/A No NHDR produced			**Output indicator 7.3.1** – Number of diagnostics carried out in this country to inform policy options on national response to globally agreed development agenda, including with analysis of sustainability and risk resilience, with post-2015 poverty eradication commitments and targets specified	Policy