

UNDP Cambodia commissioned

FINAL EVALUATION REPORT

External Terminal Evaluation of the “Policy and Innovation Hub for Sustainable Development -PIH-”
Project in Cambodia

Funded by a variety of donors, implemented by UNDP under Direct Execution Modality for total project resources of USD 15,160,000.--

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Table 1. Project and evaluation information details

Project/outcome Information		
Project/outcome title	Policy and Innovation Hub for Sustainable Development - PIH Project in Cambodia	
Project Number	00114485	
Corporate outcome and output	<u>UNDAF/CPD Outcomes 1,2,3</u> Output 3.4: Mechanisms in place to generate and share knowledge about development solutions	
Country	Cambodia	
Region	Asia	
Date project document signed	19 December 2018	
Project dates	Start	Planned end
	1 January 2019	31 March 2024
Total committed budget	US\$ 15,160,000.--	
Project expenditure at the time of evaluation	US\$ 15,164,204.—(including US\$ 656,308 from Japan committed until 31.03.2024)	
Funding source	Multiple ¹ but mainly UNDP Core resources	
Implementing party²	UNDP	
Evaluation information		
Evaluation type	Project Terminal evaluation	
Final/midterm review/ other	Final	
Period under evaluation	Start	End
	1 January 2019	31 March 2024
Evaluators	Christian Bugnion de Moreta	
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Evaluation dates	Start	Completion
	11 September 2023	31 December 2023

¹ See Table 3 p. 10 for details

² This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

Acronyms and abbreviations

ADB:	Asian Development Bank
CO:	Country Office
CPD:	Country Programme Document
CSDG:	Cambodia Sustainable Development Goals
CSO:	Civil Society Organisation
DAC :	Development Assistance Committee
FGD:	Focus Group Discussion
HRGE:	Human Rights and Gender Equality
ILO:	International Labour Organisation
KII:	Key Informant Interview
MEF:	Ministry of Economy and Finance
MLMUPC:	Ministry of Land Management, Urban Planning and Construction
MoC:	Ministry of Commerce
MoE:	Ministry of Environment
MoME:	Ministry of Mines and Energy
MoP:	Ministry of Planning
MOSAVY:	Ministry of Social Affairs, Veterans, and Youth Rehabilitation
MoWA:	Ministry of Women Affairs
MPWT:	Ministry of Public Works and Transportation
MSC:	Most Significant Change
M&E:	Monitoring and Evaluation
NCDD:	National Committee for Sub-National Democratic Development
NRM:	Natural Resource Management
NSPC:	National Social Protection Council
OECD:	Organisation for Economic Cooperation and Development
PAB:	Policy Advisory Board
PIH:	Policy Innovation Hub
RBM:	Results-Based Management
RF:	Results Framework
RGC:	Royal Government of Cambodia

RR:	Resident Representative
SDG:	Sustainable Development Goals
TE:	Terminal Evaluation
ToC:	Theory of Change
ToR:	Terms of Reference
UNDAF:	United Nations Development Assistance Framework
UNEP:	United Nations Environment Programme
UNDG:	United Nations Development Group
UNDP:	United Nations Development Programme
UNEG:	United Nations Evaluation Group
WoG:	Whole of Government
WB:	World Bank

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1. Executive Summary

The Policy Innovation Hub for sustainable development in Cambodia (PIH) project takes an innovative approach to inform policy, leverage resources for SDG implementation and pilot initiatives that goes beyond the traditional approach used by UNDP in the other projects it implements. PIH leveraged high level results in a number of areas: it contributed to expanding social protection space, cash transfer programming, energy access, SME development among others within a clear vision of Leaving No One Behind in the selection of its beneficiaries.

The aim of the project is “to create effective programmes and initiatives capable of producing measurable and valuable results” according to the project document. Its three outputs are 1) **Prosperity** (Government policies and innovative measures/initiatives formulated in support of sustainable and inclusive development), 2) **Planet** (Government policies and innovative measures/initiatives formulated in support of preservation of the national environmental endowment and combating climate change) and 3) **Peace** (Government policies and innovative measures/initiatives formulated to foster greater participation and accountability).

The aim and scope are broad and ambitious, and the Results Framework does not provide the necessary evidence to appraise the level of success of the project, because it is excessively focused on completed activities, goods and services, capacities and skills developed, but not on evidence to assess the outcomes generated by the project beyond outputs, which the only level of results that can be attributed to the UNDP³.

Instead of focusing on one specific aspect, the PIH architecture offers a flexible structure that allows UNDP to rapidly address emerging needs and to capture opportunities as they arise. Unlike a traditional project, PIH does not have a single objective: rather it functions as a kind of think tank, in many cases responding to the requests of the Royal Government of Cambodia (RGC) counterparts, in others supporting initiatives that in some cases are innovative and need to create a demonstrative effect to ensure buy-in and sustainability by its stakeholders. At the same time, the PIH has also served as a resource mobilisation mechanism for the UNDP, as a programming facility and contributed to the development of new programmes and projects to support the implementation of the country programme, ultimately contributing to the achievement of the SDGs and country priorities. It is difficult to precisely define PIH, because it is more a collection of options through a responsive and pro-active approach than a project working on a single purpose. And this is evidenced by its results framework, that directly aligns the outcomes and goal to the Country Programme Document (CPD) and the United Nations Development Assistance Framework (UNDAF) but does not identify the effects of the PIH itself (e.g., project level outcomes). As such, the project document only identifies results at the output level for the three pillars of prosperity, planet and peace (same pillars as the CPD). These generic denominations offer UNDP substantial freedom to act on a wide range of issues, including informing policy across a wide spectrum of development challenges and triggering interesting initiatives. Its flexible approach also proved particularly useful during the Covid-19 pandemic, during which time RGC counterparts and UNDP partners praised its rapid response capacity and

³ Hence the term of «contribution» used in evaluation of outcomes – methods such as in Outcome Mapping, Outcome Harvesting, Contribution Analysis, Most Significant Change, etc. are all methodologies that provide evidence regarding outcome results but cannot define attribution.

the support UNDP provided during this difficult period. PIH informed decision making in RGC, including for the temporary cash transfer programme extended until end of 2023.

Its strength is underpinned by a remarkably high resource mobilisation capacity with the PIH envelope, two thirds of which are core funds. In addition, UNDP shared data showing that as a spin-off to the effects generated by PIH an additional US\$ 15 million were leveraged, totalling some US\$ 20 million of additional development funding (e.g., US\$ 5 million within the PIH and US\$ 15 million from the PIH spin-off effects – see table 9 in section 7.3). At the management level, the Country Office staff in UNDP do not work in silos, as is often the case in other country offices structured along thematic units, so there is a degree of exchange and coordination across management and the CO staff that goes further than in other country offices. It is an interesting model that can play a leadership role with its partners in the RGC as well as the broader range of development partners, but it needs to be better fine-tuned and defined. The flexibility to engage on a broad range of development challenges also gives the feeling to some of the stakeholders that UNDP is too thinly spread across various development objectives and lacks the strength to pursue all initiatives to fruition, halting efforts at the pilot level.

The project was initially designed with a budget of US\$ 7.8 million all from TRAC funds. It has substantially increased its size to the current US\$ 15.2 million that reflects interest and buy-in from different stakeholders, including an additional resource mobilisation of US\$ 2.4 million for the COVID-19 response⁴. The current terminal evaluation is taking place at the end of the project life cycle, with an end date of the PIH on 31 March 2024⁵.

The primary audience of the evaluation is the UNDP Country Office, the RGC, the Regional Bureau for Asia and Pacific, development partners, civil society, and the people of Cambodia. The evaluation will be used to inform the structuring of the CO in their upcoming new programming cycle (CPD 2024-2028) and also draw lessons from the PIH experience. It is also useful to the CO management as senior management changed during the PIH implementation and an external and independent appraisal provides additional level of evidence regarding the project performance. Its purpose is to provide accountability to the people and Royal Government of Cambodia, to the development partners, civil society and to the United Nations Development Programme Country Office, Regional and Corporate Headquarters.

To conduct this final evaluation the methodology used a mixed-methods approach but was essentially qualitative and used in addition to the documentary analysis the perception of key informants to provide evidence of how UNDP is perceived as a partner and also on the results the PIH has obtained. This was done using semi-structured interviews with key questions and a five-point rating system accompanied by a qualitative justification of the rating. In addition, the evaluation also conducted field work in remote locations to obtain illustrative evidence of two of the UNDP's results in Cambodia, one related to the RGC IDPoor programme and the other related to the off-grid solar energy project targeting very remote villages and directly implemented by UNDP. The field work and observation also yielded some insights which are presented in the corresponding findings section. All financial information and all other quantitative data were provided by the UNDP CO.

Key findings, conclusions, and recommendations

⁴ Financial details are presented under the finding's sections under the efficiency criterion.

⁵ Except for the US\$ 656,308.—from Japan that will be completed by 31st March 2024.

PIH has contributed to many results, some of which are stepping stones in an evolving process, some which are demonstrative pilots, based on both a highly responsive mode to the RGC requests and priorities, but also on a pro-active and risk-taking approach to innovative interventions. There are many results which are detailed in the body of this report, but **both the indicators of the Results Framework and the high ratings regarding the average satisfaction rating (4.16) and the average results rating from the support of the UNDP (4.10) from the 29 KII show PIH can be considered as a success.** In many cases PIH was instrumental in informing and advocating for policy establishment and enactment. PIH also supported various innovative approaches that in some cases led to pilots with demonstrative effects that could be used to upscale or replicate the models that were tested as pilots. However, the breadth of PIH across virtually more than half of the RGC line ministries and the lack of a branding and marketing strategy, supported by a clear communication strategy, has given some stakeholders the impression that PIH is exceedingly spread out and covers too many topics.

PIH managed to double its budget since the start and leveraged one third of the budget from partner's funding, while two thirds are made up of UNDP core resources. Additionally, outside of the PIH budget envelope, it contributed to a US\$ 15 million resource mobilisation co-funding for development as spin-off of the PIH. It also provided an important role in some of the PIH partner's capacity development. The main body of the report details no less than 18 changes brought about by PIH that contribute to outcome level results. PIH is a complex but visionary project in which different capabilities in UNDP are pooled together in the provision of expert advice and support to meet the challenges of the country's development agenda.

Conclusions

The PIH was developed as an experiment A first policy project phase was developed from 2016 to 2018 under the CPD 2016-2018, so PIH is the second phase of the policy project. It was an unusual project architecture for UNDP, combining a pool of policy analysts and subject matter experts into a team that would provide both pro-active initiatives and pilots, inform policy, research and studies, through advocacy and technical support, while at the same time being responsive to the needs of RGC and other partners in order to fulfil its development mandate in line the 2030 SDG deadline and the national priorities. A strong advocacy effort was done at the beginning of the PIH which led to a doubling of the initial project budget, and the capacity to leverage almost US\$ 5 million from non-UNDP core funds. PIH worked in multiple directions and because of its complex structure was not always able to inform on its strategic approach and how the different aspects of its involvement tied into the overall project goal, giving the impression that it was too thinly spread out across too many subjects.

The COVID-19 pandemic proved both a threat and an opportunity for PIH as it was able to show its flexibility and adaptive capacity. It proved to be responsive and invested the additional resources leveraged because of the pandemic to conduct studies, assessment and modelling which supported RGC's decision making and provided relief to the most vulnerable communities, with quick and timely interventions, including at times the supplies of specific materials to support beneficiaries.

PIH was a complex project, and the application of a traditional M&E framework did not contribute to its success. By focusing on output level results no difference was made on the significance of the results achieved nor did it capture the contribution it was making towards the achievement of the project outcomes. A communication strategy with specific reporting materials targeted for the PAB stakeholders before their meetings would have helped to provide

a better understanding of the PIH strategy and of its architecture and more fully enable stakeholders to grasp both the ambitious but visionary approach PIH used to advance development Cambodia.

PIH was able to leverage considerable resources, including two-thirds from its core funding. This is a rather unique case, but the issue is to what extent similar funding will be available in the future.

PIH obtained a high level of satisfaction with an overall average rating of 4.16 from 29 KI (combined RGC and partners ratings on a 1=minimum to 5= maximum scale) **and earned an overall high rating of 4.10 from 19 KI who provided a score on the results achieved** through PIH support (combined RGC and partners ratings). It has therefore been able to demonstrate its value addition, but it was not supported by a targeted RBM reporting at the outcome level, allowing both UNDP senior management and PAB stakeholders to better understand the collective contribution of the results achieved.

PIH has offered flexibility to UNDP across a range of subject matters in line with development priorities. It also contributed to a rapid response during the COVID-19 pandemic (including analytical support and assessments, expanding social protection space, refining the IDPoor programme, MSME incubation, just to mention a few examples). It has developed a network of partnerships that will be able to continue operating and expand in the future, in support of facilitating Whole of Government (WoG) approaches on issues such as Gender Equality, innovative financing instruments, green growth, Energy efficiency, just to give a few examples.

The single major weakness may have been that UNDP did not have a marketing strategy for PIH and it was not branded, making PIH appear more as a collection of diverse initiatives than as a strategic project in which interventions are mutually supportive of a wider and common outcome. A mid-term evaluation would have allowed to take timely corrective measures to address internal and external PIH challenges. Despite its complexity and challenges, the evaluation has found evidence that PIH has contributed to the wider UNDAF/CPD goals and national priorities, but more important it has been working effectively towards the project goal of “creating effective programmes and initiatives capable of producing measurable and valuable results”. Provided additional funding is available, PIH has a potential to expand its partnerships and networks, but it needs close supervision and strategic management to keep the different interventions tied together working towards the same goal.

Recommendations

1. Review the composition of the 18 core PIH staff based on available budgets and adjust the staffing but including a deputy Project Manager position and an M&E RBM position as core PIH staff, in line with the new CPD 2024-2028.
2. Developing qualitative RBM reporting skills to link outputs and immediate results attributed to UNDP to its contribution to the larger outcomes, providing the means to tell the story and significance of its achievements.
3. Continue collaboration within the UNDP Country Office staff across the range of interventions – but better define the limits of where policy stops and where programming starts.
4. Output level results is not enough for UNDP – it must move towards outcome-based reporting and develop the corresponding Results Framework

5. Ensure that mid-term evaluations are conducted timely in complex innovative projects so that corrective measures can be applied during the project.
6. Ensure the participation of a national consultant for evaluations in line with good practice and national capacity development, using regional and national M&E societies (Cambodia Evaluation Society and Cambodia Evaluation Association) and Voluntary Organisations for Professional Evaluation (VOPE) to identify proper candidates.
7. RGC is keen and proud of its national capacities and has shown satisfaction with increased empowerment of national staff in UNDP. Increased responsibility and empowerment for national staff with the proper profiles is recommended.

2. Introduction

The UNDP has hired an independent consultant to undertake the Terminal Evaluation (TE) of the Project: “Policy and Innovation Hub for Sustainable Development in Cambodia” hereafter referred to as “PIH”. The project started on 1st January 2019 for an initial period of five years until 31 December 2023. The PIH project received an extension until 31 March 2024. The initial project budget as stated in the project document was US\$ 7,808,430—from multiple donors. The current information is that the project budget was increased by US\$ 7.35 million up to a total budget of US\$ 15.16 million.

This TE has been contractually foreseen in the project document and has been included in the UNDP evaluation plan.

This terminal evaluation is meant to provide evidence of results and accountability to the Royal Government of Cambodia (RGC), the people of Cambodia, civil society, the Policy Advisory Board (PAB), UNDP Management, and development partners. It will be published for dissemination and communication purposes and shared with development partners, UN agencies, civil society, and the private sector. In line with UNDP policy, it will be placed in the public domain on the website <https://erc.undp.org>.

This TE undertaken under the oversight of the UNDP Cambodia Office under the general guidance of the Resident Representative (RR). The UNDP evaluation manager is the head of the Results-Based Management (RBM) unit, supported by the Country Office (CO) and UNDP senior management staff. Her role is to ensure that the final evaluation remains on track with its work plan and submits the required deliverables prepared with adequate quality standards. The evaluation manager provides the evaluation consultant with the consolidated inputs to address the comments made on the deliverables and ensure that relevant stakeholders have been duly consulted.

The report is structured according to the UNDP evaluation report template and the UNEG quality standards and consists of ten sections. The executive summary (section 1) is followed by this introductory section 2. The description of the intervention is then presented, as well as the scope and objectives of the evaluation (section 3 and 4). Section 5 details the evaluation approach and methods. Section 6 covers data analysis, and section 7 presents the evaluation findings, by evaluation criteria and according to the Key Evaluation Questions formulated and vetted by the UNDP in the inception report. Conclusions flowing from the findings are contained in section 8, and the ensuing recommendations are in section 9. Finally, section 10 covers the lessons learned.

3. Description of the intervention

3.1. What is being evaluated, who seeks to benefit and what is the issue?

PIH is unlike the traditional project design because it uses an integrated approach to support, inform and develop policy decision-making with various RGC line ministries, while also facilitating resource mobilisation and triggering initiatives and innovation. According to the project document, the aim of the project is “to develop a new set of programmes, policies and

interventions to support the RCG and its people” and “to create effective programmes and initiatives capable of producing measurable and valuable results”⁶. The project design is aligned to the three CPD pillars⁷: 1) Prosperity 2) Planet and 3) Peace. The PIH project strategy is based on three different entry points: 1) policy research and advisory, 2) communication and advocacy, and 3) innovative pilot and programming.

3.2. Results Framework and Theory of Change

The PIH’s Results Framework uses the CPD and UNDAF to identify the higher-level results at the outcome and goal levels, so it captures the results only at the output level for each of the three outputs as shown in the table hereunder:

Table 2. Results Framework Goal-Outcome-Outputs from project document and Results Framework (RF) p. 25

Goal (PIH specific)	Indicator
To create effective programmes and initiatives capable of producing measurable and valuable results	Not applicable at project level- RF uses UNDAF/CPD outcome indicators
Goal UNDAF/CPD By 2030, all people living in Cambodia are free from poverty and exclusion, and enjoy their full socio-economic rights; better equipped to manage the natural resources in a sustainable way and to address the impacts of climate change; and state institutions at both national and sub-national level promote and strengthen the rule of law, are more transparent, inclusive, responsive and accountable to people who are able to express their needs and concerns and to claim their rights	Not applicable at project level- RF uses UNDAF/CPD outcome indicators
Outcome (UNDAF/CPD RRF)	Indicator
1. <i>By 2023, women and men in Cambodia particularly 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 sustainable</i>	A. Proportion of men, women and children of all ages living in poverty in all dimensions, by selected measures of multi-dimensional poverty. 1.1. RGC economic strategy fully integrates SDGs/2030 approach & socioeconomic rights, via adoption of: (i) CSDG-based NSP. 1.2. Improved official statistics on gender and vulnerability adopted: (i) gender – adjusted wage gap men/women; (ii) Gender – time use/valuation of unpaid work; (iii) Cambodia specific multidimensional poverty metric. 1.3. Number participating in Government targeted UN-supported poverty eradication/economic inclusion programmes. 2.1. Extent of land and natural resources tenure security measured in: (ii) % of total members of

⁶ PIH project document, p. 1

⁷PIH project document, p.5-8.

<p>2. <i>By 20203, women and men in Cambodia, particularly the marginalized and vulnerable, live a in safer, healthier, more secure, and ecologically balanced environment with improved livelihoods, and a resilient to natural and climate change related trends and shocks</i></p> <p>3. <i>By 023, women and men, including those under-represented, 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</i></p>	<p>registered community fisheries and forestry with tenure rights to fisheries and forestry resources.</p> <p>2.2. Extent to which natural resources are protected, conserved and sustainability managed, measured in: (i) % of forest cover; (ii) p% of protected areas.</p> <p>2.3. Adoption of innovation, clean technology, sustainable energy and sound chemical management, minimizing GHG, wastes and pollution generation, measured in: (i) GHG emission saving from the manufacturing industry, (ii) % of POPs reduction release.</p> <p>3. Number of public laws and policies developed with support from UN that involve participation of rights-holders, especially women and discriminated groups</p>
Output (PIH specific)	Indicator
<p>1. Prosperity (Government policies and innovative measures/initiatives formulated in support of sustainable and inclusive development)</p>	<p>1.1 Number of knowledge products/events for policymakers to promote/enable adoption of industry 4.0 technologies, development of a digital economy and other productivity/competitiveness improvements.</p> <p>1.2. Undertake pilot activities to enable take-up of know-how, test and implement transfer of Industry 4.0 technologies and build digital economy (using a scale of 0 to 2)</p> <p>1.3. Deliver large-scape SP graduation programme pilot, as part of wider support to the National Social Protection Policy Framework (SPPF) (using a scale of 0 to 2)</p>
<p>2. Planet (Government policies and innovative measures/initiatives formulated in support of preservation of the national environment endowment and combating climate change)</p>	<p>2.1. % Number of knowledge products for policy makers to adopt effective strategies for climate change, NRM and green growth (such as waste management, reviewable energy, energy efficiency and sustainable transport).</p> <p>2.2. Number of rules, regulations and standards developed and adopted for forest, natural resource management, and green growth recognizing leave no one left behind issues.</p> <p>2.3. Number of market solution and/or innovative business models/technologies for conservation and green growth in place recognizing leave no one left behind issues.</p>

	<p>2.4. Extent to which a circular economy pilot is designed and implemented. (using a scale of 0 to 2).</p> <p>2.5. Number of people reached for raising awareness on advantages of proper waste management practices and use of renewable energy and energy efficient technologies.</p> <p>2.6. Number of air quality monitoring systems installed and functional.</p> <p>2.7. Number of economic and policy incentives proposed to promote usage of clean vehicles and fuel.</p> <p>2.8. Number of households benefiting from clean, affordable and sustainable energy access, including energy efficient applications and recognizing leave no one behind issues</p>
<p>3. Peace ((Government policies and innovative measures/initiatives formulated to foster greater participation and accountability)</p>	<p>3.1 Number of people living with HIV (PLHIV) and People with Disabilities having IDPoor card.</p> <p>3.2. Number of innovative governance initiatives designed.</p> <p>3.3. Ensure development and alignment of development plans and budgets with SDGs/SDG agenda across government recognizing leave no one behind issues. (using a scale 0 to 2)</p> <p>3.4. Enable SDG data collection/sharing mechanisms and SDG delivery outreach, with appropriate disaggregation.</p> <p>3.5. Number of new innovations supported by the innovation hub.</p>

The original project document contains 16 output indicators to appraise the project’s progress and identifies eight indicators at the outcome level (UNDAF/CPD) which are not reported upon by this project as they are a higher-level unit of analysis. Therefore, the primary indicators used to appraise the project performance are the 16 output indicators listed above.

The project developed a diagram with the Theory of Change that uses the CPD/UNDAF as the higher-level results. However, it should develop its own project specific expected outcomes, which are the results which UNDP should deliver at the end of the project, in line with Results Based Management Principles. By identifying results essentially only at the output level, the project is not able to report adequately on its results and does not leverage the required visibility it may deserve. It does not showcase the story of how the outputs are contributing to the higher-level results and their relative importance as stepping stones towards the achievement of the outcomes. Interviews with CO staff indicate that other project documents have their own (e.g., project specific) intermediate outcome, so it is not clear why the PIH did not formulate its own project specific intermediate outcome. This would have allowed better and more meaningful reporting instead of focusing on outputs and completed activities and services, which are insufficient to appraise the value of the project as they are isolated from the larger outcomes. UNDP is unable to tell the story of its successes in a clear and visible manner due to the format selected to show results.

3.3. Linkages to national priorities and key partners

At the time of its design the project was firmly aligned to support the Government Rectangular Strategy (RS) 4, the National Strategic Development Plan (NSDP) 2019-23 and Cambodia Sustainable Development Goals. From the perspective of the UNDP, PIH is aligned to the UNDP 2018-2022 Strategic Plan 1.1.1, 1.2.2., 1.4.1., 1.5.1 (respectively: Capacities developed across the whole of government to integrate the 2030 Agenda in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions. Enabling environment strengthened to expand public and private financing for the achievement of the SDGs. Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains. Solutions adopted to achieve universal access to clean, affordable, and sustainable energy). At the time of this TE, UNDP is finalising the CPD for 2024-2028 and the RGC has a Pentagonal Strategy phase 1 which is defining the national priorities over the next planning cycle.⁸

3.4. Project status

The project is currently in its extension period and will be closed by 31st March 2024. Two major changes that have affected project implementation are: 1) the COVID-19 pandemic declared on 15th March 2020 by the WHO, which affected all countries and forced UNDP to provide specific support to the COVID response, through the development of the UN Socio-Economic Response Framework (UNSERF), from which it was also able to leverage additional funds. 2) Changes in the government administration because of the elections in 2023, with some key counterparts assuming other areas of responsibility. In some cases, this means that UNDP must rebuild the partnership established as the new leadership in some ministries requires renewed effort to develop understanding, trust, and collaboration up to the levels it had enjoyed with the previous leadership. That said, UNDP boasts of high prestige and reputation in Cambodia and plays a major role as convener in development fora.

The project is complex because it does not address a single sector or focus area, but rather covers support to policy across the range of government line ministries, as well as innovative approaches and development financing. The key national stakeholders are the Ministry of Economy and Finance (MEF)/Supreme National Economic Council (SNEC) co-chairing the Project Advisory Board (PAB), The Ministry of Planning (MoP), the Ministry of Environment (MoE), the Ministry of Commerce (MoC), the Ministry of Mines and Energy (MoME), the Ministry of Women Affairs (MoWA), the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MOSAVY), the National Council for Sustainable Development (NCSDD), the Council for the Development of Cambodia (CDC), Oxfam Cambodia, as well as development partners. Attendance to the PAB meeting has been inclusive of development partners and of other stakeholders (such as Khmer Enterprise).

The project has been designed to achieve ambitious goals. The initial project design had a total budget of US\$ 7,888,430.--. The project budget increased rapidly during implementation with a total budget of US\$ 15,160,000.--, almost double the size of the initial project document. Most of the funding stems from UNDP's own resources with some resources mobilized through a variety of donors, as indicated in the table hereunder:

⁸ RGC, Pentagonal Strategy Phase I, Phnom Penh, August 2023

Table 3. Project resource overview as of 30 September 2023 (Source: UNDP Cambodia)

MULTI-YEAR BUDGET/UTILIZATION - BY FUND SOURCE (Data as of 30 September 2023)									
Award ID: 00114485	2019	2020	2021	2022	2023	2024	Balance	TOTAL	
112488 - Policy and Innovation Hub (2019-2023)									
04000 - UNDP TRAC1	1.757.881	1.634.398	1.284.613	1.342.415	1.000.364		324.113	7.343.784	
04010 - UNDP TRAC2	584.980	208.902	180.382	334.304	140.384		44.616	1.493.567	
11968 - Country Investment Facility (C	40.589	62.158	-	-	-			102.748	
30084 - Programme Resource	14.177	13.886	4.320	-	-		91.718	124.100	
11507-Un-core Resource					60.134		107.784	167.918	
30000 - BRITISH FUND/10314	19.867	9.121			-			28.988	
30000 - World Bank/00015		18.353	68.379		-			86.732	
30000 - MPTF Joint SDG Fund/12994			71.155	5.350				76.505	
30000 - ILO/00003				29.596	3.184		91.320	124.100	
30000 - Germany				14.795	205.942		157.263	378.000	
30000 - UK					146.674		69.326	216.000	
3000 - UNEP				65.703	5.918		(5.907)	65.714	
30071 - MEF				68			19.932	20.000	
Sub-total	2.417.495	1.946.818	1.608.848	1.792.231	1.562.600	-	900.165	10.228.156	
125268-Go4eCAM (Dec 2020 - Dec 2022)									
EIF_30071			30.737	172.806	114.101			317.644	
KE_30071			2.609	108.732	47.592			158.933	
Sub-total	-	-	33.346	281.538	161.693	-	-	476.577	
131146 - Inclusive Renewable Energy (Mini-grid) (Mar 2022-Mar 2024)									
32045 - Japan				117.725	857.549	656.308	62.295	1.693.877	
Sub-total	-	-	-	117.725	857.549	656.308	62.295	1.693.877	
115884 - Sustainable SME Cluster and Network (Project closed)									
30000 - WorldBridge		53.570						53.570	
04000 - TRAC1		7.920						7.920	
Sub-total	-	61.490	-	-	-	-	-	61.490	
COVID - 19 RESPONSE									
121246 - Covid-19 Integrated Response (Apr 2020 - Dec 2021) (Project closed)									
04010 - TRAC2		400.326	147.622		22.050			569.999	
02301 - Management fund		1.939						1.939	
Sub-total	-	402.265	147.622	-	22.050	-	-	571.937	
121245 - Covid-19 Accelerating Deployment of E-Commerce solutions (Apr 2020 - Dec 2021) (Project closed)									
04010 - TRAC2		142.134	140.788	29.460				312.382	
04000 - TRAC1		52.309	65					52.373	
Sub-total	-	194.443	140.852	29.460	-	-	-	364.756	
125819 - Covid-19- Catalyzing investment in equitable and green recovery beyond COVID-19 (Jan 2021-Jun 2022) (Project closed)									
04001-Covid RFF			421.084	325.430	753.487			1.500.000	
Sub-total	-	-	421.084	325.430	753.487	-	-	1.500.000	
121244 - Covid-19 Emergency Cash Transfer (Mar-Oct 2020) (Project closed)									
28641 - RRF		267.500						267.500	
Sub-total	-	267.500	-	-	-	-	-	267.500	
Grand total	2.417.495	2.872.516	1.930.669	2.546.383	3.357.379	656.308	962.461	15.164.294	

This table indicates that almost US\$ 10 million are core resources, while UNDP was able to mobilize US\$ 5 million from development partners, RGC and the private sector.

The project intends to pool the internal resources in UNDP to best service the policy and resource mobilisation needs of its partners in support of the national priorities and in line with the pursuit of the SDGs.

To do so, UNDP has created a Policy and Innovation Hub (PIH) team that includes a sizeable number of experienced staff to support the policy and innovation needs. Unlike other projects where UNDP has one project manager and then support and technical staff, the PIH has a broad range of contributors across different thematic areas. While the project manager is a national officer (NOC), international staff (P-5 and P-4 levels) and other national officers (NOC and NOB) have contributed to the efforts of the project by providing inputs into the various initiatives undertaken. Because such a set-up is necessarily staff-intensive, as the proper staff profile to provide technical assistance is key to trigger successful initiatives, the project is clearly heavy in terms of staffing costs. Some initiatives have been rolled out through individual programmes/projects that have separate implementation team in addition to the staff mentioned above (See table above), but the bulk of the (financial) commitments have focused on advocacy, sensitisation, capacity development and informing policy and innovations. Because

of the complexity of the project, it is difficult to find an adequate Results Framework that captures the expected results because PIH generated both direct and indirect effects that were not part of the RF.

The development context in Cambodia has changed substantially and the country has made great progress in many areas. The RGC is taking a firm stand and driving its development priorities and agenda according to its National Strategy Development Plan (2019-2023) and through its Pentagonal Strategy (Phase I, August 2023) and it will soon be implementing the NSDP 2024-2028. Cambodia became a Lower Middle-Income Country in 2016 and is expected to graduate from Least Developed Country status as early as 2027. In a global environment where Official Development Aid (ODA) is shrinking due to a multiplicity of factors, among which the war in Ukraine and in Gaza, and in line with the recent economic progress experienced by the country, it is becoming increasingly necessary for UNDP to shift resource mobilisation from grants to financing mechanisms.

3.5. Design weaknesses and other implementation constraints

The project document follows the UNDP corporate guidance regarding the hierarchy of results, and therefore the project Results Framework is theoretically only delivering results at the output level, since the higher-level results are captured at the CPD/UNDAF levels. However, in reality, individual projects generate effects and outcomes and have their own overall goal (normally not achieved during the lifetime of the project), in line with Results-Based Management principles. UNDP defines an outcome-level result as “the intended changes in development conditions that result from the interventions of governments and other stakeholders, including international development agencies. They are medium-term development results created through the delivery of outputs and the contributions of various partners and non-partners. **Outcomes provide a clear vision of what has changed or will change in the country, a particular region, or community within a period of time. They normally relate to changes in institutional performance or behaviour among individuals or groups**”⁹ Similarly, the United Nations Development Group (UNDG) Results-Based Management Handbook, defines an **outcome as “changes in the institutional and behavioural capacities** for development conditions that occur between the completion of outputs and the achievement of goals.”¹⁰, while an output is “a completed service or activity”. The higher the level of result, the less attribution (e.g., the degree to which the project is responsible for these results) is possible as other factors must be considered over which the project has no control.

The project outputs are of course supporting and contribute to the CPD and UNDAF outcome statements. However, they may also have generated a change in institutional performance or in behaviour that is not being captured in the current results framework and therefore it may be simplistic to appraise the project’s performance only based on the output indicator values. The project strategy recognizes three different entry points to the project: 1) results, policy, and innovation 2) communication and 3) programming. The nature of this project which works at different junctures and with a vast and ambitious change agenda may not be best suited to apply the traditional M&E frameworks used by UNDP for its projects. Rather than only looking at

⁹ UNDP (2011); Outcome-level Evaluation: A companion guide to the handbook on planning monitoring and evaluating for development results for programme units and evaluators, p 3.

¹⁰ UNDG, Harmonizing RBM concepts and approaches for improved development results at country level, October 2011, p. 7

indicators and numbers as captured in the sixteen output indicators as the main source of evidence of progress, the evaluation used a complementary approach to maximise accountability and learning by focusing on the potential changes triggered by the PIH. This is further explained in the next section (e.g., 6. Tools and methodology).

When reviewing the indicator selection, it does not appear that they meet the SMART criteria described by UNDP in the evaluation guidelines for the selection of indicators. Some statements are too vague to be properly measured (e.g., what does “recognizing leave no one behind” mean?) or the indicator attempts to measure more than one result and relate to several processes which require a composite indicator to be measured (i.e., such as the HDI used in the UNDP Human Development Reports), but since none of the indicators are composite indicators, it is not clear in the end what is measured when there is more than one interaction. Another necessary improvement is that UNDP cannot be its own judge: using scales from 0 to 2 to appraise progress on indicators 1.2, 1.3, 2.4, 3.3, should be based on a rating from the beneficiary’s perspective, not by UNDP itself.

There is a need to be substantially more focused on the indicator statement and the choice of indicators. Given the breadth of the three CPD/UNDAF pillars which can encompass a very wide range of issues and themes, it may be preferable to use the strategic entry points of 1) Research, policy, and innovation, 2) communication and 3) programming to structure the contents of the reports produced by the PIH. The CPD/UNDAF pillars used as output statements for the project RF are not an adequate manner to communicate what the expected results will be, even if section 3.1. expected results of the project document does introduce a different wording. But by placing “Government policies and innovative measure/initiatives formulated”, it is still mixing the policy level results with other types of achievement.

Theory of change (ToC) of the PIH project – diagram p. 13 of project document

The guidance on the preparation of the theory of change in UNDP is limited, and when the project was designed in 2018 it chose to use the UNDAF and CPD to identify the higher-level goals. While UNDP projects must obviously be aligned, support and contribute to the higher-level goals, they also go beyond service delivery and try to create positive change among the beneficiaries, be they governmental agencies, donor agencies, civil society organisations, or rights-holders and vulnerable groups, by the end of the project (e.g., outcome level results concerning institutional performance or behaviour change). It is suggested for future ToC diagrams to use the project’s specific outcome statements (which are not explicitly mentioned in the project document and should be the expected changes from the project) and overall project goal (which is mentioned in the project document) to construct a theory of change. In the current ToC diagram, the project only focuses on the output level, while documentary analysis (PAB meeting minutes) and KII and data collection at field level show that PIH has produced results at the outcome level as well. Thus, it is important to determine the project outcomes because they are the changes the project contributed to delivering by the end of its implementation period.

The design of such a complex project architecture required a specific communications strategy and the branding and marketing of the PIH. PIH is management intensive and would have been better understood by partners if an external communication strategy had been rolled out, as well as branding of the PIH to better market it amongst its stakeholders.

4. Evaluation objectives and scope

The objective of this terminal evaluation is to provide an independent assessment of the project performance. The criteria for the evaluation are standard evaluation criteria defined by the Development Assistance Committee (DAC) of the Organisation for Economic Cooperation and Development (OECD) and the United Nations Evaluation Group (UNEG): relevance, coherence, efficiency, effectiveness, and sustainability. The evaluation also assessed the cross-cutting normative principles of the United Nations namely regarding the Human Rights Based Approach and the inclusion of Gender Equality as a specific line of inquiry, following the UNEG guidance materials¹¹. Specifically, the TE assessed progress towards project outputs as specified in the project document. The TE formulates recommendations on potential areas of improvement, in particular regarding sustainability, which could inform programming of future UNDP interventions.

The scope of the final evaluation is the entire implementation period of the PIH since its start on 1st January 2019 until then time of the TE. It includes both the work undertaken at national level and at sub-national level. The provinces Ratanakiri and Tbong Kmum were selected for the evaluation field visits based on the learning value as discussed with the evaluation manager. The Key Evaluation Questions (KEQ) were identified at the inception phase and are contained in the inception report. For ease of reading, this report will use the KEQ to address the findings under each of the related criterion.

5. Evaluation methods and approach

5.1. Approach, criteria, and methodology

The evaluation followed the United Nations Evaluation Group (UNEG) evaluation norms and standards (2017 revision), and the UNDP “PME Handbook” developed in 2009 and revised in 2011, the UNDP Outcome-level evaluation, a companion guide to the Handbook on Planning, Monitoring and evaluation for development results for programme units and evaluators, December 2011, the UNDG, Results-Based Management Handbook, Harmonizing RBM concepts and approaches for improved development results at country level, October 2011, as well as the updated UNDP evaluation guidelines of 2021¹². It is carried out under the provisions of the revised UNDP Evaluation Policy of 2019¹³. The final evaluation also adheres to and is a signatory of the UNEG ethical guidelines for evaluation and the UNEG Code of Conduct both of 2008. The approach follows a “utilization-focused evaluation” approach that is described by M. Q. Patton in his book of the same name¹⁴ that continues to be a good practice reference material for the

¹¹ UNEG, “Integrating Human Rights and Gender Equality in Evaluation, Towards a UNEG guidance”, HRGE Handbook, 2011,

<http://www.unevaluation.org/document/detail/980>

UNEG, “Integrating Human Rights and Gender Equality in Evaluations”, August 2014, www.unevaluation.org/document/detail/1616

¹² <http://web.undp.org/evaluation/guideline/index.shtml>

¹³ http://web.undp.org/evaluation/documents/policy/2019/DP_2019_29_E.pdf

¹⁴ “Utilization-focused Evaluation”, Michael Quinn Patton, 3rd Edition, Sage publications, 1998

conduct of evaluations. It applies the UNEG HRGE guidance materials from 2011 and 2014 regarding Human-Rights and Gender Equality principles in evaluation.

The criteria for undertaking the assessment are mentioned in the ToR and are the standard criteria used for project evaluations: relevance, coherence, efficiency, effectiveness, and sustainability. Originally the definitions of each of the evaluation criteria had been given by the OECD/DAC in its glossary of key terms in evaluation and results-based management in 2002. In 2019 the evaluation criteria were revised and updated as follows¹⁵ :

“Relevance: The extent to which the intervention objectives and design respond to beneficiaries’, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change?

Relevance answers the question: Is the intervention doing the right things?

Coherence: The compatibility of the intervention with other interventions in a country, sector, or institution.

Coherence answers the question: How well does the intervention fit?

Efficiency: The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. Note: “Economic” is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes, and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. “Timely” delivery is within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context. This may include assessing operational efficiency (how well the intervention was managed).

Efficiency answers the question: how well are resources being used?

Effectiveness: The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. Note: Analysis of effectiveness involves taking account of the relative importance of the objectives or results.

Effectiveness answers the question: Is the intervention achieving its objectives?

Sustainability: The extent to which the net benefits of the intervention continue, or are likely to continue.

Sustainability answers the question: will the benefits last?”

Tools and methodology

The evaluation used a combination of methods (mixed methods approach) that included:

- a) Desk review of available documentation, leading to the preparation of the inception report and identifying the Key Evaluation Questions;
- b) Individual Key Informant Interviews (KII) with key project stakeholders: Project Board members, UNDP management and project staff, Governmental counterparts directly involved in the initiatives/innovative measures, implementing partners and development partners. The list of respondents by category is the following.

¹⁵ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

(Source: evaluator notes during KII)

Table 4. Category 1: Royal Government of Cambodia

Nr	Partner	Men	Women	Minutes
1	MEF	2	1	55
2	NSPC	2		60
3	MoC	1		50
4	MoME	4		50
5	MoWA	2	1	60
6	Khmer Ent.	1		55
7	MoP	1		50
8	MoP IDPoor	1		50
9	MLMUPC	2	1	60
10	OCM	4	1	60
11	MOSAVY	2	1	105
12	NCDD	3		40
13	MoE	1		50
14	MoE Biod.	1	1	55
15	MPWT	4		50
16	CDC	4		60
total		35	6	910

Table 5. Category 2: partners

Nr	Partner	Men	Women	Minutes
1	DFAT	1	2	60
2	Japan	1		45
3	UNRCO	1		60
4	Energy Labs	1		50
5	UNICEF		1	50
6	Helpage	1		50
7	ILO	1		50
8	ITC	1		50
9	Oxfam		1	60
10	UNEP		1	40
11	Impact hub		1	50
12	ICC NGO	2		50
13	ADB	1		40
total		10	6	655

Table 6. Category 3: UNDP

Nr	UNDP	Men	Women	Minutes
1	PIH Management		2	60
2	Econ. Team	2		90
3	Prog. Analyst		1	45
4	PIH energy	1	1	30
5	PIH environ.	1		60
6	SP programme		1	50
7	RR		1	60
8	Head program		1	60
9	Env. Policy		1	60
total		4	8	515

Table 7. Total of Key Informant Interviews

Total of KII		38
with	men	49
and	women	20
total	time (min.)	2080
total	time hours	34,7

- c) Focus group discussions (FGD) took place during the field visits with local officials, and separately, with population directly benefitting from the interventions. The agenda is included as annex. Field work was done in selected communities of Samrosh group within KAM village, Lo Ark commune, Ou Chum District, (Ratanakiri province); Phi village, Sesan commune, Oyadav district (Ratanakiri province), Kandol Chrum commune, Ponhea Krek district (Tbong Khmum province), Chheng Ang village, Kandol Chrum commune. The field work included on-site observation. Commune level interviews were inclusive of communal staff and in one case with the participation of the provincial staff from MoP. FGD with direct beneficiaries were held without the presence of the UNDP or local authorities.

Table 8. Focus Group Discussions

Field work statistics with 8 FGD		
Men	women	Time
28	15	480
	hours	8



Figure 1. Provincial map of Cambodia

The evaluation looked upstream to identify changes at the national level through policy efforts undertaken, and downstream in the selected locations to see how policy translated into concrete benefits for the local government and the population through the innovative approaches supported by the PIH at field level.

The evaluation was mostly qualitative and worked from the perspective of the Most Significant Change (MSC) approach¹⁶, to obtain feedback from the different stakeholder groups, and used appreciative inquiry¹⁷ during interviews.

KII was done through semi-structured individual interview process of around one hour, while focus group interviews (FGD) took around 90 minutes. Interviews that could not be held in English benefited from the support of an interpreter.

The evaluation used a questionnaire guide to ensure comparability and consistency amongst the different respondents interviewed. The KII included open and closed questions, as well as using a five-scale rating to obtain respondents' feedback regarding their perception about the project and their satisfaction with the support from the UNDP. This allowed gathering indicators measuring the satisfaction of the project stakeholders. Each rating was in turn be based on a qualitative justification explaining why such a rating was given. Probing was also conducted when necessary to obtain a clear understanding of the responses to the Key Evaluation Questions (KEQ). All primary data collected was coded to ensure the confidentiality of the respondents in line with UNEG evaluation standards. To minimize the potential reticence of respondents to share information, the evaluation also used previous in-country evaluation experience to make respondents feel more at ease, using ice breakers such as short and funny comments. KII and FGD included questions regarding cross cutting issues such as HRGE and LNOB in line with the corresponding UNEG and UNDP guidance. Data validation was ensured through triangulation (e.g., use of three sources to confirm a finding) wherever possible except for perception ratings. Distinction is made in the report between the presentation of the findings (objective) and the interpretation of the same (subjective). The consultant has no conflict of interest in this evaluation.

5.2. Risks and limitations

The evaluator has previously worked in the country and has thirty years of evaluation experience and has completed over 120 evaluations. He is a vetted expert in the GPN/Express roster for the UNDP and has trained 395 government, UN, NGO, and private sector staff in M&E and RBM in several countries in the past ten years. UNDP senior management at the time of developing the PIH left mid-way through the project life, and it is not possible to obtain the previous RR feedback to clarify the essence and strategy behind the PIH project.¹⁸ UNDP provided the evaluator with logistical support to interview the target sample communities selected for field

¹⁶ An approach that involves generating and analysing personal accounts of change and deciding which of these accounts is the most significant – and why. See <https://www.betterevaluation.org/methods-approaches/approaches/most-significant-change>

¹⁷ Appreciative inquiry (AI) is a positive approach to leadership development and organizational change. The method is used to boost innovation among organizations. A company might apply appreciative inquiry to best practices, strategic planning, organizational culture, and to increase the momentum of initiatives. See <https://www.investopedia.com/terms/a/appreciative-inquiry.asp>

¹⁸ Nick Beresford was the RR when PIH was developed and was transferred to Georgia in 2021. Unfortunately, he passed away in July 2023.

work, as well as assistance for setting up the KII with project respondents according to the agreed agenda. The evaluator does not speak Khmer and UNDP provided interpretation services for those interviews that could not be held in English. This particularly related to KII with government counterparts (MoE, IDPoor) and all meetings held at the field level. The evaluator recommended to the CO to recruit a national evaluator to contribute to national capacity development in evaluation, but the procurement process was already completed, and it will be applied in future evaluations.

6. Data analysis

Notes taken during KII and FGD were coded, and content analysis used in the reiteration of key words to extract from the word documents. Respondents' ratings were placed on an excel spreadsheet to calculate the means and provide the tables in the findings section. Financial data was obtained from the UNDP CO in excel format. The sample of field work beneficiaries and local authorities interviewed are not representative of the whole range of initiatives undertaken by the PIH project but rather used as illustrative evidence of some of the results of the project. Findings from the field work should not be generalised to the whole of PIH initiatives and applies to the two specific initiatives (solar energy provision for off-grid remote communities and support to the MoP in the targeting and registration of the IDPoor government programme). Regarding the perceptions from KII, some respondents had to indicate the answer N/A for Not Applicable in cases where their level of knowledge did not allow to provide an informed rating. More specifically this applies to appreciation of the results achieved since many initiatives are still in progress and only in one case did the respondent use N/A regarding the level of satisfaction with the UNDP (see effectiveness criterion under section 7. Findings). Triangulation (confirmation from at least two different sources) was used to increase data reliability and the strength of the findings.

7. Findings

To facilitate the reading flow the report is structured by evaluation criterion and under each criterion the Key Evaluation Questions have been answered, as defined and vetted in the inception report.

7.1. Relevance

7.1.1 Does the project remain aligned with national priorities and CSDGs?

At the time of its design the project was aligned with the national priorities, in particular the Rectangular Strategy 4 (RS4), The National Strategic Development Plan (NSDP) 4, and the Cambodia Sustainable Development Goals (CSDGs). PIH was aligned to the UNDAF/CPD's three outcomes and shares the three pillars with the CPD as indicated earlier: 1) prosperity, 2) planet, 3) peace). As presented in the PIH project documents, the pillars align to national priorities in the following manner:

Box 1. Pillar I

Pillar I activities correspond to the following RS4 rectangles:

Core of RS4: Governance reform: (1) Institutional reform and capacity building

1. Human resource development (4). Gender equality and social protection
2. Economic diversification: (1) Logistics, transport, energy and digital connectivity; (2) New sources of economic growth; (3) Digital economy and industry 4.0; (4) Financial and banking sector
3. Private sector development and employment: (2) SME and entrepreneurship; (3) Public-private partnerships; (3) Enhanced competitiveness.

In addition to RS4, the project aligns with and supports the following key sectoral policy documents related to inclusive development:

- National Strategic Development Plan (NSDP) 2019-2023
- Cambodia Sustainable Development Goal Framework
- Cambodia Industrial Development Policy 2015-2025
- National Social Protection Policy Framework 2016-2025
- Financial Sector Development Strategy 2011-2020
- National Social Protection Policy Framework 2016-2025
- National Aging Policy 2017-2030
- Strategic Framework and Programs for Economic Recovery promote Cambodia's economic growth in living with COVID-19 in the new normal for 2021-2023

Box 2. Pillar II

Pillar II activities correspond to the following RS4 rectangles:

Core of RS4: Governance reform: (1) Institutional reform and capacity building;

4. Inclusive sustainable development: (1) Agricultural and rural development; (2) **Sustainable national and cultural resources**; (3) **Management of urbanization**; (4) **Environment sustainability and climate change**

In addition to RS4, the project aligns with and supports the following key sectoral policy documents related to environment and climate change:

- The Cambodia Climate Change Strategic Plan 2014 – 2023 (CCCSP)
- National Strategic Plan on Green Growth 2013-2030,
- Environment and Natural Resources Code (final draft),
- National Environmental Strategy and Action Plan (2017),
- National REDD+ Strategy (2017)
- National Protected Areas Strategic Management Plan (2017)
- National Production Forestry Strategic Plan (final draft).
- Cambodia Energy Sector Policy
- National Policy on Rural Electrification by Renewable Energy
- Strategy and Plan for Development of Rural Electrification in the Kingdom of Cambodia (2011-2030)
- National Energy Efficiency Policy (2022-2030)
- Cambodia Sustainable Energy for All Readiness Plan (2013-2030)

Box 3. Pillar III

Pillar III activities correspond to the following RS4 rectangles

Core of RS4: Governance reform: (1) Institutional reform and capacity building

5. **Private sector development and employment:** (2) SME and entrepreneurship; (3) Public-private partnerships; (3) Enhanced competitiveness.

In addition to RS4, the project aligns with and supports the following key sectoral policy documents related to governance:

- National Strategic Development Plan (NSDP) 2019-2023
- Cambodia Sustainable Development Goal Framework
- Development Cooperation Partnership Strategy 2019-23

UNDP aligned the PIH to the following outputs from the 2018-2021 Strategic Plan and CPD outputs:

Box 4. Application of UNDP outputs

Applicable Output(s) from 2018-21 Strategic Plan:

1.1.1. Capacities developed across the whole of government to integrate the 2030 Agenda in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions (SP1.1.1)

1.2.2. Enabling environment strengthened to expand public and private financing for the achievement of the SDGs

1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains

1.5.1. Solutions adopted to achieve universal access to clean, affordable and sustainable energy.

CPD outputs

Output 1.1: Extreme poor, disadvantaged populations, including PLHIV and PwDs, have access to improved RGC social protection.

Output 2.3: Rules and regulations formulated and adopted for forest/natural resource management and market solutions developed for conservation and renewable energy.

Output 3.1: Government builds an evidence-based monitoring, evaluation and reporting system supportive of delivering SDGs.

At the time of the TE the RGC has modified its strategy in August 2023 with the first phase of the Pentagonal Strategy which will be implemented over the next five years.

The Five Key Priorities from the Pentagonal Strategy include the following:

In the implementation of the socio-economic development strategy in the past, the RGC identified four key priorities, namely, "people, road, water, and electricity" to promote national development, the order of which was modified according to each stage of the country's development. The Pentagonal Strategy-Phase I adopts five key priorities by adding "technology", while "people" remains on the top. "Road, water, electricity, and technology" are in sequential priority. In this sense, Five Strategic Pentagons have been redesigned according to the above priorities by arranging them in an intertwined manner to respond to the needs and orientations of the new phase of Cambodia's development. The "people" priority is mainly reflected in the Pentagon I and is supplemented by the Side 1 of the Pentagon 3, Pentagon 4, and Pentagon 5. The "road, water and electricity" priorities are mainly arranged in the Side 2 of the Pentagon 2, which is complementary to the other Sides of the Pentagon 2, and intertwined with the Side 3

and Side 4 of the Pentagon 4. The "technology" priority is primarily reflected in the Pentagon 5, especially in the building and development of digital infrastructures, which contains in the Side 3 and is interconnected with all the Sides of the other four Pentagons. In sum, the Five Key Priorities in the form of the Strategic Pentagons are outlined below:

Box 5. Pentagonal strategy summary

Pentagon 1 - Human Capital Development: 1) enhancement of quality of education, sports, science, and technology; 2) technical skills training; 3) improvements of people's health and well-being; 4) strengthening of social protection system and food system; and 5) strengthening of quality of citizenship of a highly civilized society with morality, equity, and inclusiveness.

Pentagon 2 - Economic Diversification and Competitiveness Enhancement: 1) development of key sectors and new sources of economic growth; 2) enhancement of connectivity and efficiency in transport and logistics, energy, water supply and digital sectors; 3) improvements of business and investment environment; 4) strengthening of efficiency and attractiveness of special economic zones (SEZs), including industrial parks, agro-industrial parks, and domestic free-trade zones; and 5) innovation of financing mechanisms and financial products to support investment.

Pentagon 3 - Development of Private Sector and Employment: 1) development of labour market; 2) promotion of micro, small, and medium enterprises, startups, entrepreneurship, and development of informal economy; 3) strengthening of public-private partnerships; 4) promotion of competition; and 5) strengthening of banking system and non-banking financial sector.

Pentagon 4 - Resilient, Sustainable and Inclusive Development: 1) optimization of demographic dividends, strengthening of demographic resilience and promotion of gender equality; 2) sustainable management of natural resources, cultural heritages, and tourism; 3) promotion of agriculture and rural development; 4) strengthening of urban management and modernization; and 5) ensuring environmental sustainability and readiness for responding to climate change, as well as promotion of green economy.

Pentagon 5 - Development of Digital Economy and Society: 1) building digital government and digital citizens; 2) development of digital economy, digital business, e-commerce, and digital innovation system; 3) building and development of digital infrastructures; 4) trustworthiness building in digital system; and 5) development of financial technology.

UNDP is currently finalising its new CPD for the period 2024-2028, which will be supporting the Pentagonal Strategy Phase I of the RGC. PIH approach and objectives remain relevant in the context of the Pentagonal Strategy and could be pursued further in the upcoming CPD if considered to be adding value strategically to the positioning of UNDP in Cambodia.

7.1.2 How responsive was the project to changes (COVID 19, etc)

One of the aspects on which UNDP obtained recognition and praise from RGC partners and other KII was its responsiveness to the COVID-19 pandemic. Not only did UNDP mobilize an additional US\$ 2.7 million in funding, but the speed and relevance in which it acted during the pandemic was mentioned on several occasions as exemplary. UNDP was able to rapidly respond to shifting priorities and providing targeted assistance in many areas. The studies and assessments undertaken during COVID-19 were indeed key in informing government policy and in the enactment of programmes such as the IDPoor programme that provides cash transfers and free

medical assistance to the most vulnerable population twice extended. Targeted procurement in equipment, with the timely provision of 1,700 tablets to the MoP for registration of the IDPoor, including the capacity development of the staff in the use of the equipment, was seen as an essential support in a time of crisis. The pandemic exacerbated the need for digital transformation as well as showing the importance of having a social protection programme for the most vulnerable. COVID-19 therefore also provided an opportunity to engage more strongly on social protection aspects and in the application of the Leave No One Behind (LNOB) programming principles.

According to KII UNDP showed good responsiveness to the changing environment and provided valuable assistance to the different government partners during the period of the pandemic.

UNDP also commissioned an adaptive programming study of UNDP Cambodia Covid-19 Response in April 2022, which identified the following key findings¹⁹: “1. It became very apparent to the consultant team very early on that the CO staff demonstrated Incredible dedication and commitment in mounting an effective response to the pandemics under very difficult personal and organizational circumstances. 2.The CO staff demonstrated considerable practice flexibility in identifying ways that projects and funds could be modified (within exiting guidelines and procedures) to meet the exigencies of the crisis. 3.The response was characterized by an entrepreneurial approach to exploring how best the CO could respond. This was focused on delivering value to the government agencies and their target beneficiaries”.

7.2. Coherence

7.2.1 What is the strategic fit of the project in relation to government policies?

PIH is an experimental project designed purposefully to retain flexibility and agility in a manner to accommodate new ideas and innovations. In many ways, it adopts an innovative approach in support of its different partners. At times UNDP has been responsive, and many of the RGC counterparts indicated that they had approached UNDP for support in generating new knowledge, testing approaches for Cambodia, and developing policies or implementing these policies (such as Industry 4.0, Cash transfer under social protection, clean energy & energy efficiency, circular economy, payments for ecosystem services). At times UNDP has been pro-active and has been lobbying, in some cases for years, to the RGC in order to engage on some topics that did not top the list of national priorities. Two examples are the work on social protection and the shift in attitudes regarding green growth. So, UNDP is providing two types of support: responsive and pro-active depending on the issue addressed.

The design of the PIH was meant to inform government policies, and therefore the project directly supports this aim. With a multidisciplinary staff team, the PIH has been able to provide support on a range of analytical work (and knowledge generation to inform policy makers),

¹⁹ UNDP Cambodia, action learning: adaptive programming study “UNDP Cambodia Covid-19 Response: Assessment and Recommendations”, April 2022, Thomas W. Stephens, Ph.D., J. Flynn Bucy, Ph.D., Douglas Seip, M.I.A.

policy development, and procedures across many line ministries. PIH allowed the UNDP to cover many aspects of policy making and in both responsive and proactive modes. In its responsive mode the project directly addresses the needs of the RGC partners, while in its proactive mode UNDP seeks to consolidate mindset changes in RGC through advocacy and sensitisation to adopt a new set of policies that feed into the achievement of the SDGs/CSDGs.

7.2.2 How well is the project coordinated in relation to other actors?

PIH has an extensive and inclusive number of participants. The project document identifies no less than 43 different partners from RGC and civil society and the private sector. The Project Advisory Board meetings have consistently gathered over 30 participants and the main key stakeholders are represented. At times the PAB meetings have also included the participation of development partners. UNDP has been careful to coordinate closely the project with other actors, particularly given its complexity in servicing so many different sectors and needs. The evaluation interviewed 16 Ministerial and Institutional partners from the RGC, encompassing half of the ministries of the RGC. In addition to PAB meetings and individual coordination efforts with partners on the specific initiatives supported by the PIH, UNDP has also been participating in several working groups, fora, and other public events that have ensured a good degree of coordination with other actors. There seem to be few, if any, risks of duplication in the work undertaken by PIH. Even in sectors in which various players are becoming more involved, such as social protection or energy transformation, the specific approach used by UNDP in the PIH ensures there is more complementarity than overlap. Larger players such as the IFIs (WB, ADB) have much larger funding but focus on longer-term infrastructural support mostly through loans. UNDP had inclusive coordination within and outside of the UN System when addressing the COVID-19 related needs and gaps.

UNDP has also developed many knowledge products, which provide both visibility and accountability and facilitate coordination amongst development actors. Up to the end of 2022 UNDP has prepared an 8-page update with the various knowledge products developed, which include videos, publications, booklets, posters, advertisement, reports, guidelines, policies, handbook, briefing papers, targeting all development actors (RGC, Civil society, private sector, development partners, general public, and the media)²⁰. In addition, UNDP has also used its website and social media to disseminate information and visibility on the support it is providing to the country. However, PIH did not develop a communications' strategy.

With a large network of partners across the RGC, private sector and civil society, the PIH required close coordination to ensure it stayed aligned with its aim and has been generally well coordinated with other actors. This includes collaboration with some of the UN specialised agencies (UNEP, ILO, UNICEF) as well as with the UNRC.

The evaluation finds that UNDP has a very inclusive partnership strategy and has coordinated its work well with the development actors. In some cases, the initial support from the UNDP was taken up and replicated by other development partners or by the RGC to review and update their programmes, hence providing a platform for further collaboration and coordination. A table showing the spin-off effects of PIH in informing additional programming outside of PIH is presented under section 7.3. hereunder.

²⁰ UNDP, list of policy unit knowledge products, 2019-2022

Within the project budget **PIH was able to leverage an additional US\$ 5 million from development partners and RGC and private sector, which represents a third of the total project budget of US\$ 15 million at the time of the TE.** However, additional documented evidence suggests that PIH advice and initiatives have further convinced the RGC to continue investing in social protection (for example, the IDPoor programme will cover a total population of 4.6 million vulnerable persons according to the MoP including those considered as near-poor, out of a total population of 17 million. The programme exists since 2007 but it has been substantially reviewed and expanded as a result of the support provided by UNDP including reviewing the targeting methodology and providing equipment for data collection as well as capacity development. PIH has also provided guidance to the RGC in social protection programming and economic opportunities for the most vulnerable (see next point).

7.3.1. Is the project bringing value for money?

Although no specific indicator was established to assess the value for money of the project, the evaluation finds that it is likely bringing value for money based on the following evidence:

- a) Capacity to mobilize co-funding resources of almost US\$ 5 million under the PIH (e.g., one third of the total project budget) and US\$ 15 million in co-funding from spin-offs
- b) Through the comprehensive modelling of COVID-19 socioeconomic impact in 2020, the RCG developed an inclusive economic stimulus growth package of about 5% of GDP (amounting to US\$ 29 billion in 2022)
- c) The COVID-19 response cash transfer programme for vulnerable groups was extended twice until end of 2023
- d) In 2022 UNDP developed the SDG Investor Map and a feasibility study along with technical support for the issuance of a sovereign bond – raising approximately US\$ 17.6 million in 2022 for socio-economic development.
- e) 101 MSME (39% women-owned) went through an incubator programme, and 306 new jobs were created
- f) 1,189 households (45% women) were supported to move their businesses online in response to COVID-19 and 83% reported improved e-commerce.

In addition, substantial support was provided in informing and adopting policy and regulations across various sectors and through demonstrative pilots (see annex 4 full RF for details).

7.3.2. Has PIH been efficiently managed?

The project has been efficiently managed despite the challenges linked to the COVID-19 pandemic and the updated financial information as of 30 September 2023 has been shared with the evaluator. This indicates that the project is on track to achieving 100% delivery, pending the completion of a Japanese funded project that will be ending by 31 March 2024, while all other activities will be completed by 31 December 2023.

The size and complexity of the PIH would have warranted a deputy project manager, as only one person to coordinate and ensure the project management is not sufficient to be able to keep up to date with the evolving situation on the many fronts on which PIH was engaged.

The project did not include an M&E specialist in the 18 PIH staff, but UNDP did allocate its staff (the head of the RBM Unit, National Officer at NOC level) to provide M&E support to the project. In the future, an M&E specialist should also be included in the design of the project staff.

Because of the high level of engagement with all the different partners, the project management did not have sufficient time and human resources to allocate to analysis and communication. There was no communication strategy developed for the project, to address how each partner would be targeted in the knowledge products and services offered by the PIH, taking into consideration the different nature of the partnerships. Another aspect which could have been further developed providing an update on the status of the PIH before the PAB meetings, to enable the participants to be up to date for the discussions on the implementation status and have to time to reflect on how to address the challenges and opportunities that PIH was encountering.

The existing partnership network is represented hereunder to showcase how wide and inclusive the PIH partnership started with over 30 members:²⁴

Table 10. List of PIH partners

Royal Government of Cambodia	Bilateral and multilateral	UN agencies	NGOs
Ministry of Economy and Finance (MEF)	British Embassy	UNICEF	Oxfam Cambodia
Council for the Development of Cambodia/Cambodia Rehabilitation and Development Board (CDC/CDRB)	Australian Embassy (DFAT)	ILO	Cambodia Indigenous Peoples Organisation
Ministry of Environment (MoE)	World Bank	UNEP	DC-Cam
National Council for Sustainable Development (NCSA)	Asian Development Bank	FAO	Energy Lab
Ministry of Mines and Energy (MoME)	GIZ	UNRC	Impact Hub
Ministry of Civil Service	Japanese Embassy	WFP	RECOFTC
Ministry of Women's Affairs (MoWA)			ICC
Ministry of Planning (MoP)			
Ministry of Social Affairs, Veterans and Youth Rehabilitation (MOSAVY)			
National Social Protection Council (NSPC)			
Ministry of Commerce (MoC)			
Khmer Enterprise			
Ministry of Land Management, Urban Planning and Construction			
Credit Guarantee Corporation of Cambodia			

7.3.3. How well was the project designed?

²⁴ Source: PIH project Brief March 2023

PIH is a new concept in terms of approaching development from a different perspective. Its nature is not that of a traditional project, because it acts at multiple levels and with multiple stakeholders. It works both upstream at the policy level, advocating and informing policy, supporting policy enactment, carrying out studies and assessment in support of RGC priorities, and downstream through pilot initiatives that demonstrate the concrete results that some initiatives can obtain. It is a hybrid model for UNDP that offers flexibility and rapid response capacity, something that was particularly appreciated by the national stakeholders during the COVID-19 pandemic. But, as a pilot model in a trial phase, the project design was somewhat incomplete. Discussions with UNDP staff indicate there were initially diverging views of what the final results would be as PIH was an attempt to pool UNDP human resources with a wide range of subject matter expertise to support the people and the government of Cambodia through a series of actions, initiatives, pilots, and policy support that made it very difficult to fit into a regular project format.

The Results Framework is particularly inadequate to tell the story of UNDP achievements. By not having identified the outcome level results of the PIH (e.g., changes generated by the results of the PIH) UNDP was not able to communicate properly the relevance of some of its work. With a rigid output model to appraise the results, it is impossible to capture the richness and diversity of the initiatives and actions undertaken by UNDP and even less to showcase how these are supporting the national priorities and CSDGs.

Similarly, the PIH Theory of change could benefit from a narrative that explains better how the PIH evolves through the gradual steps of the ladder up to its objective. It is the view of the evaluation that a different kind of reporting is needed to show the significance of the results achieved and that instead of using the three pillars and their outputs for the reporting, it may be preferable to use the three entry points of 1) policy research and advisory, 2) communication and advocacy, 3) innovative pilot and programming, as these allow the differentiate between the different types of results. It is also in view of the evaluation necessary to obtain qualitative evidence of results instead of only quantitative data at the output level. The kind of evaluation approach that was used for this TE is more aligned to an outcome evaluation than a project evaluation, considering the nature of the PIH and its complexity.

7.4. Effectiveness

7.4.1. What are the key results of the project?

The project has achieved a very high number of results. The complete updated project RF is included as annex 4 and indicates that targets have been achieved or exceeded (58 green, 8 yellow, 1 red and two for which information is not yet available). To have a visual representation of the RF results achieved the latest available information from UNDP has been provided in the table hereunder. A traffic light system has been used to appraise results (Green = fully achieved, yellow = partially achieved, red = not achieved). These results only refer to the indicators of the three outputs of the RF of the project document but do not refer to the changes or outcomes generated by the PIH, which are covered under the next question.

Table 11. Updated RF results

Indicator	Indicator statement	Target	Achieved
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Output 1	Government policies and innovative measures/initiatives formulated in support of sustainable and inclusive development (Prosperity)		
1.1. Number	Number of knowledge products/events for policymakers to promote/enable adoption of industry 4.0 technologies, development of a digital economy and other productivity/competitiveness improvements.	4	41
1.2. Rating 0 to 2	Undertake pilot activities to enable take-up of know-how, test and implement transfer of Industry 4.0 technologies and build digital economy	2	1
1.3. Rating 0 to 2	Deliver large-scale SP graduation programme pilot, as part of wider support to the National Social Protection Policy Framework (SPPF) (using a scale of 0 to 2)	2	2
Output 2	Government policies and innovative measures/initiatives formulated in support of sustainable and inclusive development (Prosperity)		
2.1 Number	Number of knowledge products for policy makers to adopt effective strategies for climate change, NRM and green growth (such as waste management, reviewable energy, energy efficiency and sustainable transport).	6	18
2.2. Number	Number of rules, regulations and standards developed and adopted for forest, natural resource management, and green growth recognizing LNOB issues	8	8
2.3. Number	Number of market solutions and/or innovative business models/technologies for conservation and green growth in place recognizing LNOB issues	3	14
2.4. Rating 0 to 2	Extent to which a circular economy pilot is designed and implemented (municipality)	2	1
2.5. Rating 0 to 2	Extent to which a circular economy pilot is designed and implemented (industry)	2	1
2.6. Number	Number of people reached for raising awareness on advantages of proper waste management practices and use of renewable energy and energy efficient technologies	1500	1.6 million
2.7. Number	Number of air quality monitoring systems installed and functional	15	20
2.8. Number	Number of economic and policy incentives proposed to promote usage of clean vehicles and fuel	4	0
2.9. Number	Number of households benefiting from clean, affordable and sustainable energy access, including energy efficient applications, recognizing LNBO issues	250	1000
Output 3	Government policies and initiatives formulated to foster greater participation and accountability (Peace)		
3.1 Number	Number of people living with HIV and people with disabilities having IDPoor card	No target	4027 PWD 2049 PLHIV ²⁵

²⁵ Latest figures to be provided by UNDP

3.2 Number	Number of innovative governance initiatives designed	1	3
3.3. Rating 0 to 2	Ensure development and alignment of development plans and budgets with SDG agenda across government recognizing LNOB issues	2	2
3.4 Rating 0-2	Enable SDG data collection/sharing mechanisms and SDG delivery outreach, disaggregated	2	2
3.5 Number	Number of innovations supported by the innovation hub	2	15

14 indicators are green (achieved or exceeded), 2 are yellow (partially achieved) and one is red (not achieved).

Beyond the indicators of the RF, the evaluation also sought to capture the perspective of the PIH stakeholders regarding two aspects: **1) their level of satisfaction with UNDP under the PIH and 2) the level of results achieved through the support of the PIH.** An additional question for RGC counterparts was linked to the level of capacity development provided. All three questions have used a five-point rating scale, where 1 = minimum, 2= low, 3= average, 4= high and 5 = maximum, and an average score of 3.0. Certain respondents did not have all the necessary knowledge to provide a rating (particularly regarding the results from partners' perspective) in which case the rating of Not Applicable (N/A) is used. The data is from coded interview guides used during KII.

In response to the first question, 16 government respondents provided the following ratings from RGC partners, **yielding an average rating of 4.28 (high):**

Table 12. RGC satisfaction ratings regarding UNDP

Satisfaction with UNDP					
ratings	5	4	3,5	3	total
Number of responses	6	8	1	1	16
%	37,5%	50,0%	6,3%	6,3%	100,0%

87,5% of RGC partners have given UNDP a high or maximum rating, and none have given under average (3.0) ratings.

From the perspective of 13 development partners, UN, private sector and NGOs, the ratings are as follows, **yielding an average rating of 4.0 (high):**

Table 13. Non-governmental partners satisfaction rating with UNDP

Satisfaction with UNDP							
ratings	5	4,5	4	3,5	3	total	N/A
Number of responses	1	1	8	1	1	12	1
%	8,3%	8,3%	66,7%	8,3%	8,3%	100,0%	

83.3% of non-government partners have given UNDP a high 4.0 or above rating, and again without any rating under the average of 3.0. One respondent was not able to provide a rating, and this was coded as N/A.

For the second question regarding the level of the results achieved under the PIH, 16 RGC respondents provided the following rating, **yielding an average rating of 4.0 (high):**

Table 14. RGC ratings regarding results obtained under PIH

results obtained							
ratings	4,5	4,2	4	3,75	3,5	total	N/A
Number of responses	1	1	7	1	1	11	5
%	9,1%	9,1%	63,6%	9,1%	9,1%	100,0%	

81.84% of respondents provided a rating of high or higher (4.0 and above), while no maximum rating of 5.0 was given. *Almost one third of respondents (five of thirteen) were not able to provide a rating, essentially because it is too early and the PIH support is part of a longer-term process in which only partial results have been leveraged in some cases, so they cannot be isolated from the longer-term expected results.*

For the non-governmental partners, **the overall average rating for results is a high 4.25**, with individual ratings as follows:

Table 15. non-governmental partners ratings regarding results obtained under PIH

results obtained						
ratings	5	4,5	4	3,5	total	N/A
Number of responses	2	1	4	1	8	5
%	25,0%	12,5%	50,0%	12,5%	100,0%	

87.5% provided high scores (4.0 and above), while five of thirteen respondents *could not provide a rating* and these answers were coded as N/A. *Note that all numerical ratings are above the average of 3.0.*

With these consistently high ratings regarding the satisfaction with UNDP and the level of results achieved, a qualitative assessment was also carried out to understand the supporting evidence regarding the ratings provided.

Box 6. Perceived strengths and weaknesses of UNDP during the PIH evaluation (source: evaluator interview notes)

In relation to the satisfaction with the UNDP, the following characteristics were repeatedly mentioned to provide the satisfaction rating:

- Responsiveness, good collaboration, the door is open, ease of communication, resource mobilisation capacity, impartial, good convening role and capacity to engage with multiple partners, trusted partner, facilitates intra-governmental coordination and inclusiveness of NGOs, staff quality, commitment, provision of technical assistance, high level of technical knowledge, international experience, genuine willingness to support partners, capacity to provide experts, analytical capacity, preparation of legal instruments, visits to learn from other countries, long-term partnership.

In relations to its weakness and areas of improvement:

- Excessively spread out into too many areas, rigid procedures, limited resources, not always has the in-house capacity, staff turn-over, more focus on sustainable partnerships²⁶

From the perspectives gathered at local level from local authorities and beneficiaries regarding the IDPoor programme and from beneficiaries of the solar panel installation in the communes and villages visited during the evaluation data collection phase, a few insights were gathered from the Focus Group Discussions and observation in the villages and at beneficiaries' homes.

IDPoor from the perspective of communal authorities.

Two different communes were visited and had very different challenges in the implementation of the IDPoor programme. One was a very remote, hard to reach community whereas the other one was closer to an urban setting. Ratings about the results of the IDPoor programme were 3,0 in one location and 3,5 in the other, mostly given the technical challenges faced during the implementation of the programme. A large part is linked to the issue of internet connectivity that negatively affects the enrolment, with examples of loss of data and long delays. Technical problems with the questionnaires and IT limitations including regarding the capacity of the tablets were expressed. Despite UNDP's providing support to the reviewed methodology, training to the provincial MoP staff (as training of trainers, who later train commune level staff), the handiness of the tablets, there is still a need for refresher training, reviewing the procedures for the registration process, and upgrading the tablets that seem to be having limited technical specifications which also contributes to more protracted registration procedures. *In short, while the programme is very useful and highly needed, MoP and staff at the commune requires an upgrading of the materials, of the process and a refresher training given the staff turnover.* The rating for the satisfaction with the support UNDP provide was 5 (maximum) in both cases.

From the beneficiaries' perspective, the feedback in these two locations was clearly very positive, as the benefits from the IDPoor programme played a key role in supporting the vulnerable families. All beneficiaries gave a 5 rating (maximum) as did the village chiefs.

In other villages where the evaluation mission was observing the benefits of the solar panel installation, discussions on the IDPoor showed a rather incomplete understanding of the programme by the population. In one village the rating given was a low 1.5 because they did not seem to know the criteria for selecting the IDPoor, and different perspectives were expressed. In another village, the rating was an average of 3.0 again with questions about what the criteria for selection was (in some cases the wood used for the house, if you had a motorcycle, etc.). *The lesson learnt here is that better communication efforts should be made to the beneficiary population, something over which UNDP could potentially provide support to the MoP in the*

²⁶ Evaluator's comment: UNDP has a long history of capacity development support to the RGC including technical assistance, equipment and material support which has been diminishing in recent years given the country's economic performance and the shrinking ODA context. Some partners in RGC referred to the comprehensive support package they used to receive and still have expectations about UNDP's capacity to pursue the support until graduation. The evaluation did not find any specific strategy that talks about graduation or exit or hand-over strategy when dealing with government partnerships, so expectations remain high over the upcoming CPD.

information packaging to disseminate across all villages. On the positive side, it showed that the IDPoor programme is able to cover and reach very remote villages in Cambodia in line with LNOB.

Beneficiaries' perspectives regarding the solar panel installation in the village

Regarding the solar panel installation, which allowed the villages to access electricity, the process is still in its early stages although the installation is completed. But in terms of satisfaction, village residents only provided an average rating of 3.0 out of 5 regarding the results, in both villages visited, because the expectations were that the power provided would be greater and that electricity would be available around the clock. In both cases the power generated is not enough to serve all the electrical needs of all village households, particularly the heavy machines or refrigerators or motor pump used to extract water from the well. *While the satisfaction with the UNDP and the NGO facilitating the local contacts is high and the population provides a 4.5 rating (1x 4, 1 x 5), the expectations generated with the solar panel are not being fully met.*

Many positive appraisals were made about how the electricity is making life easier in the villages, allowing to charge their phones, ensuring light for studying and other activities that could not previously be undertaken in the villages. But the lesson is that UNDP must be more accountable towards the beneficiary population and have greater clarity regarding the exact results it is able to delivery when installing the solar panels and the village grid. There needs to be a clear understanding by the communities of the threshold beyond which UNDP is no longer able to provide support. At present both villages visited would be very happy if the power generated could be doubled with the installation of additional solar panels. To contribute to local economic development and allow income generating activities to take place, the villages require an increase in the power supply that is being delivered. *The lesson learnt is therefore that UNDP should be communicating more systematically with the villages and clarify to which level it can be providing benefits*, as unfulfilled expectations were identified in both villages. It is also too early to appraise whether the Village Electrical Committees set up to ensure the running and maintenance of the electrical grid will be sustainable as they are just starting or about to start charging for the electricity provided.

7.4.2. What outcomes have been or are likely to be achieved?

Although the PIH project did not specify its outcomes, it has in fact directly contributed to several important changes and positive outcomes. The following is a non-exhaustive list of significant changes or preparatory work that should lead to improved institutional performance and/or behaviour change (e.g., *outcomes* in UNDG RBM language). Because the PIH is a multidimensional and multidisciplinary platform for policy, innovation and initiatives, the evaluation also identified for each result the effects that were generated, and how these contribute to the collective objective of the PIH. Taken separately, these efforts may appear to be spread unevenly across apparently disconnected sectors, but the analysis indicates that all the initiatives and policy efforts undertaken support the development mandate of the UNDP in providing improved institutional performance of the RGC and the advance in the living

conditions of the people in Cambodia, particularly the most vulnerable groups, contributing to the achievement of the SDGs/CSDGs.

Table 16. Effects and potential gains linked to the project's observed outcomes (Source: evaluator's notes, KII and analysis). The italic font used in the first column is an explanation of the qualitative significance of the results. Some of the information is retrieved from the UNDP annual progress reports, complemented by some outcomes reported during the KIIs

Outcomes (immediate and intermediary at project level)	
For Inclusive and Sustainable Growth	Effects generated and potential gains
<p>1) Technical assistance in the design of Cambodia's first graduation-based social protection pilot to 2,448 household beneficiaries.</p> <p><i>By developing a graduation model that empowers the most vulnerable through asset creation, it has the potential to a) contribute to increased inclusive economic growth b) curb the spending on social protection for the graduates who are successful in leveraging income from their activities 3) motivate the most vulnerable groups into supporting a more rewarding productive mode rather than depending on subsidies, e.g., empowering people to reach higher socioeconomic levels.</i></p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input checked="" type="checkbox"/> increased RGC interest/ownership <input checked="" type="checkbox"/> replication or upscaling <input type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services <input type="checkbox"/> increase in income <input checked="" type="checkbox"/> social protection coverage <input type="checkbox"/> gender equality <input checked="" type="checkbox"/> inclusion/LNOB <input checked="" type="checkbox"/> pilot
<p>2) Modelling for investment in social protection, showing that a gain in poverty reduction of 3.2 percentage points is supported by both positive economic growth and stimulus packages focused on social protection – <i>leading the RGC to continue its cash transfer programme and allocate an inclusive stimulus package of around 5% of GDP.</i></p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input checked="" type="checkbox"/> increased RGC interest/ownership <input checked="" type="checkbox"/> replication or upscaling <input type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services <input checked="" type="checkbox"/> increase in income <input checked="" type="checkbox"/> social protection coverage <input checked="" type="checkbox"/> gender equality <input checked="" type="checkbox"/> inclusion/LNOB <input type="checkbox"/> pilot
<p>3) Launching of an SDG Investor Map for Cambodia, and a feasibility study on bond issuance in the local currency, leading to the issuance of a sovereign bond in the country, raising some US\$ 17.6 million in 2022 for financing socio-economic development. <i>This laid the foundation to access local financing, expanding fiscal space and enhancing public finance sustainability without shifting the onus onto taxpayers.</i></p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input checked="" type="checkbox"/> increased RGC interest/ownership <input checked="" type="checkbox"/> replication or upscaling

	<input checked="" type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services <input checked="" type="checkbox"/> increase in income <input checked="" type="checkbox"/> social protection coverage <input checked="" type="checkbox"/> gender equality <input checked="" type="checkbox"/> inclusion/LNOB <input checked="" type="checkbox"/> pilot
<p>4) 1,189 households (45.5% women) were supported to move their businesses online in response to COVID-19 pandemic to continue generating income. <i>83% reported improved e-commerce knowledge and 71% reported improved online selling skills.</i> A further 2,139 (48% women) farmers were supported to sell their agricultural commodities online, <i>allowing them to sell their products more quickly, use secure and instant payments, and access small loans without collateral.</i></p>	<input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input type="checkbox"/> increased RGC interest/ownership <input checked="" type="checkbox"/> replication or upscaling <input checked="" type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services <input checked="" type="checkbox"/> increase in income <input checked="" type="checkbox"/> social protection coverage <input checked="" type="checkbox"/> gender equality <input checked="" type="checkbox"/> inclusion/LNOB <input checked="" type="checkbox"/> pilot
<p>5) 101 MSME (39% women) entered the digital business transformation of these 47 registered their business online or were onboarded onto e-commerce marketplaces and nine MSMEs are exporting their products via international commerce platforms. As a result, <i>22 MSMEs reported an increase in their revenue after the incubation programme and 306 new jobs were created.</i></p>	<input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input checked="" type="checkbox"/> increased RGC interest/ownership <input checked="" type="checkbox"/> replication or upscaling <input checked="" type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services <input checked="" type="checkbox"/> increase in income <input checked="" type="checkbox"/> social protection coverage <input checked="" type="checkbox"/> gender equality <input checked="" type="checkbox"/> inclusion/LNOB <input checked="" type="checkbox"/> pilot
<p>6) Development of a multi-dimensional poverty mapping system is being developed using big data and artificial intelligence for mapping and socio-economic tracking. The data is live online and makes vulnerability information widely available and <i>enables the assessment of multiple deficiencies in key sectors that contribute to poverty.</i></p>	<input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input checked="" type="checkbox"/> increased RGC interest/ownership <input type="checkbox"/> replication or upscaling <input type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services

	<input type="checkbox"/> increase in income <input checked="" type="checkbox"/> social protection coverage <input checked="" type="checkbox"/> gender equality <input checked="" type="checkbox"/> inclusion/LNOB <input checked="" type="checkbox"/> pilot
For environmental protection and climate action	Effects generated and potential gains
7) In 2022, a study on quotas policy for rooftop solar PV promotion was developed to help overcome existing policy gaps and enable greater investment in rooftop solar. The policy brief <i>Building Energy Regulations – Accelerating Low-Carbon Development in Cambodia</i> was published and paved the way to support the RGC’s finalization of the <i>Roadmap for Low Carbon and Climate-Resilient Building and construction in Cambodia, Vision to 2050</i> to help attract financing for a more sustainable sector.	<input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input checked="" type="checkbox"/> increased RGC interest/ownership <input type="checkbox"/> replication or upscaling <input type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services <input type="checkbox"/> increase in income <input checked="" type="checkbox"/> social protection coverage <input checked="" type="checkbox"/> gender equality <input checked="" type="checkbox"/> inclusion/LNOB <input checked="" type="checkbox"/> pilot
8) A “Doing Guide for Sustainable E-Commerce” was produced and disseminated to promote environmentally friendly business practices. 344 vendors (46% women) and merchants were trained using this guide to support a reduction in the amount of plastic waste used in their businesses.	<input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input type="checkbox"/> increased RGC interest/ownership <input checked="" type="checkbox"/> replication or upscaling <input type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services <input type="checkbox"/> increase in income <input type="checkbox"/> social protection coverage <input type="checkbox"/> gender equality <input type="checkbox"/> inclusion/LNOB <input checked="" type="checkbox"/> pilot
9) A draft sub-decree on plastic management, ready for internal review by MoE, was produced and will introduce some important measures such as the ban on some single-use plastics to significantly reduce plastic use and pollution in the years to come. A roadmap for implementing extended producer responsibility (EPR) was also drafted as a measure to mobilize plastics producers/importers to be financially or physically responsible for waste collection and recycling.	<input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input checked="" type="checkbox"/> increased RGC interest/ownership <input type="checkbox"/> replication or upscaling <input type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services <input type="checkbox"/> increase in income

	<input checked="" type="checkbox"/> social protection coverage <input checked="" type="checkbox"/> gender equality <input checked="" type="checkbox"/> inclusion/LNOB <input checked="" type="checkbox"/> pilot
<p>10) Two collaborative in-depth consultations were held between the Ministry of Agriculture and the National Assembly with 300 indigenous peoples and communities on the formulation of two draft amendments to the laws on forestry and protected areas. This allowed bottom-up participation in the review of the laws.</p>	<input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input checked="" type="checkbox"/> increased RGC interest/ownership <input type="checkbox"/> replication or upscaling <input type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services <input type="checkbox"/> increase in income <input type="checkbox"/> social protection coverage <input checked="" type="checkbox"/> gender equality <input checked="" type="checkbox"/> inclusion/LNOB <input type="checkbox"/> pilot
<p>11) A series of pilot programmes were tested to support the transition towards renewable energy and climate action in collaboration with Energy Lab Cambodia. Three start-ups were supported with seed funding and created 63 jobs, including 47 women. A Clean Energy and Agriculture Incubator programme was launched, and four business ideas were selected by an investment committee.</p>	<input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input checked="" type="checkbox"/> increased RGC interest/ownership <input checked="" type="checkbox"/> replication or upscaling <input checked="" type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services <input checked="" type="checkbox"/> increase in income <input checked="" type="checkbox"/> social protection coverage <input checked="" type="checkbox"/> gender equality <input checked="" type="checkbox"/> inclusion/LNOB <input checked="" type="checkbox"/> pilot
<p>12) 405 remote households benefited from solar micro-grids. <i>The grids have been shown to free up productive time for women and girls by reducing the need to collect firewood and have improved the security of women and girls at night.</i></p> <p>Field visits also showed that <i>with a larger power supply additional jobs and income can be created</i> if enough power supports the use of a higher electrical consumption linked to the use of refrigerators, motor pumps, and electrical tools.</p>	<input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input type="checkbox"/> increased RGC interest/ownership <input checked="" type="checkbox"/> replication or upscaling <input type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services <input type="checkbox"/> increase in income <input checked="" type="checkbox"/> social protection coverage <input checked="" type="checkbox"/> gender equality <input checked="" type="checkbox"/> inclusion/LNOB

	<input checked="" type="checkbox"/> pilot
13) Four electric vehicle fast charging stations were installed <i>to demonstrate and promote e-mobility.</i>	<input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input checked="" type="checkbox"/> increased RGC interest/ownership <input checked="" type="checkbox"/> replication or upscaling <input type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services <input type="checkbox"/> increase in income <input type="checkbox"/> social protection coverage <input type="checkbox"/> gender equality <input type="checkbox"/> inclusion/LNOB <input checked="" type="checkbox"/> pilot
14) 600 informal waste collectors, including 473 women, received personal protective equipment and food as emergency support in response to the COVID-19 pandemic.	<input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input checked="" type="checkbox"/> increased RGC interest/ownership <input checked="" type="checkbox"/> replication or upscaling <input type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services <input type="checkbox"/> increase in income <input checked="" type="checkbox"/> social protection coverage <input checked="" type="checkbox"/> gender equality <input checked="" type="checkbox"/> inclusion/LNOB <input checked="" type="checkbox"/> pilot
For peace, participation and accountability	Effects generated and potential gains
15) From 2019 until 2022, 9,704 persons living with HIV and 10,401 persons with disabilities gained access to IDPoor cards through the revision of the methodology for targeting and after significant advocacy efforts were deployed for a more inclusive access to social security programmes. <i>This allowed these vulnerable groups to access the government's emergency cash transfer programme.</i>	<input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input checked="" type="checkbox"/> increased RGC interest/ownership <input checked="" type="checkbox"/> replication or upscaling <input type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services <input type="checkbox"/> increase in income <input checked="" type="checkbox"/> social protection coverage <input checked="" type="checkbox"/> gender equality <input checked="" type="checkbox"/> inclusion/LNOB <input checked="" type="checkbox"/> pilot

<p>16) The first Voluntary National Reviews (VNR) was undertaken in 2019 and a second was prepared in 2023, showing progress on the fulfilment of the SDGs and a progress report on CSDGs was produced in 2020.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input type="checkbox"/> change in capacities <input type="checkbox"/> change in attitude <input checked="" type="checkbox"/> increased RGC interest/ownership <input checked="" type="checkbox"/> replication or upscaling <input type="checkbox"/> increase in business <input type="checkbox"/> improved services <input type="checkbox"/> increase in income <input checked="" type="checkbox"/> social protection coverage <input checked="" type="checkbox"/> gender equality <input checked="" type="checkbox"/> inclusion/LNOB <input type="checkbox"/> pilot
<p>17) Policy research and advocacy was undertaken to support gender equality and women's empowerment, and a gender wage gap analysis was published by UNDP in 2021. A roadmap for gender-responsive budgeting was developed and a draft <i>Policy on Gender Equality</i></p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input checked="" type="checkbox"/> increased RGC interest/ownership <input checked="" type="checkbox"/> replication or upscaling <input type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services <input type="checkbox"/> increase in income <input checked="" type="checkbox"/> social protection coverage <input checked="" type="checkbox"/> gender equality <input checked="" type="checkbox"/> inclusion/LNOB <input type="checkbox"/> pilot
<p>18) Under the elderly policy, the first action plan (phase 1) could only complete 18% of the 266 activities identified, and 54% could not be implemented by the different line ministries. In phase 2 of the action plan (2021-2025) in which UNDP provided support, the overall assessment is that this second phases will be far better compared to the first one (<i>no data yet available</i>).</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Knowledge increase <input checked="" type="checkbox"/> awareness raising <input checked="" type="checkbox"/> coordination or cooperation <input checked="" type="checkbox"/> Capacity building <input checked="" type="checkbox"/> change in capacities <input checked="" type="checkbox"/> change in attitude <input checked="" type="checkbox"/> increased RGC interest/ownership <input checked="" type="checkbox"/> replication or upscaling <input type="checkbox"/> increase in business <input checked="" type="checkbox"/> improved services <input type="checkbox"/> increase in income <input checked="" type="checkbox"/> social protection coverage <input checked="" type="checkbox"/> gender equality <input checked="" type="checkbox"/> inclusion/LNOB <input type="checkbox"/> pilot

7.4.3. To what extent is the project goal achieved?

Contribution analysis of the effects generated by the project indicate that PIH is contributing to the creation of effective programmes and initiatives capable of producing measurable and valuable results (e.g., PIH goal). Certainly, it is a long-term process to encompass all development related dimensions, but in some cases, there is clear evidence regarding the creation of such programmes (e.g., outcomes from the table above one to five, eight, eleven, twelve, fourteen and fifteen). So, while not the development process is at different levels according to the different sectors, PIH has decisively contributed to the achievement of the project goal, even if it remains work in progress.

When analysing the PIH in relation to the UNDAF/CPD goal²⁷ PIH is also contributing to the goal, but its complex structure does not facilitate an easy understanding of how the different actions and initiatives of the PIH fit together, possibly because the format for the RF and reporting may not be the most adequate to indicate the project achievements and strategic communications on this particular aspect were lacking.

7.4.4. What are the examples of good practice?

- Responsiveness is a key characteristic of the work of the UNDP. Not only was it mentioned in the manner to which it responded to shifting priorities during the COVID-19 pandemic and the various critical initiatives it initiated or supported during that time, but it also has been a recurrent comment during KII. RGC and partners know that if they approach UNDP to request support or collaboration on specific issues, UNDP will strive to provide it if it is within its capabilities. This makes UNDP a trusted and valued partner.
- RGC is a strong government in clear control of its development agenda. It knows what it wants, but sometimes it is more difficult to know *how to* achieve these results. While PIH's primary strength should not be project implementation in Cambodia, it is nonetheless seen as useful for UNDP to *pilot new projects to demonstrate the results, particularly at sub-national level, and show how to ensure their monitoring.*
- Sometimes UNDP has also been proactive and triggered new initiatives, taking risks, and advocating for specific policy shifts and interventions, something that requires time and continued awareness raising to shift mindsets. One such example is the expansion of the space for social protection, with new methods and inclusion of additional target groups. There are other examples even if at smaller scale linked to e-mobility or energy efficiency or income generation and inclusive growth. These do not constitute by themselves a stand-alone result but have an important demonstrative value and can be replicated and upscaled by RGC or other development partners as they constitute a model providing solution to a specific challenge.

²⁷ By 2030, all people living in Cambodia are free from poverty and exclusion, and enjoy their full socio-economic rights; are better equipped to manage the natural resources in a sustainable way and to address the impacts of climate change; and state institutions at both national and sub-national level promote and strengthen the rule of law, are more transparent, inclusive, responsive and accountable to people who are able to express their needs and concerns and to claim their rights

- The limitations of focusing on pilots is linked to the sustainability of the model. Sometimes more efforts are placed in the set-up and immediate result (for example: job creation, income, and business growth) with less attention given to the longer-term monitoring of the outcomes (since UNDP does not have the resources to ensure by itself upscaling or replication). For example, there is no monitoring of business survival rates by UNDP or Khmer Enterprise. Yet monitoring of outcomes is one thing the RGC counterparts expressed an interest in.
- UNDP has been mentioned by several RGC partners as having a good resource mobilisation capacity. However, this includes the unusually high level of core resources received by the PIH and gives the erroneous impression that similar resources may be available in the future, fuelling high expectations among the RGC partners and some civil society and private sector partners.
- Another good practice is the capacity of UNDP to act as convener, contributing to enhanced horizontal ministerial coordination and collaboration around specific initiatives. Similarly with UN agencies or civil society partners, UNDP offers the possibility to connect and network with a wide scope of actors and broadens the opportunities for collaboration on development challenges.
- All data provided under PIH is gender disaggregated.

7.4.5. What capacities have been developed as a result of the project?

This question is difficult to answer precisely because UNDP has been providing comprehensive support to the RGC for years with strong capacity development and technical support, long before the PIH was created. This is remembered by RGC counterparts and therefore it has been sometimes difficult to isolate the PIH capacity development support from the wider support provided by UNDP.

Capacity development takes various forms: in the past UNDP was reported to place technical assistance inside the ministries to build technical capacity. This phase is largely over, and the line ministries have strong human resources capacity and capabilities. Examples such as support to policy formulation, strengthened capacity to access financing, and knowledge increase through the analysis and implementation of graduation programmes, are some examples of the institutional capacity development undertaken. However, most RGC counterparts continue to request capacity development support as an added value provided by the UNDP. During KII, the evaluator found different capacity development approaches provided by UNDP:

➤ **Trainings**

These are provided to develop technical capacity in some specific areas. This includes raising awareness, developing knowledge, and skills acquisition. The trainings are provided in areas that UNDP is supporting and generally after an assessment of the partner's needs and gaps. To the best knowledge of the evaluator, there is no formal pre and post-test questionnaires given to participants to appraise the increase in their knowledge/skills level.

➤ **Learning by doing**

Another methodology that is proving very useful is that of learning by doing. Through the provision of an international or national expert from UNDP and in close collaboration with national experts from RGC partners, working together on the development of policies, draft

reports, by-laws, or other forms of reporting constitutes a capacity development process that is highly fruitful for both parties, resulting in a win/win situation for all. The process resembles a peer review mechanism in that all actors provide their knowledge (international best practice for UNDP, national and context specific for the RGC counterparts). KII indicate that this is deemed to be more valuable than only trainings, because it requires hands-on experience and working alongside each other until the objective is achieved or the process completed.

➤ **Funding for pilots and innovation**

Given UNDP’s significant amount of core funds under PIH, several RGC partners have also requested support for materials or equipment. But more importantly, RGC partners in ministries do not appear to have funds to support pilots and innovation. This is where the capacity of UNDP to create demonstrative pilots and innovative solutions is providing added value.

During the KII with RGC counterparts one rating dealt with their satisfaction with the capacity development support received from UNDP. The ratings provided were as follows, **yielding an average of 3.75, near the high mark of 4.0:**

Table 17. RGC rating for capacity development support from PIH

Capacity development							
ratings	5	4	3,75	3,5	3	total	N/A
Number of responses	1	2	1	2	2	8	8
%	12,5%	25,0%	12,5%	25,0%	25,0%	100,0%	

Capacity development support from UNDP only applied to half of the respondents, which explains why 50% have provided an “N/A” rating. For the 8 respondents who could provide a rating, 37.5% (3) gave a high or maximum rating (4.0 or above), 37.5% gave a higher-than-average rating (above 3.0), 25% gave an average rating of 3.0. No lower scores were provided.

7.4.6. [What were the key challenges and shortfalls experienced during project implementation?](#)

The major challenge was the COVID-19 pandemic which was declared on 15th March 2020 and required adaptive management in response to changing priorities and quick and flexible adjustments in programming. Because of the lockdown and mobility restrictions, programming was affected and most of the activities that could be done through virtual means (using digital technology) were shifted to internet-based applications and websites. However, the pandemic also highlighted the value of quick and innovative solutions in a fluid and rapidly changing context, so it also offered opportunities to PIH to show its responsiveness and flexibility during a time of crisis.

The project also was faced with several internal challenges, linked both to its design and the lack of a clear communications strategy that would have enabled stakeholders to more fully understand the sum of the efforts being undertaken under the PIH. By using an output-based RF and reporting model, the project missed the opportunity to market and brand the PIH, giving this here-to-fore multidimensional approach to develop a more visible and tangible existence.

Certain partners indicated the weakness of UNDP was linked to its lack of focus, being involved in everything and anything²⁸. But this is due to the lack of a good story telling that would have brought the different strands across UNDP's areas of involvement into a thread that would weave into a pattern of consistent support to development challenges. Obviously, the limited resources available do not allow UNDP to provide continued support in all areas where it has engaged – hence the need to showcase how the results need to be owned and replicated by RGC and development partners to continue the processes it is supporting. Much of the visible work of UNDP is linked to pilot initiatives, but an important contribution is also found in putting in place the stepping stones that will allow RGC to roll out and implement the development policies under the pentagonal strategy. While not constituting an outcome result (in the sense that there is no change in institutional performance) much of the advocacy efforts, changing mindsets and raising awareness towards encompassing more widely inclusive development efforts were founded on UNDP having developed or started triggers, reports, studies, to inform the adoption and enactment of the respective policies.

Because PIH is a trial approach, it would have benefited from a mid-term evaluation to steer it for the second half of its project life. Although in theory the boundaries of PIH were clear, KII with UNDP staff indicated that the coordination and division of labour between policy and programme staff was not always seamless. In some cases, the rationale for defining which unit was responsible for what was blurred, and different initiatives responded to different requirements. Senior management also changed during the PIH implementation, which means that the new management required some time to be cognizant of the modalities of the PIH.

7.4.7. Has the project incorporated the UN programming principles in its implementation (HRGE, LNOB) and if so, have they leveraged specific results?

Human Rights and Gender Equality (HRGE) and Leave No One Behind (LNOB) are the cornerstone of the PIH. All the efforts that were supported are clearly targeting the vulnerable population, so LNOB application is entirely mainstreamed in all policy and initiatives undertaken, many of which target primarily the most vulnerable population in the country (e.g., IDPoor, Elderly, Indigenous population, remote villages). UNDP has clearly applied the concept of LNOB to the fullest in its interventions to ensure that the RGC's priority of economic growth is both inclusive and aligned with the Human Rights Based Approach.

In terms of Gender Equality (GE), UNDP has been consciously trying to support GE in Cambodia as recommended by the Independent Country Programme Evaluation carried out by the Independent Evaluation Office (IEO) in 2023. Closer linkages were established with the Ministry of Women's Affairs and the introduction of Gender-Responsive Budgeting has been pursued. KII indicates that there are high expectations regarding the support that UNDP can leverage in GE in the future, particularly in its relationship with the MoWA. However, two points need to be addressed: 1) Obtaining the buy-in and identifying a champion within MEF to ensure that the financial resources for GE in the budget of line ministries can indeed be gender-responsive. It is not enough to work with the line ministry to ensure streamlining of GE into a Whole of

²⁸ At the same time, the evaluator found that very few key respondents had a clear understanding of the PIH architecture. The conceptual *portfolio approach* used in reporting may not help in bringing clarity on the internal structure of the PIH.

Government Approach. 2) A clearer strategy of collaboration and division of labour is warranted with UN Women to avoid potential overlaps.

7.4.8. Have gender responsive activities been undertaken by the project? If so, which?

As indicated above, UNDP can do more in terms of gender responsiveness in PIH. While the Country Office has not yet been through the Gender Seal certification process, the work of the PIH has been resolutely mindful of women's participation and empowerment in the documents drafted, in the advocacy for women's participation, and in the establishment of gender disaggregated data for all initiatives undertaken. Women participation was a key criterion for the initiatives undertaken. By working more closely with MEF in the inclusion of gender-responsive budgeting across government sectors and through its additional support to MoWA, including in capacity development, UNDP can play a larger role to defend GE and facilitate its inclusion within the Whole of Government of the RGC.

7.4.9. What has changed as a result of the project?

RGC has benefitted from the range of advice, initiatives, studies, reports and pilots provided by or support by PIH. It has acquired additional knowledge and skills and has seen how demonstrative pilots can be used to refine, upscale and replicate the initiatives at the national level. The constraints are linked to first and foremost budgetary considerations, despite a good economic performance in recent years in the country, to address development challenges. So, prioritisation will need to be given to those pilots that more directly align with RGC priorities and the vulnerable population of the country. Advances have been made in the field of social protection, for a more inclusive and comprehensive approach to poverty and vulnerability. Other areas related to environmental management, energy efficiency, also hold valuable potential for further support as there are many venues that are opened but not yet consolidated, including green growth. Support to private sector and inclusive growth has included the development of sometimes visionary products (such as a *tuk tuk* designed for deaf people). There has been a certain shift in the mindset of the RGC on aspects that have been advocated by PIH. The process leading to the issuance of sovereign bonds in local currency which leveraged some US\$ 17.6 million also has shown to the RGC that UNDP is able to contribute to the development of innovative funding instruments, something that will become increasingly relevant for the future.

The main result from the PIH is that it has contributed to making the case for the continued support of the UNDP to the country and its government, by engaging both in gap-filling and responsive initiatives, and by promoting risk-taking innovative pilots, something that seems to be beyond the remit of the RGC. It is positioned as a trusted and respected partner and has facilitated internal coordination and collaboration between RGC ministries and institutions.

7.5. Sustainability

The issue of sustainability has different perspectives depending on the entry point. As a project, PIH itself is not designed to be sustainable, as all projects have a lifespan. But the value of the PIH is in ensuring that the spin-offs and outcomes that are or will be generated in the future are conducive to the sustainability of the benefits. For this reason, the three questions under the sustainability section refer to different aspects of sustainability.

7.5.1. How much did PIH promote national ownership of the project?

Many of the initiatives have been undertaken at the request of the different RGC partners. In that sense PIH has been supporting national ownership as the assistance links directly with the national priorities and ministries and institutions' needs. PIH has also developed its own proactive initiatives with the private sector, development partners and other stakeholders in order to test innovative approaches which include a level of risk taking. This is normally not done by RGC and provides a good experiment to see if and to what extents solutions work. In the public sector, for example, the graduation model served as a very good experience to learn and develop greater awareness within RGC. It was tested on a small scale, but its results contributed to institutional learning and developed ownership, as reported during KII. In terms of co-funding, most of the US\$ 5 million of PIH which were not TRAC funds was brought about by development partners and the private sector, with a small contribution from the RGC (US\$ 20,000). This shows that some pilots were sufficiently interesting to obtain co—funding from national stakeholders and development partners. It is too early to say how many of the benefits will be sustainable over the longer term, since PIH covered so many aspects and dimensions of the development challenge. If for example the IDPoor programme (of 4.6 million beneficiaries including the near poor category) was directly influenced by the technical support and modelling that was undertaken, and the cash transfer programme had two extensions, it is not yet clear what are the other models which may be replicated, upscaled or brought into the RGC's programming beyond the sphere of social protection. As indicated by UNDP, the graduation based social protection (implemented as a separate project but designed by PIH and implemented with TA support from PIH) is included in the government's Pentagonal strategy as priority for scaling up. Certainly, there is a potential that some of the initiatives may have a continuation, provided advocacy and outreach is made towards RGC or other potential partners to upscale the models which have yielded positive results, under each of the three pillars.

PIH itself as a project is not sustainable because it is heavily dependent on TRAC funds. PIH was able to secure a substantial TRAC allocation of nearly US\$ 10 million but it is not clear that similar levels of funding will be available in the future to pursue the PIH approach.

7.5.2. What are the threats and opportunities affecting project sustainability?

A new government was established because of elections in 2023 and some of the RGC counterparts have changed, which means that UNDP must re-establish some of its partnership in government and adapt to potential shifts in the upcoming priorities. However, since the Pentagonal Strategy Phase I was established in 2023 and the National Strategic Development Plan covers the 2024-2028 period, which is the same period as the upcoming UNDP CPD, there is also a good opportunity to ensure support and alignment for those national priorities in which the comparative advantage and assistance from UNDP can provide added value.

PIH has the potential to function as a think tank that could also be further used by the RGC as a centre for piloting new initiatives with a view of demonstrating results, in line with its goal to “create effective programmes and initiatives capable of producing measurable and valuable results”. One area where UNDP has an opportunity is in monitoring and showing evidence of results. While PIH already supported monitoring frameworks such as the one for the CSDG, some

other RGC partners also indicated that UNDP could play a more active role in this field. Several RGC counterparts also indicated that it is often clear what the RGC wants to achieve, but the way to implement it is the challenge, particularly when working at sub-national level (and ensuring the corresponding local capacity development). Hence the opportunity for UNDP to continue pilots that can bring evidence of what works and be later upscaled and replicated.

The threat to the sustainability of the project is insufficient funding to maintain many competent staff. With the change of senior management, it is also likely that the upcoming CO organogram will be different from the current set-up. It will also be important to review internal management functions and staff contracts to ensure a coherent and consistent human resource basis. The organisation is ultimately only as good as its staff, and high turnover and dispersion of staff's efforts across too many issues have sometimes been flagged by partners as a threat to UNDP's value addition.

Finally at the more strategic level the tendency towards a shrinking ODA budget for Cambodia is likely to be confirmed. Conflicts in Ukraine and Gaza and in general a volatile geopolitical context, coupled with the country's good economic performance, means that UNDP will have to increase the shift from funding to developing financing mechanisms over the next CPD. In this case the experience it has leveraged from the PIH will be both useful and useable to help its future positioning.

7.5.3. How many spin-off initiatives did the PIH create?

According to table 9 submitted by the CO PIH created 18 additional initiatives outside the PIH project for a cumulative amount of US\$ 15 million, indicating a very strong spin-off capacity stemming from PIH.

8. Conclusions

The PIH was developed as an experiment. It was an unusual project architecture for UNDP, combining a pool of policy analysts and subject matter experts into a team that would provide both pro-active initiatives and pilots, inform policy, research and studies, through advocacy and technical support, while at the same time being responsive to the needs of RGC and other partners in order to fulfil its development mandate in line the 2030 SDG deadline and the national priorities. A strong advocacy effort was done at the beginning of the PIH which led to a doubling of the initial project budget, and the capacity to leverage almost US\$ 5 million from non-UNDP core funds. PIH worked in multiple directions and because of its complex structure wasn't always able to inform on its strategic approach and how the different aspects of its involvement tied into the overall project goal, giving the impression that it was too thinly spread out across too many subjects.

The COVID-19 pandemic proved both a threat and an opportunity for PIH as it was able to show its flexibility and adaptive capacity. It proved to be responsive and invested the additional resources leveraged as a result of the pandemic to carry out studies, assessment and modelling which supported RGC's decision making and provided relief to the most vulnerable communities, with quick and timely interventions, including at times the supplies of specific materials to support beneficiaries.

PIH was a very complex project, and the application of a traditional M&E framework did not contribute to its success. Senior management should have designed a separate results framework to show and inform how PIH spin-offs have been used to replicate, upscale or create new interventions, highlighting the value of the effects generated by PIH to inform further interventions, both within RCG and among development partners. By focusing on output level results no difference was made on the significance of the results achieved nor did it capture the contribution it was making towards the achievement of the project outcomes. A communication strategy with specific reporting materials for the PAB stakeholders before their meetings would have helped to provide a better understanding of the PIH strategy and of its architecture and more fully enable stakeholders to grasp both the ambitious but visionary approach PIH used to provide value addition to Cambodia.

PIH was able to leverage considerable resources, including two-thirds from its TRAC funding. This is a rather unique case, but the issue is to what extent similar funding will be available in the future.

PIH showed an overall high level of satisfaction of 4.16 from 29 KI (combined RGC and partners ratings) and an overall high rating of 4.10 from 19 KI who provided a score on the results (combined RGC and partners rating) achieved under the PIH support. It has therefore been able to demonstrate its value addition, but it was not supported by a targeted RBM reporting at the outcome level, allowing both UNDP senior management and PAB stakeholders to better understand the collective contribution of the results achieved. In this sense it lacked visibility.

PIH has offered flexibility to UNDP across a range of subject matters in line with development priorities. It also contributed to a rapid response during the COVID-19 pandemic. It was developed a network of partnerships that will be able to continue operating and expand in the future, in support of facilitating WoG approaches on issues such as Gender Equality, innovative financing instruments, green growth, Energy efficiency, just to give a few examples.

The single major weakness may have been that UNDP did not have a marketing strategy for PIH and it was not branded, making PIH appear more as a collection of diverse initiatives than as a strategic project in which interventions are mutually supportive of a wider and common outcome. It might have benefited from having a strategic approach to position the PIH as a thought leader/innovator advancing new ideas through an array of initiatives which are cross-cutting (economy, energy, environment). A mid-term evaluation would have allowed to take some timely corrective measures to address internal and external PIH challenges. Despite its complexity and challenges, the evaluation has found evidence that PIH has contributed to the wider UNDAF/CPD goals and national priorities, but more important it has been working effectively towards the project goal of “creating effective programmes and initiatives capable of producing measurable and valuable results”. Provided additional funding is available, PIH has a potential to expand its partnerships and networks, but it needs a very close and strategic management to keep the different interventions tied together working in the same strategic direction.

9. Recommendations

1. Review the composition of the 18 core PIH staff based on available budgets and adjust the staffing but including a deputy Project Manager position and an M&E RBM position as core PIH staff.

2. Developing qualitative RBM reporting skills to link outputs and immediate results attributed to UNDP to its contribution to the larger outcomes, providing the means to tell the story and significance of its achievements
3. Continue collaboration within the UNDP Country Office staff across the range of interventions – but better define the limits of where policy stops and where programming starts.
4. Output level results is not enough for UNDP – it must move towards outcome-based reporting and develop the corresponding Results Framework
5. Ensure that mid-term evaluations are conducted timely in complex innovative projects so that corrective measures can be applied during the project.
6. Ensure the participation of a national consultant for evaluations in line with good practice and national capacity development, using regional and national M&E societies (Cambodia Evaluation Society and Cambodia Evaluation Association) and Voluntary Organisations for Professional Evaluation (VOPE) to identify proper candidates.
7. RGC is keen and proud of its national capacities and has shown satisfaction with increased empowerment of national staff in UNDP. Increased responsibility and empowerment for national staff with the proper profiles is recommended.

10. Lessons learned

- Innovative projects such as PIH also require innovative M&E and RBM instruments to help tell the story of its achievements. Output level reporting does not allow UNDP to make a case on the value of PIH. Also, communication expert(s) may be needed to translate technical results into easy-to-understand relatable stories.
- Mid-term evaluations during the project allow for a timelier uptake for such a complex project, allowing mid-course refining of the project strategy and approach.
- Development of national human resources is highly valued by RGC counterparts. Having a National Officer (NoC) heading the PIH is also a good example of national ownership and capacity development.
- Risk taking through piloting of initiatives can be a useful approach for supporting RGC priorities, as government ministries do not seem to be able to engage in risky initiatives.
- A communications strategy for a complex project structure allows PIH to develop better targeted information products, particularly for PAB members, and knowledge management products should be tailored for the use by senior management in the positioning of the UNDP in the country.

**TERMS OF REFERENCE
Individual Contractor**

Assignment Information

Assignment Title:	International Consultant to conduct Terminal Evaluation for the Policy and Innovation Hub for Sustainable Development Project in Cambodia
Cluster/Project:	Policy and Innovation Hub for Sustainable Development (PIH)
Post Level:	Senior Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Home-based, Phnom Penh and field visit to the provinces
Expected Place of Travel:	Phnom Penh and selected provinces including Kampong Chhnang, Siem Reap, Rattanakiri, (15 days)
Contract Duration:	50 working days (1 September to 30 December 2023)

I. Background and context

This project aims to develop a new set of programmes, policies, and interventions to support the Royal Government of Cambodia (RGC) and its people. To respond to the Cambodia development challenges, and to ensure efficient delivery of the Rectangular Strategy 4, National Strategic Development Plan (NSDP) 4, and Cambodia Sustainable Development Goals (CSDGs), there is the need for new agile and innovative approaches. This project develops such approaches aiming at providing timely and innovative policy solutions, with a view to contributing to Cambodia's transition towards a sustainable and inclusive upper-middle income country.

The project has focused on a range of development problems and operationalise SDG innovation and accelerator hub to serve as a start-up incubator. The aim is to create effective programmes and initiatives capable of producing measurable and valuable results. In particular, the project is structured around the following three pillars as given in UNDP CPD: (1) Prosperity – focusing on maximizing inclusive and sustainable growth; (2) Planet - focusing on preservation of the national environmental endowment and combating climate change; and (3) Peace - improving the efficiency of governance by enhancing accountability. The summary of the three pillars and its focuses are as the following:

Pillar I - Prosperity: inclusive and sustainable growth

- Driving improved productivity and competitiveness via 1) research on Industry 4.0 readiness and take-up of technologies, and measures to build and expand the digital economy 2) research and policy work to enable and promote Cambodia's further integration within the emerging ASEAN Economic Community (AEC) and 3) research and policy dialogue to enable the Belt and Road Initiative to promote better connectivity, reduce shipment costs and secure linkages (trade, investment and technology transfer) with China.
- Combating inequality and eradicating poverty via graduation-based social protection models with attention to the vulnerable population including the poor, women, and ethnic minorities.

Pillar II - Planet: environmental protection and climate change

- Tackling climate change risks through policy and programming support for ongoing climate-change related initiatives within UNDP when and as required.
- Sustaining Cambodia's natural resources and biodiversity via policy, research and programming support for ongoing initiatives and activities related to community-based Natural Resources Management (NRM) and biodiversity conservation.

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- Promoting green growth through research and policy support for ongoing initiatives related to 1) operationalizing circular economy to reduce waste and promote energy efficiency; and 2) sustainable urban transport for road safety and air quality improvement and 3) making solar energy visible as a clean, affordable, and reliable energy option.

Pillar III: Pace, Participation, and Accountability

The Policy Project will serve as an innovation hub allowing UNDP to test different ideas and approaches that address governance challenges.

- Ensuring CSDG integration in planning and budgeting through roll-out and operationalization of the national framework (PHI).
- Strengthening participation and accountable public institution through feedback mechanisms, capacity development of both right-holders and duty bearers, citizens' empowerment, safe space for participation, and through incentives structures within the Government.
- Supporting rights and leaving no one behind through improved and expanded access to the ID Poor card registration of people living with HIV or with disabilities.
- Promoting CSDG outreach to business and civil society through effective engagement of civil society, the private sector and youth in CSDGs achievement, and the wider Agenda 2030, and through forming of public-private partnership.

The project is implemented by United Nations Development Programme (UNDP) Cambodia and is funded by UNDP and various other donors. To assess the project's performance toward delivering its expected outputs/results, UNDP is now looking to hire a qualified and experienced international consultant to conduct an independent final evaluation of the project.

Project Information	
Project Title	Policy and Innovation Hub for Sustainable Development
Atlas ID	00114485
UNDAF/CPD outcomes	<ul style="list-style-type: none"> - CPD 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, which is also fairer and environmentally sustainable. - CPD 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. - CPD outcome 3: By 2023, women and men in Cambodia, 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
Country	Cambodia
Region	Asia Pacific
Date Project Document was signed	19 December 2018
Project Dates	Start: 01 January 2019 End: March 2024 (Minutes of board meeting in July 2023)
Project Budget	USD 15.16 million
Project Expenditure	USD 8,276,437 (as of mid-June 2023)

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Funding Sources	<ul style="list-style-type: none">- UNDP: Core resources, UNDP COVID-19 Rapid Response Facility and UNDP COVID-19 Rapid Finance Facility- RGC: Ministry of Commerce, Khmer Enterprise and Ministry of Economy and Finance- Bilateral: British Embassy and Embassy of Japan- Multi-lateral/UN: World Bank, ILO, and UNEP- Climate Promise: Germany Federal Ministry for Economic Cooperation and Development (BMZ) and UK Department for Environment, Food and Rural Affairs (DEFRA)
Implementing Partner	UNDP Cambodia

II. Evaluation purpose, scope, and objectives

Since the project is at the final stage of its implementation, the Terminal Evaluation exercise is planned to prepare a report that provides an independent assessment (based on the four criteria namely relevance, effectiveness, efficiency, and sustainability) on the project's progress and results, key lessons learned, and recommendations for potential future initiatives. Specifically, the final evaluation will assess progress towards project outputs and outcomes as specified in the Project Document and subsequent revision. The exercise will also assess what the project has done to address gender equality and women empowerment and other cross-cutting issues within its scope, its progress to date and recommend areas of improvement that could inform the current project regarding the sustainability of the project intervention/benefit, and could be leveraged to inform the new UNDP programming.

This evaluation covers the whole duration of the project implementation since its start in 2019, covering both the national level interventions and the interventions at sub-national level, e.g., in the three provinces namely Kampong Chhnang, Siem Reap, and Rattanakiri.

The direct target audiences of this terminal evaluation are the members of the Project Board, UNDP Management, and the project donors. The report will also be shared with other project stakeholders in the government, development partners, UN Agencies, civil society, and private sector. The final evaluation report will be accessible by the public.

Below are the specific areas of focus on this evaluation:

- Assess the relevance and strategic positioning of the project to respond to the needs and challenges faced by Cambodia.
- Assess the extent to which the PIH contributes to the national priorities, development goals, strategies and plans, and the UNDP CPD 2019-2023.
- Review and assess the overall achievements of the project (outputs, outcomes, and impacts levels).
- Review the relevance and suitability of the indicators in the results framework.
Review the extent to which the planned project activities can lead to the project's outputs/outcomes.
- To what extent has the project been able to adapt to the COVID-19 pandemic and support country's preparedness, response, and recovery process?
- What factors, if any, contributed to or hindered project's performance and, eventually, to the sustainability of results?

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- Assess whether and how the project enhanced the application of a right-based approach, gender equality and women's empowerment, and participation of other groups such as youth, indigenous people, persons with disabilities, and private sector etc.
- Assess the design, implementation, and management of PIH and provide recommendations on any changes in approach that may be considered in the future of project design and/or should be factored in the project exit strategy. The following elements under each project's output will be considered:
 - Identify lessons learned (including unsuccessful practices) in relation to the design, implementation, monitoring and management of the PIH, and any best practices which should be or have shown significant potential for replication, and inform the design of other projects.
 - Document potential areas for future interventions building on the achievement/lesson from the project.

III. Evaluation criteria and key guiding questions

The evaluation will ensure compliance with the key principles of UNDP Evaluation Policy and will be guided by the United Nations Development Evaluation Group's Norms and Standards for Evaluation and the Organization of the Economic Cooperation Development/Development Assistance Committee (OECD/DAC)'s Evaluation Criteria for Development Assistance. The review shall be independent, impartial, transparent, ethical, and credible based on data and evidence. The evaluation will be based on the following criteria with the following guiding questions which will be further reviewed/elaborated in the evaluation inception report.

- **Relevance/Coherence:** to assess the relevance of the PIH project's strategies, design, and implementation arrangements to the needs and priorities of Cambodia.
 - To what extent were the project's interventions in line with the national development priorities as stipulated in the National Strategic Development Plan 2019-2023?
 - To what extent is the project contributing to the theory of change for the country programme outputs and outcomes and relevant to the achievement of the SDGs in Cambodia?
 - To what extent were the methods, activities, and outputs aligned with the overall objectives and goals of the project?
 - To what extent is the PIH responsive to the changing development context in Cambodia and specifically to the development challenges arising from the COVID-19 Pandemic?
 - To what extent does the PIH address national development challenges, considering UNDP's comparative advantage and the roles of other key development players?
 - To what extent are the objectives, activities, and approaches of the project addressing gender equality, and leaving no one behind (LNOB) strategy?
- **Effectiveness:** to assess how effective was the PIH project in achieving the objectives (outputs and outcomes) using the project's result framework as a basis.
 - To what extent were the PIH project's governance structures, in particular the project executive board, effective in facilitating smooth implementation?
 - To what extent were the objectives achieved /are likely to be achieved by the end of the project?
 - To what extent have lessons learned from what works well and less well been used to improve and adjust project implementation?
 - What were the major factors influencing the achievement or non-achievement of the objectives?
 - To what extent has the project been effective in managing partnerships to enhance optimal results?

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- To what extent has the project's intervention forged new or strengthened partnerships among different stakeholders (government agencies, private sectors, development partners, civil societies, youth group, and other relevant practitioners, etc.)?
 - In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
 - To what extent have the project target groups been engaged in the project implementation?
 - To what extent have the project's interventions addressed gender equality issues in its implementations?
 - Based on Gender and LNOB principles – how gender and other vulnerable groups were catered for in the project and how did the project ensure that these groups were not side-lined/the pre-existing vulnerabilities were not exuberated by the project implementation?
 - How were the voices and opinions of the beneficiaries gathered and used during the course of the project?
- **Efficiency:** to the extent possible, the evaluation will compare the benefits of the PIH project with the budget to assess the overall efficiency of the project. The evaluation will provide practical recommendations regarding how to improve efficiencies.
 - To what extent was the project structure as outlined in the project document efficient in generating the expected results?
 - Have resources (funds, human resources, times, expertise, etc.) been allocated strategically to achieve outcomes?
 - To what extent have resources been used efficiently?
 - To what extent have PIH project's interventions fostered financial or technical leverage from other stakeholders (Government institutions, development partners, private sector, civil society)?
 - To what extent were resources dedicated to the most marginalized and vulnerable of the target group, the informal group in terms of gender, age, and social security?
 - To what extent were partnership modalities conducive to the delivery of the project's outputs?
 - To what extent has the project implementation strategy and execution and synergy with other projects been efficient and cost-effective?
 - **Sustainability:** The evaluation will assess how the project achievements contribute to sustainability by engaging appropriate Government, non-Government, and other relevant stakeholders.
 - To what extent has the PIH project contributed to promoting Government ownership and leadership on major policy issues?
 - To what extent do the mechanism and procedures exist to allow the primary project stakeholders to carry forward the project results?
 - To what extent do the project stakeholders support the project's long-term objectives?
 - What were the major factors which influenced or hampered the sustainability of results produced by the project?
 - Are there any risks that may jeopardize the sustainability of project's results?
 - To what extent did the project establish mechanisms to ensure the sustainability of the results achieved, both at the output and outcome levels?
 - To what extent do national partners have the institutional capacities and resources, including sustainability strategies, in place to sustain the outcome-level results?
 - To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?
 - To what extent will financial and economic resources be made available to sustain the benefits achieved by the project?

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- To what extent are the key messages from UNDP research and policy dialogues adopted and integrated into government policies?
 - How has the policy and advocacy work contributed to strengthening the long-term impacts of key development results?
 - To what extent does the change in institutional capacity and policies have the likelihood of promoting positive changes on the lives of women and other disadvantaged groups through the implementation of the policies and other legal framework?
 - To what extent are the lesson learning and best practices being documented by the project on a continual basis and shared with appropriate parties who could learn from the project?
- **Human Rights, Gender Equality and Leaving No One Behind**
 - To what extent have informal groups and other disadvantaged and marginalized groups were considered by and benefited from the project?
 - To what extent have gender equality and the empowerment of women been addressed in the design, implementation, monitoring, and communication?
 - Is the gender marker assigned to this project representative of reality?
 - Were disadvantaged and marginalized groups consulted and meaningfully involved in project planning, implementation, and monitoring?
 - To what extent the project adapted to the crisis like Covid-19 to address marginalization, inequalities, discrimination, and gender inequality?

IV. Methodology

The methodology should be participatory, inclusive, and gender responsive. Evaluation should use a combination of qualitative and quantitative evaluation methods and instruments. The methodology should include sampling methods for selecting stakeholders and methods for assessing results stated in the results frameworks.

The methods shall include:

- **Desk reviews:** At the beginning of the assignment, the consultant will need to review the key documents namely the project document, project progress reports, work plans, project quality assurance reports, key project outputs/ knowledge products, communication products, stories about the project, and relevant government policies.

A complete list of documents to be provided will be shared once the consultant is on board.

- **Data collection:** data collection will be done in the form of:
 - Interviews with the project teams physically or virtually, interviews with other UNDP key staff who engage in the projects and UNDP management, and interview with key informants from the government agencies, UN Agencies, development partners, CSOs, and private sector partners.
 - Interviews with the project board members and other strategic partners.
 - Key informant interviews/consultations with the target groups such as poor and vulnerable benefitting from social intervention, youths, MSMEs, informal sector workers and businesses, women, and others. Focus group may be organized, as necessary.
 - Site visits: physical visits to field project sites will be organized to three project target provinces namely Kampong Chhnang, Siem Reap, Rattanakiri.
- For the above interviews, the consultant will need to design a set of questions aimed for the specific interviewees'/ respondents' category.

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- For each of the target interviewees' categories, the consultant will need to propose the approach/tool, e.g., survey, semi-structured interview, focus group discussion, etc.
- Gender and human rights lens: All evaluation products need to address gender, disability, and human rights issues. Hence, the consultant will need to design the tool allowing the collection of the data to provide the evaluation from those lenses.
- The consultant is required to propose other approaches and multiple ways of engaging, including target groups disaggregated by gender, age categories, disability, urban and rural to ensure representation of different stakeholders.
- The consultant will share the inception report, the proposed approach/methodology to interpret the qualitative data, and/or the input information received from stakeholders as relevant.

Data Validation: Data and information collected from various sources and through various means will be triangulated to strengthen the validity of findings and conclusions. The consultant will highlight his/her approach to address this in the inception report.

All conclusions, judgments, and opinions must be qualified by evidence and not be based on opinions.

Once on board, the consultant will propose the methodology in close consultation with UNDP. The final methodological approach including interview schedule, field visits, and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed upon between UNDP and the evaluator.

Post-data collection debriefing: the consultant will have a debriefing with project key stakeholder on the preliminary finding after the completion of data collection. The meeting will also serve as an opportunity to identify areas requiring further analysis and any missing information and evidence before the consultant will enter a full synthesis and drafting phase.

V. Evaluation Products (Deliverables)

Inception Report (7-10 pages, excluding Annexes): The inception report should be produced following the desk review and based on preliminary discussions with UNDP. It should detail an understanding, to address the expectation as mentioned in the methodology section above, of what is being evaluated and why, showing how each evaluation question will be answered by way of proposed methods, sources of data, and data collection procedures. The inception report should include a proposed schedule of tasks, activities, and deliverables. The inception report must include detailed data collection tools and questions to be asked of the different stakeholders.

The updated Evaluation matrix should be included in the inception report. The evaluation matrix is a tool that evaluator creates as a map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection and analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated. Below is the sample of the evaluation matrix template.

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Relevant evaluation criteria	Key questions	Specific sub-questions	Data sources	Data collection methods/ tools	Indicators/ success standards	Methods for data analysis

Debrief of preliminary evaluation result: Immediately following the completion of fieldwork and data collection, the Consultant is expected to provide a preliminary debriefing and findings to UNDP and key stakeholders.

Draft evaluation report (maximum 45 pages) excluding annexes: The content of the report should consist of the following:

- List of Acronyms and Abbreviations (1 page)
- Executive Summary summarizing the key findings with rating scale, and recommendation (1-2 pages)
- Introduction (1 page)
- Evaluation Scope and Objective (1-2 pages)
- Evaluation Approach and Methods (1-2 pages)
- Data analysis, finding, and conclusion, including a table of progress against indicators (15-20 pages)
- The report will also reflect human/best practice narrative as per the evidence collected from the field visit.
- Recommendations and Lessons Learned (5 pages)
- The report should consist of good flow reflecting clear linkage from data analysis to each finding, its relevant conclusion, and recommendation.
- The recommendation should be focus, specific, and actionable.
- The lesson learnt should be elaborated based on the reflection from the project performance, coupled with the experience from the consultant. The lesson learnt should be able to serve the purpose to inform the current project and could be leveraged to inform other future project/programming.
- Annexes : Survey/ questionnaire questions and analyses, List of contacts, and Othe relevant information.

UNDP will coordinate with key stakeholders to review the draft evaluation report and provide comments to the evaluator within an agreed period (within two weeks after receiving the document), addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.

Final evaluation report audit trail. Comments and changes by the evaluator in response to the draft report should be kept in “track changes” by the evaluator to show how they have addressed comments in this Audit Trail Report.

Final Evaluation Report: The Consultant will revise the draft based on inputs provided and submit the final report within two weeks after receiving the comments. The evaluator is expected to develop a brief PowerPoint presentation and present the evaluation results (max two times) to UNDP, project board or relevant stakeholders as suggested by the project team.

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N	Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
1	Deliverable 1: Submission of the evaluation Inception report produced with detailed review methodology, including timelines.	5 working days	By 11 September 2023	UNDP Evaluation Manager (Head of RBM unit)
2	Deliverable 2: Completion of field work exercise, and provision of presentation of preliminary findings (Evaluation Debriefing) to key stakeholders	15 working days	By 20 October 2023	
3	Deliverable 3: Submission of a draft version of the evaluation report.	17 working days	By 15 November 2023	
4	Deliverable 4: Submission of satisfactory final evaluation report produced incorporating comments at the quality required in compliance with the required Evaluation Report Outline, PowerPoint of evaluation results, and attached with Audit Trail Report.	13 working days	By 8 December 2023	
Total estimated number of days:		50 working days		

**Multiple reiterations may be required of the reports until the report is considered approved.*

***Inception and final Report must meet IEO's Quality criteria.*

VI. Evaluation ethics

This Evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation.' The evaluator must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting of data.

The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the review process must also be solely used for the review and not for other uses with the express authorization of UNDP and partners.

The evaluator is responsible for ensuring the report is clearly written and factors in aspects of Gender and Leave No One Behind.

VII. Implementation arrangements

The evaluator will be working under the general guidance of the Resident Representative and overall coordination by the Evaluation Manager – whose function is performed by UNDP's Cambodia's Head of Result-Based Management (RBM) unit. The deliverables will be reviewed by the Evaluation Manager who will facilitate inputs from the Head of Policy Unit, the Policy team, and other UNDP colleagues (as the project implementation team), Assistant Resident Representative (ARR)-Programme and Programme Analyst (as the Programme Oversight), project's donor, project key national partners, and other relevant stakeholders. Inputs will be consolidated by the Evaluation Manager before sharing them back with the evaluator. The deliverables are to be cleared by the Evaluation Manager to ensure evaluation objectives are met, reports are at acceptable quality standards, and relevant stakeholders are duly consulted.

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Payment release will be approved upon confirmation of the deliverables by the Evaluation Manager.

UNDP Cambodia reserves the right to maintain regular communication with the consultant and to engage/visit/monitor the implementing activities where needed. Project team will work closely with the evaluator to facilitate the process (if needed), including providing relevant documents related to the PIH project for desk review, identifying stakeholders and sources of information, and assisting to resolve any issues arising during the assignment period to the extent possible.

Duty Station: the duty station for this assignment is home-based with one time travel to Cambodia for the period of two weeks, expectedly in September 2023. The evaluator is expected to virtually and/or physically collect data and conduct interviews with key informants as relevant during his/her presence in Cambodia. The field visit will cover key informant interview in Phnom Penh and selected provinces. Once the consultant is on board, the field mission plan will be discussed and agreed between UNDP team and the consultant. The daily stipend and transportation of the consultant during his/her time in Cambodia will be organized by the consultant and should be factored in the proposed budget. In the event of travelling to the provinces, the transportation to the provinces will be arranged and related cost will be covered by the UNDP.

Duration of the Assignment: This final evaluation shall be conducted between 1 September 2023 and 30 December 2023. The consultant is expected to produce deliverables based on the timeframe set in section 6 of this terms of reference (expected outputs and deliverables).

VIII. Timeframe for the evaluation process

ACTIVITY	ESTIMATE D # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
Phase One: Desk review and inception report				
Kick off meeting with UNDP (organized by Evaluation Manager)		1 Sep 2023	Remote/zoom	Evaluation Manager
Meeting briefing with UNDP (project manager, programme analyst, and project staff as needed)	-	4 September 2023	Remote/zoom	Evaluation Manager, and Project team
Sharing of the relevant documentation with the consultant	-	1 September 2023	Email	Policy team
Briefing meeting with UNDP management team		5 September 2023	Remote/zoom	Evaluation Manager
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	5 days	11 September 2023	Home- based	Consultant
Submission of the inception report (15 pages maximum)	-	11 September 2023	Email	Consultant
Comments and approval of inception report	-	15 September 2023	UNDP	Evaluation manager - UNDP
Phase Two: Data-collection				
Consultations and meetings, in-depth interviews, and focus groups including online or in person surveys for feedback	15 days	2 October 2023	Meeting and traveling in Cambodia	UNDP to organize with local project partners,

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				project staff, service providers, beneficiaries.
Debriefing to UNDP and key stakeholders	-	20 October 2023	UNDP office	Consultant
Phase Three: Drafting and Finalization of the Evaluation report				
Preparation of draft evaluation report (45 pages maximum excluding annexes)	17 days		Home-based	Consultant
Draft report submission	-	15 November 2023		Consultant
Consolidated UNDP and stakeholder comments to the draft report	-	22 November 2023	UNDP	Evaluation manager and Policy team
Final Debriefing after receiving comments from UNDP (TBC)	-		Remote	Evaluation team and consultant
Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office and Power Point Presentation of key evaluation finding, and Audit Trail report	13 days	8 December 2023	Home- based	Consultant
Submission of the final evaluation report, Audit Trail Report, and power point presentation to UNDP country office (45 pages maximum excluding annexes)	-	8 December 2023	Home- based	Consultant
Estimated total days	50 days			

IX. Minimum Qualifications of the Individual Contractor

Education:	<ul style="list-style-type: none"> Master's degree in public policy, International Development, Social Science, Development Studies, or related field demonstrably relevant to the project scope.
Experience:	<ul style="list-style-type: none"> At least 10 years of relevant experience conducting evaluation, designing, and implementing development projects/programmes with UNDP or other international organizations. Solid experiences in evaluating UNDP or UN agencies' project/programme, especially for policy level multi-disciplinary programmes/ interventions spanning across socio-economic, environment and governance in Cambodia or Southeast Asia. Technical knowledge and experience in applying qualitative and quantitative evaluation methods, data collection, analysis, and evaluation report writing. Solid knowledge and experiences in applying human right-based approach and gender lens in the evaluation.
Competencies:	<ul style="list-style-type: none"> Excellent analytical, evaluation and writing skills, including the capacity to produce high quality and constructive reports assessed by two sample reports.

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	<ul style="list-style-type: none"> • Good facilitation and presentation skills. • Be client-oriented and open to feedback. • Excellent interpersonal, coordination, and planning skills. Sense of diplomacy and tact; and • Ability to conduct related activities and meetings using virtual tools or remote working arrangements; and • Computer literate (MS Office package).
Language Requirement:	<ul style="list-style-type: none"> • Excellent written and spoken English required Knowledge of Khmer would be an asset

X. Criteria for Evaluation of Level of Technical Compliance of Individual Contractor

Please find below, for transparency and information purposes, the general criteria which will be used in evaluating the acceptability and level of technical compliance of the candidates, as well as their corresponding weight.

Technical Evaluation Criteria	Obtainable Score
Master's degree in public policy, International Development, Social Science, Development Studies, or related field demonstrably relevant to the project scope.	Long-listing criteria (no score provided)
At least 10 years of relevant experience evaluating, designing, and implementing development projects/programmes with UNDP or other international organizations.	35
Solid experience in evaluating UNDP or UN agencies' project/programme, especially for policy-level multi-disciplinary programmes/ interventions spanning across socio-economic, environment, and governance in Cambodia or Southeast Asia.	35
Technical knowledge and experience in applying qualitative and quantitative evaluation methods, data collection, analysis, and evaluation report writing.	15
Solid knowledge and experience in applying a human right-based approach and gender lens in the evaluation.	15
Total obtainable score:	100

XI. Payment Milestones

The International Consultant will be paid on a lump sum basis under the following instalments.

N	Outputs/Deliveries	Payment Schedule	Payment Amount
1	Upon satisfactory completion of Inception report/work plan	2 nd week of September	20%
2	Upon submission of draft evaluation report.	4 th week of October	40%
3	Upon submission of final evaluation report	2 nd week of December	40%

Annexes to the ToR

- PIH Project Document

United Nations Development Programme

- Project info:

<https://www.undp.org/cambodia/projects/policy-and-innovation-hub-sustainable-development>

<https://open.undp.org/projects/00114485>

Annex 2 : list of respondents and mission agenda

Cambodia visit from 16.10-3.11.23

Nb	Date	Time	Institution		Name of the key person to meet	Title	Venue
			Type	Name			
1	17-oct	90	UNDP	UNDP	Ms. Nimnuon Ivek	Assistant Residence Representative -	UNDP office
					Ms. Lida So	Programme Analyst	
					Ms. Sovanna Chhi	Programme & Operations Associate	
2	17-oct	90	UNDP	UNDP	Mr. Ivan Gonzalez de Alba	Country Economist	UNDP office
					Mr. Theara Khoun	Policy Analyst - Social and Economics	
					Ms. Mao Meas	Prog. Analyst - Empowerment and Inclusion	
3	17-oct	55	RGC	Ministry of Economy and Finance	H.E. Tep Phiyorin	Under Secretary of State	Gov office
4	17-oct	60	RGC	National Social Protection Council	H.E. Theany Choeurng	Deputy Director SP Department	zoom meeting
5	18-oct	45	UNDP	UNDP	Ms. Amara Bou	Programme Analyst	UNDP office
6	18-oct	60	RGC	Ministry of Commerce	H.E. Samheng Bora	Secretary of State	Gov office
7	18-oct	30	UNDP	UNDP	Mr. Vuthy Va	Policy Specialist (Energy and Green	UNDP Office
8	18-oct	50	RGC	Ministry of Mine and Energy	H.E. Heng Kunleang	Director General Department of Energy	Gov office
9	18-oct	60	UNDP	UNDP	Mr. Paolo Dalla Stella	Environment Policy Specialist (Sustainable Financing and NRM)	UNDP office
10	19-oct	50	UNDP	UNDP	Ms. Mao Meas	Programme Analyst - Empowerment and Inclusion	UNDP office
11	19-oct	60	RGC	Ministry of Women Affairs	H.E. The Chhuhhak	Director General	Gov office
12	19-oct	55	RGC	Khmer Entreprise	Mr. Chea Sunsatya	Entrepreneurship Development Manager	Gov office
13	20-oct	40	UN agency	UNEP	Ms. Kamala Ernest	SEA circular project coordinator	zoom
14	20-oct	60	UNDP	UNDP	Ms. Alissar Chaker	Resident Representative	Alisar office
15	20-oct	50	CSO	Impact Hub Phnom Penh	Ms. Melanie Mozzard	Chief Executive Officer	
16	20-oct	50	RGC	Ministry of Planning	H.E. Theng Pagnathun	Director General	Gov office
17	20-oct	50	RGC	Ministry of Planning	H.E. Keo Ouly	Director	Gov office
Field work in Ratanakiri and Tbong Kmum provinces from 23 to 26 October 2023							
18	24-oct	50	NGO	ICCO NGO	Mr. Yek Pich	Project Manager	Krong Banlung
		90	FGD	Lo Ark commune	7 men 3 women IDPoor	communal staff and MoP provincial staff	Lo Ark
		20	FGD	Lo Ark commune	3 women	IDPoor beneficiaries	Lo Ark
		40	FGD	Lo Ark commune	5 men 2 women	Solar Energy intervencionn communal staff	Lo Ark

	25-oct	120	FGD	Samra Group Kam village	5 men 1 woman	solar energy intervention village beneficiari	Samra group
		90	FGD	Phi village, Sesan commune	4 men 1 woman	solar energy electrical committee member	Ratanakiri
	26-oct	70	FGD	Kandol chrum commune	2 men 1 woman	communal staff	Tbong Kmum
		25	FGD	Chheng Ang village	1 man 4 women IDPoor	IDPoor beneficiaries, Kandol Chrum	Tbong Kmum
19	27-oct	45	Embassy	Japan Embassy	Mr. Kuribayashi Takanori	First secretary	Japan Embassy
20	27-oct	50	Academic	Institute of Technology of Cambodia (ITC)	Dr.Sarin Chan	Head of Department	ITC office
21	27-oct	50	UN agency	ILO	Jie Yu Koh	Programme Manager	ILO office
22	30-oct	60	UN Agency	UNDP	Ms.Rany Pen	Head of Programme Unit	zoom
23	30-oct	60	RGC	Ministry of Land Management, Urban Planning and Construction (MLMUPC)	Dr. Vandeluxe Yan	Deputy Director General of General Department of Construction	Gov office
24	30-oct	60	RGC	Office of the Council of Ministers	H.E. Samheng Boros	Minister Attached to Prime Minister	Gov office
25	31-oct	50	CSO	HelpAge Cambodia	Mr. Tum Vira	Executive Director	Zoom
26	31-oct	105	RGC	Ministry of Social Affairs, Veterans and Youth Rehabilitation	H.E. Malyno Yeab	Director General	Gov office
				MOSAVYR	H.E. Kun Cheasin	Under Secretary of State	Gov office
27	31-oct	50	UN Agency	UNICEF	Ms. Erna Ribar	former chief of social policy (Retired)	Zoom
28	01-nov	55	RGC	Council for the Development of Cambodia (CDC/CRDB)	H.E. Rith Vuthy	Secretary General	Gov office
29		60	Donor	DFAT	Paul Jenkins	Regional and Global Programs Specialist	DFAT office
				DFAT	Sokunthea Nguon	Program Manager Develop Cooperation	
				DFAT	Sopheary Ly	Social Protection Specialist	
30		40	RGC	Naitonal Committee for Sub-national Democratic Development (NCDD)	H.E. Chhun Bunnara	Director of program management department	Gov office
31		50	CSO	Energy Lab	Mr. Natharoun Ngo	Executive Director	Zoom
32		50	RGC	Ministry of Environment	Mr. Sokhai Nop	Deputy Dir. Of Green Economy Department	Gov office
33	02-nov	60	RC	RC	Mr. Nimol Soth	Head of RCO office	UNDP office

34		50	RGC	Ministry of Public Work and Transportation	H.E. Kong Sophal	Deputy Director General	Gov office
35		55	RGC	Ministry of Environment	Ms. Ken Bopreang	Head of Biodiversity	Gov office
36		60	UNDP	UNDP	Ms. Moeko Saito Jensen	Environment Policy Spcialist	UNDP office
37	13-nov	60	CSO	Oxfam	Ms.Sophoean Phean	Naitonal Director	Zoom
38	14-nov	40	IFI	ADB	Joao Aleluia	Regional Clean Energy Specialist and Coordinator	Zoom

Annex 3: Bibliography – PIH project terminal evaluation

1. UNDP, Project document “Policy and Innovation Hub for Sustainable Development in Cambodia” (PIH), signed, 19 December 2018
2. UNDP, annual progress report 2019
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4. UNDP, annual progress report 2021
5. UNDP, annual progress report 2022
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7. Project Advisory Board (PAB) Meeting minutes, 13 July 2020
8. PAB meeting minutes 22 June 2021
9. PAB meeting minutes 27 July 2022
10. Back To Office Report (BTOR), UNDP, 2019 (17 field visits)
11. BTOR, UNDP, 2020 (7 visits)
12. BTOR, UNDP, 2021 (15 visits)
13. BTOR, UNDP, 2022 (7 visits)
14. BTOR, UNDP 2023 (3 visits)
15. Donor agreement climate promise, 22 June 2022
16. UN to UN transfer agreement with ILO, 6 April 2022
17. Amendment 1 UN to UN transfer agreement with ILO, 31 July 2023
18. RGC, donor agreement GS-NSPC to UNDP, 10 October 2022
19. UN to UN transfer agreement with UNEP, 15 August 2022
20. UNDP, list, policy knowledge products 2019-2021,
21. UNDP, list, policy knowledge products 2022
22. UNDP, PIH budget revision 1 to 8
23. UNDP, PIH Annual Workplan 2019 to 2023
24. UNDP, IEO, updated Evaluation Guidelines, 2021
25. UNDG, RBM handbook, harmonizing concepts and approaches for improved development results at country level, October 2011
26. UNDP Outcome level evaluation, a companion guide to the PME handbook of 2011
27. UNDP, revised Evaluation Policy, 5 July 2019, UN DP/2019/29
28. UNEG, norms and standards for Evaluation, 2017 revision
29. UNEG, Ethical guidelines for evaluation, March 2008
30. UNEG, Code of Conduct for Evaluation in the UN system, 2008
31. OECD-DAC, Better criteria for better evaluation, 2019
32. OECD-DAC, glossary of Key Terms in evaluation and results-based management, 2002
33. M. Q. Patton, Utilization-focused evaluation, 3rd Edition, Sage publication, 1998
34. UNDP, ICPE report, July 2023
35. UNDP, table of spin-off projects from PIH, pipeline generated, 5 January 2024
36. UNDP, organisation chart, ppt slide, undated
37. RCG, Pentagonal Strategy Phase I, August 2023

Policy and Innovation Hub for Sustainable Development

Annex 4 - Results Framework – updated November 2023

UNDP Strategic Plan Output Alignment:

- 1.1.1 Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement and other international agreements in development plans and budgets, and to analyze progress towards the SDGs [...]
- 1.2.2 Enabling Environment strengthened to expand public and private financing for the achievement of the SDGs
- 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains
- 1.5.1 Solutions adopted to achieve universal access to clean, affordable and sustainable energy¹

UNDAF/ CPD Outcome Alignment:

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.

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

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

CPD Output Alignment:

- Output 1.1:** Extreme poor, disadvantaged populations, including PLHIV and people with disabilities (PwDs), have access to improved RGC social protection.
- Output 1.2:** Government fosters productivity alongside inclusive/ sustainable growth.
- Output 2.3:** Rules and regulations formulated and adopted for forest/natural resource management and market solutions developed for conservation and renewable energy.
- Output 3.1:** Government builds an evidence-based monitoring, evaluation and reporting system supportive of delivering the Goals.

CPD Output Indicator(s) Alignment:

- 1.1.1 Number of people participating in social protection programmes supported by UNDP.
- 1.2.1: Number of adopted relevant RGC policies, plans and strategies supported by UNDP
- 2.3.1: Number of rules and regulations developed and adopted for forest/natural resource management
- 2.3.2: Number of market solutions for conservation and renewable energy in place
- 2.3.3: Number of households benefitting from clean, affordable and sustainable energy access (Strategic Plan indicator 1.5.1)
- 3.1.1: CSDGs adopted and voluntary national report (VNR) submitted.

Output Indicators	Baseline	2019	2020	2021	2022	2023 (as of November)	Target	Final result (as of November 2023)

¹ Includes renewable energy as well as clean fuels and technology

<p>SP output indicator 1.1.1.1: Country has development plans and budgets that integrate international agreements across the whole-of-government (a. 2030 Agenda for Sustainable Development)</p>	No	Yes National Strategic Devt Plan (NSDP) 2019-23 endorsed by government with technical support from UNDP	Yes	Yes	<p>Yes Mid-Term Review of NSDP 2019-2023 completed with UNDP TA.</p> <p>Technical assistance in the design and pilot of SDG budget tagging methodology.</p>	<p>Yes 2023 Voluntary National Review prepared with UNDP TA.</p> <p>SDG budget tagging methodology finalized and ready for official adoption.</p> <p>TA support on the preparation of the NSDP 2024-28 to ensure the integration of SDG framework (on-going)</p> <p>TA on gender responsive budget guideline (on-going)</p>	Yes	Yes
<p>SP output indicator 1.2.2.1: Country has an enabling environment in place leveraging additional resources from public and private sources² for the SDGs (a. policy, legal and regulatory framework; b. institutional mechanism)</p>	No	No	No	No	<p>Yes SDG Investor Map was launched in 2022 as market intelligence to guide SDG-aligned investment in Cambodia. The RGC rolled out the first bond issuance in local currency with UNDP Technical Assistance.</p>	<p>Yes Blended financing facility for energy efficiency in design stage with technical support from UNDP. The facility expects to catalyze financing to promote energy efficiency projects.</p> <p>Technical support to the development of Policy Framework on Government Securities</p> <p>Green Bond feasibility study</p>	Yes	Yes

² Includes alternative modes of financing such as Islamic finance, social impact investing, and socially responsible investments.

						TA on the National Financing Strategy (in-progress)		
SP output Indicator 1.4.1.2: Natural resources that are managed under a sustainable use, conservation, access and benefit-sharing regime (d. areas under sustainable forest management)	0	10 ha	N/A	Refer to PIH project output indicator 2.2	N/A	N/A (not supported in 2023)	Not defined in Prodoc	10 ha
SP output indicator 1.5.1.1: Number of households benefitting from clean, affordable and sustainable energy access: (total, women headed, in rural areas)	0	0	140	225 (19 women-headed)	405 (15 women-headed)	230 households (14 women headed households) (+additional 660 households – grid under construction)	250 (50 are women headed households)	1000 (48 women headed households)
OUTPUT 1: Government policies and innovative measures/initiatives formulated in support of sustainable and inclusive development (Prosperity)								
Output indicator 1.1: Number of knowledge products/ events for policymakers (per year) to promote/enable adoption of industry 4.0 technologies, development of a digital economy and other productivity/competitiveness improvements (eg. Via BRI and ASEAN etc.) – referencing also the impacts on disadvantaged groups and women	1 (I4.0 policy workshop)	2 BRI dialogues & 2 I4.0 events organized	0	4 A gender wage gap study An updated development finance assessment An Industry 4.0 industry-level readiness survey A high-level panel discussion on	4 High level policy dialogue on Inclusive Development Model in Cambodia: Poverty Reduction, Social Protection and Resilience Policy brief on the economic and social impacts of COVID-19 and the war in Ukraine on Cambodia. 9 th National Bank of Cambodia Annual	1 Integrated formalization strategy to guide the common country strategy on formalization (completed) High level policy dialogue on formalization (planned) Assessment on the impact of LDC graduation (in progress)	At least 4	14

				Cambodia's COVID-19 response	Macroeconomic Conference. System of Environmental Economic Accounting (SEEA) for Cambodia Roadmap consultation workshop and training held (to be launched in 2023).	Evaluation on the impact of government cash transfer programme (in progress) Assessment on the impact of de-dollarization in the garment sector (in progress) 10 th Macroeconomic Conference on green economy (planned) National Strategy on the Development of Informal Economy 2023-2028 endorsed by the government with UNDP TA support		
Output indicator 1.2: Undertake pilot activities (mechanisms, surveys, tech. centers etc.) to enable take-up of know-how, test and implement transfer of Industry 4.0 technologies and build digital economy. ³	Rating 0 (Helped set-up of IR4 Group)	1- Moderate (2 I4.0 centers of excellence set up: ITC and NUM)	1 – Moderate extent (some mechanisms in place - 2/5 activities) (I4.0 Readiness (I4R) Survey, and Pilot I4R support facility)	1- Moderate extent (digital economy faculty launched at NUM and industry-level readiness survey)	1 -Moderate extent	1 -Moderate extent	Rating 2	1 -Moderate extent

³ Measured on three-point scale:

0 = Low extent: work initiated (1/5 activities)

1 = Moderate extent: some mechanisms in place (2/5 activities)

2 = Great extent: most mechanisms in place & lessons generated (4/5 activities)

<p>Output indicator 1.3: Deliver large-scale SP graduation programme pilot, as part of wider support to the National Social Protection Policy Framework (SPPF).⁴</p> <p>(Delivered jointly with Graduation Based Social Protection Project)</p>	0 = low extent: work initiate (1/3)	1= Moderate extent	1= Moderate extent (Pilot began)	1 - Moderate extent (Pilot rolled out)	<p>2 – Great extent</p> <p>A pilot and two impact evaluations of graduation-based social protection at household and macro-levels completed including lessons learnt.</p>	<p>2 – Great extent</p> <p>GBSP included as a priority in the Government’s Pentagonal Strategy Phase 1 for scaling up as a government SP programme.</p>	Rating 2	2 – Great extent
<p>OUTPUT 2: Government policies and initiatives formulated in support of preservation of the national environmental endowment, and combating climate change (Planet)</p>								
<p>Output indicator 2.1: Number of knowledge products for policy makers to adopt effective strategies for climate change, NRM and green growth (such as waste management, renewable energy, energy efficiency and sustainable transport)</p>	0	2	3	5 1. To support policymakers in their adoption of strategies for renewable energy, an Economic Appraisal of the Potential of Solar PV Energy in Cambodia was completed (launch is pending).	6 Four draft policy briefs related to Extended Producer Responsibility (EPR) in plastic management: 1. Extended Producer Responsibility (EPR) 2. Plastic recycling 3. Integrating a rights-based approach for plastic management 4. Brief on United Nations	2 An assessment of carbon market potential of Cambodia’s NDC was carried out to inform the senior management of the MoE on how to strategically access carbon markets without compromising achievement of the NDC. Energy Balance and GHG Inventory for Energy Sector (completed)	6	18

4 Measured on a completion scale:
0 = Low extent: work initiated (1/3 phases)
1 = Moderate Extent: work progressed (2/3 phases)
2 = Great extent: Testing completed (3/3 activities)

				<p>2. A report on business models for off-grid electrification was also completed to inform sustainable energy access that ensures no one is left behind.</p> <p>3. A readiness study on a self-sustaining revolving energy efficiency fund for Cambodia was finalized.</p> <p>4. An analysis and pathway to reduce GHG emissions until 2050 for the waste sector was completed to feed into Cambodia's zero-emissions strategy.</p> <p>5. Input to the 4th State of the</p>	<p>Environmental Assembly</p> <p>One study on quotas policy for rooftop solar PV promotion with MME to support issuance of a ministerial regulation that will enable more rooftop solar investments.</p> <p>One whitepaper on Energy Saving Companies (ESCOs) developed to identify different business models to scale up investments to implement National Energy Efficiency Policy (NEEP).</p>			
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				Environment Report.					
Output Indicator 2.2: Number of rules, regulations and standards developed and adopted for forest, natural resource management, and green growth recognizing leave no one left behind issues (gender, ethnicity etc.) (such as waste management, renewable energy, energy efficiency and sustainable transport) (jointly reported by the project, “FCPF”, “BESD” & “Combatting Marine Plastic Litter) (CPD output indicator 2.3.1)	3	0	0	<p>3</p> <p>1. A Circular Economy Strategy and Action Plan (in English and Khmer) was officially endorsed and launched in 2021.</p> <p>2. A Roadmap for Low-Carbon and Climate-Resilient Buildings and Construction in Cambodia, Vision to 2050 was also approved by MLMUPC. The publication will launch in early 2022.</p> <p>3. A Prakas (decision) with technical guidelines for small-scale municipal solid waste incineration was adopted by MOE.</p>	0	<p>2</p> <p><i>In Progress:</i> Draft sub-decree on plastic management developed and under review by the MoE.</p> <p>Policy matrix to promote bioplastics, plastic alternatives and recycling approved by the Prime Minister.</p> <p>Building Energy Design Guidelines drafted by MME (not yet integrated into the Building Technical Regulation).</p> <p>Roadmap for Low-Carbon and Climate-Resilient Buildings and Construction developed by MLMUPC.</p>	<p>Principles for Permitting the Use of Rooftop Solar Power (adopted)</p> <p>Roadmap for EV charging station infrastructure (approved)</p> <p>Energy Auditor and Energy Manager certification training programme designed and rolled out</p> <p>Roadmaps for operationalization of sustainable financing solutions for protected areas and biodiversity (REDD+, ecotourism, payments for ecosystem services) and strengthen revenue management (on-going)</p>	8	8

<p>Output indicator 2.3: Number of market solutions and/or innovative business models/technologies for conservation and green growth (such as renewable energy, energy efficiency, waste management and sustainable transport) in place (CPD 2.3) recognizing leave no one left behind issues (gender, ethnicity etc.) (jointly reported by the project, “BESD”, Combatting Marine Plastic Litter)</p>	0	1	1	<p>5</p> <p>1-3. Three clean energy start-up teams were supported through the PIH incubation programme with seed funding (Cricket House, Sunla, and GFC), and supported creation of 63 jobs (both direct and indirect), including 47 women impacted by the project.</p> <p>4. Four villages were electrified using solar mini-grids that include three DC mini-grids and one AC mini-grid.</p> <p>5. A Circular Economy private sector engagement platform was established to connect and share eco-friendly practices among businesses.</p>	<p>5</p> <p>Three businesses piloting the introduction of plastic alternatives (e.g., rice straws, banana packaging, refill services).</p> <p>Two inclusive circular economy (CE) business models piloting 1) mixing plastic into asphalt production, and 2) turning non-recyclable plastics into energy.</p>	<p>2</p> <p>Testing of blended financing through SDG Financing Facility to support green investments in Cambodia using energy efficiency & electric vehicles as entry points.</p> <p>2 indigenous communities in Ratanakiri province have been supported to obtain Investment Prakas (Investment and Operation) from the Ministry of Mines and Energy (MME) and legal license (Manufacture and Distribution) from Electricity Authority of Cambodia (EAC) to operate the solar mini-grids.</p>	3	14
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Output indicator 2.4: Extent to which a circular economy pilot is designed and implemented (municipality) 5 (jointly reported by the project, “BESD”, “Combatting Marine Plastic Litter”)	0 = low extent	0 = low extent	1 = moderate extent	1 = moderate extent	1 = moderate extent Four waste separation stations in Kep installed and in use with a local Dekas on waste management unit.	No work in 2023	Rating 2	1 = moderate extent Four waste separation stations in Kep installed and in use with a local Dekas on waste management unit.
Output indicator 2.5: Extent to which a circular economy pilot is designed and implemented (industry)6 (jointly reported by the project, “BESD”)	0 = low extent	0 = low extent	1 = moderate extent	1 = moderate extent	1 = moderate extent The draft prakas on Waste-to-Energy (industrial waste incineration guidelines) remains under consultation.	No work in 2023	Rating 2	1 = moderate extent The draft prakas on Waste-to-Energy (industrial waste incineration guidelines) remains under consultation.
Output indicator 2.6: Number of people reached for raising awareness on advantages of proper waste management practices and use of renewable energy and energy efficient technologies (jointly reported by the project, “BESD”)	0	Over 100	203,0239 (40% women)	410,800	1.2 million viewers of materials promoting the 4Rs (refuse, reduce, reuse and recycle) for plastic management.	No support on outreach activities in 2023	1500	1.6 million

5 Measured on a three-point scale:

0= Low extent: Work has not been initiated

1= Moderate extent: Initial business models proposed and consulted with stakeholders

2=Great extent: Business models tested for lessons generated

6 Measured on a three-point scale:

0= Low extent: Work has not been initiated

1= Moderate extent: Initial business models and investment plans proposed and consulted with stakeholders

2=Great extent: Business models endorsed and implemented

Output indicator 2.7: Number of air quality monitoring systems installed and functional (jointly reported by the project, “SUMAI”)	1	1	0	20 mobile sensors piloted	Activity completed in 2021	Activity completed in 2021	15	21
Output indicator 2.8: Number of economic and policy incentives proposed to promote usage of clean vehicles and fuel (jointly reported by the project, “CCCA” and “SUMAI”)	0	0	0	0	0	Blended financing through SDG Financing Facility to support green investments in Cambodia using energy efficiency & electric vehicles as entry points.	4	0
Output indicator 2.9: Number of households benefiting from clean, affordable and sustainable energy access, including energy efficient applications (SP indicator 1.5.1) recognizing leave no one left behind issues (gender, ethnicity etc.); (jointly reported by the project, “BESD”)	0	0	140	225 (19 women-headed)	405 (15 women-headed)	230 households (14 women headed households) (+additional 660 households – grid under construction)	250 (50 women headed households)	1000 (48 women headed households)
OUTPUT 3: Government policies and initiatives formulated to foster greater participation and accountability (Peace)								
Output indicator 3.1: Number of People Living with HIV and People with Disabilities having IDPoor card (CPD output indicator 1.1.1)		2,910 PLHIV households	2,554 PwDs (46% women) 2,542 PLHIV households (1,382 women-headed)	6,374 PwDs (3,152 women with disabilities) 7,783 PLHIV (4,148 women)	4,027 PwDs (1,921 women with disabilities) 2,049 PLHIV	To be provided	No target in prodoc	To be provided

Output indicator 3.2: Number of innovative governance initiatives designed	0	2	1	0	0	0	1	3
Output indicator 3.3: Ensure development and alignment of development plans and budgets with SDGs/SDG agenda across government (SP1.1.1), recognizing leave no one left behind issues (gender, ethnicity etc.) ⁷ (CPD output indicator)	0 (CSDG Framework adopted/ NSDP in draft)	1- moderate extent NSDP complete & Aligned to SDGs; VNR complete (2 acts.)	1- moderate extent Enable SDG alignment of BSPs (>25%)	1- moderate extent	2- great extent Enabled adoption of revised CSDG framework and development of roadmap for gender-responsive budgeting (Achieved) Revised CSDG framework adopted with updated targets and indicators. Development Cooperation and Partnerships Report provides analysis of development cooperation in Cambodia to monitor trends, prepare a set of policy recommendations and forecast future outlook. Supported Ministry of Women's Affairs to develop a roadmap for gender-responsive	2- great extent Voluntary National Report 2023 prepared with UNDP TA TA on gender responsive budget guideline Annual reporting of ODA supported	2- great extent	2- great extent

⁷ 1 existing & 6 illustrative activities/ milestones listed, but measured on a three-point scale:
0= Low extent: work initiated (2/6 activities)
1= Moderate extent: some models in place (3/6 activities)
2=Great extent: Most models in place & tested (5/6 activities)

					budgeting to be implemented in the 2023 fiscal year.			
Output indicator 3.4: Enable SDG data collection/ sharing mechanisms and SDG delivery outreach, with appropriate disaggregation (gender, geography).8 3.1.1: CSDGs adopted and voluntary national report (VNR) submitted)	0	CSDG App. in place & open to public	New data platform enabled & tested		A Mid-Term Review of the National Strategic Development Plan (NSDP) completed, and review and revision of CSDG indicators and targets.	2- Great extent Voluntary National Report 2023 prepared with UNDP TA	2- Great extent	2- Great extent
Output Indicator 3.5: Number of new innovations supported by the innovation hub	0	3	At least 2	1 Cambodia Futures Lab	Refer to output indicator 2.3	Refer to output indicator 2.3	10	15 (Ref 14 in 2.3)

GO4E-CAM

8 5 new illustrative activities listed, but success measured on a three-point scale:
0= No delivery
1= Moderate extent: some mechanisms proposed and operational (2/5 activities)
2=Great extent: Most mechanisms operationalized (4/5 activities)

Outcome	Percentage of Completion ⁹ (activities/ outputs/ outcomes)	Timeline (1. On Schedule; or 2. Behind Schedule ¹⁰)	Indicator/s	Results achieved in the current reporting period	Results achieved since the start of the project	Indicator target
eCommerce value chain strengthened through customized access to entrepreneurship skills		<i>On schedule (over achieved)</i>	Number of SMEs present in domestic/international e-marketplaces to connect with buyers/customers.	76/28 <i>(Incubation: 47/9; Innovation Challenge: 29/19)</i>	76/28 <i>(Incubation: 47/9; Innovation Challenge: 29/19)</i>	75/10
			E-commerce technologies and products introduced by SMEs	166	166	50
Output 1: 75 SMEs are incubated to be fully equipped with the skillset to sell internationally online						
Output 1.1: SMEs applied to program/ SMEs are incubated	180%/134%	<i>On schedule (over achieved)</i>	Number of SMEs applied to programme/ Number of SMEs are incubated	271/101	271/101	150/75
Output 1.2: SMEs registered their online business	134%	<i>On schedule (over achieved)</i>	Number of SMEs registered their online business	47 (Cohort 1=19; Cohort 2 = 28)	47 (Cohort 1=19; Cohort 2 = 28)	35
Output 1.3: New partnerships established in course of implementation	100%	<i>On schedule (target achieved)</i>	Number of new partnerships in course of implementation	6 1- Khmer Enterprise (KE) 2- Ministry of Industry, Science, Technology, and Innovation (MISTI) 3- Young Entrepreneurs Association of Cambodia (YEAC)	6 1- Khmer Enterprise (KE) 2- Ministry of Industry, Science, Technology, and Innovation (MISTI) 3- Young Entrepreneurs Association of Cambodia (YEAC) 4- Impact Hub Phnom Penh	6

⁹ For outputs, note the percentage of corresponding activities that have been completed. For example, if an output had four (4) activities, and three (3) have now been completed, the percentage would be 75%. If all the activities are ongoing, you may calculate the percentage based on the progress that has been made. For example, if there are two activities under an output and 40% of one activity and 20% of the other activity has been completed, then the percentage completion would be an average of 30%. You are also welcome to use weighted average in case activities have significantly different levels of budget allocation and contribution towards the output. Please make a note of the method of calculation you have used in the footnote.

¹⁰ Please indicate if the progress towards the outcome is in line with the projected work plan or is behind schedule.

				4- Impact Hub Phnom Penh 5- Mekong Strategic Partners 6- QED	5- Mekong Strategic Partners 6- QED	
Output 1.4: MSMEs business owners and employees trained	80.66%	<i>On schedule (behind target)</i>	Number of MSMEs business owners and employees trained	121	121	150
Output 1.5: Number of new jobs created in incubees' firm	153%	<i>On schedule (over achieved)</i>	Number of new jobs created in incubees' firm	306	306 (cohort 1=80; cohort 2= 226)	200
Output 2: 50 SMEs obtained funding to develop their digitization transition and introduce new technologies with a focus on readiness for export. Projects from women and provincial SMEs targeting exports of products or services will be encouraged and given special access.						
Output 2.1: 50 SMEs obtained funding to develop their digitalization	140%	On schedule (Over achieved target)	Number of funding agreements signed	70	70	50
Output 2.2: Number of projects successfully completed	136%	On schedule (Over achieved target)	Number of projects completed	68	68	80% = 40
Output 2.3: Woman-owned and provincial SMEs applying for funds	214% <i>(Average estimated)</i>	On schedule (Over achieved target)	Number of woman-owned and provincial SMEs applying for funds	66/54 <i>(Women-owed= 66; Provincial= 54)</i>	66/54 <i>(Women-owed= 66; Provincial= 54)</i>	25
Output 2.4: Woman-owned and provincial SMEs completing their projects	185% / 165% <i>(Average estimated)</i>	On schedule (Over achieved target)	Number of woman-owned and provincial SMEs completing their projects	37/33 <i>(Women-owed= 37; Provincial= 33)</i>	37/33 <i>(Women-owed= 37; Provincial= 33)</i>	20

COVID-19 RESPONSE & RECOVERY

Rapid Financing Facility

Output Indicators	Baseline	2019	2020	2021	2022	Final target	Final Result
UN SERF 2.5 Number of beneficiaries (households) of social protection schemes and services related to the COVID-19 pandemic, disaggregated by type of programme, territory (rural/urban), sex, age group and at- risk population	598,512	N/A	687,600	731,000	788,349 (Achieved) 688,349 households received support through the COVID-19 cash transfer programme (including more than 60,000 PwDs, 332,000 elderly and almost 2,000 PLHIV). 100,000 families received emergency cash transfer support during lockdown. (Delivered in collaboration with DFAT Resilience Facility)	700,000 households by 2021	731,000 (2021) 788,349 (2022) Accumulative :2.8 million (Note: this is the sum of all years; some households receives cash transfer for multiple years.

UN SERF 3.2 Number of private sector companies and formal and informal sector workers supported during and after the COVID-19 pandemic (cumulative) a. Micro, small, medium enterprises (MSMEs)/ % of businesses owned by women ¹¹ b. Informal sector workers/ % of female workers ¹²	a.0 b.0	N/A	a.200 (55%) b.450 (55%)	a. 1,189 (45.5% women) b. N/A Please see indicator 2.1 below.	a.1,619 MSMEs (overall gender disaggregation not available) (Achieved) b. N/A (Delivered in collaboration with DFAT Resilience Facility)	a.850 (55%) b.2,250 (55%)	a.1,619 MSMEs (overall gender disaggregation not available) (Achieved) b. N/A (Delivered in collaboration with DFAT Resilience Facility)
UN SERF 3.3 Whether the country is adopting fiscal, monetary and legislative stimulus packages for COVID-19 economic response and recovery that are: a) Climate and environmentally sensitive	0	N/A	0	1 There was a continuation of the stimulus package and cash transfer until September 2022.	1 Continuation of cash transfer programme until 2023 (Achieved) (Delivered in collaboration with DFAT Resilience Facility)	1	1 Continuation of cash transfer programme until 2023 (Achieved) (Delivered in collaboration with DFAT Resilience Facility)

¹¹ Number of MSMEs receiving direct support in onboarding on e-commerce platform

¹² Number of informal sector workers employed directly in the MSMEs supported and through e-commerce platform (delivery service)

1.1 Number of extreme poor/at-risk households receiving IDPoor card under revised ID Poor scoring methodology (total/ % of women-headed households)	0	N/A	0	N/A	500,000 / 30.8% As of January 2023, the new IDPoor methodology expanded coverage to 357,869 at-risk households living near the poverty line and vulnerable to rising inflation. Of those, 710,461 are women, and 154,069 households are women-headed. (Delivered in collaboration with DFAT Resilience Facility)	105,000 / 10%	500,000 / 30.8%
1.2 Systemic gender-sensitive complaint handling mechanism up and running (Yes/No)	No	N/A	No	No	Yes The application has been completed and was launched in October 2022. The system is able to keep track of gender disaggregation for complaints. (Delivered in collaboration with DFAT Resilience Facility)	Yes	Yes
1.3 Number of complaints received disaggregated by sex and percentage responded (total/ % of complaint made by women)	N/A	N/A	0	0	N/A (Not Achieved) The new system is launched but will require training for national and sub-national officials on the new digital complaint mechanism to be applicable.	700 / 30%	To be provided

2.1 Number of MSMEs (a) and product delivery workers (b) using e-commerce platforms (gender disaggregated)	a.0 b.0	N/A	a.200 (55%) b.50 (50%)	a. 1,189 (45.5% women) b. N/A (Partially Achieved)	a.1,619 MSMEs (overall gender disaggregation not available) b. N/A	a.850 (55%) b.550 (50%)	a.1,619 MSMEs (overall gender disaggregation not available) b. N/A
2.2 Male-Female ratio of business owners using e-commerce solutions	N/A	N/A	1	0.83	0.7 465 women-led MSMEs of 1,128 MSMEs that received training and incubation support to move businesses online. (Delivered in collaboration with DFAT Resilience Facility)	1.2	0.7
2.3 Number of e-commerce businesses supported that report having implemented at least one initiative to reduce plastic waste (cumulative)	0	N/A	0	0	344 vendors and merchants (46% women) took part in sustainable e-commerce training. After the training 77% of survey respondents reported that they have taken initiatives to use less plastic and 65% use more plastic alternative products.	200	344 vendors and merchants (46% women) took part in sustainable e-commerce training. After the training 77% of survey respondents reported that they have taken initiatives to use less plastic and 65% use more plastic alternative products.
2.4 Number of technology options to support sustainable packaging (a) tested and (b) adopted	a.0 b.0	N/A	a.0 b.0	a.0 b.0	a. 2 (rice straw and banana stem packaging) b. 1 (rice straw by TK&D)	a. 3 b. 1	a. 2 (rice straw and banana stem packaging) b. 1 (rice straw by TK&D)

2.5 Percent of delivery orders with reduced plastic consumption (cumulative)	5%	N/A	10%	N/A	As in 2.5, 77% of businesses that went through trainings supported by UNDP reported to have implemented initiatives to use less plastic.	35%	As in 2.5, 77% of businesses that went through trainings supported by UNDP reported to have implemented initiatives to use less plastic.
2.6. Number of data and evidence-based policy options recommended to the Government	2	N/A	2	1	3 A second policy brief on the COVID-19 social and economic impact assessment was completed and launched, helping to inform social protection and inclusive stimulus programming.	4	3
3.1 Gender sensitive action plan, policies and roadmap for greening energy sector development in Cambodia is drafted (Yes/No)	No	N/A	No	Yes	Yes Draft Quotas policy for rooftop solar promotion. Roadmap for Low-Carbon and Climate-Resilient Buildings and Construction in Cambodia - Vision 2050. Comments to National Energy Efficiency Policy, which was approved in 2022.	Yes	Yes

3.2 Energy unit is officially established at the Ministry of Economy and Finance with a mandate to promote sustainable and equitable energy access policy (Yes/No)	No	N/A	No	No	Yes Energy Unit is now established as a part of a New Economy Department under the General Department of Policy through a sub-decree approved in February 2022.	Yes	Yes
3.3 Renewable Energy Atlas for Cambodia is developed (Yes/No) **NOTE: MME requested UNDP not to proceed with RE Atlas. At the request of MEF, this has been changed to a study on the Readiness of a Self-Sustaining Energy Efficiency Revolving Fund in Cambodia	No	N/A	No	No	Yes Study on the Readiness of a Self-Sustaining Energy Efficiency Revolving Fund in Cambodia and its Operational Mechanisms completed.	Yes	Yes
3.4 a. Number of off-grid households with access to electricity from hybrid power systems (cumulative) b. Number of pico-hydro sites supported following gender sensitive selection criteria c. Amount of energy generated from clean energy sources, measured as kWh of energy per year	0	N/A	0	a.225 b.5 sites under development (4 for solar mini-grids and 1 for pico-hydro) c. Mini-grid in Steung Chrow (Okra system) generated 20,423.11 kWh from January to November 2021	a. 180 (total population: 1,688; 852 women) b. 3 solar mini-grids serving 5 villages c. 51.5 kW (Note: Install capacity (kW) of mini-grids is captured instead as it is difficult to obtain the kWh information.)	a. 60 b. 4 c. 60,000	A. 405 b. 7

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		2019 Results	2020 Results	2021 Results	Final Target	FINAL Result
			Value	Year					
	<u>Rapid Response Facility</u>								
	1.1: An emergency social protection framework enabled	UNDP, MoP	<i>No</i>	<i>2020</i>	<i>N/A</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>
	1.2: Rollout of a payment system capable of fast disbursement of cash transfers to several hundred thousand poor households	UNDP, MoP, MoEF	<i>No</i>	<i>2020</i>	<i>N/A</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>
	UN SERF Indicator 2.5. Number of beneficiaries of social protection schemes and services related to the COVID-19 pandemic, disaggregated by type of programme, territory (rural/urban)		<i>0</i>	<i>2020</i>	<i>N/A</i>	<i>674,146 HHs</i>		<i>600,000 HHs</i>	<i>674,146 HHs</i>
	<u>TRAC2 2020 COVID-19 Response</u>								

	<p>1.1: Comprehensive modelling of the socioeconomic impact of COVID-19 enables an effective policy response, and analytical capacity is transferred to MEF (CDC JMI 1.7)</p> <p>UNSERF Indicator 4.1. Whether the country undertook socio-economic impact assessments in response to the COVID-19 crisis, with a focus on vulnerable groups, directed at-risk populations: a) Macro-meso economic needs assessment</p>	UNDP, MoEF	No (No impact assessment to enable policy response)	2020	N/A	Yes (Comprehensive assessment of socioeconomic impact of COVID in place and enables an effective policy response)	Yes Updated policy brief on the 2021 COVID-19 Economic and Social Impact Assessment in Cambodia was launched after new modelling undertaken	Yes	Yes
	<p>UNSERF Indicator 4.1. Whether the country undertook socio-economic impact assessments in response to the COVID-19 crisis, with a focus on vulnerable groups, directed at-risk populations: c) Multi-sectoral and sectoral needs assessment f) Gender sensitive impact assessments</p>	UNDP	No	2020	N/A	Yes- Panel survey on Covid-19 impact on MSMEs and Informal Sector workers	Yes Three rounds of Covid-19 cash transfer programme evaluation completed. Final report is to be published with GS-NSPC in early 2022	Yes	Yes

	<p>1.2: The Government's stimulus response approved and with allocated resources of at least 2% of the GDP with a clear focus on the most affected and vulnerable groups (measured as % of stimulus)</p> <p>UN SERF Indicator 4.2. Whether the country is implementing policies informed by socio-economic impact assessment, directed at-risk populations</p> <p>d) Social protection policy</p>	UNDP, MoEF	No	2020	N/A	Yes	Yes	Yes	Yes
							<p><i>The estimated 2021 stimulus package totalled 5.1% of USD 28.3 billion towards the health, economic and social sectors, including cash transfers to the poor and vulnerable and SME financing</i></p>		

	<p>1.3: a. Number of COVID-19 socioeconomic-impact interventions fully developed (specifically including facilitation of SP cash transfers) with RGC</p> <p>b. Donor resources secured to roll-out interventions (Yes/No)</p>	UNDP, MoEF	<p>a. 0</p> <p>b. No</p>	2020	N/A	<p>a. 3</p> <p>b. Yes</p>	<p>a. 3</p> <p>b. yes (DFAT resilience fund, rapid financing facility)</p> <p>Assessment of impacts of Covid-19 lockdown and curfew; The targeting mechanism of the post-lockdown cash transfer programme for near-poor households was designed with MoP, GIZ and World Bank - about 50,000 households received the support; Three rounds of Covid-19 cash transfer programme evaluation completed</p>	<p>a.2</p> <p>b. yes</p>	<p>a.3</p> <p>b. Yes</p>
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							<i>with the final report to be published with GS-NSPC in early 2022</i>		
	<p>2.1: Extent to which priority measures to reduce plastic waste and enable an inclusive circular economy are in place, as measured by:</p> <ul style="list-style-type: none"> a. Number of people reached by awareness raising on plastic waste problems and solutions b. Number of private sector leaders identified for circular economy innovation c. Strategies to address needs and provide a safety net for the informal waste sector (Yes/No) d. A full project proposal on plastic waste is developed (Yes/No) 	UNDP	<p>a. 0 b. 0 c. 0 d. No</p>	2020	N/A	<p>a. 0 b. 46 c. 1 d. Yes</p>	N/A	<p>a. At least 1 million b. at least 3 c. 1 d. Yes</p>	<p>a. 0 b. 46 c. 1 d. Yes</p> <p>(a. fund was allocated for one year implementation which set the foundation for awareness raising. Result is tracked under PIH output 2.6 for subsequent years)</p>
	2.2: Number of informal waste collectors receiving emergency support (male/female)	UNDP	0	2020	N/A	600 (79% women)	N/A	Target not defined.	600 (79% women)

	<p>2.3: Extent to which an enabling environment is established for energy efficiency and renewable energy, as measured by:</p> <ul style="list-style-type: none"> a. Building codes in place that incorporate energy efficiency in commercial and residential sectors (Yes/No) b. Mechanism for grid integration of rooftop solar and tariff structure in place (Yes/No) c. Ministry of Economy and Finance has a functioning energy unit to support decisions on improving share of renewables in overall energy mix (Yes/No) 	UNDP, MoEF	<ul style="list-style-type: none"> a. No b. No c. No 	2020	N/A	<ul style="list-style-type: none"> a. Yes b. Yes c. Yes 	<ul style="list-style-type: none"> a. Finalized building Energy Efficiency code with the Ministry of Mines and Energy (MME) b. Finalized Rooftop solar PV guidelines with MME c. Finalized mandate of the MEF's Energy Unit, which will be part of a new department under the General Department Policy through a sub-decree 	<ul style="list-style-type: none"> a. Yes b. Yes c. Yes 	<ul style="list-style-type: none"> a. Yes b. Yes c. Yes
	<p>3.1: Number of solution focused contents / reach in Khmer language broadcasted on radio, TV, social media on solidarity, stigma, discrimination and mental health during Covid-19 pandemic</p>	UNDP	0	2020	N/A	150/ 1 million people reached	N/A	150 / Audience not defined	150/ 1 million people reached

	3.2: Number of resilient media alternatives created by building capacity of media entrepreneurs and professionals in Cambodia.	UNDP	37 media startups 5 innovative media outlets	2020	N/A	8 new partnerships with media companies, entrepreneurs and/or civil society groups	N/A	5	8 new partnerships with media companies, entrepreneurs and/or civil society groups
	<u>TRAC2 2020 COVID-19 Response E-commerce</u>								
			<i>Baseline</i>	<i>Year</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>Final target</i>	<i>Final Result</i>
	1.1 a. Number of traders onboarded and listed on online marketplace for e-commerce to support demand-supply matching for local markets b. Number of platform transactions generated by new sellers/providers per month UN SERF Indicator 3.2. Number of private sector companies and formal and informal sector workers supported during and after the COVID-19 pandemic a) Micro, small, medium enterprises (MSMEs)	UNDP	a. 0 b. 0	2020	N/A	a. 100 onboarded; 200 listed b. 0	a. 1,189 (45.5% women) vendors b. N/A	a. 100 on boarded; 200 listed b. 1000/month	a. 1,189 (45.5% women) vendors b. N/A

	<p>1.2: Number of transport and hospitality workers redeployed/engaged in the marketplace</p> <p>UN SERF Indicator 3.2. Number of private sector companies and formal and informal sector workers supported during and after the COVID-19 pandemic</p> <p>c) Formal sector workers</p>	UNDP	0	2020	N/A	0	73 workers of 887 job applications applied for jobs through national online career matching and were employed	300 (150 in transport sector/ 150 in hospitality sectors)	73 workers of 887 job applications applied for jobs through national online career matching and were employed
	<p>1.3: Number of farmers registered and using online platform to enhance their production/supply</p>	UNDP	0	2020	N/A	1200 (49% women)	1,677 (46% women)	1,000	1,677 (46% women)



ETHICAL GUIDELINES FOR EVALUATION
PLEDGE OF ETHICAL CONDUCT IN EVALUATION



UNEG
 United Nations Evaluation Group

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.



INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible**.



ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.



RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access** to the evaluation process and products by all relevant stakeholders - whether powerless or powerful - with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).



BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm**. I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

Carri-Ann B. Jensen

5/09/2023

(Signature and Date)