



# Independent Country Programme Evaluation Cambodia

## Annexes



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# ANNEX 1. EVALUATION TERMS OF REFERENCE

## 1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts country evaluations called Independent Country Programme Evaluations (ICPEs) to capture and demonstrate evaluative evidence of UNDP's contributions to development results at the country level, as well as the effectiveness of the agency's strategy in facilitating and leveraging the national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders IEO
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.<sup>1</sup> The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making, and improvement; and (b) enhance the independence, credibility, and utility of the evaluation function as well as its coherence, harmonization, and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

UNDP Cambodia has been selected for an ICPE since its country programme will end in 2023. The last evaluation conducted by IEO in Cambodia was in 2010.<sup>2</sup> The ICPE will be conducted in 2022 to feed into the development of the new country programme. The ICPE was conducted in close collaboration with the Government of Cambodia, UNDP Cambodia country office, and UNDP Regional Bureau for Asia and the Pacific.

## 2. NATIONAL CONTEXT

### **Demographics, economy, inequality, and poverty**

As of 2021, Cambodia had an estimated population of 15.9 million with an average growth of 1.4 million since 2013. About 3.9 million live in urban areas and 12 million in rural areas. Around 51 per cent of the population are women. Cambodia has a youthful population with 69 per cent under the age of 34. Over the last three decades, life expectancy has increased from 53 years in 1990 to 69 years in 2020.<sup>3</sup>

Cambodia achieved its lower middle-income status in 2015 and plans to reach a high middle-income status by 2030. On record, Cambodia had an increasing economic trend from 2010 to 2019 with an average GDP

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<sup>1</sup> See UNDP Evaluation Policy at [www.undp.org/eo/documents/Evaluation-Policy.pdf](http://www.undp.org/eo/documents/Evaluation-Policy.pdf). The ICPE is conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group ([www.uneval.org](http://www.uneval.org)).

<sup>2</sup> IEO conducted an Assessments of Development Results in 2010. See <http://web.undp.org/evaluation/evaluations/adr/cambodia.shtml>.

<sup>3</sup> *Statistical Yearbook of Cambodia 2021*, Ministry of planning (December 2021), <https://www.nis.gov.kh/nis/yearbooks/StatisticalYearbookofCambodia2021.pdf>.

annual growth rate of 7.02 per cent prior to the COVID pandemic in 2020, at which time the rate fell to -3.1 per cent. The rate recovered at 1.9 per cent in 2021, though still below the Southeast Asian<sup>4</sup> GDP annual growth rate of 3.1 per cent for 2021. Its 2022 GDP annual growth rate forecast is 5.5 per cent, just above the Southeast Asian estimate of 5.0 per cent.<sup>5</sup>

Inflation has been relatively stable, averaging at 3.1 per cent from 2010 to 2020, which has rebounded from the spike of 24 per cent during the financial crisis in 2008. The 2022 inflation estimate is 2.7 per cent, which is still higher than the average Southeast Asian inflation rate of 2.1 per cent.<sup>6</sup>

The economy of Cambodia is transitioning from an agricultural base to an industrial base as seen in the pattern of its GDP. The agriculture, fisheries, and forestry sectors contributed to 33.6 per cent of the country's GDP in 2012 and this has gradually decreased to 20.7 per cent in 2019. The subsector on crops, livestock, fisheries, and forestry increased in annual production, but has been outpaced by production in the industry sector.

The industry sector has consistently increased, from contributing 22.9 per cent of Cambodia's GDP in 2012 to 34.2 per cent in 2019, with the biggest subsector growth seen in manufacturing, textile, wearing apparel, and footwear. The largest contribution comes from the service sector, which accounts for an average of 38.1 per cent from 2012 to 2019.<sup>7</sup>

In the 2019 Global Competitiveness Index, which ranked 141 countries, Cambodia lagged behind at 106 in comparison to its neighbours Thailand (40th place) and Viet Nam (67th place).<sup>8</sup> Human resources that respond to the present socio-economic demands is one of the key challenges faced by Cambodia. In its Rectangular Strategy Phase IV, 'People' was prioritized among the three other strategic rectangles – Road, Water, and Electricity.<sup>9</sup>

Cambodia has strong economic partners in the region, which includes the regional bloc, the Association of Southeast Asian Nations (ASEAN). Based on the World Integrated Trade Solution data, Cambodia's top three trade partners in terms of imports are China (\$7.5 million), Thailand (\$3.2 million), and Viet Nam (\$3.2 million), while its biggest trade export partners are to the United States, Japan, and Germany.

The official development assistance (ODA) to Cambodia was estimated to be \$1.89 billion in 2019, which increased from \$1.5 billion in 2018. The development partners with the highest ODA to Cambodia include Australia, the Asian Development Bank, EU, France, Japan, Republic of Korea, the United States, and the World Bank.<sup>10</sup> As Cambodia moves towards its high middle-income status goals, its ODA as a per cent of its

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<sup>4</sup> Synonymous to members of the Association of Southeast Asian Nations, composed of 10 countries: Brunei, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Viet Nam.

<sup>5</sup> Asian Development Bank, <https://www.adb.org/countries/cambodia/economy>.

<sup>6</sup> Average from 2016 to 2021. "Inflation Rate, Asian Development Outlook Update 2021" (September 2021), <https://data.adb.org/dataset/inflation-rate-asia-and-pacific-asian-development-outlook>

<sup>7</sup> *Statistical Yearbook of Cambodia 2021*, Ministry of planning (December 2021) <https://www.nis.gov.kh/nis/yearbooks/StatisticalYearbookofCambodia2021.pdf>

<sup>8</sup> The Global Competitiveness Index 4.0 2019 Rankings, [https://www3.weforum.org/docs/WEF\\_TheGlobalCompetitivenessReport2019.pdf](https://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2019.pdf).

<sup>9</sup> The Political Platform of the Royal Government of the Sixth Legislature of the National Assembly and the Rectangular Strategy-Phase IV, combined, will act as a comprehensive policy framework for formulating the National Strategic Development Plan 2019–2023, <http://cnv.org.kh/wp-content/uploads/2012/10/Rectangular-Strategy-Phase-IV-of-the-Royal-Government-of-Cambodia-of-the-Sixth-Legislature-of-the-National-Assembly-2018-2023.pdf>.

<sup>10</sup> Cambodian Rehabilitation and Development Board Council for the Development of Cambodia (2020),

gross national income has been steadily decreasing from 6.34 per cent in 2010 to 3.8 per cent in 2019.<sup>11</sup> Compared to its close ASEAN neighbours, Cambodia's ODA is still relatively high in contrast to Lao PDR (4.6 per cent in 2010 and 3.5 per cent in 2019) and Viet Nam (2.4 per cent in 2015 and 0.44 per cent in 2019).

Cambodia places 144 out of 189 countries in its Human Development Index (HDI) ranking, standing at 0.59, which is lower than the ASEAN average of 0.72.<sup>12</sup> GDP per capita has doubled from \$785 in 2010 to \$1,543 in 2020.<sup>13</sup> As a measure of inequality, the GINI coefficient of Cambodia has decreased from 0.67 in 2010 to as low as 0.58 in 2020 (estimate).<sup>14</sup> The most recent Multidimensional Poverty Index of Cambodia is 0.170 (2014).<sup>15</sup>

## Environment and resilience

Cambodia is one of the biodiverse-rich countries in Southeast Asia, with 123 species of mammals, 545 bird species, 874 fish species, and around 2,300 species of vascular plants. However, a significant number of its species are included in the International Union for Conservation Red List of Threatened Species: 37 mammals, 45 avian species, and 38 plants.<sup>16</sup> The most pressing threat to its biodiversity includes: (1) land conversion/deforestation; (2) dams, roads, and infrastructure, including coastal development; (3) sand dredging in waterways; (4) overfishing and illegal fishing techniques; (5) illegal harvest of forest products; and (6) illegal wildlife trade.

One of the largest forest covers in Southeast Asia is found in Cambodia, with an estimated 10.1 million hectares.<sup>17</sup> About 15 per cent or 2.7 million hectares of Cambodia's territory has been declared as protected area. In addition, the country has made progress in the 20 Aichi Biodiversity Targets it has adopted as per its 6th national report to the Convention on biodiversity in 2019.<sup>18</sup> Cambodia is a signatory to about 286 environmental conventions and amendments, including the Montreal Protocol (signed in 1987), the chemical waste conventions–Basel Convention (2001), Stockholm Convention (2001), Rotterdam Convention (2013), and the Paris Agreement (2015).<sup>19</sup>

In 2013, Cambodia launched its first Climate Change Strategic Plan 2014–2023 (CCCSP). This plan elaborates the country's 10-year strategic objectives and targets for climate-smart development. In 2016, it submitted its first Nationally Determined Contribution, and in 2020 it submitted the updated Nationally Determined Contribution. Cambodia submitted its National Strategy for Carbon Neutrality 2050 to the UN Framework Convention on Climate Change (UNFCCC) in December 2021. In its submission of its Second National Communication to the UNFCCC in 2016, it identified some of the biggest threats the country faces

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"Development cooperation and partnerships report," <http://cdc-crdb.gov.kh/en/officials-docs/documents/DCPR-2018-English.pdf>; [http://odacambodia.com/Reports/reports\\_by\\_Donor.asp](http://odacambodia.com/Reports/reports_by_Donor.asp).

<sup>11</sup> World Bank data, <https://data.worldbank.org/indicator/DT.ODA.ODAT.GN.ZS?locations=KH>.

<sup>12</sup> <https://hdr.undp.org/en/content/latest-human-development-index-ranking>

<sup>13</sup> Data Bank, World Development Indicators.

<sup>14</sup> World inequality data base, <https://wid.world/country/cambodia/>

<sup>15</sup> See <https://data.humdata.org/dataset/cambodia-mpi>; "IMF working paper – Advancing inclusive growth in Cambodia" (2019), <https://www.imf.org/-/media/Files/Publications/WP/2019/wp19187-print-pdf.ashx>.

<sup>16</sup> See <https://opendevelopmentcambodia.net/topics/biodiversity/>.

<sup>17</sup> 2010 estimates.

<sup>18</sup> See [https://asean.chm-cbd.net/sites/acb/files/2020-04/6NR\\_KHM.pdf](https://asean.chm-cbd.net/sites/acb/files/2020-04/6NR_KHM.pdf).

<sup>19</sup> See <https://iea.uoregon.edu/country-members/Cambodia>.



from climate change, such as intensified floods, droughts, saline intrusion, and extreme weather events.<sup>20</sup> Its high risk is validated by the 2021 World Risk Index, where Cambodia ranked 15 out of 181 countries and as one of the countries in Asia with the highest risk from natural disasters and climate change. It measured 'very high' in the metrics of exposure and lacking coping capacities and 'high' in the metrics of vulnerability, susceptibility, and lack of adaptive capacities.<sup>21</sup>

### **Governance, peace, and security**

The Kingdom of Cambodia has a multiparty democracy under a constitutional monarchy. Its Constitution was adopted in 1993, and it has three main government branches. In the Executive Branch, the King is the Chief of State, and the Head of the Government is the Prime Minister. The bicameral parliament is made up of 62 seats in the Senate<sup>22</sup> and 125 seats in the National Assembly.<sup>23</sup> The last Senate and National Assembly elections were held in 2018. Some 14.5 per cent of the senate seats and 20 per cent of national assembly seats were won by women. In the judicial branch, the Supreme Court judges are appointed for life, and Constitutional Council judges are appointed for a nine-year term. The Extraordinary Chambers of the Courts of Cambodia (also known as the Khmer Rouge Tribunal), formed in 2006 to conduct trials related to the atrocities committed in 1975–1979 by the Khmer Rouge Regime, still has ongoing proceedings.

Among its ASEAN neighbours, Cambodia has a relatively stable political climate. It is one of the countries with a positive Political Stability and Absence of Violence/Terrorism Index at 0.20, equal to Viet Nam and the regional median. Its index score is slightly above Malaysia (0.10) and well below Brunei (1.30) and Singapore (1.50), with Indonesia, the Philippines, and Thailand all in the negative and below the regional median.<sup>24</sup>

Cambodia scored low on the Bertelsmann Transformation Index (3.08 and ranked 119 out of 137 countries), which aggregates five criteria. Cambodia's index scored high on the criteria of Stateness and low on metrics related to Political and Social Integration, Stability of Democratic Institutions, Rule of Law, and Political Participation. It has the lowest score of all its ASEAN neighbours, falling below the Southeast Asian average (4.37). Its neighbours Laos ranked 117 and Viet Nam ranked 106.<sup>25</sup>

Cambodia's corruption perceptions index score has improved from 20 in 2018 to 23 of 2021, ranking 160 out of 180 countries.<sup>26</sup> The country's increased in all criteria related to governance and justice based on comparing percentile rankings from the World Governance Indicators for 2015 to 2020, with the exception of political stability and absence of violence/terrorism.<sup>27</sup>

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<sup>20</sup> World Bank and Asian Development Bank (2021), Climate risk country profile, [https://climateknowledgeportal.worldbank.org/sites/default/files/2021-08/15849-WB\\_Cambodia%20Country%20Profile-WEB.pdf](https://climateknowledgeportal.worldbank.org/sites/default/files/2021-08/15849-WB_Cambodia%20Country%20Profile-WEB.pdf).

<sup>21</sup> World Risk Report (2021), <https://reliefweb.int/sites/reliefweb.int/files/resources/2021-world-risk-report.pdf>.

<sup>22</sup> Of these, 58 are indirectly elected by parliamentarians and commune councils, 2 indirectly elected by the National Assembly, and 2 appointed by the monarch; members serve six-year terms.

<sup>23</sup> Members are directly elected in multi-seat constituencies by proportional representation vote and serve five-year terms.

<sup>24</sup> World Bank, "Political stability and absence of violence/terrorism," [https://tcd360.worldbank.org/indicators/b89c1cd1?country=KHM&indicator=40270&countries=BRN,IDN,LAO,MMR,MYS,PHL,SGP,THA,VNM&viz=bar\\_chart&years=2018&compareBy=region](https://tcd360.worldbank.org/indicators/b89c1cd1?country=KHM&indicator=40270&countries=BRN,IDN,LAO,MMR,MYS,PHL,SGP,THA,VNM&viz=bar_chart&years=2018&compareBy=region).

<sup>25</sup> Bertelsmann Transformation Index (2022), <https://bti-project.org/en/reports/country-report/KHM>.

<sup>26</sup> Transparency International, Corruption perceptions index, <https://www.transparency.org/en/cpi/2020/index/khm>.

<sup>27</sup> In the World Governance Indicators index the higher value indicates good governance. For the period 2016–2020

To curb the spread of COVID-19, restrictive regulations and measures were adopted. In some cases, these were heavily punitive and sometimes inconsistent with human rights guaranteed by the Constitution and international commitments. During this time, flags were raised on pending criminal trials of the opposition, restriction of civic space, political participation, and media freedom – a complex context pre-empting the 2022–2023 elections. The 2021 World Justice Project ranks Cambodia at 138 among 139 countries.<sup>28</sup>

### Gender and vulnerable groups

Women and girls account for 51 per cent of the Cambodian population.<sup>29</sup> The country's 2021 Gender Inequality Index score stands at 0.0684, which is below the ASEAN average of 0.0707 and ranks at 103 out of 189 countries.<sup>30</sup> Based on the Global Gender Gap Index (GGGI),<sup>31</sup> Cambodia has slowly improved in its gender commitments, though not at the pace needed to go above the global average on gender parity.

Cambodia scored the lowest in the GGGI criterion of 'economic participation and opportunity', where the indicators are the percentage of women who are legislators, senior officials, and managers.<sup>32</sup> In this category, Cambodia ranks 113, with a 1:3 woman-to-men ratio in such positions. In the 'education attainment' criterion, Cambodia scored low on all indicators.<sup>33</sup> Similarly, Cambodia did not do well in the criterion of 'women and political empowerment', with only 21 per cent of parliamentary positions being held by women and only 9 per cent of ministerial positions headed by women. The indicator on 'healthy life expectancy' is the only one where Cambodia scored positively and above parity.<sup>34</sup>

In 2020 more women than men participated in the labour sector in Cambodia. About 91 per cent of women aged 15–64 years were engaged in the labour market, in comparison to 84 per cent of men within the same age group. However, most women were employed in informal labour. This can be traced to the low percentage of women having higher education. About 49.2 per cent of women in the labour force do not have a primary education or have entered primary education but have not finished, in contrast to men with per cent 39.1. As the educational ladder progresses from primary to upper and lower secondary up to post-secondary, women's participation steadily decreases, and the gap with men widens.

There are around 24 indigenous people groups in Cambodia, but there are no updated estimates of their populations. In 2012 the International Work Group for Indigenous Affairs estimated the number at around 200,000, which is 1.2 per cent of Cambodia's population.<sup>35</sup> A 2019 meeting of the Committee on the Elimination of Racial Discrimination raised a number of issues related to indigenous populations, including

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the criterion of 'voice and accountability' decreased from 26.11 to 12.56; 'political stability and absence of violence/terrorism' decreased from 49.5 to 41.04; 'effective governance' increased from 25 to 37.97; 'Regulatory Quality' decreased from 25.89 to 29.81; 'Rule of law' increased from 14.90 to 17.79; and 'control of corruption' decreased from 12.02 to 11.06. See <https://info.worldbank.org/governance/wgi/Home/Reports>.

<sup>28</sup> See <https://worldjusticeproject.org/sites/default/files/documents/WJP-INDEX-21.pdf>.

<sup>29</sup> *Statistical Yearbook of Cambodia 2021*, Ministry of planning (December 2021), <https://www.nis.gov.kh/nis/yearbooks/StatisticalYearbookofCambodia2021.pdf>.

<sup>30</sup> UNDP, Gender Inequality Index, Human Development Data Centre.

<sup>31</sup> Criteria include: economic participation and opportunity, educational attainment, health and survival, and political empowerment.

<sup>32</sup> Other criteria include: labour force participation rate, wage equality for similar work, estimated earned income, international legislators, senior officials and managers, professional and technical workers

<sup>34</sup> *Statistical Yearbook of Cambodia 2021*.

<sup>35</sup> See [https://www.iwgia.org/images/publications/0573\\_THE\\_INDIGENOUS\\_ORLD-2012\\_eb.pdf](https://www.iwgia.org/images/publications/0573_THE_INDIGENOUS_ORLD-2012_eb.pdf).

challenges in proving the nationality of indigenous people and obtaining identity cards, land grabs, and the decreasing civil society space.<sup>36</sup>

The most recent data on disability in Cambodia is from 2014. Most disabilities are related to eyesight and locomotor function. The highest age group of people with disability are those 60 years and above (23.7 per cent), followed by individuals aged of 45–59 (6.3 per cent). It is estimated that women with disability have a 19.7 per cent less likelihood of being employed, while the figure for men is 8.36 per cent.<sup>37</sup>

Lesbian, gay, bisexual, and transgender (LGBT) persons are not criminalized in Cambodia, but there are no specific laws that prohibit discrimination, and reports indicate that there is still much stigma surrounding the LGBT community.<sup>38</sup>

## COVID-19

From January 2020 to February 2022 around 128,000 people were infected by the COVID-19 virus in Cambodia, with a death toll of 3,023. As of February 2022 around 13.8 million Cambodian's had been fully vaccinated.<sup>39</sup> At the height of the pandemic, the sectors that were significantly affected were tourism, manufacturing exports, and construction. These industries had contributed to 70 per cent of GDP growth in the previous year and were responsible for 39.4 per cent of employment in 2019. The shutdowns and localized lockdowns have affected both rural and urban communities. Despite this, the agricultural sector has shown resilience, which can be attributed to the signing of trade agreements such as the Cambodia-China Free Trade Agreement and Regional Comprehensive Economic Partnership. The manufacturing sector has since rebounded and has resumed production of traditional manufacturing industries, such as garment, footwear, and travel goods. In 2020–2021 the manufacturing industry also broadened its production to include electrical, electronic, and vehicle parts.<sup>40</sup>

In November 2021 the Cambodian Government relaxed restrictions and gradually 'reopened' the country for business with continuous COVID-19 health protocols. The resurgence of the COVID-19 Omicron variant dampened the outlook for economic growth to 2.2– 4.5 per cent for 2022.

In August 2020 the UN country team developed the *UN Cambodia framework for the immediate socioeconomic response to COVID-19*. The strategy highlighted three important pillars on: (1) Health First: Protecting Health Services and Systems During the Crisis; (2) Protecting People: Leaving No One Behind; (3) Economic Response and Recovery; (4) The Macroeconomic Response; and (5) Promoting Social Cohesion and Investing in Community-Led Resilience and Response. The UN system has mobilized more than \$100 million for the COVID response in Cambodia, and it has assisted the government on its cash transfer programme.<sup>41</sup> Around 678,500 households (19 per cent of total households) had been supported

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<sup>36</sup> See <https://ohchr.org/SP/NewsEvents/Pages/DisplayNews.aspx?NewsID=25372&LangID=E>.

<sup>37</sup> Ministry of Women's Affairs of Cambodia, Policy Brief 9, "RIGHTS: Vulnerable groups of women and girls – Cambodia gender assessment" (2014), [www.mowa.gov.kh](http://www.mowa.gov.kh).

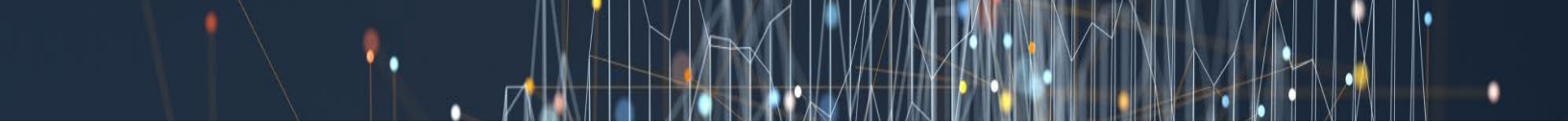
<sup>38</sup> See <https://cambodia.ohchr.org/en/issues/lgbt-rights-0>.

<sup>39</sup> See <https://covid19.who.int/region/wpro/country/kh>.

<sup>40</sup> World Bank, "Cambodia in the Time of COVID-19: Economic Update" (May 2020), <https://www.worldbank.org/en/country/cambodia/publication/cambodia-in-the-time-of-covid-19-coronavirus-economic-update-may-2020>.

<sup>41</sup> Information Note: UN Cambodia's COVID-19 Response to Current Community Outbreak, <https://cambodia.un.org/en/126617-information-note-un-cambodias-covid-19-response-current-community-outbreak>.





with such cash transfers as of October 2021.<sup>42</sup> The UN system also assisted in expanding laboratory diagnostic capacity with technical advice, testing strategies, training, and procurement.

Similar to other countries, the pandemic brought an uneven burden across society, but women felt the brunt due to the nature of their employment in the informal sector. The closure of schools negatively affected learning in Cambodia, with remote learning modalities unable to sustain enrolment, and the number of drop-outs has increased. A World Bank estimate shows that the cluster of students who left school during the pandemic will earn less in their lifetime than those who have not left school. This also has some long-term economic impact, with an estimated loss of \$738 to a person's annual income, in a country whose per capita GDP is \$1,512.<sup>43</sup>

### **3. UNDP PROGRAMME STRATEGY IN CAMBODIA**

Cambodia became a UN member state in 1955, though as early as 1951 it has hosted several UN agencies, including the Expanded Programme for Technical Assistance, which was the precursor of UNDP. UN operations in Cambodia were halted 1970 due to the political instability caused by the Khmer Rouge, and this period continued until 1979. In 1982 the United Nations Border Relief Operation provided humanitarian assistance to Cambodians who were displaced along the Thai-Cambodian border. In 1991, Cambodian parties signed in Paris the Agreements on the Comprehensive Political Settlement of the Cambodia Conflict, a peace treaty to end hostilities and to lay the groundwork for democratic elections. By the following year the United Nations Transitional Authority in Cambodia was established and was supported by 22,000 United Nations peacekeepers, with the aim of facilitating democratic elections.

Since Cambodia's re-engagement to the United Nations it is has been party to several international conventions, including the Anti-Personnel Mine Ban Convention (Ottawa Treaty; ratified July 1999), Convention on the Elimination of All Forms of Discrimination against Women (CEDAW; ratified October 1992), UN Framework Convention on Climate Change (UNFCCC; ratified December 1995), Convention on the Rights of Persons with Disability (CRPD; December 2012), Convention on the Rights of the Child (CRC; ratified October 1992), and several international covenants on social, cultural, economic and political rights.

UNDP has more than 50 years of cooperation with Cambodia. It started its programme from 1958 to 1975 and resumed collaboration in 1980. The UNDP office in Phnom Penh was established in 1994 and had a Standard Basic Assistance Agreement with the government. Its current Country Programme Document 2019–2023, was endorsed by the Letter of Agreement between the country office and the Royal Government of Cambodia (RGC).

The current UNDP country programme is derived from the following strategies:

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<sup>42</sup> World Bank, "Cambodia Country Economic Update, December 2021: Living with COVID-19," <https://www.worldbank.org/en/country/cambodia/publication/cambodia-country-economic-update-december-2021-cambodia-is-now-living-with-covid-19>.

<sup>43</sup> World Bank, "Cambodia Is Now Living with COVID-19," <https://www.worldbank.org/en/news/press-release/2021/12/08/cambodia-country-economic-update-december-2021-cambodia-is-now-living-with-covid-19>

1. Cambodia's Rectangular Strategy for growth, employment, equity, and efficiency: Building the foundation towards realizing the Cambodia Vision 2050 – Phase IV (2018–2023). This reiteration of the strategy will focus on the 'People' dimension of the rectangular strategy, while continuing to support the three rectangular strategies in the last three versions, i.e., Road, Water, and Electricity.
2. National Strategic Development Plan (NSDP) 2019–2023. The NSDP is the operationalization of the rectangular Strategy – IV, which identifies the mechanism for implementation and its results framework.
3. UNDP Strategic Plan 2018–2021. Anchored in the 2030 Agenda, this strategy sets the goals and pathways in which UNDP will adapt to the needs of country members, including: (a) the three broad development settings to which our approach responds; (b) a series of signature solutions that define the core work of UNDP; (c) the two platforms through which UNDP will deliver our work; and (d) an improved business model to underpin our efforts.
4. United Nations Development Assistance Framework (UNDAF) 2019–2023. The UNDAF is a targeted framework agreed upon by the Government of Cambodia and the UN agencies, facilitated by the UN Country Team, which elaborates how the UN system as a whole will assist the development goals of Cambodia. The agency's country programme outcomes are fully derived from this document.

UNDP aims to support Cambodia in its ambition of transitioning to an upper middle-income country while underpinning the principles of *sustainable growth* and *leaving no one behind*. The UNDP programme consists of three interdependent pillars: prosperity, planet, and peace.

UN Sustainable Development Partnership Framework outcomes	UNDP country programme outputs	Indicative resources (\$)		Expenditures
		Regular	Other	
NATIONAL PRIORITY OR GOAL: Capacity-building and human resource development; Poverty reduction and inclusive growth; Social protection; Revitalizing agriculture; Health and nutrition; Physical infrastructure; Competitiveness; Private sector development and employment.				
UNDAF OUTCOME 2: By 2023 women and men in Cambodia, in particular those marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations; and participate in a growing, more productive and competitive economy that is also fairer and environmentally sustainable.				

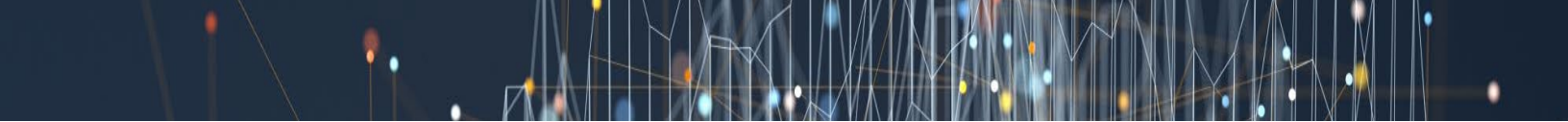
<p><b>UNDAF Outcome 2.1.1.</b> Employment to population ratio: (a) men/women; (b) youth (15–30) men/women; (c) PNH/other rural/urban</p> <p><b>UNDAF Outcome. 2.1.3.</b> Human capital formation, numbers of people benefiting from: (a) technical vocational education and training; (b) entrepreneurship programmes</p> <p><b>UNDAF Outcome 2.2.1.</b> RGC economic strategy fully integrates SDGs/2030 approach and Socio-economic rights, via adoption of Cambodia SDG-based NSDP</p> <p><b>UNDAF Outcome 2.3.1.</b> Improved official statistics on gender and vulnerability adopted: (a) Gender – adjusted wage gap men/women; (b) Gender - time use/valuation of unpaid work; and (c) Cambodia-specific multidimensional poverty metric</p> <p><b>UNDAF Outcome 2.3.2.</b> Number of participating in government-targeted UN-supported poverty eradication/economic inclusion programmes, including social protection and mine action</p>	<p><b>Output 1.1:</b> Extreme poor, disadvantaged populations, including people living with HIV (PLHIV) and people with disabilities (PwDs) have access to improved RGC social protection.</p> <p><b>Output 1.2.</b> Government fosters productivity alongside inclusive/sustainable growth</p> <p><b>Output 1.3.</b> Left-behind and mine-affected communities have access to safe land for better livelihoods</p> <p><b>Output 1.4.</b> Young women and men have opportunities to progress through access to information, skills development, and improved employment policies</p>	<p>\$5,610,960</p>	<p>\$21,383,994</p>	<p>\$31,894,049</p>
<p><b>NATIONAL PRIORITY OR GOAL:</b> Revitalizing agriculture; Climate change, natural resources management, and biodiversity conservation; Good governance (environmental sustainability, deforestation, and degradation); Capacity-building and HRD.</p>				
<p><b>UNDAF OUTCOME 3:</b> By 2023 women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks.</p>				
<p><b>UNDAF Outcome 3.1.1.</b> Extent of land and natural resources tenure security measured in number of total members of registered community fisheries and forestry with tenure rights to fisheries and forestry resources</p> <p><b>UNDAF Outcome 3.1.3.</b> Percentage of communes vulnerable to disaster shocks and climate change</p> <p><b>UNDAF Outcome 3.2.3.</b> Extent to which natural resources are protected, conserved, and sustainably managed, measured in: (a) percentage of forest cover; (b) percentage of protected area (Strategic Plan 2.9a);</p> <p><b>UNDAF Outcome 3.2.4.</b> Adoption of innovation, clean technology, sustainable energy, and sound chemical management, minimizing greenhouse gases (GHG), wastes, and pollution generation, measured in: (a) GHG</p>	<p><b>Output 2.1.</b> Targeted cities and urban centres prepare and operationalize solid waste management plan to reduce environmental pollution impact</p> <p><b>Output 2.2.</b> Climate and weather information is available for public and utilized by policy makers for national, sectoral, and subnational planning, and for transboundary communication in the region.</p> <p><b>Output 2.3.</b> Rules and regulations formulated and adopted for forest/natural resource management, and market solutions developed for conservation and renewable energy</p> <p><b>Output 2.4.</b> Climate smart/prooofed (rural) infrastructures and services benefit rural population, especially poor and</p>	<p>\$5,610,960</p>	<p>\$42,767,987</p>	<p>\$20,950,167</p>

<p>emission saving from the manufacturing industry (Gg CO<sub>2</sub>eq); (b) percentage of Persistent Organic Pollutants reduction release</p> <p><b>UNDAF Outcome 3.3.1.</b> Number of multisectoral policies, legislation, plans, and strategies relevant to sustainable production and living That are developed/updated</p> <p><b>UNDAF Outcome 3.3.2.</b> Percentage of increase of public expenditure for key areas, e.g., public expenditure for climate action as % of GDP</p>	vulnerable			
<p><b>NATIONAL PRIORITY OR GOAL:</b> Good governance (combating corruption, deforestation/degradation, public financial management, legal/judicial reform).</p> <p><b>UNDAF OUTCOME 4:</b> By 2023 women and men, including those underrepresented, marginalized, and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes.</p>				
<p><b>UNDAF Outcome 4.1.1.</b> Number of public laws and policies developed with support from the United Nations that involve participation of rights</p> <p><b>UNDAF Outcome 4.3.1.</b> Number of selected laws and policies that have been adopted, amended, and implemented to comply with recommendations of Universal Periodic Review, treaty bodies, special procedures, and the International Labour Organization (ILO) mechanisms</p> <p><b>Strategic Plan Outcome 2.2b.</b> Proportion of women in managerial positions</p>	<p><b>Output 3.1.</b> Government builds an evidence-based monitoring, evaluation, and reporting system supportive of delivering the GSDGs</p> <p><b>Output 3.2.</b> Women have improved status in leadership and decision-making</p> <p><b>Output 3.3.</b> Subnational administrations are able to deliver services in a transparent and inclusive manner responsive to constituents' needs</p> <p><b>Output 3.4.</b> Capacity of PwD organizations and networks improved to advance the rights of PwDs</p>	\$4,364,080	\$7,127,998	\$3,639,498

Source: UNDP Cambodia Country Programme Document 2019–2023, first regular session (2019); Atlas financial data for budget and expenditures to date (January 2022).

#### 4. RESULTS OF THE PREVIOUS IEO COUNTRY PROGRAMME EVALUATION

UNDP conducted an Assessment of Development Results (ADR) in Cambodia in 2010, which found that the country programme had achieved significant results, especially in institution and capacity-building. Notably, the democratization programme of UNDP assisted the government in implementing important reforms in the electoral process. However, there was a gap in encouraging democratic space, especially with civil society organizations. UNDP's work on decentralization assisted ordinary citizens in participating in decision-making processes. The structures and systems that UNDP helped to establish are still yet to be maximized. In terms of the agency's environmental programme, there was an imbalance in its focus on conservation, and attention was equally given to livelihood activities. One of the causes of this was its



overreliance on Global Environmental Facility financing. In the area of poverty alleviation, UNDP was able to develop capacities of the private sector to engage in development activities, although it was not able to embed a pro-poor agenda.

UNDP, with other UN agencies, assisted the government in developing institutions that focus on gender, such as the Ministry of Women's Affairs, though there was a severe lack of human resources to push gender mainstreaming forward. UNDP has established itself as an organization that is adept at partnerships and has been appreciated by the government and stakeholders in its coordination role.

The recommendations from the last ADR include:

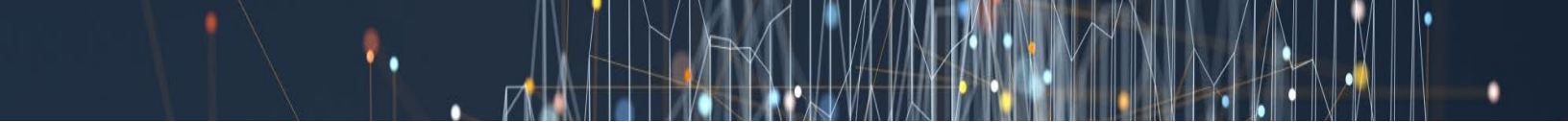
- *UNDP needs to change its approach towards civil society, strengthening it with a view to developing capacities.*
- *UNDP should devise structures that forge the link between conservation and livelihood more effectively. To better integrate livelihood concerns into conservation projects, UNDP should forge partnerships with other agencies concerned primarily with human lives and livelihoods while pursuing environmental objectives.*
- *UNDP should introduce a more explicit pro-poor bias into its poverty reduction programme.*
- *To accelerate poverty reduction, UNDP should engage more in agricultural and rural development activities, preferably by entering into collaboration with other development partners.*
- *UNDP should exploit potential synergies among its programme areas to the fullest.*
- *UNDP successfully involves other development partners at the stage of execution and implementation of projects, but it needs to do more to ensure cooperation at the stage of project design.*
- *UNDP needs to do more to bridge the conceptual divide among its partners in decentralization projects, helping the government to devise an efficient system for combining governance reform with service delivery.*
- *UNDP could play a more active role in revitalizing aid coordination, making use of the goodwill it enjoys.*
- *To enhance UNDP's ability to offer imaginative ideas quickly in response to changing country needs, it should restore the flexibility and quick response-ability of the Insight for Action Initiative.*
- *To enhance effectiveness and efficiency, UNDP should move faster towards a programme-based approach.*
- *UNDP should make a systematic attempt to convert pilot initiatives into larger-scale activities, and seek out partners through whom the scaling up can be achieved.*
- *UNDP should make greater effort to separate technical support from capacity-building support, and find innovative ways of combining the two in a synergistic rather than competitive relationship.*
- *UNDP should further strengthen its effort to mainstream gender in the work of sectoral ministries; the UN country team should also mainstream gender in work across the board.*

## **5. SCOPE OF THE EVALUATION**

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the next country programme. The ICPE will focus on the current programme cycle, but given the ADR that was conducted in 2010, the evaluation will also follow up on the ADR recommendations.

As the country-level evaluation of UNDP, ICPEs will focus on the formal UNDP country programmes approved by the Executive Board. The country programmes are defined – depending on the programme





cycle and the country – in the Country Programme Document (CPD). The scope of the ICPE includes the entirety of UNDP's activities in the country and therefore covers interventions funded by all sources, including core UNDP resources, donor funds, and government funds. There will also be initiatives from the regional and global programmes that are included in the scope of the ICPE. It is important to note, however, that a UNDP country office may be involved in a number of activities that may not be included in a specific project. Some of these 'non-project' activities may be crucial for the political and social agenda of a country.

## 6. METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group Norms & Standards.<sup>44</sup> The ICPE will address the following four key evaluation questions,<sup>45</sup> which will also guide the presentation of the evaluation findings in the report:

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support the country's preparedness, response, and recovery process?
4. What factors contributed to or hindered UNDP's performance and, eventually, to the sustainability of results?

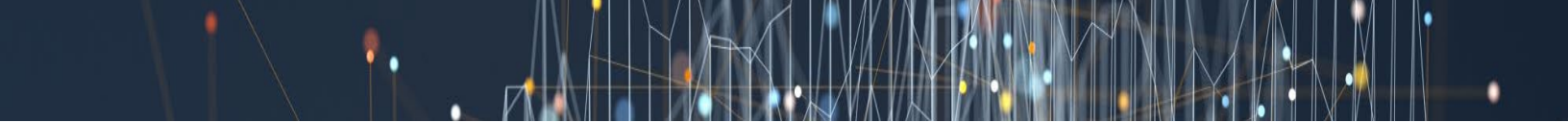
The ICPE is conducted at the outcome level. To address question 1, a Theory of Change approach will be used in consultation with stakeholders, as appropriate. Discussions of the Theory of Change will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's evolution, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at. The effectiveness of the country programme will be analysed under evaluation question 2. This will include an assessment of the achieved outputs and the extent to which these outputs have contributed to the intended CPD outcomes. In this process, both positive and negative as well as direct and indirect unintended outcomes will also be identified.

Evaluation question 3 will examine UNDP support to COVID-19 preparedness, response, and recovery in Cambodia. Sub-questions will include: i) the degree to which UNDP's COVID support has been relevant to the needs of Cambodia; ii) how well UNDP's support and response has aligned with government plans and support from other UN agencies, donors, and NGOs/CSOs; iii) how well the agency has supported the country to develop responses that reduced loss of life and protect longer-term social and economic development; iv) the degree to which UNDP funding decisions were informed by evidence, needs analysis, risk analysis, and dialogue with partners and supported efficient use of resources; v) whether the support has contributed to the development of social, economic, and health systems in Cambodia that are equitable, resilient, and sustainable; (vi) and what were the trade-offs that were made due to the prioritization of COVID responses vis-à-vis other development activities of UNDP in Cambodia

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<sup>44</sup> See <http://www.uneval.org/document/detail/1914>.

<sup>45</sup> The ICPEs have adopted a streamlined methodology, which differs from the previous Assessments of Development Results that was structured according to the six standard OECD DAC criteria: relevance, coherence, effectiveness, efficiency, impact, and sustainability.



To better understand UNDP's performance in Cambodia, the specific factors that influenced its performance – both positively and negatively – and the sustainability of its results will be examined under evaluation question 4. The utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (including through South-South and triangular cooperation), and the integration of gender equality and women's empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

**Stakeholder involvement:** During the evaluation, relevant stakeholders will be engaged to ensure the transparency of the exercise, collect necessary documentation and evidence, and enhance the national ownership of evaluation results. A stakeholder analysis will be conducted during the preparatory phase to identify relevant UNDP partners, including those that may have not worked directly with UNDP but play a key role in the outcomes to which UNDP contributes. The analysis will help identify key informants for interviews during the data collection phase.

**Synergies with other UN agencies:** Several UN agencies are also conducting the evaluation of their programme in Cambodia. UNDP will observe close collaboration through sharing of timelines, information, and evaluation results.

**Gender-responsive approach:** The evaluation will employ a gender-responsive evaluation approach during its preparatory and implementation phases. During document desk reviews and the analysis of programme theory and delivery, the evaluation will examine the level of gender mainstreaming across all UNDP programmes and operations, in line with UNDP's gender strategy. Gender disaggregated data will be collected, where available, and assessed against UNDP's programme outcomes. The evaluation will assess the extent to which the agency's programmatic efforts were designed to contribute to gender equality and women's and girls' empowerment (e.g., using Gender Marker and programme expenditures), and in fact have contributed to promoting gender equality and women's empowerment by using the gender results effectiveness scale. The scale classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, and gender transformative.

**Figure 1: IEO's Gender Results Effectiveness Scale**



Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment, IEO, UNDP, 2015

**ICPE rating system:** Based on the rating system piloted in 2021 and its lessons learned, IEO has consolidated its system to be applied for the ICPEs in 2022. Ratings will assess UNDP's progress towards CPD Outputs and Outcomes goals. Details will be provided in due course prior to the implementation of the ICPE.

## 7. DATA COLLECTION

**Evaluability assessment:** An assessment was conducted to examine the availability of documentation and information, identify potential data constraints, and determine the data collection methods.

- **COVID-19 restrictions:** As internal mobility is limited and many continue to telework, access to national stakeholders for data collection – particularly those in remote areas and community-level populations, including the marginalized – may encounter challenges. Expanded outreach measures will be needed, e.g., use of surveys, identification of locally based data collectors and consultants, access to local project managers/coordinators, and use of GIS technology for virtual site visits.
- **Availability of past assessments:** Decentralized evaluation reports of quality can serve as important inputs to the ICPE. Based on the information at the UNDP Evaluation Resource Centre, the volume of available evaluations conducted by the country office is limited – five evaluations (all project evaluations) between 2019 and the present.
- **Programme and project information:** The collection of programme documentation (including internal annual reports) has been delayed and not yet completed. The completeness and quality of project-level documentation will be examined during desk review.
- **CPD results and resources framework indicator results:** To the extent possible, the ICPE will seek to use the CPD indicators to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes. The data sources of the indicators are mostly national statistics and reports. The evaluation's ability to measure progress against these indicators will therefore depend on national statistics, where up-to-date data may not be available for all indicators.
- **Intervention maturity:** UNDP projects are at different stages of implementation. In cases where the projects/initiatives are still in their initial stages, it may not be possible to determine the

contribution to the CPD/UN Sustainable Development Partnership Framework outcomes. The evaluation will document observable progress and seek to assess the possibility of potential contribution given the programme design and measures already put in place.

**Data collection methods:** An evaluation matrix will be prepared to elaborate on data collection and analysis plans. At the time of this writing, the effects of the COVID-19 pandemic are still felt globally. Given the travel restrictions, the evaluation is expected to take predominantly a remote, virtual approach. Data and information required for the evaluation are collected through primary and secondary sources:

- **Desk reviews:** The IEO will conduct extended reviews of documentation, including those available from the government, the United Nations system, private institutions, donors, and academia, on national context and areas of UNDP programme interventions. Also included are country programme framework and office strategies (e.g., resource mobilization, gender communication), programme/project-related documents and progress reports, theories of change, annual work plans, Results Oriented Annual Reports (ROAR), COVID Mini-ROARs, past evaluations/audit reports, and UN Country Team-related documents. The IEO and the country office will identify a list of background documents, uploaded in the ICPE SharePoint portal. As much as possible, text analysis tools such as NVIVO will be used to synthesize information so as to enable shareable information to promote synergies with other IEO evaluations, or for the use by Regional Bureau for Asia and the Pacific (RBAP) and the CO.
- **Stakeholder interviews:** Interviews via Zoom/telephone will be conducted with relevant stakeholders, including government partners, donors, UN agencies, other development partners such as IFIs, UNDP staff at country, regional and HQ levels, the private sector, civil society organizations, and beneficiary groups. Focus groups may be organized, where possible. To accommodate time zone constraints, the lead evaluator might be reallocated for the duration of data collection (4–6 weeks).
- An **advance questionnaire** will be administered to the country office during the preparatory phase as an additional self-reporting input.
- **Stakeholder's survey:** UNDP is piloting a standardised survey for the ICPEs for collecting data on UNDP's programme performance from predefined stakeholder groups, viz., government partners, implementing agencies, donors, UNDP staff, and other UN staff. The survey will use an online questionnaire to get the perspective of the key stakeholder groups.
- **Site visits:** If the situations allow, physical visits to field project sites will be kept to a minimal, if any. The IEO might engage with UNDP's Office of Information Management and Technology at HQ to explore collecting GIS satellite imagery and pictures of remote project sites.

**Validation:** Data and information collected from different sources and through various means will be triangulated to strengthen the validity of findings and conclusions.

**Post-data collection briefing:** IEO will have a quick brief with the country office on emerging issues and findings. The meeting will also serve as an opportunity to identify areas requiring further analysis and any missing information and evidence before the IEO will enter a full synthesis and drafting phase (please refer to the timetable in Section 9).

## 8. MANAGEMENT ARRANGEMENTS

**Independent Evaluation Office of UNDP:** UNDP IEO will conduct the ICPE in consultation with the UNDP Cambodia country office, the Regional Bureau for Asia and the Pacific, and the Government of Cambodia. The IEO lead evaluator will lead the evaluation and coordinate the evaluation team. The IEO will cover all costs directly related to the conduct of the ICPE.

**UNDP country office in Cambodia:** The country office will support the evaluation team to liaise with key partners and other stakeholders; make available to the team all necessary information regarding UNDP's programmes, projects, and activities in the country; and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team support in kind (e.g., arranging meetings with project staff, stakeholders, and beneficiaries, and providing assistance for the project site visits). To ensure the anonymity of the views expressed, the CO staff will not participate in the interviews with key stakeholders. The country office and IEO will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a videoconference, where findings and results of the evaluation will be presented. Once a final draft report has been prepared, the CO will prepare a management response to the evaluation recommendations, in consultation with the Regional Bureau. It will support the use and dissemination of the final ICPE report at the country level.

**UNDP Regional Bureau for Asia and the Pacific:** The UNDP Regional Bureau for Asia and the Pacific will support the evaluation through information sharing and will also participate in the final stakeholder debriefing. Once the evaluation has been completed, the Bureau is also be responsible for supporting the country office in the preparation of the management response, as required, and for monitoring the implementation of the evaluation recommendations, in accordance with the management response.

**Evaluation Team:** IEO will constitute an evaluation team to undertake the ICPE, and will ensure gender balance in the team, which will include the following members:

- **Lead Evaluator:** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE; preparing/finalizing the final report; and organizing the stakeholder workshop, as appropriate, with the country office.
- **Consultants:** Three to four external consultants (preferably national/regional but international consultants will also be considered, as needed) will be recruited to collect data and help assess the programme and/or the specific outcome areas. Under the guidance of the Lead Evaluation, they will conduct preliminary research and data collection activities, prepare outcome analysis, and contribute to the preparation of the final ICPE report.
- **National research institution:** The IEO will explore partnering with a locally- (or regionally-) based research institution, think tank, or academic institution to augment its data collection, analysis capacity, and/or review of the evaluation.
- **Research Assistant:** A research assistant based in the IEO will provide background research and will support the portfolio analysis.

## 9. EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process.<sup>46</sup> The following represents a summary of the five key phases of the process, which constitute the framework for conducting the evaluation.

**Phase 1: Preparatory work.** The IEO prepares the ToR and evaluation design and recruits external evaluation team members, comprising international and/or national development professionals. They are recruited once the ToR is approved. IEO begins to collect data and documentation internally first, later filling data gaps with help from the UNDP country office and external resources through various methods.

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<sup>46</sup> The evaluation will be conducted according to the [ICPE Process Manual](#) and the [ICPE Methodology Manual](#).



**Phase 2: Desk analysis.** Further in-depth data collection is conducted by administering an advance questionnaire and interviews (via phone, Skype, etc.) with key stakeholders, including country office staff. Based on these, the key evaluation questions will guide the development of an evaluation matrix containing detailed questions. Evaluation team members conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, and gaps and issues that will require validation during the field-based phase of data collection.

**Phase 3: Field data collection.** During this phase, the evaluation team undertakes an in-country mission to engage in data collection activities. The estimated duration of the mission is up to 4–6 calendar weeks. Data will be collected according to the approach outlined in Section 6 with responsibilities outlined in Section 8. The evaluation team will liaise with CO staff and management, key government stakeholders, and other partners and beneficiaries. At the end of the mission, the evaluation team will hold a formal debrief presentation of the key preliminary findings at the country office.

**Phase 4: Analysis, report writing, quality review, and debrief.** Based on the analysis of data collected and triangulated, the Lead Evaluator will undertake a synthesis process to write the ICPE report. The first draft (zero draft) of the ICPE report will be subject to peer review by IEO and the Evaluation Advisory Panel. Once the first draft is quality cleared, it will be circulated to the country office and the Regional Bureau for Asia and the Pacific for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made, and the country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau. The report will then be shared at a final debriefing where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in implementing the recommendations and strengthening national accountability of UNDP. Considering the discussion at the stakeholder event, the evaluation report will be finalized.

**Phase 5: Publication and dissemination.** The ICPE report (including the management response) and brief summary will be widely distributed in hard and electronic versions. The evaluation report will be made available to the UNDP Executive Board by the time of approving a new Country Programme Document. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organizations, evaluation societies/networks, and research institutions in the region. The country office and the Government of Cambodia will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website<sup>47</sup> as well as in the Evaluation Resource Centre (ERC). The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.<sup>48</sup>

## 10. TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively<sup>49</sup> as follows in Table 3:

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<sup>47</sup> See [web.undp.org/evaluation](http://web.undp.org/evaluation).

<sup>48</sup> See [erc.undp.org](http://erc.undp.org).

<sup>49</sup> The timeframe, indicative of process and deadlines, does not imply full-time engagement of the evaluation team during the period.

**Table 3: Tentative timeframe for the ICPE process going to the Board in September 2023**

Activity	Responsible party	Proposed timeframe
<b>Phase 1: Preparatory work</b>		
ToR completed and approved by IEO Deputy Director	LE/IEO/CO	February–March 2022
Documentation collection for desk review	CO/LE	February–March 2022
Selection of consultant team members	LE	March–April 2022
Inception note for the consultants	LE	April 2022
<b>Phase 2: Desk analysis</b>		
Compilation of stakeholder contacts	LE/CO	March–April 2022
Preliminary desk review of reference material	Evaluation team	March–April 2022
Outcome inception reports	Consultants	April 2022
Advance questionnaires to the CO	LE/CO	April 2022
<b>Phase 3: Data collection</b>		
Interviews with stakeholders	LE/Consultants	May–June 2022
<b>Phase 4: Analysis, report writing, quality review, and debrief</b>		
Outcome reports	Consultants/LE	June 2022
Synthesis and report writing	LE	July–August 2022
Zero draft for internal IEO clearance	LE	August–September 2022
First draft for CO/RBAP comments	LE/CO/RBAP	September 2022
Second draft shared with the government and other national stakeholders for comments	LE/CO	October 2022
Draft management response	CO/RBAP	November 2022
Final stakeholder debriefing via videoconference	IEO/CO/RBAP	Nov–Dec 2022
<b>Phase 5: Publication and dissemination</b>		
Editing and formatting	IEO	Nov–Dec 2022
Final report and evaluation brief	IEO	Nov–Dec 2022
Dissemination of the final report	IEO	Nov–Dec 2022

# Appendix 1. Project table

CPD OUTCOME ID	CPD Output ID Link	OUTPUT ID	OUTPUT DESCRIPTION	OUTPUT START YEAR	OUTPUT END YEAR	TOTAL BUDGET	TOTAL EXPENDITURE	IMPLEMENTATION MODALITY	GENDER MARKER
<b>Outcome 1: By 2023 women and men in Cambodia, in particular those marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations; and participate in a growing, more productive, and competitive economy that is also fairer and environmentally sustainable.</b>									
Outcome 1	Output 1.1	00096281	Emergency support to Gov't CAM	2021	2022	\$11,915,865	\$6,842,602	DIM	GEN0
Outcome 1	Output 1.1	00120970	Fight Against COVID-19	2020	2023	\$12,206,603	\$10,367,296	DIM	GEN1
Outcome 1	Output 1.1	00112488	Policy and Innovation	2019	2023	\$8,526,590	\$6,393,817	DIM	GEN2
Outcome 1	Output 1.1	00121244	COVID-19: Rapid cash transfer	2020	2020	\$267,500	\$267,500	DIM	GEN2
Outcome 1	Output 1.1	00115245	Graduation-based social protection	2019	2023	\$2,516,553	\$794,778	DIM	GEN2
Outcome 1	Output 1.1	00125406	Medical Waste Management	2021	2022	\$930,203	\$540,201	DIM	GEN1
Outcome 1	Output 1.2	00115884	Sustainable SME cluster	2019	2022	\$282,301	\$61,490	DIM	GEN2
Outcome 1	Output 1.2	00121245	COVID response – Ecommerce	2020	2021	\$453,731	\$364,756	DIM	GEN2
Outcome 1	Output 1.2	00121246	COVID response – other TRAC 2	2020	2021	\$570,000	\$569,999	DIM	GEN2
Outcome 1	Output 1.2	00125819	COVID-19 Investing in SP	2021	2022	\$2,010,310	\$715,413	DIM	GEN2
Outcome 1	Output 1.3	00096338	Clearing for Result IV	2020	2025	\$10,528,699	\$5,244,428	NIM	GEN2
Outcome 1	Output 1.3	00096246	Clearing for Results Phase III	2016	2020	\$2,348,476	\$2,301,604	NIM	GEN2
Outcome 1	Output 1.4	00109996	Promoting Decent Youth Employ.	2019	2021	\$2,296,150	\$1,266,659	DIM	GEN2
Outcome 1	Output 1.4	00125268	Go4eCam	2020	2022	\$646,143	\$33,346	DIM	GEN2
Outcome 1	Output 1.7	00124811	O2.4_Solar Irrigation	2020	2021	\$1,774,212	\$414,791	DIM	GEN1
					Subtotal	\$57,273,335	\$36,178,681		
<b>OUTCOME 2: By 2023 women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks.</b>									
Outcome 2	Output 2.1	00093203	Building an Enabling Environment	2019	2021	\$3,671,617	\$3,209,589	NIM	GEN2
Outcome 2	Output 2.1	00104466	Accelerator Lab – Cambodia	2019	2022	\$1,351,826	\$1,052,572	DIM	GEN1
Outcome 2	Output 2.1	00110110	Inclusive Governance	2018	2020	\$115,264	\$100,293	DIM	GEN2
Outcome 2	Output 2.1	00120005	ProgC: Climate Change & Energy	2020	2023	\$2,406,178	\$2,273,437	DIM	GEN3
Outcome 2	Output 2.2	00091519	Early Warning Systems	2014	2020	\$433,917	\$327,196	DIM	GEN2
Outcome 2	Output 2.3	00107137	BIOFIN Norway – The Biodiversity	2018	2021	\$1,242,166	\$961,705	DIM	GEN1
Outcome 2	Output 2.3	00095389	Dev. a Comprehensive Framework	2019	2022	\$616,302	\$615,099	NIM	GEN2
Outcome 2	Output 2.3	00111228	Sustainable Urban Mobility	2018	2021	\$2,485,197	\$528,446	DIM	GEN1
Outcome 2	Output 2.3	00095388	Natural Resource Management	2020	2025	\$3,730,197	\$3,391,375	NIM	GEN1
Outcome 2	Output 2.3	00096720	Forest Carbon Partnership Facility Phase 2	2017	2021	\$442,623	\$441,613	NIM	GEN2
Outcome 2	Output 2.3	00095386	Environmental Code	2016	2020	\$830,738	\$776,419	DIM	GEN2
Outcome 2	Output 2.3	00096237	Watershed Management	2017	2020	\$3,730,197	\$3,391,375	NIM	GEN2
Outcome 2	Output 2.3	00096720	Forest Carbon Partnership Facility Phase 2	2017	2021	\$2,245,327	\$1,615,771	NIM	GEN2

Outcome 2	Output 2.4	00108962	Resilience Programme	2020	2025	\$586,419	\$346,159	DIM	GEN1
Outcome 2	Output 2.4	00114111	Integrated Financing Framework	2020	2022	\$642,938	\$497,617	DIM	GEN1
Outcome 2	Output 2.4	00115244	Cambodia Sustainable Landscape	2021	2025	\$9,023,099	\$6,674,546	DIM	GEN1
Outcome 2	Output 2.4	00115517	Cambodia Climate Change Alliance III	2019	2024	\$2,298,865	\$2,238,343	NIM	GEN2
Outcome 2	Output 2.4	00093204	Cambodian rural livelihoods	2015	2020	\$0	\$0	NIM	GEN2
					<b>Subtotal</b>	<b>\$35,852,870</b>	<b>\$28,441,555</b>		
<b>OUTCOME 3: By 2023 women and men, including those underrepresented, marginalized, and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes.</b>									
Outcome 3		00081323	Association of Councils Enhanced Services Project	2012	2019	\$1,332,580	\$1,203,615	OTHERS	GEN2
Outcome 3	Output 3.1	00095080	Partnership for Development Result Phase 2	2016	2020	\$895,708	\$747,615	NIM	GEN1
Outcome 3	Output 3.2	00095079	Project to support the Leading	2017	2021	\$1,503,745	\$733,490	NIM	GEN3
Outcome 3	Output 3.3	00096285	Inclusive and participatory go	2020	2023	\$70,000	\$43,580	DIM	GEN2
Outcome 3	Output 3.4	00096250	Accelerating Disability Rights	2021	2023	\$480,965	\$430,216	DIM	GEN2
Outcome 3	Output 3.4	00104469	Access to Justice and Inclusive Institutions for persons with disabilities in Cambodia	2018	2021	\$0	\$0	DIM	GEN2
Outcome 3	Output 3.4	00088439	Programme Coordination Team (PCT)	2013	2018	\$570,098	\$503,806	DIM	GEN1
Outcome 3	Output 3.4	00096280	Programme to promote disability	2020	2021	\$364,634	\$362,089	DIM	GEN2
					<b>Subtotal</b>	<b>\$4,928,157</b>	<b>\$3,664,778</b>		
					<b>Grand Ttl</b>	<b>\$91,079,670</b>	<b>\$56,483,714</b>		

Source: Atlas (February 2022) in consultation with UNDP Cambodia country office.

## ANNEX 2. EVALUATION MATRIX

Rating criteria and sub-criteria/Main evaluation question	Rating criteria indicators (coding variable in parenthesis) The evidence for the indicator is a composite response, drawing from the analysis of multiple data sources, which are subject to metrics.	Guiding questions The questions are not meant for rating or binary response, but should be used to arrive at the evidence for rating the indicators. Therefore, adjust/add/remove questions as the context demands.	Data sources/Data collection tools
<b>1. RELEVANCE:</b> The extent to which the programme objectives and design respond to country/beneficiary needs <b>and continue to do so if circumstances change</b> ; the degree of alignment with human development needs, UNDP mandate, existing country strategies and policies, adequacy of financial/human resources, and according to standards and recognized good practices.			
<b>MAIN EVALUATION QUESTION 1:</b> What did the UNDP country programme intend to achieve during the period under review?			
<b>1. A. Adherence to national development priorities</b>	1. Country programme responded to major development priorities in the country as defined in the country's development plan, SDGs, or sector policies <b>(Responsiveness to national priorities)</b>	a. Does the programming context pose significant challenges for achieving the proposed outputs and outcomes? b. Did UNDP respond to significant gaps in the government and international response in the area of assessment (in terms of already existing policies and institutional mechanisms)? c. Did UNDP respond to key gaps that needed an immediate programme response? d. Did UNDP respond to SDG priorities that needed a longer-term programme response?	<ul style="list-style-type: none"> <li>• <b>Document review</b> –CPD/Results and Resources Framework (RRF), National Development Plan, SDG framework, sector strategies, UNDP programme-related documents, theory of change, stakeholder mapping</li> <li>• <b>IEO Survey (on Relevance)</b></li> <li>• <b>Interviews</b> with country office, government, and other development partners on UNDP programme prioritization</li> </ul>
<b>1. B. Alignment with United Nations/ UNDP goals</b>	2. Country programme responded to UNDP Signature Solutions <b>(Responsiveness to UNDP Signature Solutions)</b>	a. Did the UNDP choice of areas in the United Nations Sustainable Development Cooperation Framework (UNSDCF) reflect its comparative advantage? b. Did UNDP programmes align with Signature Solutions covered by the country programme? c. Is UNDP support critical for achieving national development outcomes?	<ul style="list-style-type: none"> <li>• <b>Document review</b> – CPD, UNSDCF, UNDP Strategic Plan; mapping of UNDP programmatic partnerships</li> <li>• <b>IEO Survey (on Relevance)</b></li> <li>• <b>Interviews</b> with UN country team, country office, government, and other development partners</li> </ul>



		Did UNDP programme outcomes enable the advancement of the SDGs?	
<p><b>1. C. Relevance of programme priorities</b></p> <p>UNDP programme priorities add value to national policy and programme processes</p>	<p>3. Programme adds value to ongoing efforts at the country level <b>(Value addition)</b></p>	<p>a. Does UNDP support add value to ongoing efforts at the country level?</p> <p>b. Do UNDP interventions reflect its organizational comparative advantage to support medium- to longer-term development/peace efforts?</p> <p>c. To what extent does UNDP prioritize innovative approaches through the transfer of technology, South-South cooperation, or co-creation with local innovation ecosystems?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – National development priorities and sector-specific stakeholder mapping, including the work of UN agencies, UNSDCF, CPD, UNDP programme, and project-related documents</li> <li>• <b>IEO Survey (on Relevance)</b></li> <li>• <b>Interviews</b> on UNDP value-added, ability to uniquely address gaps in existing development efforts</li> </ul>
	<p>4. Programme is responsive to changing development needs/priorities/challenges, demonstrating flexibility and adaptability</p> <p><b>(Responsiveness to evolving development needs)</b></p>	<p>a. Did UNDP respond to the evolving country situation by adapting its role and approaches in each of the areas of support?</p> <p>b. Did the programme respond to changing national priorities where strengthening of national capacities and policy processes were needed?</p> <p>c. Are UNDP programme tools appropriate for responding to evolving development priorities?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – United Nations country team/UNDP meeting minutes, briefs, and reports, government communication, UNDP programme and project documents, Integrated/Annual Work Plans (IWP/AWPs), financial expenditure data</li> <li>• <b>IEO Survey (on Relevance)</b></li> <li>• <b>Interviews</b> on UNDP timeliness and scope in responding to evolving development challenges</li> </ul>
	<p>5. UNDP programme is responsive to gender-specific development concerns</p> <p><b>(Responsiveness to gender concerns)</b></p>	<p>a. Did UNDP respond to immediate gender-specific development/peace concerns?</p> <p>b. Did UNDP prioritize gender-specific development/peace concerns that require longer-term solutions?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – National and United Nations reports on challenges in gender equality and women empowerment (GEWE); UNDP CPD, gender strategy, Gender Seal results, Gender Marker ratings, and financial expenditure data</li> <li>• <b>IEO Survey (on Relevance)</b></li> <li>• <b>Interviews</b> on the extent to which UNDP programme/project design and implementation strategies reflected gender considerations</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>

	<p>6. Programme is responsive to groups at risk of being left behind</p> <p><b>(Responsiveness to groups at risk of being left behind)</b></p>	<p>a. Did UNDP prioritize 'leave no one behind' (LNOB) concerns and assign resources accordingly?</p> <p>b. Did UNDP assess who is experiencing multiple and intersecting forms of discrimination and inequalities, as well as how and why?</p> <p>c. Did UNDP prioritize policy/advocacy support in the select areas of LNOB?</p> <p>d. To what extent did UNDP programme design and implementation favour the participation and empowerment of identified left-behind groups?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – National development/SDG/sector reports identifying the types of vulnerable and marginalized groups in the society, UNSDCF, CPD, programme and project documents, and financial expenditure data</li> <li>• <b>IEO survey (on Relevance)</b></li> <li>• <b>Interviews</b> on the extent that programme design/implementation reflected the needs of vulnerable and marginalized populations, and upheld LNOB principles in programming</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
<p><b>2. COHERENCE:</b> The compatibility of the programme within and with other programmes in a country: Internal and external coherence.</p> <p><b>MAIN EVALUATION QUESTION 1:</b> What did the UNDP country programme intend to achieve during the period under review?</p>			
<p><b>2. A. Internal programme coherence</b></p> <p>UNDP programme strategy demonstrates an internally coordinated approach to an identified problem</p>	<p>7. Linkages between projects, outputs, and outcomes were identified and established to enhance UNDP contribution</p> <p><b>(Linkages between programme levels)</b></p>	<p>a. Did programme/project design take into consideration complementary areas of UNDP support in design and practice?</p> <p>b. Did UNDP map cross-cutting thematic programme areas within its support?</p> <p>c. Did programme/project design take into consideration complementary areas of UNDP support (outputs and outcomes)?</p> <p>d. Were joint outcomes identified and common approaches applied?</p> <p>e. Are resources aggregated for a more consolidated response?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – CPD, programme strategy, theory of change, project documents and design, IWP/AWP, Results-Oriented Annual Reports (ROARs), selection of indicators, monitoring data on programme synergies</li> <li>• <b>IEO Survey (on Coherence)</b></li> <li>• <b>Interviews</b> with country office on the rationale behind programme construct, selection, and design of projects under each output and outcome; with development partners on intra-programme coherence</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>

	<p>8. An integrated, issue-based programming approach was adopted to enhance development results in accordance with Signature Solutions (e.g., poverty and environment, climate change adaptation, and sustainable livelihoods)</p> <p><b>(Integrated programming pursued)</b></p>	<p>a. Did UNDP map the synergies between the thematic areas it supports (for example, poverty and environment; poverty and climate change adaptation; governance and local development)?</p> <p>b. Were integrated programme outcomes pursued?</p> <p>c. Were common approaches applied?</p> <p>d. Was the country programme team structured to enable integrated programming?</p> <p>e. Are there staff incentives in place to encourage joint initiatives?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – Programme/project design (how it applied an integrated approach); monitoring data on programme synergies</li> <li>• <b>IEO Survey (on Coherence)</b></li> <li>• <b>Interviews</b> with country office on the extent of dialogue across different programme units and outcome areas to facilitate inter-programme synergy and coherence; how constraints were addressed with development partners on programme synergies and internal coordination, opportunities taken or missed</li> <li>• <b>Evidence from decentralized evaluations</b> on integrated programming</li> </ul>
<p><b>ok2. B. External programme coherence</b></p> <p>UNDP proactively pursued the New Way of Working in select areas</p>	<p>9. UNDP established strategic and programmatic partnerships with <i>government development initiatives</i></p> <p><b>(Strategic partnership with government)</b></p>	<p>a. Were programming context risks collectively dealt with?</p> <p>b. Did UNDP programme and approaches improve strategic partnership with the government (in terms of aligning with government initiatives)?</p> <p>Were UNDP programme choices and programme approaches appropriate for promoting longer-term development/peace efforts?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – UNDP project documents; monitoring data on integrated programming in national development programme processes in the area assessed</li> <li>• <b>IEO Survey (on Coherence)</b></li> <li>• <b>Interviews</b> on the extent UNDP proactively sought to engage central and relevant line offices within the government for enhanced national development process; applying a nuanced approach as required; the extent to which UNDP enabled national programme coherence</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
	<p>10. UNDP established strategic partnerships with <i>United Nations agencies</i></p> <p><b>(Strategic partnership with United Nations agencies)</b></p>	<p>a. To what extent were partnerships forged with United Nations agencies to enable a coherent programme response within UNSDCF?</p> <p>b. Did UNDP programme approaches improve cooperation with United Nations agencies or enhance synergies within UNSDCF?</p> <p>c. Were partnerships established with United Nations agencies beyond funding-related joint projects?</p> <p>d. Did partnerships with United Nations agencies contribute to the consolidation of development outcomes?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – UNSDCF for mapping expected areas of work of the various United Nations agencies; joint programme documents; United Nations country team working group documents; monitoring data on enhanced outcome and enabling coherence in national development programme processes in the area assessed</li> <li>• <b>IEO Survey (on Coherence)</b></li> <li>• <b>Interviews</b> on the extent UNDP reached out to United Nations agencies operating in complementary areas under UNSDCF for joint efforts, collaboration, and coherence; and opportunities taken or missed</li> </ul>

		Did partnerships with United Nations agencies enable sector programme models, improve the sustainability of outputs, and improve the level of outcomes achieved?	<ul style="list-style-type: none"> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
	11. UNDP optimized its 'integrator role' mandate  <b>(Optimized integrator role)</b>	a. Did the UNDP integrator role manifest within the United Nations Development System? b. Did UNDP rearticulate its role within the United Nations Development System/Mission/Peace operations (as applicable) post-Resident Coordinator delinking? c. Did UNDP reposition itself in key areas of its support after United Nations reforms and Resident Coordinator delinking? d. How successful was UNDP in proactively facilitating Signature Solutions that would bring together different sectoral actors?	<ul style="list-style-type: none"> <li>• <b>Document review</b> – CPD and other recent country office strategy papers, IWP/AWP, ROARs</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on UNDP positioning as an integrator within the United Nations system; whether areas were identified for operationalization; how UNDP invested in promoting its integrator role; examples of the role; what worked and why; how potential resistance to such a role was overcome</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
	12. UNDP established strategic partnerships with <i>bilateral actors/IFIs</i>  <b>(Strategic partnerships with bilateral actors/IFIs)</b>	a. Were opportunities for programmatic partnerships with bilateral actors/IFIs leveraged? b. Did the UNDP programme introduce innovative solutions?	<ul style="list-style-type: none"> <li>• <b>Document review</b> – CPD; communication/partnership/resource mobilization strategies; programme/project documents; mapping of bilateral actors/IFIs operating in similar issue areas; monitoring data on enhanced outcome and enabling coherence</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on the extent UNDP established partnerships with bilateral agencies/IFIs (opportunities taken or missed); how such partnerships contributed to enhanced outcomes and greater national development coherence</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
	13. UNDP established strategic partnerships with <i>non-state actors</i> (e.g., the media, civil society organizations, academia, think tanks)  <b>(Strategic partnership with civil society)</b>	a. Did UNDP establish partnerships with non-state actors, beyond programme implementation? b. Did partnerships with non-state actors enable advocacy? c. Did partnerships with non-state actors enable interface with the State? d. Did such partnerships improve contributions to national development/peace efforts? e. To what extent did UNDP partnerships foster multi-stakeholder engagement and the co-creation of development solutions?	<ul style="list-style-type: none"> <li>• <b>Document review</b> – country office strategy papers, programme/project documents, evaluations, and other assessment reports for mapping of partnerships explored</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on the extent UNDP has proactively reached out to non-state actors (and applied a nuanced approach if needed) to ensure their participation in programme design and implementation for results; opportunities taken or missed</li> </ul>

			<ul style="list-style-type: none"> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
	<p>14. UNDP established partnerships with the <i>private sector</i>, identifying key areas for private sector development and engagement, and/or for facilitating SDG financing</p> <p><b>(Strategic partnership with private sector)</b></p>	<p>a. Did UNDP have a strategy for private sector engagement?</p> <p>b. Are UNDP tools appropriate for supporting private sector engagement in the country?</p> <p>c. Did UNDP support efforts to improve the enabling environment for private sector engagement in the country?</p> <p>d. Are there efforts by UNDP to facilitate private sector engagement at the national/local levels?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – Macro data on private sector development investment in the country; sectors with greater potential for private sector investment; country office strategy papers, programme/project documents to see whether UNDP has a strategy for enabling private sector engagement; description of areas identified by UNDP for facilitating private sector development; areas for private sector financing opportunities; challenges in private sector engagement; monitoring data on private sector facilitation</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on UNDP practice in seeking private sector engagement for its programme; its role and contribution in private sector facilitation for development financing; opportunities taken/missed</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
<p><b>3. EFFICIENCY:</b> The extent to which programme resources were managed adeptly, with timely delivery within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context; maximizing utility of resources; and achieving maximum operational efficacy.</p> <p><b>MAIN EVALUATION QUESTION 2:</b> To what extent has the programme achieved (or it is likely to achieve) its intended objectives?</p> <p><b>MAIN EVALUATION QUESTION 3:</b> To what extent has UNDP been able to adapt to the COVID-19 pandemic and support the country's preparedness, response, and recovery process?</p> <p><b>MAIN EVALUATION QUESTION 4:</b> What factors contributed to or hindered UNDP's performance and, eventually, to the sustainability of results?</p>			
<p><b>3.A. Timeliness</b></p>	<p>15. Projects were completed according to established plans</p> <p><b>(Timely completion of projects)</b></p>	<p>a. Did the project implementation and completion timeline follow the work plan?</p> <p>b. Were delays addressed in a timely manner?</p> <p>c. Did delays impact the contribution of UNDP to development results?</p> <p>d. Did delays increase the cost of the project?</p> <p>e. Did delays result in lost opportunities to link with national development efforts or resource mobilization?</p> <p>Were innovative practices developed to overcome recurrent operational challenges?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – Project documentation of extensions/ delays (i.e., may include reports, audits, Atlas financials, Atlas risk logs, AWP, meeting minutes as necessary); monitoring reports, ROAR; audit reports</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on programme/project implementation</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>



3. B. Management and operational efficiency	16. Country programme has the necessary technical capacity to achieve programme results  (Necessary technical capacity)	a. Did UNDP adhere to programme quality standards set out in the Programme and Operations Policies and Procedures? b. Did UNDP programmes factor in upstream results? c. Did UNDP address programme risk in the design and implementation of projects? d. Was the country office efficient in allocating human resources to deliver programme results? e. Was the country office successful in mobilizing the aspired programme resources? f. Were there innovative practices developed to overcome recurrent operational challenges and/or favour efficient delivery of programme results?	<ul style="list-style-type: none"> <li>• <b>Document review</b> – UNDP staff structure; monitoring reports, ROARs</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on staff structure and programme technical capacities; the extent country office efficiently allocated human resources to achieve results; the extent country office made use of available technical support (e.g., Global Policy Network, Regional Bureaux/BPPS) to deliver programme results</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul> <p>(Check for country office staffing, structure, vacancies/gaps, staff perceptions on workload and human resource capacity, partner perceptions on UNDP technical capacity and productivity, evidence of request and use of technical backstopping from HQ.)</p>
	17. Programme resources were strategically allocated  (Programme resources used strategically)	a. Did UNDP ensure multiple sources of programme funding? b. Were UNDP financial resources optimized (for example, by building on outcomes with synergies)? c. Were human resources optimized by building on synergies between outputs and outcomes? d. Did the country office team structure enable joint programme efforts? e. Were resources efficiently and strategically allocated based on risk analysis?	<ul style="list-style-type: none"> <li>• <b>Document review</b> – CPD/RRF, programme and project budget information; UNDP resource mobilization strategy; audit reports; financial reports; resource landscape of UNDP areas</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on budget planning, resource mobilization opportunities and use</li> </ul> <p>(Check for comparison of CPD resources estimate to resources raised; resource mobilization planning, adaptation, and implementation; use and leveraging of core resources; portfolio composition (i.e., those with a strategic value and the ability to contribute to important results vs. small non-strategic projects); management to programme cost ratio; financial efficiency (delivery rate, partner perceptions).</p>
	18. Estimated resources were mobilized pursuing appropriate, diverse, and sustainable funding streams  (Mobilized planned resources)		
<b>4. EFFECTIVENESS:</b> The extent to which the intervention has achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. <b>MAIN EVALUATION QUESTION 2:</b> To what extent has the programme achieved (or is likely to achieve) its intended objectives? <b>MAIN EVALUATION QUESTION 3:</b> To what extent has UNDP been able to adapt to the COVID-19 pandemic and support the country's preparedness, response, and recovery process? <b>MAIN EVALUATION QUESTION 4:</b> What factors contributed to or hindered UNDP's performance and, eventually, to the sustainability of results			

<p><b>4. A. Achievement/eventual achievement of the stated outputs and outcomes</b></p>	<p>19. Programme outputs were achieved or will eventually be achieved</p> <p><b>(Programme outputs achieved)</b></p>	<p>a. To what extent did UNDP achieve the programme outputs outlined in the results framework/work plan/CPD?</p> <p>b. Are the outputs/outcomes located within/linked to the institutional processes to achieve SDGs?</p> <p>c. Did programme output results contribute to SDG achievements in a meaningful way?</p> <p>d. Have measures been taken to link the outputs with other longer-term initiatives in the country by the government?</p> <p>e. Were output results delivered in partnership with other longer-term United Nations or IFI initiatives in the country?</p> <p>f. Did programme outputs include benefits for marginalized groups?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – CPD/RRF, ROARs/Atlas/Power BI, evaluation reports for monitoring data on outputs achieved or in progress; on potential for risks; theory of change</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> with programme partners and beneficiary groups on what was achieved; facilitating factors and challenges; with wider development actors in the area assessed (on the role and contribution of UNDP); whether UNDP uses the right programme tools</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
	<p>20. UNDP has influenced (or is likely to influence) outcome-level results and processes</p> <p><b>(Influenced outcome-level results)</b></p>	<p>a. Did UNDP achieve the programme outcomes outlined in the results framework/work plan/ CPD?</p> <p>b. Did UNDP contribute to development outcomes and/or processes?</p> <p>c. Did UNDP contribute to development outcomes and processes with specific importance for advancing the SDGs?</p> <p>d. Did UNDP interventions strengthen institutional capacities and related processes?</p> <p>e. Did integrated programmes pursued by UNDP promote sustainable development/peace?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – CPD/RRF, ROARs/Atlas/Power BI; evaluation reports for monitoring data on outcomes contributed to or in progress; on potential risks; theory of change; national development strategies (including SDGs) and progress data to ascertain how UNDP outcomes link to broader national development outcomes</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on the nature and level of UNDP contribution; and whether there are similar contributions by other agencies</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
<p><b>4.B. Programme inclusiveness (especially those at risk of being left behind)</b></p>	<p>21. Outcomes have been beneficial for those at risk of being left behind</p> <p><b>(Outcomes benefited those at risk of being left behind)</b></p>	<p>a. Did UNDP results contribute to those left behind because of intersecting forms of discrimination and inequalities?</p> <p>b. Did UNDP contribute to addressing issues of those who are at risk of being left behind in rural/urban areas?</p> <p>c. Did UNDP contribute to addressing the issues of the least developed regions of the country?</p> <p>d. Did UNDP contribute to strengthening policies/programmes that would positively impact those left behind?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – Country office strategy papers, national reports on marginalized, vulnerable populations in each context (including people with disabilities, groups requiring special attention, e.g., rural/urban youth) and their development indicators and data on disparities; Human Development Report and Gender Development Index (GDI); programme/project documents; ROARs, monitoring data on outputs and outcomes for target groups</li> </ul>

		<p>e. Did UNDP contribute to youth empowerment development processes?</p> <p>f. Did UNDP balance its support to national and local development processes and link the two?</p>	<ul style="list-style-type: none"> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on the scale and nature of support provided by UNDP to address concerns of target population, and results achieved</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
<p><b>4.C. Prioritization of gender equality and women's empowerment</b></p>	<p>22. Outcomes have contributed to enhancing the processes for gender equality and women's empowerment</p> <p><b>(Outcomes contributed to GEWE)</b></p>	<p>a. Did UNDP contribute to gender-inclusive development processes?</p> <p>b. Did UNDP make concerted efforts to promote GEWE at the policy level?</p> <p>c. Did UNDP make concerted efforts to promote GEWE programming models?</p> <p>d. Did UNDP establish long-term partnerships to enhance its contribution to GEWE in development?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – GDI/Inequality-adjusted Human Development Index data on gender disparities in the country; national/subnational sex-disaggregated data for areas addressed by UNDP; country office strategy papers, programme/project documents for the degree of emphasis on gender equality and empowerment of women; monitoring and evaluation data on outputs achieved and outcomes contributed; Gender Marker data for UNDP spending on gender-focused programming; monitoring data on GEN2/3 outcomes; mapping of key actors operating in GEWE to assess UNDP role and contribution, the potential for partnerships, joint programming, duplication</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on the nature and scale of UNDP efforts to promote GEWE in its programme; progress and achievement at output and outcome levels; UNDP role and expected areas of contribution vis-à-vis other United Nations agencies; extent partnership was forged with other agencies; areas of duplication; opportunities taken or missed</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
<p><b>4.D. Prioritization of development innovation</b></p>	<p>23. UNDP took measures to enable development innovation</p> <p><b>(Enabled development innovation)</b></p>	<p>a. Did UNDP prioritise development innovation in its support areas?</p> <p>b. Were innovative development practices promoted by UNDP scaled-up/institutionalised?</p> <p>c. Was UNDP successful in promoting innovative development practices within the United Nations country team?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – Monitoring and evaluation data on innovation in programme support of UNDP; review of Accelerator Lab activities (where present)</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on development innovation in the country; learning within and cross-country; UNDP contribution</li> </ul>

		<p>d. Was UNDP successful in promoting innovative development practices among wider development actors?</p> <p>Were Accelerator Labs successful in enabling innovative practices?</p>	<ul style="list-style-type: none"> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
<p><b>5. SUSTAINABILITY:</b> The extent to which the results of UNDP interventions are likely to be sustained and carried forward.</p> <p><b>MAIN EVALUATION QUESTION 4:</b> What factors contributed to or hindered UNDP's performance and, eventually, to the sustainability of results?</p>			
<p><b>5.A. Sustainable capacity</b></p> <p>Extent to which positive changes enabled by the UNDP programme can be pursued within the country's development trajectory</p>	<p>24. Target institutions and/or beneficiary groups are equipped with knowledge, skills, partnerships to continue with programme/project related efforts after their completion</p> <p><b>(Capacities improved)</b></p>	<p>a. To what extent did positive changes enabled by the UNDP programme contribute to the development trajectory in the country? (This includes scaling up successful programme models.)</p> <p>b. Are the intended individual beneficiary groups and/or institutions equipped with knowledge/skills/partnerships to continue with programme- or project-related efforts after their completion?</p> <p>c. Did UNDP take measures to ensure that the capacities achieved and/or transfer of knowledge/technologies could be sustained?</p> <p>d. Did UNDP take measures to institutionalize positive changes achieved at the local/national level, whether in policy processes or institutional practices?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – Programme/project monitoring reports, ROARs, government records on the level, areas of human and institutional capacity improvement supported by UNDP; and mapping of programme partnerships, including new partnerships</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> on the areas and scale of capacities enhanced (including changes brought about by their enhanced capacities); partnership options explored</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
	<p>25. Measures were taken to facilitate national ownership of programme results</p> <p><b>(Ensured national ownership)</b></p>	<p>a. Did UNDP take measures to ensure linkages with national policies and programmes?</p> <p>b. Did the programme implementation process enable national ownership?</p> <p>c. Did UNDP ensure the participation of non-state actors (CSOs and others)?</p> <p>d. Did UNDP leverage CSO and local innovation networks to promote the adaptation and/or development of locally owned and sources of innovations?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – Programme/project documents, government reports</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> to ascertain whether linkages with national programmes were established (including government uptake/ownership); opportunities for the linkages used (areas and scale of UNDP government support to develop or improve their policies and programmes) and missed; facilitating factors and constraints; the extent to which UNDP has reached out to existing and potential civil society groups</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>

	<p>26. Measures are taken to promote scale-up</p> <p><b>(Promoted scaling up)</b></p>	<p>a. Has UNDP supported efforts to mobilize private sector funding for development?</p> <p>b. Have programmatic partnerships been established with agencies with complementary initiatives to take forward what has been achieved by UNDP support?</p> <p>c. To what extent have UNDP interventions been (or are likely to be) scaled up by government, donors, private sector, or others?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – UNDP programme documents review to ascertain if there was planning/partnerships for scaling up; monitoring reports on how scaling up was pursued; stakeholder mapping to assess whether all possible partnership options were explored by UNDP for scaling up; exit strategies including funding</li> <li>• <b>IEO Survey</b></li> <li>• <b>Interviews</b> to ascertain the potential for scaling up successful programme models by government and other development agencies; examples of scaling up successful programme models by government and other development agencies; opportunities and constraining factors</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
<p><b>5.B. Financing for development</b></p>	<p>27. Financial and human resource needs for sustaining/scaling results achieved are addressed</p> <p><b>(Enabled development financing)</b></p>	<p>a. To what extent did UNDP prioritize development financing?</p> <p>b. Did UNDP use appropriate tools for facilitating development financing?</p> <p>c. Was UNDP successful in facilitating development financing?</p> <p>d. Did UNDP support efforts to address institutional bottlenecks in development financing?</p>	<ul style="list-style-type: none"> <li>• <b>Document review</b> – Literature review on development financing data in sectors supported by UNDP, the enabling environment in the country; data on private sector engagement in development; development financing bottlenecks; UNDP strategy on private sector engagement, facilitating development financing; monitoring reports on progress and achievements in facilitating development financing</li> <li>• <b>IEO Survey</b></li> </ul>



			<ul style="list-style-type: none"> <li>• <b>Interviews</b> with development partners, including the private sector and IFIs, on development financing possibilities and policy bottlenecks; UNDP role and contribution in enabling development financing; UNDP accomplishments; opportunities taken or missed</li> <li>• <b>Evidence from decentralized evaluations</b></li> </ul>
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## ANNEX 3. LIST OF PROJECTS

Project ID	Project Title	Output ID	Output Title	Start Year	End Year	Total Budget	Total Expenditure	Implementation Modality	Gender Marker
OUTCOME 1: By 2023 women and men in Cambodia, in particular those marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations, and participate in a growing, more productive and competitive economy that is also fairer and environmentally sustainable.									
90590	Emergency support to Gov't CAM in fight against COVID-19	96281	Emergency support to Gov't CAM	2021	2022	\$11,915,865	\$10,783,317	DIM	GEN0
127069	Emergency support to Gov't CAM in fight against COVID-19	120970	Fight Against the COVID-19	2020	2023	\$12,206,603	\$10,392,964	DIM	GEN1
114485	Policy and Innovation	112488	Policy and Innovation	2019	2023	\$8,555,997	\$6,773,381	DIM	GEN2
114485	Policy and Innovation	121244	COVID-19: Rapid cash transfer	2020	2020	\$267,500	\$267,500	DIM	GEN2
118418	Graduation based social protection pilot	115245	Graduation based social protection	2019	2023	\$2,524,757	\$1,144,487	DIM	GEN2
133431	Medical Waste Management – COVID-19	125406	Medical Waste Management	2021	2022	\$954,750	\$331,623	DIM	GEN1
114485	Policy and Innovation	115884	Sustainable SME cluster	2019	2022	\$282,301	\$61,490	DIM	GEN2
114485	Policy and Innovation	121245	COVID Response – Ecommerce	2020	2021	\$453,731	\$364,756	DIM	GEN2
114485	Policy and Innovation	121246	COVID response – other TRAC 2	2020	2021	\$570,000	\$569,999	DIM	GEN2
114485	Policy and Innovation	125819	COVID-19 Investing in SP	2021	2022	\$2,010,310	\$1,015,974	DIM	GEN2
90697	Clearing for Results IV – MAHD	96338	Clearing for Results IV	2020	2025	\$10,600,616	\$7,764,415	NIM	GEN2
90541	Clearing for Results III – Mine Action for Human Development	96246	Clearing for Results Phase III	2016	2020	\$2,348,476	\$2,301,604	NIM	GEN2
110789	Promoting Decent Youth Employment in Cambodia	109996	Promoting Decent Youth Employment	2019	2021	\$2,296,150	\$1,634,428	DIM	GEN2
114485	Policy and Innovation	125268	Go4eCam	2020	2022	\$482,069	\$37,872	DIM	GEN2
112026	Achieving 2030 Agenda for Sustainable Development in AP (regional)	124811	O2.4_Solar Irrigation	2020	2021	\$2,222,534	\$896,122	DIM	GEN1
Sub Total Outcome 1						\$57,691,659	\$44,339,932		
OUTCOME 2: By 2023 women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure, and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks.									
85640	Building an Enabling Environment for Sustainable Develop	93203	Building an Enabling Environment	2019	2021	\$3,671,618	\$3,209,590	NIM	GEN2

102369	Accelerator Lab – Cambodia	104466	Accelerator Lab - Cambodia	2019	2022	\$1,351,826	\$993,136	DIM	GEN1
124739	SIDA UNDP Strategic Collaboration on Environment and Climate Change	120005	ProgC: Climate Change & Energy	2020	2023	\$115,264	\$100,293	DIM	GEN3
82718	Early Warning Systems	91519	Early Warning Systems	2014	2020	\$2,406,179	\$2,273,437	DIM	GEN2
106358	Biodiversity Finance Initiative (BIOFIN) Phase II	107137	BIOFIN Norway – The Biodiversity Finance Initiative	2018	2021	\$433,918	\$327,196	DIM	GEN1
88935	Developing a Comprehensive Framework for Practical Implementation of the Nagoya Protocol	95389	Developing a Comprehensive Framework	2019	2022	\$1,242,166	\$884,544	NIM	GEN2
86010	Policy, Communications, and Social Innovations for Human	111228	Sustainable Urban Mobility	2018	2021	\$616,302	\$615,099	DIM	GEN1
88934	Integrated Natural Resource Management	95388	Natural Resource Management	2020	2025	\$2,485,197	\$449,484	NIM	GEN1
91590	Forest Carbon Partnership Facility Phase 2 (FCPF2)	96720	FCPF Phase 2	2017	2021	\$3,744,642	\$3,410,941	NIM	GEN2
88932	Environmental Governance Reform (EGR)	95386	Environmental Code – EGR	2016	2020	\$442,623	\$441,613	DIM	GEN2
90509	Collaborative Management for Watershed and Ecosystem	96237	Watershed Management	2017	2020	\$830,738	\$776,418	NIM	GEN2
91590	Forest Carbon Partnership Facility Phase 2 (FCPF2)	96720	FCPF Phase 2	2017	2021	\$3,744,642	\$3,410,941	NIM	GEN2
109682	Resilience Programme	108962	Resilience Programme	2020	2025	\$2,090,760	\$1,412,740	DIM	GEN1
117240	Integrated National Financing Framework (INFF)	114111	Integrated Financing Framework	2020	2022	\$586,420	\$235,197	DIM	GEN1
118412	Cambodia Sustainable Landscape and Eco-tourism	115244	Cambodia Sustainable Landscape	2021	2025	\$852,745	\$321,777	DIM	GEN1
118895	Cambodia Climate Change Alliance – Phase 3	115517	Cambodia Climate Change Alliance III	2019	2024	\$9,573,098	\$5,725,867	NIM	GEN2
85641	Cambodian rural livelihoods	93204	Cambodian rural livelihoods	2015	2020	\$2,298,865	\$2,238,342	NIM	GEN2
85640	Building an Enabling Environment for Sustainable Develop	93203	Building an Enabling Environment	2019	2021	\$3,671,618	\$3,209,590	NIM	GEN2
Sub Total Outcome 2						\$36,487,003	\$26,826,615		
OUTCOME 3: By 2023 women and men, including those underrepresented, marginalized, and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes.									
64631	Association of Councils Enhanced Services Project	81323	Association of Councils Enhanced	2012	2019	\$75,061	\$2,455	\$2,656,617	GEN2
88398	Partnership for Development Result Phase 2	95080	Partnership for Development Result Phase 2	2016	2020	\$1,332,580	\$1,203,615	\$2,263,719	GEN1

88397	Project to support the Leading the Way for Gender Equality	95079	Project to support the Leading	2017	2021	\$895,708	\$747,615	\$1,159,846	GEN3
90594	Inclusive and participatory governance	96285	Inclusive and participatory go	2020	2023	\$1,735,734	\$911,629	(\$203,067)	GEN2
90546	Cambodian Disability Inclusion Initiative	96250	Accelerating Disability Rights	2021	2023	\$70,000	\$43,580	\$ -	GEN2
102372	Access to Justice for persons with disabilities	104469	Access to Justice and Inclusive Institutions for persons with disabilities in Cambodia	2018	2021	\$480,965	\$430,216	\$93,296	GEN2
77868	Disability Rights Initiative Cambodia	88439	Programme Coordination Team	2013	2018	\$0	\$0	\$1,065,192	GEN1
90589	Programme to Promote Disability inclusion and Quality	96280	Programme to promote disability	2020	2021	\$570,098	\$503,806	(\$352)	GEN2
110866	Inclusive Governance for Service Delivery and Social Accountability	110110	Inclusive Governance	2018	2020	\$364,634	\$362,089	\$40,002	GEN2
<b>Sub Total Outcome 3</b>						<b>\$5,524,780</b>	<b>\$4,205,005</b>		
<b>Grand Total</b>						<b>\$99,703,442</b>	<b>\$75,371,550</b>		

**Source:** Data from Power BI (as of 2 July 2022).

## ANNEX 4. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports, and other project documents. The websites of many related organizations were also searched, including those of UN organizations, Cambodia Governmental departments, project management offices, and others.

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## ANNEX 5. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
Outcome 1: By 2023 women and men in Cambodia, in particular those marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations; and participate in a growing, more productive, and competitive economy that is also fairer and environmentally sustainable.						
OC1 i1.1.  Employment to population ratio: (a) men/women; (b) youth (15–30) men/women; (c) PNH/other rural/urban	(i) 89.2%/78.8% (2016) (ii) TBC (iii) 78.6%/85.4%/80.4% (2016)	(i) Base +0.5% annually (ii) Base +2% annually (iii) Base +0.5% annually	No data reported by the Cambodia CO	No data reported by the Cambodia CO	CO comments: (b) Number of youth that received employment through employment matching service between Jan–June 2021.	No data reported by the Cambodia CO
OC1 i1.2.  Human capital formation, numbers of people benefiting from: (a) technical vocational education and training ; (b) entrepreneurship programmes	(i) 21,740 (F: 36%) (2016-2017) (iii) 6,276 (50%/50%)	Base +10%	No data reported by the Cambodia CO	No data reported by the Cambodia CO	CO comments: (a) Including 300 ATQ students and 80 enrolled in the digital skilling programme (50% woman required for both programmes). (b) 54 completed the 4-month programme and the rest attended entrepreneurship workshops/trainings/events (40% women).	No data reported by the Cambodia CO
OC1 i1.3.  RGC economic strategy fully integrates SDGs/2030 approach and socio-economic rights, via adoption of: (a) CSDG-based NSDP	(2018): No	Fully	No data reported by the Cambodia CO	No data reported by the Cambodia CO	CO comments: NSDP 2019–2023 fully integrates CSDG goals and targets. Indicators are reflected in the NSDP M&E framework.	No data reported by the Cambodia CO

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
<p>OC1 i1.4.</p> <p>Improved official statistics on gender and vulnerability adopted: (a) Gender – adjusted wage gap men/women; (b) Gender – time use/valuation of unpaid work; and (c) Cambodia-specific multi-dimensional poverty metric</p> <p><b>CO comments: The Cambodia Multidimensional Poverty Index (MPI) framework is under discussion with the RGC. In 2021 the UNDP supported four senior government officials from MOSAVY, Ministry of Economy and Finance, and MOP to undertake an MPI course delivered by Oxford University. An MPI intervention was also introduced at a side event at the UN General Assembly in 2021. In December 2021 an executive training programme on MPI – “Designing a National Multidimensional Poverty Index for Cambodia” – was delivered to over 40 government officials. These important milestones are shifting the conversation on MPI with the government, which has been very conservative on the topic before.</b></p>	Not in place	Developed and in place	No data reported by the Cambodia CO	No data reported by the Cambodia CO	(a) 1; (b) 0	No data reported by the Cambodia CO



Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
<p>OC1 i1.5.</p> <p>Number of participating in government-targeted United Nations-supported poverty eradication/economic inclusion programmes, including social protection and mine action</p> <p><b>CO comments: 6,374 PwDs (3,152 women with disabilities) and 7,783 PLHIV (4,148 women) were registered under the IDPoor System, which identifies vulnerable groups eligible to receive support under the Social Protection scheme. As of November 2021 nearly \$500 million has been transferred to 682,328 poor households affected by COVID-19 who newly gained access to the government's cash transfer programme. 1,587 IDPoor households received monthly cash transfers under the GBSP Project for two months (October and November 2021). The Cash Group (788 households) received \$15 per month while the Asset Group (799 households) received \$10 per month.</b></p>	0	At least 100,000	No data reported by the Cambodia CO	No data reported by the Cambodia CO	No data reported by the Cambodia CO	No data reported by the Cambodia CO
Output 1.1. Extreme poor, disadvantaged populations, including PLHIV and people with disabilities (PwDs), have access to improved RGC social protection.						

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
<p>OP1.1 - i1</p> <p>Number of people participating in social protection programmes supported by UNDP.</p>	<p>Total: 5,900; PLHIV: 5,900 (no gender disaggregation)</p> <p>Others: 0</p>	<p>Total: 27,700; PLHIV: 17,700 (no gender disaggregation); Others (including PwDs): 10,000 (50% women) IDPoor database, project reports</p>	2,910	674,146	<p>682,328</p> <p>CO comments: National programmes (with UNDP support): 6,374 PwDs (3,152 women) and 7,783 PLHIV (4,148 women) were registered under the IDPoor System, which identifies vulnerable groups eligible to receive support under the Social Protection scheme. 682,328 poor households affected by COVID-19 gained access to the government's cash transfer programme.</p>	No data reported by the Cambodia CO
<b>Output 1.2. Government fosters productivity alongside inclusive/sustainable growth.</b>						
<p>OP1.2 - i1</p> <p>Number of adopted relevant RGC policies, plans, and strategies supported by UNDP Baseline (2018): 2 Target: 7 National reports</p>	2	7	1	<p>1</p> <p>CO comments: Inter-Ministerial Prakas on Requirements for Issuing Driver's Licenses for Persons with Disabilities (Dec 2020). Midterm review of NSDP completed.</p>	No data reported by the Cambodia CO	No data reported by the Cambodia CO
<b>Output 1.3. Left-behind and mine-affected communities have access to safe land for better livelihoods.</b>						

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
<p>OP1.3 - i1</p> <p>(a) Area of mine-affected land released (km2); (b) Number of people benefitting from UNDP assisted mine action programme</p>	<p>1</p> <p>New mechanisms developed to (2017): (a) 216 km<sup>2</sup>; (b) 908,958 (50% women)</p>	<p>(a) 281 km<sup>2</sup>; (b) 1,064,302 (50% women); CMAA</p>	<p>(a) 239.83</p> <p>(b) 982,350</p> <p>CO comments: (b) More beneficiaries reached: 982,350 v. target of 930,015. Among the total beneficiaries for 2019, 50% are women.</p>	<p>(a) 250</p> <p>(b) 30,106</p> <p>CO comments: (a) A total area of 11 km<sup>2</sup> of mine-affected land was released for safe access and productive use. The actual cleared land was approximately 4 km<sup>2</sup> above the target for the year, making the cumulative areas cleared to 250 Km<sup>2</sup>.</p>	<p>No data reported by the Cambodia CO</p>	<p>No data reported by the Cambodia CO</p>
<b>Output 1.4. Young women and men have opportunities to progress through access to information, skills development, and improved employment policies.</b>						
<p>OP1.4 – i1</p> <p>Number of young women and men (a) accessing online information, (b) using multi-media content, and (c) skills certification</p>	<p>(2018): (a to c) 0</p>	<p>(a) 20,000; (b) 1 million; and (c) 3,000 (50% women for all) Project data/NEA</p>	<p>No data reported by the Cambodia CO</p>	<p>No data reported by the Cambodia CO</p>	<p>CO comments: (a) Between January and November 2021, nearly 0.7 million people accessed and received job information through the online career platform, various media tools, and the professional conference organized on the emerging job market and skills in the I4.0 and digital economy. (c) 300 students are enrolled in and learning accounting skills through the Accountancy Qualification Programme. 80 youths (including girls and youth with disabilities) are enrolled in the digital skilling programme (advance and Pathpay to digital career). 50% woman participants is required for both programmes.</p>	<p>No data reported by the Cambodia CO</p>

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
OP1.4 – i2  Number of youth- and gender-responsive government employment policies	0	1 government gazette, project reports	No data reported by the Cambodia CO	No data reported by the Cambodia CO	CO comments: UNDP-supported Digital Literacy for Employability and Entrepreneurship among Cambodian Youth and Digital Skills Assessment were completed and disseminated. The data and evidence from these assessments have benefited the development of the country’s E-Commerce Strategy, the development of a national database of need and demand for digital talents, and a comprehensive digital skills roadmap for Cambodia. These strategies and tools will in turn contribute to the implementation of the Policy Framework on Digital Economy and Society for 2021–2035.	No data reported by the Cambodia CO
Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
OUTCOME 2: By 2023 women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure, and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change-related trends and shocks.						
OC2 i2.1.  Extent of land and natural resources tenure security, measured in: (b) number of total members of registered community fisheries and forestry with tenure rights to fisheries and forestry resources	(2017): 43%	58%	No data reported by the Cambodia CO	No data reported by the Cambodia CO	No data reported by the Cambodia CO	No data reported by the Cambodia CO

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
OC2 i2.2.  Percentage of communes vulnerable to disaster shocks and climate change	(2014): 49%	35%	No data reported by the Cambodia CO	No data reported by the Cambodia CO	33.3%  CO comments: The score combines communes with high vulnerability and communes classified as "quite vulnerable."	No data reported by the Cambodia CO
OC2 i2.3.  Extent to which natural resources are protected, conserved, and sustainably managed, measured in: (a) percentage of forest cover; (b) percentage of protected area (Strategic Plan 2.9a)	(a) 48.14% (2016) (b) 41% (2018)	TBD	No data reported by the Cambodia CO	No data reported by the Cambodia CO	No data reported by the Cambodia CO	No data reported by the Cambodia CO
OC2 i2.4.  Adoption of innovation, clean technology, sustainable energy, and sound chemical management minimizing GHG, wastes, and pollution generation, measured in: (a) GHG emission saving from the manufacturing industry (Gg CO <sub>2</sub> eq); 45 (b) percentage of POPs education release	(a) 405 (2015) (b) 0% (2017)	(a) 508 (b) 5%	No data reported by the Cambodia CO	No data reported by the Cambodia CO	No data reported by the Cambodia CO	No data reported by the Cambodia CO
OC2 i2.5  Number of multisectoral policies, legislation, plans, and strategies relevant to sustainable production and living, which are developed/updated baseline	(2018): 7	15	No data reported by the Cambodia CO	No data reported by the Cambodia CO	1  CO comments: A CE Strategy and Action Plan (in English and Khmer) was officially endorsed and launched	No data reported by the Cambodia CO

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
OC2 i2.6  Percentage of increase of public expenditure for key areas: (a) public expenditure for climate action as % of GDP	(2016): 0.9%	1.6%	No data reported by the Cambodia CO	No data reported by the Cambodia CO	2.2%	No data reported by the Cambodia CO
Output Indicator	Output Baseline	Output Target: 2023	Output Indicator Status/Progress			
			2019	2020	2021	2022
Output 2.1. Targeted cities and urban centres prepare and operationalize solid waste management plan to reduce environmental pollution impact from solid waste.						
OP2.1 – i1  Number of cities/urban centres with operational Solid Waste Management Plans	Baseline (2018): 0	Target: 5 project reports		10	1  CO comments: A local Deka on waste management was established and a CE model was integrated in the 3-year municipal plan of Kep municipality. Four waste separation stations were installed and are now in use in Kep.	No data reported by the Cambodia CO
Output 2.2. Climate and weather information is available for public and utilized by policy makers for national, sectoral, and subnational planning and for transboundary communication in the region.						
OP2.2 – i1  Number of national, sectoral, and subnational plans informed by accurate/up-to-date climate information	(2017): 0	2 planning documents, budgets referencing forecasts and products	3	1  CO comments: The Cambodia Disaster Loss and Damage Information System (CAMDI) was updated in 2020 for improved data accuracy and relevancy with UNDP support. The CAMDI supports improved analysis of disaster loss and impact trends, which will inform the implementation of the	No data reported by the Cambodia CO	No data reported by the Cambodia CO

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
				National Action Plan for Disaster Risk Reduction.		
OP2.2 – i2 End-to-end multi-sectoral EWS to limit the gender-differentiated impact of natural hazards is operational (Strategic Plan 3.3.1.1 A)	(2018): No	Yes		Yes  CO comments: UNDP closed the loop to help establish an end-to-end early warning system (EWS) for Cambodia in 2020. The EWS1294 system, a free early warning voice message service, was rolled out nationwide and activated in all provinces by mid-2020 with UNDP support. The efficacy of the system was demonstrated during Cambodia's major floods in 2020, during which time 212,000 people in disaster-affected areas received EWS1294 warning messages about the flooding and required evacuation. A Common Alert Protocol and updated Standard Operational Procedures (SoPs) for EWS in Cambodia were produced. The SoPs are now available, resulting in relevant government levels informed of their roles in order to take the most effective and efficient steps during an emergency.	No data reported by the Cambodia CO	No data reported by the Cambodia CO



Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
Output 2.3. Rules and regulations formulated and adopted for forest/natural resource management; and market solutions developed for conservation and renewable energy						
OP2.3 – i1  Number of rules and regulations developed and adopted for forest/natural resource management	(2018): 3	8, MoE	3	2	CO comments: (1) A CE Strategy and Action Plan (in English and Khmer) was officially endorsed and launched. (2) The Roadmap for Low-Carbon and Climate-Resilient Buildings and Construction in Cambodia, Vision to 2050, was approved by MLMUPC. (3) The ABS framework was approved by the sub-technical working group. The ABS sub-degree was adopted by sub-technical working group and is planned to be sent to CoM in 2022. (4) The Action and Investment Plan for National REDD+ Strategy was endorsed.	No data reported by the Cambodia CO
OP2.3 – i2  Number of market solutions for conservation and renewable energy in place	(2018): 0	250 (at least 50 headed by women); programmatic data	1	1	8  CO comments: 8-3 clean energy start-ups supported; four village-level solar mini-grid systems rolled out; and CE private sector engagement platform launched.	No data reported by the Cambodia CO
OP2.3 – i3  Number of households benefitting from clean, affordable, and sustainable energy access (Strategic Plan indicator 1.5.1)	(2017): \$17.8 million	\$50 million	No data reported by the Cambodia CO	140  CO comments: 140 households benefitting from solar DC micro-grids, equal to 630 people (of whom 53% were women).	No data reported by the Cambodia CO	No data reported by the Cambodia CO

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
Output 2.4. Climate smart/proofed (rural) infrastructures and services benefit rural population, especially poor and vulnerable.						
OP2.4 – i1  Value of investments in target ministries going through climate change screening processes	\$17.8 million	\$50 million	\$37.5 million	\$41.9 million	CO comments: \$870,000 for Cambodia Climate Change Alliance (climate resilient road with MPWT). Fiscal constraints arose due to the COVID pandemic, causing Ministry of Economy and Finance to limit new investment projects in 2021 from line ministries. This impacted the scale of new climate change-related projects that could be included in the budget.	No data reported by the Cambodia CO
OP2.4 – i2  Number of climate smart/proofed infrastructures built targeting poor and vulnerable communities	(2017): (a) 122; (b) 16,828	(a) 400; (b) 29,828	88	135  CO comments: (b) The infrastructure benefitted 15,685 households (over 60% women) and directly irrigated 11,899 hectares of rice paddies.	3  CO comments: (a) – (1) 16 infrastructures for Cambodia Climate Change Alliance (including 3 climate resilient water kiosks, 3 pump wells, 10 solar water pumps). (2) Under Building an Enabling Environment for Sustainable Development and PIH Projects, four village-level solar mini-grids were installed (benefitting 225 household (19 women-headed, total 1,595 individuals of whom 715 are women who live in remote villages).	No data reported by the Cambodia CO

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
<p>OP2.4 – i3</p> <p>Number of households benefiting from climate smart/prooofed infrastructures</p>			6,664	<p>15,685</p> <p>CO Comments: The infrastructure benefitted 15,685 households (over 60% women) and directly irrigated 11,899 hectares of rice paddies.</p>	No data reported by the Cambodia CO	No data reported by the Cambodia CO
<b>Outcome 3: By 2023 women and men, including those underrepresented, marginalized, and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes.</b>						
<p>OC3 i3.1</p> <p>Number of public laws and policies developed with support from the United Nations that involve participation of rights-holders, especially women and discriminated groups</p>	13	37	No data reported by the Cambodia CO	No data reported by the Cambodia CO	<p>3</p> <p>CO comments: A draft revision of the National Disability Law, National Policy on Gender Equality, and COVID-19 National Recovery Plan for Persons with Disabilities have been finalized in close consultation and involvement with organizations representing persons with disabilities and women. The three policies will be endorsed by the Royal Government of Cambodia in early 2022.</p>	No data reported by the Cambodia CO
<p>OC3 i3.2</p> <p>Number of selected laws and policies that have been adopted, amended and implemented to comply with recommendations of Universal Periodic Review, treaty bodies, special procedures and the International Labour Organization mechanisms</p>	TBC	TBC	No data reported by the Cambodia CO	No data reported by the Cambodia CO	No data reported by the Cambodia CO	No data reported by the Cambodia CO

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
Output Indicator	Output Baseline	Output Target: 2023	Output Indicator Status/Progress			
			2019	2020	2021	2022
Output 3.1 Government builds an evidence-based monitoring, evaluation, and reporting system supportive of delivering the Cambodia Sustainable Development Goals.						
OP3.1 – i1  CSDGs adopted and voluntary national report (VNR) submitted.	(2018): CSDG framework not adopted; VNR not reported	(2023): CSDG adopted and 1 VNR submitted	2  CO comments: Target achieved in 2019. No change in 2021. An updated VNR may be prepared in 2022.	2	2	No data reported by the Cambodia CO
Output 3.2. Women have improved status in leadership and decision-making.						
OP3.2 – i1  Number of studies produced and policies adopted to promote gender equality and address gender-based violence	(2017): 0	3 studies; 2 policies, national gazette, project reports	1	1	1	No data reported by the Cambodia CO
OP3.2 – i2  Percentage of women in management positions in at least four line ministries supported by UNDP	(2017): 25%	33%	No data reported by the Cambodia CO	No data reported by the Cambodia CO	CO comments: National Policy on Gender Equality has been finalized at the technical level and is expected to be adopted by the Royal Government of Cambodia in early 2022.	No data reported by the Cambodia CO
Output 3.3. Subnational administrations are able to deliver services in a transparent and inclusive manner responsive to constituents’ needs.						

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
OP3.3 – i1  Percentage of local administration councillors and officials reporting improvement in their performance as a result of training and other capacity-development support from the project (by sex)	0	70%	No data reported by the Cambodia CO	No data reported by the Cambodia CO	No data reported by the Cambodia CO	No data reported by the Cambodia CO
OP3.3 – i2  Extent to which the design/development of key UNDP-supported local governance services is inclusive and participatory	1-Limited Extent	3-Great Extent	No data reported by the Cambodia CO	No data reported by the Cambodia CO	No data reported by the Cambodia CO	No data reported by the Cambodia CO
<b>Output 3.4. Capacity of PwD organizations and networks improved to advance the rights of PwDs.</b>						
OP3.4 – i1  New national disability strategic plan and other strategic documents developed with PwD organizations	(2018): Limited consultations with PwD organizations	Key recommendations from PwD organizations reflected in the approved NDSP and other policies/plans	No data reported by the Cambodia CO	1	3  CO comments: A final draft of the National Disability Law (amendment), the COVID-19 Recovery Plan (2021–2023), and the situational analysis of the impact of COVID-19 on persons with disabilities have been developed in close collaboration and participation of PwDs and organizations representing PwDs.	No data reported by the Cambodia CO
OP3.4 – i2  Number of of PwDs, disaggregated by gender, with access to justice through formal and informal systems (Strategic Plan indicator 2.2.3)	0	50 (50% female)	No data reported by the Cambodia CO	No data reported by the Cambodia CO	No data reported by the Cambodia CO	No data reported by the Cambodia CO

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
				CO comments: The Access to Justice project ended in February 2021. There was no update in 2021.		

Data Source: IRRF\_CPD\_SP\_Indicators (2 July 2022). Text in light blue is data from IRRF website: [Corporate Site - Cambodia \(undp.org\)](https://www.undp.org/corporate-site-cambodia).

## ANNEX 6. RATING MATRIX

Criteria	Outcome 1 Rating	Outcome 2 Rating	Outcome 3 Rating	Overall rating
1. Relevance	<b>2.50</b>	<b>3.67</b>	<b>2.67</b>	<b>3</b>
1.A. Adherence to national development priorities	4	4	3	4
1.B. Alignment with UN/UNDP goals	2	3	3	3
1.C. Relevance of programme logic	3	4	2	2
2. Coherence	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
2.A. Internal programme coherence	3	3	3	3
2.B. External programme coherence	3	3	3	3
3. Efficiency	<b>4</b>	<b>3</b>	<b>3.5</b>	<b>4</b>
3.A. Timeliness	4	3	3	3
3.B. Management and operational efficiency	4	3	4	4
4. Effectiveness	<b>3.25</b>	<b>2.75</b>	<b>2.25</b>	<b>3</b>
4.A. Achievement/eventual achievement of the stated outputs and outcomes	3	3	2	3
4.B. Programme inclusiveness (especially those at risk of being left behind)	4	3	3	4
4.C. Prioritizing gender equality and women's empowerment	3	2	2	2
4.D. Prioritization of development innovation	3	3	2	4
5. Sustainability	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
5.A. Sustainable capacity	2	2	2	2
5.B. Financing for development	2	2	2	2



## ANNEX 7. GIS ANALYSIS – CALCULATION OF PRIORITY

The following steps detail how the priority of project components, such as disability, gender, and youth, were calculated and mapped.

1. Each Outcome leader made an estimate of how much focus (or priority) each project is giving to a project component (e.g., technical vocational education and training; entrepreneurship; micro, small, and medium enterprises; employment; social protection; disability; gender; youth) based on their reviews of the project's documents. The estimates are given in percentage points.
2. All projects that share the same province are then aggregated.
3. The priority of the project component for each province is then calculated based on the weighted average of the project's budget where the priority from Step 1 above serves as the weight.
4. The computed averages are then classified into four priority groups based on the following four criteria:
  - a. *Very high priority*: when the weighted average is higher than 75 per cent,
  - b. *High priority*: when the weighted average is between 50 and 70 per cent,
  - c. *Low priority*: when the weighted average is between 25 and 50 per cent,
  - d. *Very low priority*: when the weighted average is below 25 per cent.

**Example:** Priority of disability component in Banteay Meanchey province

Project Code	Project Name	Province Name	Average Budget (\$)	Estimate Priority
P00104469	Access to Justice for persons with disabilities	Banteay Meanchey	71,703	100%
P00096246	Clearing for Results III	Banteay Meanchey	889,256	30%
P00096338	Clearing for Results IV	Banteay Meanchey	2,728,038	30%

$$\begin{aligned}
 \text{Priority of disability} &= \frac{\sum(\text{Average Budget} \times \text{Estimated Priority})}{\sum \text{Average Budget}} \\
 &= \frac{(71,703 \times 1) + (889,256 \times 0.3) + (2,728,038 \times 0.3)}{71,703 + 889,256 + 2,728,038}
 \end{aligned}$$

$$= \frac{1,156,891}{3,688,997} = 0.31 = 31\% = \textit{Low priority (25\% - 50\%)}$$