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Draft country programme document for Cambodia (2024–2028)

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I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. Cambodia, with a population of 16.9 million, has delivered rapid economic growth averaging over seven per cent between 1998 and 2019. After initial economic regression, post-COVID recovery was consolidated in 2022 with real growth reaching 5.2 per cent¹ and a projected growth rate of 5.3 per cent in 2023.² Although Cambodia regressed to 2018-equivalent Human Development Index (HDI) levels in 2020 and 2021, the HDI increased by 57 per cent overall since 1990, placing it in the medium human development category.³ In the past seven and a half years, multidimensional poverty fell from 36.7 per cent to 16.6 per cent and number of people living in poverty dropped from 5.6 million to 2.8 million.⁴ Income inequality is high and large gender and rural-urban gaps persist. Despite a high rate of labour force participation, women face obstacles in accessing financing and are underrepresented in senior and high-salary jobs in many sectors.⁵ After achieving lower middle-income status in 2015, national development ambitions include graduation from the least developed country (LDC) category by 2027, achieving upper middle-income status by 2030, and high-income status by 2050.⁶

2. Despite impressive growth, the Cambodian economy is vulnerable to external shocks due to a narrow growth base, reliance on intensive labour with limited skills, inadequate infrastructure and logistics, and high degree of dollarization that undermines existing monetary policy. The decline in official development assistance (ODA) and loss of trade privileges after LDC graduation would exacerbate the situation. Moreover, the COVID-19 pandemic led to the loss of thousands of jobs and increased household debt,⁷ pushing 460,000 people into poverty and causing a contraction of gross domestic product (GDP) by 3.1 per cent.⁸ Women were particularly affected by job loss or resigning from positions to assume unpaid care work.⁹ Twenty-one per cent of household members above the age of five live with a mild to severe disability,¹⁰ and there is a poverty rate of 34 per cent in households where one person living with a disability resides.¹¹ The Royal Government increased investments in social protection to improve ways of identifying poor and vulnerable households, digitizing social assistance benefits, consolidating existing social assistance programmes, and improving social protection monitoring. The national COVID-19 response reached almost three million people.¹²

3. Cambodia adopted Sustainable Development Goal 18 on mine action as landmines and explosive remnants of war pose a serious challenge to development and human security. Considerable strides led to improvements in health outcomes, early childhood development, and education, particularly in rural areas. Youth under the age of 30 represent two-thirds of the population and face limited economic opportunities and restricted access to high paying jobs.¹³ Generally, this is due to high paying jobs requiring skills and secondary/tertiary/vocational education applicants do not have. Women, in particular, work in low-skilled and low-wage jobs.¹⁴

¹ Ministry of Economy and Finance, 2023. Macroeconomic policy framework and policy on public finance for the development of the draft law on financial management 2024.

² See <https://www.adb.org/news/adb-adjusts-2023-growth-forecast-cambodia-maintains-2024-outlook>.

³ See <https://www.weforum.org/agenda/2022/12/why-cambodia-is-investing-in-human-development-to-manage-uncertainty/>.

⁴ UNDP and Oxford Poverty and Human Development Initiative, Global Multidimensional Poverty Index 2023.

⁵ Association of Southeast Asian Nations (ASEAN) and United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), 2022. Female Labour Force Participation and the Care Economy in Asia and the Pacific, 2022.

⁶ Cambodia Vision 2050.

⁷ Bliss, F., 2022. Microfinance in Cambodia Development, Challenges and Recommendations. AVE Study 30, no. 2022.

⁸ See <https://www.worldbank.org/en/news/press-release/2022/12/21/new-financing-to-support-cambodia-s-economic-recovery-and-long-term-resilience>.

⁹ United Nations Cambodia, common country analysis (CCA) 2023.

¹⁰ Cambodia Demographic and Health Survey, 2021-2022, p. 372.

¹¹ *Ibid.*

¹² CCA, 2023.

¹³ General Population Census of the Kingdom of Cambodia, 2019.

¹⁴ *Ibid.*

4. Cambodia is highly vulnerable to the ‘triple planetary crisis’. Main drivers of ecosystem degradation and biodiversity loss include clearing forests for agriculture, large-scale infrastructure development and urbanization, and inconsistent land management planning and regulation. Other drivers include illegal logging and hunting for high-value wildlife species, plastics, solid and chemical waste, and pesticides pollution.¹⁵ The country is vulnerable to climate change and hydrometeorological events (e.g., floods, storms, typhoons, and droughts),¹⁶ such that annual average GDP growth may reduce by 10 per cent by 2050 if no additional adaptation measures are taken. Cambodia does not capitalize on using solar and wind resources.¹⁷ Women bear a greater burden due to high representation in the agricultural sector, limited access to resources, and highly unequal division of domestic-work responsibilities.¹⁸

5. Progress in governance reforms have taken place in public administration, financial management, and decentralization/de-concentration. While the government, as duty-bearer, has improved public service delivery, World Governance Indicators (WGI) show room for improvement in participation, transparency, and accountability.¹⁹ Decentralization and de-concentration reforms have started to produce results, however, more capacities and resources are needed to augment access and quality of public services at the subnational level. Although public financial management performance has improved on the revenue side, greater transparency and accountability on public budgeting and spending can accelerate reductions in poverty and inequality.²⁰ For rights-holders, the space for civil society organizations and independent media to engage and influence public affairs is limited. Cambodia has not been immune to societal polarization, which has affected public discourse regarding certain population groups and exacerbated pre-existing tensions linked to long-standing social norms, and political and historical grievances. Trust gaps between public and government institutions, in-group gaps amongst different societal communities and individuals, and national data gaps for tracking Sustainable Development Goals progress persist.²¹ Cambodia has ratified eight of nine core international human rights treaties and four optional protocols with implementation at various levels of progress. Addressing limitations on rule of law and justice are critical for enabling 2030 Agenda for Sustainable Development progress.²²

6. Cambodia is committed to digital transformation given its young population and 67.5 per cent Internet penetration rate,²³ but e-readiness is low and the digital divide for women and girls is high—a division that also exists between urban and rural residents.²⁴ Access to Internet content is regulated and there are concerns about further tightening on free expression and privacy online.²⁵

7. In the previous cycle, UNDP provided analytical and implementation support via the COVID-19 response that reached 2.8 million people, including 180,000 women-led households, 64,000 people living with disabilities and 2,000 people living with HIV/AIDS. UNDP contributed to mainstreaming disability inclusion in local planning and elaborating updated nationally determined contributions (NDC), the National Long-Term Strategy for Carbon Neutrality, the Environment and Natural Resources Code, National Reducing Emissions from Deforestation and forest Degradation (REDD+) Strategy and the National Circular Economy Strategy. It supported the sustainable management and protection of 170,000 hectares of forest and helped 148,000 people (46 per cent women) gain access to mine-free land. UNDP also contributed to the development of the Cambodia Integrated National Financing Framework,

¹⁵ *Ibid.*

¹⁶ See <https://composite-indicators.jrc.ec.europa.eu/explorer/explorer/indices/ND-GAIN-CI/notre-dame-global-adaptation-initiative-country-index>.

¹⁷ Royal Government of Cambodia (2020). Cambodia’s Updated Nationally Determined Contribution.

¹⁸ United Nations Cambodia, 2022. Gender Equality Deep-Dive for Cambodia: Common Country Analysis.

¹⁹ CCA, 2023.

²⁰ International Labour Organization (ILO), 2021. World Social Protection Report 2020-2022.

²¹ UNDP Cambodia, 2023. Futures Analysis.

²² Human Rights Committee Council Resolution 48/23 (A/HRC/RES/48/23) and concluding observations on the third periodic report of Cambodia during the third cycle of UPR (CCPR/C/KHM/CO/3).

²³ See 2023 Data Report at <https://datareportal.com/reports/digital-2023-cambodia>.

²⁴ UNDP Cambodia, 2020. Digital Literacy for Employability and Entrepreneurship among Cambodian Youth.

²⁵ See <https://opendevdevelopmentcambodia.net/tag/national-internet-gateway-nig/#!/story=post-159521>.

Development Finance Assessment, and Sustainable Development Goals Investors Map. Moreover, UNDP supported the implementation of the first Women Credit Guarantee Scheme, providing \$9.6 million in loans to women-owned businesses and the first bond in local currency. Achievements under the previous cycle validate the UNDP comparative advantage as a trusted and neutral partner and thought leader that connects partners to a repository of global knowledge. The organization is known for addressing development issues with a wide network of expertise, its ability to work in an evolving development landscape, and proclivity for establishing strong foundations to expand work in new programme cycles. In the recent independent country programme evaluation (ICPE), authors noted the unprecedented power of UNDP to build bridges between civil society and government. Suggested areas of improvement in the ICPE include expanding collaborative action with development partners specialized in gender equality to improve gender mainstreaming effectiveness, scale area-based approaches to programming at the sub-national level and maximizing opportunities for scaling initiatives.

8. The United Nations Sustainable Development Cooperation Framework (UNSDCF), 2024-2028, will support the achievement of national development objectives to attain high-income status as per the Cambodian Vision 2050 framework and Pentagonal Strategy Phase 1, 2024-2028. The UNSDCF emphasizes accelerating gains in human development, facilitating low-carbon and climate-resilient economic transformation, addressing the triple planetary crisis, and accelerating social transformation with effective and accountable institutions, civic space, digital governance, and gender equality.

9. UNDP contributions to the UNSDCF are supported by its transition from a project-based approach to systems transformation delivered through portfolios that take uncertainties and complexities into account to guide the shift from flexible to adaptive programming. This change supports the UNDP integrator role of identifying systemic links within and across UNSDCF outcomes and new opportunities for joint programming. UNDP will focus on UNSDCF human development and economic transformation outcomes to strengthen social protection, foster responsible business and entrepreneurship for trade, promote circular economy and development finance, and complement other United Nations organization work on health and economic diversification. Building on past contributions, UNDP will continue supporting the implementation of the national climate and environmental agenda. Its involvement in the UNSDCF social transformation outcome include institutional capacity development, civic engagement, gender empowerment, and digital transformation for service delivery at the sub-national level in ways that complement the normative role of other organizations.

II. Programme priorities and partnerships

10. The country programme is aligned with key national priorities and policies, particularly Vision 2050, Pentagonal Strategy Phase 1, 2024-2028, and the new UNSDCF. In designing the programme, the country office undertook a series of analytical exercises including futures analysis and strategic foresight in consultations with government counterparts, civil society, the private sector, United Nations organizations, youth representatives, and international development partners.

11. The human rights-based approach is embedded in the design of the new country programme and underpins its theory of change, which will be revisited throughout implementation. The overall intent is to leverage UNDP technical capabilities and convening power to steward domestic, regional, and global networks and resources, as well as advocate and broker knowledge for Cambodia's LDC graduation and Sustainable Development Goals acceleration. To achieve this, three transformational shifts were identified: The first shift is toward a more sustainable and green economic development model for accelerating growth, economic diversification, and human development. The second shift involves championing a just energy transition, climate action and nature-based solutions as the foundation for national wealth, well-being, and resilience to shocks. The third shift is strengthening institutions, civic space, and participation as enablers for inclusive growth and access to rights and equal opportunities for all while ensuring members of society can capitalize on the full potential of national digital transformation. All shifts require the transformational change of moving from

development funding to financing. UNDP will prioritize interventions where comparative advantages, opportunities and partnerships converge.

Shift 1: Economic diversification, inclusive growth, and human development (UNSDCF Outcomes 1 and 2)

12. The building blocks required to achieve concerted shifts include: (a) continued gains in human development and inclusion to expand opportunities for socioeconomic empowerment, particularly for those at risk of being left behind; (b) trade and economic diversification to prepare for LDC graduation and increase economic competitiveness and resilience; and (c) accelerating the changeover from funding to financing in anticipation of decreasing ODA and changes in trade preferences following graduation. This work will be guided by UNDP signature solutions on poverty and inequality, energy, and gender equality.

13. UNDP will contribute to removing structural barriers for socio-economic inclusion and empowerment of women and marginalized groups (e.g., youth, people living with disabilities, indigenous and other populations left behind), including supporting a care economy, expanding social protection coverage, strengthening health systems, accelerating mine clearance and releasing land for safe use, and supporting the future of work. Partners include the Cambodian Mine Action and Victims Assistance Authority (CMAA), Ministry of Health (MoH), Ministry of Labour and Vocational Training (MoLVT), Ministry of Planning (MoP), Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY) and the Ministry of Women Affairs (MoWA), alongside the Disability Action Council (DAC), National Social Protection Council (NSPC), ILO, United Nations Population Fund, United Nations Children’s Fund (UNICEF), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), World Health Organization (WHO), World Food Programme (WFP), World Bank, and other development partners.

14. Achieving progress on trade and economic diversification will lay the foundation for graduation from the LDC category. UNDP will support trade and economic diversification by expanding value chains and markets, fostering innovation, entrepreneurship, business and human rights standards, and strengthening the business environment and policy framework for green and circular economy, energy transition and digital economy. Efforts will be augmented by supporting private sector development in partnership with the Ministry of Commerce (MoC), Ministry of Industry, Science, Technology and Innovation (MISTI) and Khmer Enterprise, addressing gender norms and unpaid care work issues that are barriers to women’s equal participation. Partners will also create new job opportunities for youth.

15. To expand financing for development, UNDP and the Ministry of Economy and Finance (MEF), Ministry of Environment (MoE), National Bank of Cambodia (NBC), Asian Development Bank (ADB), European Union, United Nations Capital Development Fund (UNCDF), and World Bank will pursue alignment of public budgeting and expenditure for the Sustainable Development Goals and further diversification of financing and investments. Pursuits include innovative public and private financing, financial inclusion, and risk insurance—and developing a modern revenue system that prioritizes progressive and gender-sensitive taxation to leverage critical investments for human development priorities.

16. Risks associated with this shift include rising private and household debt, tightening of fiscal space, and economic slowdown due to internal and external factors that put many people at risk of falling into poverty. The UNDP mitigation strategy involves prioritizing social protection support and enhancing economic and environmental resilience.

Shift 2: Climate action and nature-based solutions for growth and human security (UNSDCF Outcome 3)

17. National vulnerability to the triple planetary crises is exacerbated by a growth model that is dependent on natural resources and fossil fuels. The building blocks needed to reduce vulnerabilities and foster sustainable development and human security include: (a) improving management of natural resources and systems; (b) advancing climate action (including energy transition) for a low-carbon resilient society; and (c) accelerating the adoption of a circular economy.

18. Guided by the UNDP signature solution on environment, UNDP will continue working with the Ministry of Environment for inclusive environmental governance reforms and policy coherence that focus on better quality of, and access to, data, as well as improving coordination and institutional capacities for sustainable natural resources management. UNDP will work with the government and private sector in pursuing new avenues for sustainable financing and non-tax revenue management, greening value chains, promoting impact standards, and raising public awareness on the value of ecosystem goods and services. Community-based management will be advocated, and nature-based solutions and sustainable livelihoods promoted for sustainability and fostering a sense of ownership.

19. UNDP and the United Nations Food and Agriculture Organization (FAO) will continue supporting the Ministry of Environment in advancing its gender-sensitive climate agenda. UNDP will prioritize action in the energy, forestry, waste, and health sectors to mainstream mitigation and adaptation through cross-government collaboration, strengthened institutional capacities (including sub-national levels), and improved data quality and transparency. UNDP will also assist national partners in adopting innovative solutions and technologies that increase engagement and livelihood opportunities for women, youth and indigenous communities. Access to renewable energy in off-grid, remote areas, electric mobility, and energy efficiency will be prioritized (signature solution on energy). Furthermore, UNDP will help develop systems in line with the United Nations Secretary-General's "Early Warning for All" initiative to increase human security and reduce vulnerabilities linked to climate risks (signature solution on resilience). Support will also be provided to expand national access to climate finance via carbon markets and measures to "de-risk" investments.

20. The adoption of a circular economy requires an enabling environment that encompasses inclusive and gender-responsive policies, regulations, knowledge and capabilities, sectoral mainstreaming, and networking. UNDP will collaborate with the private sector on promoting innovative solutions, green businesses, new markets, and access to sustainable financing. On the demand side, UNDP will promote consumer and citizen awareness on circularity and build capacities and skills for green and circular economy jobs.

21. An elevated vulnerability to climate change, increased loss of forest cover and destruction of ecosystems could jeopardize the ability of the government to enhance sustainability and resilience of its development model and prospects to access climate finance. In response, UNDP will prioritize green financing mechanisms for climate adaptation, accelerating work on data quality and transparency to track progress, and support resilience in targeted vulnerable communities. UNDP will work with the United Nations Environment Programme (UNEP) on sustainable value chains and World Bank on data.

Shift 3: Strong institutions, civic space, and people-centred digital governance for a peaceful and resilient society (UNSDCF Outcome 4)

22. Central to this shift is strengthening trust between society and public institutions (vertical) and across different social groups (horizontal) by: (a) strengthening institutions as duty bearers to be more effective, inclusive, accountable, and transparent; (b) creating spaces and agency for the participation of people as rights holders; and (c) supporting a people-centred digital governance for social transformation.

23. UNDP will continue working with the National Council for Sub-National Democratic Development (NCDD), Ministry of Interior (MoI) and other development partners on localizing the Sustainable Development Goals, promoting public service innovation, strengthening civil society organizations (CSOs), advocating for people's socioeconomic rights, access to justice and inclusive legal identity, particularly for women. Work will be linked to efforts for increasing the integrity of public services by improving accountability and transparency especially at sub-national levels (signature solution on governance). Given the high proportion of youth in Cambodia, UNDP will focus on youth and women's inclusion as investments for a more cohesive and resilient society. Other development international partners have ongoing initiatives in decentralization/deconcentration where UNDP will have a complementary role in localizing the Sustainable Development Goals for better service delivery.

24. To accelerate the uptake of digital transformation, financing, and innovation—entry points seen as strategic enablers and accelerators for all other shifts—UNDP will support e-government and related systems to improve inclusive and transparent service delivery. Doing so will aid in prioritizing the development of capacities needed to implement the national digital policy and address the digital divide for women and people living in rural areas. Working with the International Telecommunication Union (ITU), Office of the High Commissioner for the Human Rights (OHCHR), and United Nations Educational, Scientific and Cultural Organization (UNESCO), UNDP will advocate for digital standards and a people-centred, whole-of-society digital transformation.

25. Potential risks associated with the narrowing of civic space, stringent digital regulations, and post-2023 elections dynamics may delay reform efforts. UNDP will continue to advocate for an enabling environment conducive to greater civic engagement and supporting anticipatory and adaptive governance, including digital transformation and e-government, to strengthen the integrity and performance of governance processes.

III. Programme and risk management

26. In contrast to previous programme cycles, the new country programme is based on a systems-based approach to programming that is in line with the UNDP Strategic Plan, 2022-2025, and anchored in cross-cutting portfolios. The country programme will be supported by a comprehensive monitoring, evaluation, and learning framework, and adaptive programming approach to allow for timely programmatic adjustments (when needed) to ensure contributions to UNSDCF outcomes are met alongside nested UNDP country programme commitments.

27. UNDP will employ a range of programme instruments, including portfolio management, development services, engagement facility, initiation plans, and customary development projects. Continued cooperation with United Nations Volunteers (UNV) and pursuit of South-South and triangular cooperation will contribute to the exchange of knowledge, good practices, and technology amongst ASEAN countries.

28. Assumptions underpinning the country programme include investments made by the Government of Cambodia in people and its prudent approach to public debt management, fulfilment of stated commitments to governance and administrative reforms, NDC and carbon neutrality targets, and transformation to a digital society. Along with the specific risks identified for the country programme, other potential social and environmental risks and impacts will be regularly monitored as per UNDP Enterprise Risk Management Policy, Social and Environmental Standards, and corresponding accountability and grievance mechanisms. Horizon scanning will be used regularly to apply corrective measures to programme action, office structure, and resource and partnership mobilization.

29. The country programme will be governed by a Board co-chaired by the Council for the Development of Cambodia (CDC) government coordinating entity to review risks, programme results and progress toward UNSDCF and CPD outcomes. The monitoring, evaluation, and learning framework is a critical instrument for monitoring potential risks at regular intervals and as requested by the Board.

30. This country programme outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Managerial accountabilities at country, regional and headquarters levels are prescribed in UNDP programme and operations policies and procedures and internal control framework.

31. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable response to force majeure. Harmonized approach to cash transfers, will be used in a coordinated fashion with other United Nations agencies to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to projects concerned.

IV. Monitoring and evaluation

32. The new monitoring, evaluation, and learning framework will include: (a) accountability indicators to mark progress against the UNSDCF and country programme results and resources framework; (b) system level indicators to monitor overall system dynamics and risks beyond those associated directly but that have impact on UNDP interventions and programme hypotheses and assumptions; and (c) learning indicators to extract new information and insights on emerging trends that feed into the iterative programming approach. The UNDP learning and research agenda focuses on expanding the national knowledge base to graduate from LDC categorization, and in service of Sustainable Development Goals acceleration and overcoming behavioural barriers for inclusion. The Accelerator Lab plays a key role in implementing learning and research methods. As capacity development is a significant part of the country programme, monitoring, evaluation, and learning includes different means of tracking progress, using national data, United Nations and other reliable sources of data, big data and innovative system-level indicators. Future analysis and learning loops will be reviewed regularly to identify whether changes in programming direction or strategy are warranted and to inform exit strategies that maximize prospects for sustainability.

33. UNDP and United Nations partners will strengthen partnerships with the National Institute for Statistics, Ministry of Planning, and academic and research institutions to build national capacities for system-based analysis.

34. Evaluations will be commissioned according to a costed evaluation plan for projects and portfolios that is in line with UNDP Evaluation Guidelines. These are expected to generate strategic learning outcomes that can be leveraged to inform country programme evolution throughout the cycle. Evaluations will be designed to review UNDP interventions and their effectiveness and responsiveness to the broader system dynamic, including differential impacts of interventions on women and other specified groups, according to relevant intersectional themes. UNDP will ensure five per cent of the programme budget is used for monitoring, evaluation, and learning implementation (including capacity building) and use the corporate gender marker to ensure 15 per cent is geared toward advancing gender equality.

Annex - Results and resources framework for Cambodia (2024-2028)

| NATIONAL PRIORITY OR GOAL: Sustainable Development Goals 1, 2, 3, 4, 5, 10, 16, 17. | | | | |
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| COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #1: By 2028, people in Cambodia, especially those at risk of being left behind, are healthier and benefit from improved gender-responsive education and social protection. | | | | |
| RELATED STRATEGIC PLAN OUTCOME: Outcome 2 - No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development. | | | | |
| COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S) | DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES | INDICATIVE COUNTRY PROGRAMME OUTPUTS | MAJOR PARTNERS/ PARTNERSHIPS FRAMEWORKS | ESTIMATED COST BY OUTCOME (US\$) |
| <p>Indicator: Universal Health Coverage (UHC) service coverage index score</p> <p>Baseline (2023): 58 Target (2028): 70</p> <p>Indicator: Proportion of population covered by (nationally appropriate) social protection floors/systems (Goals 1.3.1): c) elderly persons; g) the poor and vulnerable. Baseline (2022): c) 9% g) 30% (17.88% of all people living with HIV)</p> <p>Target (2028): c) 48.8% g) 30% (30% people living with HIV)</p> <p>Indicator: Area of mine-contaminated land is cleared/released for safe access. Baseline (2023):287,654 ha</p> <p>Target (2028): 290,033 ha</p> | <p>WHO/World Bank global UHC Monitoring Database Every 2 years.</p> <p>United Nations estimates based on NSPC, National Social Security Fund and National Social Assistance Fund data. Annually</p> | <p>Output 1.1.: Resilient people-centred health systems supported.</p> <p>1.1.1.: Number of new or strengthened gender responsive policies, legislations and regulations or investment for resilient health care systems in place (Integrated results and resources framework (IRRF) 6.1.2). Baseline (2023): 7 Target (2028): 15 Source: MoH Frequency: Annually</p> <p>1.1.2.: Additional number of vulnerable people accessing health care. Baseline (2023): 0 Target (2028): 100,000 (people living with HIV/AIDS: 30,000 and 50% women, (people living with disabilities, 40,000 and 50% women, other 30,000 and 50%women). Source: MoH Frequency: Annually</p> | <p>Ministries of Health, Economy and Finance, Social Affairs, Veterans and Youth Rehabilitation, Planning, NSPC, DAC, CMAA, ILO, UNFPA, UNICEF, UN-Women, WHO, WFP, OHCHR, World Bank</p> | <p>Regular \$3,262,222</p> |
| | | <p>Output 1.2.: Inclusive social protection systems enhanced to increase the resilience of people.</p> <p>1.2.1.: Number of households accessing social assistance. Baseline (2023): 706,648 households (308,823 woman-headed households) Target (2028): 848,000 (424,000 woman-headed households) Source: MoP</p> | | <p>Other \$23,104,740</p> |

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| | <p>CMAA Annually</p> | <p>Frequency: Annually 1.2.2.: Number of new and revised policies, programmes, and tools to extend the coverage and comprehensiveness of national social protection system along the life cycle approach (IRRF 1.2.1). Baseline (2023): 8 Target (2028): 12 Source: MoP/Ministry of Social Affairs, Veterans and Youth Rehabilitation Frequency: Annually</p> <p>Output 1.3.: Increased human security underpinned by mine action which expands access to safe land, livelihood opportunities, and victim assistance.</p> <p>1.3.1.: Number of people benefitting from productive capacities and livelihood opportunities (IRRF 3.3.1). Baseline (2023): 1,158,427 Target (2028): 1,218,000 Source: CMAA Frequency: Annually</p> <p>1.3.2.: Number of victims of explosive ordnance benefiting from jobs and improved livelihood opportunities. Baseline (2023): 70 (25 women) Target (2028): 500 (250 women) Source: CMAA Frequency: Annually</p> | | |
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NATIONAL PRIORITY OR GOAL: Sustainable Development Goals 5, 7, 8, 9, 10, 11, 12, 13, 17.

COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #2: By 2028, people in Cambodia, especially those at risk of being left behind, benefit from and contribute to a productive, diversified, formalized and low carbon and climate adapted economy.

RELATED STRATEGIC PLAN OUTCOME: Outcome 2 - No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.

| COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S) | DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES | INDICATIVE COUNTRY PROGRAMME OUTPUTS | MAJOR PARTNERS/ PARTNERSHIPS FRAMEWORKS | ESTIMATED COST BY OUTCOME (US\$) |
|--|--|---|--|--|
| <p>Indicator: Proportion of informal employment in total employment, by sector and sex. Baseline (2019): 88.3% (87.6% women)</p> | <p>Labour Force Survey Annually</p> | <p>Output 2.1.: Businesses and young entrepreneurs are prepared and equipped for future markets and contribute to employment opportunities and economic diversification.</p> | <p>MEF, MoP, MoC, MISTI, National Bank of Cambodia, Young Entrepreneurs Association of Cambodia,</p> | <p>Regular \$594,226 Other \$4,208,614</p> |

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| <p>Target (2028): 70% (70% women)</p> <p>Indicator: Number of policy measures developed and implemented with United Nations support to facilitate the transition of informal enterprises and workers in informal employment to the formal economy, including women-owned informal businesses. Baseline (2022): 0 Target (2028): 3</p> <p>Indicator: Degree of alignment of national budgeting system with Sustainable Development Goals that enable tracking of budget allocation for the Sustainable Development Goals, including through gender-responsive budgeting, supported. By the United Nations. Baseline (2022): Moderate Target (2028): High</p> <p>Indicator: Data collection and analysis mechanisms / initiatives providing disaggregated data to monitor progress towards the Sustainable Development Goals and enhancing policy coherence for sustainable development, established/implemented with United Nations support. Baseline (2023): Moderate Target (2028): High</p> | <p>United Nations data Annually</p> <p>Sustainable Development Goals budget tagging report Annually</p> <p>United Nations data Annually</p> | <p>2.1.1.: Number of businesses adopting innovative business practices or technologies for resilience and access to market. Baseline (2023): 115 Target (2028): 300 (40% women-led business) Source: MoC/MISTI Frequency: Annually</p> <p>2.1.2.: Number of new and revised policies/interventions for promoting economic diversification with focus on women and marginalized groups. Baseline (2023): 7 Target (2028): 12 Source: MOC Frequency: Annually</p> <p>Output 2.2.: The shift from funding to financing supported in preparation of LDC graduation, and Sustainable Development Goals acceleration.</p> <p>2.2.1.: Amount of additional innovative (public and private) finance leveraged for the Sustainable Development Goals. (IRRF E.3.1) Baseline (2023): \$17.6 million (public); \$9.7 million (private) Target (2028): additional \$100 million (Public \$70 million, Private \$30 million) Source: MEF Frequency: Biennial</p> <p>2.2.2.: Number of policies, regulatory and institutional frameworks supported to align public/private finance with the Sustainable Development Goals. (IRRF E.3.2) Baseline (2022): 8 Target (2028): 12 Source: MEF/National Bank of Cambodia Frequency: Biennial</p> | <p>CDC, private sector, UNCDF, World Bank, ADB.</p> | |
| <p>NATIONAL PRIORITY OR GOAL: Sustainable Development Goals 1, 5, 7, 9, 10, 11, 12, 13, 14, 15, 16, 17.</p> | | | | |
| <p>COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #3: By 2028, people in Cambodia, especially those at risk of being left behind, benefit from a healthier, gender inclusive natural environment.</p> | | | | |

| RELATED STRATEGIC PLAN OUTCOME: Outcome 1: Structural transformation accelerated, particularly green, inclusive and digital transitions. | | | | |
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| COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S) | DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES | INDICATIVE COUNTRY PROGRAMME OUTPUTS | MAJOR PARTNERS/ PARTNERSHIPS FRAMEWORKS | ESTIMATED COST BY OUTCOME (US\$) |
| <p>Indicator: Environmental Performance Index. Baseline (2022): 30.10 (Rank: 154)²⁶ Target (2028): 31.55</p> <p>Indicator: Vulnerability Index. Baseline (2022): 16.6% of communes "highly vulnerable" 18.2% of communes "quite vulnerable" Target (2028) 16.2% of communes "highly vulnerable" 16.5% of communes "quite vulnerable"</p> <p>Indicator: Public expenditure for climate actions as % of GDP. Baseline (2021): 2.3% Target (2028): 2.8%</p> | <p>Yale University Annually</p> <p>MoE Annually</p> <p>MoE Climate Public Expenditure Reviews Annually</p> | <p>Output 3.1.: Natural resources are sustainably managed, protected and restored.</p> <p>3.1.1.: Number of hectares (ha) of terrestrial and water ecosystems under improved management practices. (IRRF indicator 4.1.2.) Baseline (2023): 160,000 Target (2028): 500,000 Data source: MoE Frequency: Annually</p> <p>3.1.2.: Number of gender-informed and inclusive regulatory, planning and policy instruments for sustainable natural resource management. Baseline (2023): 0 Target (2028): 10 Data source: MoE Frequency: Annually</p> <p>Output 3.2.: Circular economy promoted to reduce pollution and improve consumption behaviours and production practices.</p> <p>Indicator 3.2.1.: Tons of pollutants reduced or phased out. (IRRF indicator 4.1.2.F) Baseline (2023): 0 Target (2028): 477,619 Metric Tons Source: MoE, Evaluations Frequency: Annually</p> <p>3.2.2.: Number of regulatory, planning and policy instruments to promote circular economy with gender and inclusion considerations as per Multilateral Environmental Agreements (MEAs). Baseline (2023): 2 Target (2028): 6</p> | <p>Ministry of Agriculture, Forestry and Fisheries, MoE, MEF, MoI, MoP, Ministry of Mines and Energy (MME), Ministry of Water Resources and Meteorology, MoH, NSPC, CDC, private sector, FAO, UNEP, and international NGOs.</p> | <p>Regular: \$7,274,505 Other: \$51,521,801</p> |

²⁶ See <https://epi.yale.edu/epi-results/2022/country/khm>.

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| | | <p>Source: MoE Frequency: Annually</p> <p>3.2.3.: Number of people reached out through awareness raising to promote sustainable consumption behaviour. Baseline (2023): 0 Target (2028): 1 million Source: MoE Frequency: Annually</p> <p>Output 3.3.: Climate change action and transparency are strengthened with involvement of various socio-economic actors.</p> <p>3.3.1.: Extent to which gender responsive and inclusive climate change measures are integrated into regulatory, planning and policy instruments and implemented in line with the Paris Agreement. (IRRF 1.1.2) Baseline (2023): 2 (work in progress) Target (2028): 4 (in place) Source: MoE Frequency: Annually</p> <p>3.3.2.: Number of people with access to clean, affordable, and sustainable energy, including: (IRRF 5.1.1, 5.1.2). • People with new access to energy. • People who benefit from clean energy services. Baseline (2023): 5,658 (women and people from marginalized groups 2,043) Target (2028): 20,000 (women and people from marginalized groups 9,000) Source: Ministry of Mines and Energy/ Electricité du Cambodge (EDC) Frequency: Annually</p> <p>Output 3.4.: The adaptive capacity of systems and communities to climate change and disasters is strengthened.</p> <p>3.4.1.: Number of public institutions with capacities strengthened to enhance adaptive capacities to climate change and disasters factoring in gender and inclusion considerations. Baseline (2023): 0</p> | | |
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| | | <p>Target (2028): 5 Source: Sector plans Frequency: Annually</p> <p>3.4.2.: Number of people benefitted and increased resilience from sustainable natural resources management. (IRRF 4.2.1, IRRF 4.2.2) Baseline (2023): 14,890 Target (2028): 75,000 (45,000 women) Source: Independent evaluations Frequency: Annually</p> | | |
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| NATIONAL PRIORITY OR GOAL: Sustainable Development Goals 1, 2, 3, 4, 5, 10, 16, 17. | | | | |
| COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #4: By 2028, people in Cambodia, especially those at risk of being left behind, live in an increasingly gender equal and inclusive society with active civic space and enjoy more effective and accountable institutions. | | | | |
| RELATED STRATEGIC PLAN OUTCOME: Outcome 3: Resilience built to respond to systemic uncertainty and risk. | | | | |
| COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S) | DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES | INDICATIVE COUNTRY PROGRAMME OUTPUTS | MAJOR PARTNERS/ PARTNERSHIPS FRAMEWORKS | ESTIMATED COST BY OUTCOME (US\$) |
| <p>Indicator: WGIs: i) voice and accountability and iii) government effectiveness.</p> <p>Baseline (2022): i) 10.63 iii) 36.06</p> <p>Target (2028): i) 2% increase iii) 1% increase</p> <p>Indicator: Number of United Nations supported initiatives increasing civic participation in development and decision-making in local governance processes, including planning, and budgeting. Baseline (2023): 0 Target (2028): 2</p> | <p>World Bank reporting Annually</p> <p>United Nations data Annually</p> | <p>Output 4.1.: Selected subnational administrations deliver services in a transparent and inclusive manner responsive to constituent needs.</p> <p>4.1.1.: Number of target subnational institutions with transparent, strengthened Gender Equality and Social Inclusion (GESI) responsive public administration and core government functions for improved service delivery. (IRRF 2.3.1) Baseline (2023): 4 Target (2028): 7 Source: NASLA, Independent Evaluations Frequency: Annually</p> <p>4.1.2.: Number of subnational institutions adopting inclusive mechanisms to increase civic participation in public decision making. Baseline (2023): 4 Target (2028): 7 Source: NASLA, WGI Frequency: Annually</p> | <p>MEF, MoI, Ministry of Women’s Affairs, MoP, Ministry of Post and Telecommunication, NCDD, National School of Local Administration (NASLA), international NGOs, ITU, OHCHR, UNESCO.</p> | <p>Regular \$1,550,297</p> <p>Other \$10,980,000</p> |

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| <p>Indicator: Number of laws, policies, strategies, plans and initiatives for digital transformation drafted, adopted or implemented with United Nations support, disaggregated by a) sector, b) province/subnational, c) fundamental freedoms and rights online, d) media information and digital literacy, and e) women's access to, and use of, digital technologies.</p> <p>Baseline (2023): 16</p> <p>a) 12 b) 0 c) 3 d) 1 e) 0</p> <p>Target (2028): 29</p> <p>a) 18 b) 2 c) 4 d) 3 e) 2</p> | <p>United Nations data Annually</p> | <p>4.1.3.: Percentage of target local government officials with improved performance. Baseline (2023): 0 Target (2028): 60% Source: NASLA Frequency: Biennially</p> <p>Output 4.2.: Increased civic participation including women and marginalized groups in decision-making at all levels.</p> <p>4.2.1.: Percentage of target civil society organizations including women and marginalized groups reporting availability of an enabling environment for public decision making. Baseline (2023): 0 Target (2028): 45% (50% women groups) Source: Transparency International, WGI Frequency: Annually</p> <p>4.2.2.: Number of sub-national initiatives and strategies to promote civil society engagement and inclusive spaces for public dialogue and service delivery (IRRF 2.4.5). Baseline (2023): 1 Target (2028): 2 Source: CSOs Frequency: Annually</p> <p>Output 4.3.: People and institutions are equipped with capabilities and opportunities to participate in an inclusive digital society.</p> <p>4.3.1.: Number of public institutions that leverage digital technologies in ways to deliver better services. (IRRF E.1.2) Baseline (2023): 2 Target (2028): 7 Source: MPTC Frequency: Annually</p> <p>4.3.2.: Number of additional people using digital technologies and services to improve their lives.</p> | | |
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| | | <p>(IRRF E1.3) Baseline (2023): 0 Target (2028): 500,000 Source: NBC/MPTC Frequency: Annually</p> <p>4.3.3.: Number of additional young people from marginalized groups with increased capabilities to use digital technologies and services to improve their lives. Baseline (2023): 0 Target (2028): 500 Source: Evaluations Frequency: Biennially</p> | | |
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